

# **PROPOSED BUSINESS STRATEGY AND BUSINESS MODEL FOR OZ RADIO BANDUNG**

**FINAL PROJECT**

**By:**

**Alan Dodi Amdani**

**NIM: 291119484**



**MASTER OF BUSINESS ADMINISTRATION PROGRAM**

**SCHOOL OF BUSINESS AND MANAGEMENT**

**INSTITUT TEKNOLOGI BANDUNG**

**2021**

# **USULAN STRATEGI DAN MODEL BISNIS UNTUK OZ RADIO BANDUNG**

**ALAN DODI AMDANI**

**NIM: 29119484**

**Tanggal Kelulusan Sidang (// 2021)**

**Tanggal Wisuda (// 2021)**

**Program Master Admisistrasi Bisnis. Institut Teknologi Bandung, 2021**

**Thesis Counsellor: Atik Aprianingsih, S.T, MM, DBA.**

## **ABSTRAK**

Pesatnya perkembangan teknologi dan juga internet mempengaruhi seluruh kegiatan bisnis yang ada, terutama pada industri media. Banyak yang akhirnya harus di sesuaikan oleh pelaku bisnis media yang ada saat ini demi bisa bertahan di dalam persaingan. Hal ini sangat terasa terutama pada bisnis media conventional seperti TV, radio, dan juga media cetak. Perkembangan tersebut juga sangat dirasakan oleh Oz Radio Bandung sebagai pelaku bisnis media. Sebagai penyedia dan juga sarana hiburan dan informasi, Oz Radio Bandung harus bersaing dengan lahirnya jenis media digital baru yang membuat pendengar radio berpindah dan akhirnya cenderung menurun dari tahun ke tahun. Orang-orang saat ini lebih memilih hiburan melalui smartphonenya dari sosial media dan juga platform lain yang bisa diakses disana. Berubahnya perilaku orang-orang dalam memilih hiburan dari radio ke media modern lainnya membuat radio akhirnya kehilangan pendapatan. Seperti yang kita tau radio bisa bertahan karena pendapatannya yang mereka dapat dari iklan. Namun dengan menurunnya pendengar radio dan meningkatnya pengguna media modern membuat perusahaan yang ingin beriklan lebih memilih media yang baru yang saat ini memang penggunanya lebih banyak dibandingkan dengan radio. Dalam keadaan seperti ini, Oz Radio Bandung harus memulai mengevaluasi kembali strategi dan model bisnis mereka agar tetap bisa bertahan di dalam persaingan media yang sudah sangat berkembang dengan segala teknologi yang ada.

Research ini bertujuan untuk mengetahui apa saja tahapan-tahapan yang perlu dilakukan oleh Oz Radio Bandung dalam menyusun strategi bisnis bagi perusahaan. Dengan proses penyusunan tersebut nantinya akan terbentuk strategi yang paling tepat yang bisa di implementasikan langsung oleh perusahaan. Strategi-strategi yang sudah di dapat bisa mengubah bisnis model yang ada, yang tentunya bisnis model yang baru tersebut akan membuat Oz Radio Bandung lebih produktif dan juga lebih relevan dengan perkembangan industri sekarang. Metode yang dilakukan untuk penelitian ini adalah kualitatif metode dimana data-data yang diperlukan didapat melalui interview, observasi, dan juga dari secondary data yang didapat di internet, buku, maupun jurnal. Beberapa analisis juga dilakukan guna mengetahui bagaimana keadaan didalam dan di luar perusahaan. Analisis internal dilakukan dengan menggunakan Bisnis Model Canvas, sedangkan analisis external dilakukan adalah PESTEL analisis, competitor analisis, dan customer analisis dengan menggunakan pendekatan consumer decision making process. Selanjutnya dilakukan juga analisis TOWS yang dilanjutkan dengan perumusan strategy dengan menggunakan TOWS analysis. Dari strategi yang terbentuk setelah dilakukannya TOWS analisis, dipilih strategi mana saja yang bisa dijadikan prioritas sesuai dengan akar permasalahan yang sudah didapatkan sebelumnya. Untuk mendapatkan strategi prioritas tersebut dilakukanlah proses perhitungan secara kalkulatif dengan menggunakan QSPM.

Dari akar permasalahan yang sudah didapatkan dan juga proses perumusan strategi bisnis yang juga sudah dilakukan, terbentuklah beberapa strategi yang bisa di implementasikan oleh Oz Radio Bandung. Pertama adalah strategi untuk mengatasi akar masalah platform, dimana strategi tersebut adalah membuat inovasi program yang bisa menghubungkan antara online, off-air, social media, dan juga on-air. Selanjutnya untuk akar permasalahan traffic, Oz Radio Bandung perlu melakukan peningkatan aktifitas sosial media mereka dengan konten-konten yang menarik. Terakhir untuk management dan para kariawannya diperlukan perumusan knowledge management system yang baik. Dari seluruh strategi tersebut, nantinya jika dilakukan bisa mengubah bisnis model mereka sehingga menjadi bisnis model yang sesuai dengan keadaan industry, customer, dan teknologi saat ini. Diharapkan dengan perumusan strategi yang baru ini bisa membuat Oz Radio Bandung lebih produktif dan juga bisa meningkatkan pendapatan agar perusahaan bisa terus berjalan, berkembang, dan bisa menang di dalam persaingan.

Kata kunci: Industri Media, Radio, Formulasi strategi, Strategi Bisnis, Bisnis Model Canvas

# **PROPOSED BUSINESS STRATEGY AND BUSINESS MODEL FOR OZ RADIO BANDUNG**

**ALAN DODI AMDANI**

**NIM: 29119484**

**Date of Passing of Final Test (// 2021)**

**Date of Graduation Ceremony**

**Master of Business Administration Programme. Institut Teknologi Bandung, 2021**

**Thesis Counsellor: Atik Aprianingsih, S.T, MM, DBA.**

## **ABSTRACT**

The rapid development of technology and the internet affects all existing business activities, especially in the media industry. There are many things that must be adjusted by the current media business to survive in the competition. This is felt especially in conventional media businesses such as TV, radio, and print media. The effects of these developments are also felt by Oz Radio Bandung as a media business actor. As a provider of entertainment and information services, Oz Radio Bandung must compete with the emergence of new types of digital media that make radio listeners move and eventually their listeners tend to decline from year to year. People nowadays prefer entertainment through their smartphones from social media and other platforms that can be accessed there. Changes in people's behavior in choosing entertainment from radio to other modern media make radio finally lose revenue. As we know radio can survive because of the income they get from advertising. However, with the decline in radio listeners and the increasing use of modern media, companies that want to advertise prefer new media which currently have more users than radio. Under these circumstances, Oz Radio Bandung must begin to re-evaluate their strategy and business model to remain afloat in the media competition which has been highly developed with all available technology.

This research aims to find out what are the stages that need to be carried out by Oz Radio Bandung in developing a business strategy for the company. With the preparation process, the most appropriate strategy will be formed that can be implemented directly by the company. The strategies that have been obtained can change the existing business model, which of course the new business model will make Oz Radio Bandung more productive and more relevant to current industrial developments. The method used for this research is a qualitative method where the required data is obtained through interviews, observations, and from secondary data obtained on the internet, books, and journals. Several analyzes were also carried out to find out how things were inside and outside the company. Internal analysis is carried out using the Business Model Canvas, while external analysis is carried out using PESTEL analysis, competitor analysis, and customer analysis using a consumer decision making process approach. Furthermore, TOWS analysis is also carried out, followed by strategy formulation using TOWS analysis. From the strategies formed after the TOWS analysis is carried out, then which strategies can be selected as priorities according to the root problems that have been obtained previously. To get the priority strategy, a calculative calculation process is carried out using QSPM.

From the root problems that have been obtained and the process of formulating business strategies that have been carried out, several strategies are formed that can be implemented by Oz Radio Bandung. The first is a strategy to address the root cause of the platform problem, where the strategy is to create program innovations that can connect online, off-air, social media, and on-air. Furthermore, for the root cause of traffic problems, Oz Radio Bandung needs to increase their social media activities with interesting content. Lastly, for management and its employees, it is necessary to formulate a good knowledge management system. Of all these strategies, if they have been implemented, they can change the Oz Radio Bandung business model so that it becomes a business model that is in accordance with the current state of the industry, customers, and technology. It is hoped that the formulation of this new strategy can make Oz Radio Bandung more productive and can also increase revenue so that the company can continue to run, develop, and be able to win in the competition.

**Keywords:** Media Industry, Radio, Strategy formulation, Business Strategy, Business Model Canvas

**VALIDATION PAGE**

**PROPOSED BUSINESS STRATEGY AND BUSINESS MODEL  
FOR OZ RADIO BANDUNG**

**By:**

**ALAN DODI AMDANI**

**29119484**

**Master of Business Administration Program**

**School of Business Management**

**Institut Teknologi Bandung**

**Approved,**

**Bandung, July 2021**

**Final Project Advisor**



---

**Atik Aprianingsih, S.T, MM, DBA.**

## DECLARATION OF NON-PLAGIARISM

### Plagiarism is:

Taking, using, and submitting a work of another, including an idea, writing, or invention, as if it was her or his own.

### Plagiarism includes (but not limited to):

1. **quoting verbatim** the work of another without acknowledgement of the source.
2. **paraphrasing** the work of another without acknowledgement of the source.
3. **using** the idea of another without acknowledgement of the source.
4. **submitting** the work of another without identifying clearly who did the work.
5. **colluding** by submitting the work of another as her or his own with consent from the other.

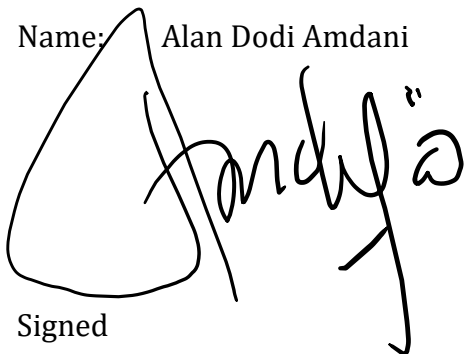
I understand that Plagiarism is wrong, a breach of academic integrity, and against Program, School, and University's Policy and Regulation.

I declare that all material in this Final Project is original, my own work, and does not involve plagiarism.

I have not allowed and will not allow another to copy my work with the intention of submitting it as her or his own work.

Name: Alan Dodi Amdani

Student ID : 29119484



Signed

Date: July 23<sup>rd</sup>, 2021

## FOREWORD

I express my gratitude and thanks to Allah SWT for His mercy and guidance that I was able to complete the final project with the title PROPOSED BUSINESS STRATEGY AND BUSINESS MODEL FOR OZ RADIO BANDUNG. With the completion of this final project, I would like to express my gratitude to:

1. The whole family, especially to my parents. My father and mother who always pray and encourage me to achieve the best education as high as possible. Especially for my mother who struggles to raise her two children alone, I express my gratitude and thanks to her. Also, thanks to my brother for all the help and encouragement.
2. Miss. Atik Aprianingsih, S.T, MM, DBA., as the thesis supervisor who from the beginning provided research ideas, direction, support, suggestions, input, and guidance so that the author can complete this thesis.
3. Mr. Ahmad Danu Prasetyo, S.T., M.S.M., Ph.D., as the academic supervisor who from the beginning provided guidance while at the MBA ITB so that the author can survive from the beginning until graduation process.
4. The entire MBA ITB lecturers who give helpful knowledge, methods, and experience. The knowledge, methods, and experience hopefully would be great tools for the author in the future.
5. MBA ITB Friends, YP 62B Class, and My Academic Syndicate who have been with author for almost two years in MBA ITB.
6. Oz Radio Bandung ad all the crew for all the information and help so that my final project can complete smoothly. I hope this research also can give something good for the company.
7. Other parties that cannot be mentioned one by one who have helped the author to complete this thesis, directly or indirectly. The author can only pray that Allah SWT will reward them with better kindness.

# TABLE OF CONTENTS

ABSTRAK.....	i
ABSTRACT.....	iii
VALIDATION PAGE.....	v
DECLARATION OF NON-PLAGIARISM.....	vi
FOREWORD.....	vii
TABLE OF CONTENTS.....	viii
LIST OF FIGURES.....	x
LIST OF TABLES.....	xi
Chapter I.....	1
Introduction.....	1
1.1 Background.....	1
1.2 Company Profile.....	4
1.2.2 Vision and Mission OZ RADIO 103.1 FM Bandung.....	4
1.2.3 Business Scope.....	5
1.2.4 Listener Profile OZ RADIO 103.1 FM Bandung.....	7
1.2.5 Organizational Structure.....	8
1.3 Business Issue.....	9
1.4 Research Question.....	11
1.5 Research Objective.....	11
1.6 Research Scope and Limitation.....	12
1.7 Writing Structure.....	12
Chapter II.....	13
Business Issue Exploration.....	13
2.1 Conceptual Framework.....	13
2.2 Research Methodology.....	14
2.3 Literature Review.....	18
2.3.1 Business Model Canvas.....	18
2.3.2 Customer Decision Making Process.....	20
2.4 Internal Analysis.....	21
2.4.1 Oz Radio Bandung BMC.....	22
2.4.2 STP Analysis.....	30
2.5 External Analysis.....	33
2.5.1 PESTEL Analysis.....	33

2.5.2 Competitor Analysis .....	43
2.5.3 Consumer Analysis .....	55
2.6 SWOT Analysis .....	57
2.7 Root Cause Analysis .....	60
Chapter III.....	62
Business Strategy Formulation .....	62
3.1 TOWS Analysis .....	62
3.2 Strategy SO .....	64
3.3 Strategy ST.....	65
3.4 WO Strategy.....	66
3.5 Strategy WT .....	67
3.6 Strategy Selection and QSPM.....	70
3.6.1 QSPM for Platform Strategy.....	72
3.6.2 QSPM for Traffic Strategy.....	74
3.7 QSMP Summary .....	76
Chapter IV.....	77
Conclusion and Implementation Plan .....	77
4.1 Conclusion .....	77
4.2 Implementation Plan .....	83
4.3 Program and Activity Recommendation.....	90
References.....	93
APPENDICES .....	96
Appendix A - Transcript interview with Oz Radio Bandung listeners. ....	96
Appendix B – Internal Analysis Interview .....	108
Appendix C – Interview Documentation by Zoom Call Documentation.....	113
Appendix D – Oz Radio Bandung Rate Card .....	114

## LIST OF FIGURES

Figure 1. 1 People Attention to Radio, Newspaper, and TV (2003 - 2018).....	1
Figure 1. 2 Conventional Media User in Indonesia .....	2
Figure 1. 3 Logo Oz Radio Bandung .....	4
Figure 1. 4 Oz Radio Bandung Addv Promo .....	7
Figure 1. 5 Oz Radio Bandung Organizational Structure .....	8
Figure 1. 6 Preliminary Research Framework .....	9
Figure 2. 1 Conceptual Framework.....	13
Figure 2. 2 Research Framework .....	15
Figure 2. 3 Business Model Canvas Framework .....	19
Figure 2. 4 Consumer Decision Making Framework.....	20
Figure 2. 5 Current Business Model Canvas Oz Radio Bandung .....	22
Figure 2. 6 Oz Club Logo .....	23
Figure 2. 7 Oz Club Training .....	23
Figure 2. 8 Oz Cool School Logo .....	24
Figure 2. 9 Oz Cool School Activity.....	24
Figure 2. 10 Oz Radio Bandung Website .....	25
Figure 2. 11 Oz Radio Bandung social media .....	26
Figure 2. 12 YouTube & Spotify Oz Radio Bandung.....	26
Figure 2. 13 Oz Radio Bandung Ex Announcer .....	27
Figure 2. 14 On Air Activity Oz Radio Bandung .....	28
Figure 2. 15 Oz Radio Bandung Announcer.....	28
Figure 2. 16 PESTEL Analysis Framework.....	33
Figure 2. 17 Indonesia's Economic Changes in the First and Second Quartal 2018-2020 .....	36
Figure 2. 18 Indonesia's Economic Growth Projection (2019-2022).....	37
Figure 2. 19 Population Composition by Generation (2020).....	38
Figure 2. 20 Smartphone Penetration in Indonesia .....	40
Figure 2. 21 Ardan Radio Logo .....	44
Figure 2. 22 Ardan School Activity .....	45
Figure 2. 23 Ardan Radio Instagram.....	45
Figure 2. 24 Vidio.com website .....	45
Figure 2. 25 Nightmare Side Promo .....	46
Figure 2. 26 Ardan Radio On Air Activity .....	46
Figure 2. 27 box2box Logo.....	48
Figure 2. 28 box2box Bola Promo Spotify Exclusive.....	49
Figure 2. 29 box2box Podcast List.....	50
Figure 2. 30 box2box Tapping Podcast Activity .....	51
Figure 2. 31 Root Cause Analysis Graph.....	61
Figure 4. 1 Current Oz Radio Bandung Business Model Canvas .....	79
Figure 4. 2 Design Thinking Framework.....	83

# LIST OF TABLES

Table 1. 1 Rate Card Oz Radio Bandung.....	6
Table 1. 2 Oz Radio Bandung Listener.....	8
Table 2. 1 Participants 1 (Internal Analysis).....	16
Table 2. 2 Participants 2 (costumer analysis) .....	17
Table 2. 3 Oz Radio Segmentation .....	30
Table 2. 4 PESTEL Analysis .....	42
Table 2. 5 Competitor Analysis Summary.....	52
Table 2. 6 SWOT Analysis .....	58
Table 3. 1 TOWS Analysis .....	63
Table 3. 2 KIF QSPM Platform Strategy .....	72
Table 3. 3 KEF QSPM Platform Strategy.....	73
Table 3. 4 KIF QSPM Traffic Strategy.....	74
Table 3. 5 KEF QSPM Traffic Strategy.....	75
Table 4. 1 Program Innovation Plan .....	85
Table 4. 2 Boost Online Activities.....	87
Table 4. 3 Knowledge Management Planning .....	88

# Chapter I

## Introduction

### 1.1 Background

The world today is truly in our hands, gripped on a screen that we see every minute. We keep them in our hands, purses, and pockets, by our bedside while we sleep, and surround ourselves with those screens on our desks and kitchen tables.

The growth of technology and information nowadays has a huge impact on changing the lifestyle of the global community, especially in the way they get news and entertainment. The emergence and development and the ease of obtaining an internet network plus increasingly sophisticated smartphones have reduced people's interest in conventional media such as newspapers, magazines, tabloids, and radio. Based on the results of a survey on the socio-cultural indicators of the Central Statistics Agency (BSI), people (aged 10 years and over) who listened to the radio in the past week were only 13.31% in 2018. This figure has fallen far from 50.29% in 2003. Likewise, the community who read newspapers or magazines decreased to 14.92% in 2018 compared to 23.7% in 2003.

**Persentase Perhatian Masyarakat Usia 10 Tahun ke Atas Terhadap Media Radio, Surat kabar dan Televisi (2003-2018)**

Sumber : Badan Pusat Statistik (BPS), 2019

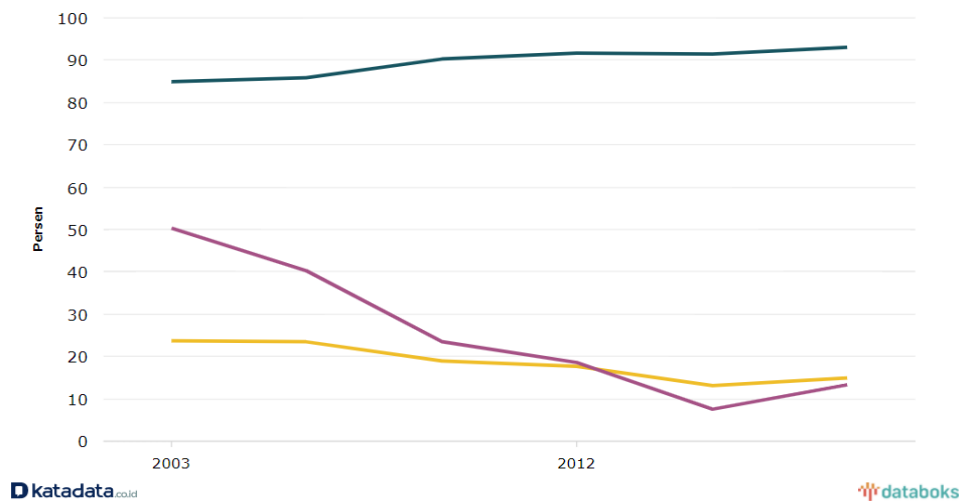


Figure 1. 1 People Attention to Radio, Newspaper, and TV (2003 - 2018)

(Source: <https://databoks.katadata.co.id>)

Changes in behaviour in obtaining information and entertainment greatly affect the sustainability of the media now. Everyone prefers to get entertainment and information from the internet via their smartphone or gadget rather than using conventional devices. These changes certainly influence the continuity of conventional media business actors, currently the media are starting to change towards new media (new media) based on Computer Mediated Communication (CMC) which is related to internet connections. The emergence of the internet has become a challenge for the mass media, the media are required to continue to innovate amid the fast-changing technology. There are those who survive and try to keep up with the massive development of technology, but many also must close and go out of business.



Figure 1. 2 Conventional Media User in Indonesia

(Source: <https://databoks.katadata.co.id>)

From the data held by GlobalWebIndex they state that conventional media has entered their end game. In the first semester of 2019, Indonesian television viewers still reached 93.3% of the total respondents. But a year later in the same semester, the media audience decreased to 90.7%. Meanwhile, the magazine with the lowest market shares also experienced a decline in readership. From 51.3% in semester I-2019 to 44.4% in semester II-2020. The shrinkage of the number of conventional media users is inversely proportional to the duration of digital media use. The duration of cell phone, laptop-tablet, and social media users increases from semester I-2019 to semester I-2020.

To adapt to this situation, the media industry must be able to combine several different newsrooms into one integrated newsroom. This changing business strategy includes changes in the 'news gathering' process. In convergence, content maximization occurs across multiple platforms (Yanuar et al., 2013). Sucahya (2016) mentions that finally the internet is what requires the management of the media industry to converge, namely the merging of integrated media, telecommunications, and computer technology into a single system. This network is considered not only as a technology, but also as an information resource. Media convergence is an opportunity for conventional mass media to align with 21st century technology. The wider reach of accessible media is very necessary for people who live in this era.

Then what about the continuity of the radio world today? The existence of a radio broadcasting institution is currently being discussed a lot. Several statements in every radio discussion often arise complaints from radio broadcast managers. "Now the broadcast radio business is getting more difficult because today's society is an "audio-visual" society. Until now, radio broadcasting institutions need to continue to seek innovative breakthroughs, both in terms of developing broadcasting technology and broadcast material. Radio broadcasting institutions need to continue to seek innovations to compete with other media in this era of convergence.

In Bandung itself, only a few "youths" radios have been able to survive firmly. Even then, they need a lot of adjustments, starting from the extended audience segmentation to the time the announcer is talking in the cut so that they tend to only play songs. This is maybe one solution so that listeners stay tuned on the radio. Even if there are radios that are still strong, usually radios with the theme "dangdut" radio, where the segmentation is the middle to lower class, the majority of which still play radio as a place of entertainment. We can see that in the markets whose activities do not stop, they still play radio with the theme "Dangdut" radio. Radio with the youth segment which for decades has always made the middle and upper youth need to start racking their brains. Due to the segmentation, they are currently eyeing, they prefer digital entertainment through their smartphones. Nothing is impossible, by reformulating a business pattern that is relatable to the current situation and wanting to get rid of outdated habits that are hindering, it looks like the existence of "young people" radio with a new face can be achieved. Finally in the future, radio can take back to their heyday, create new entertainment that is loved by listeners.

## 1.2 Company Profile



*Figure 1. 3 Logo Oz Radio Bandung*

(Source: [google.com](http://google.com))

This radio originated from the activities of four urban youths Bandung which has the same hobbies, which agrees to combine ideas and creativity by making transmitters without permission from the government. Location they broadcast around Jalan Panjaitan, frequency Am (13.32 KHz) with station-call (nickname for listeners) "Young Cresendo", with the logo of a deer jumping around the globe his philosophy was the radio "Young Cresendo" wanted to disguise the dynamics of entertainment in the city of Bandung.

Several months later they agreed to change the name to be OZ, without having any meaning. On December 25, 1971, designated as the birthday of radio OZ (government regulation number 55 in 1970), which has a condition that each arrangement broadcast activities on the air using government-managed frequencies, obliged to create a legal entity institution. Following the development of broadcast radio, OZ RADIO started anew by adding new OZ RADIO in various cities including OZ RADIO Bandar Lampung, OZ RADIO Palembang, OZ RADIO Bali and OZ RADIO Jakarta.

### 1.2.2 Vision and Mission OZ RADIO 103.1 FM Bandung

#### **Vision OZ RADIO 103.1 FM Bandung:**

The vision of Radio PT. Mitragamma Swara (Oz Radio)'s is to become a role model radio station (Station Panutan).

#### **Mission OZ RADIO 103.1 FM Bandung:**

1. Realizing PT. Radio Mitragamma Swara as a private broadcasting institution that presents entertainment programs in the form of the latest songs and collaborates

with all parties to provide news, information, entertainment of an educational nature to encourage improvement regional economic growth.

2. Realizing PT. Radio Mitragamma Swara as a private broadcasting institution that provide the preferred information for the people of Bandung, then PT. Radio Mitragamma Swara has deployed capable and qualified personnel as well experienced in their respective fields to get news from various sources that will be broadcast live.
3. Building PT. Radio Mitragamma Swara as a private broadcasting institution explores the potential of art in 4 regions, especially new music groups, which are then broadcast continuously so that they can reach the peak of national success in the form of music requests and charts.
4. Realizing PT. Radio Mitragamma Swara as a private broadcasting institution in the form of interactive radio directed at community service activities and producers who will promote their business products in the form of advertisements.

### **1.2.3 Business Scope**

Station format OZ RADIO is a broadcast radio format presents the following format:

1. Music entertainment.
2. Info about artists and public figures.
3. Lifestyle.
4. Technology.
5. Automotive.
6. Sport.
7. Entertainment.
8. Gossips
9. Quiz
10. Off air activity

Various Highlight programs both on air and off air created by OZRADIO are proven to be able to create good brand awareness, brand image and brand reminding for OZRADIO clients. Some of the highlights of the program onair last ten years such as OZ Galasin, Love Cinta, OZ clusive, Sore Santai, OZ Riental, Morning Booster, Extreme Moshpit, OZ Discoland. While the highlight for the off-air program as a complement to the strength of the radio oz business is OZ coustic, OZ cool school, signal 2 noise, OZ musicology, OZ on the road, OZ nonton bareng, OZ pub on the air, OZ club, OZ charity car wash, OZ gaya sabtu malam, etc.

In addition, the business turnover carried out by Oz Radio Bandung is through advertising and paid promote. Where there are packages offered for clients that can be selected according to their needs.

Table 1. 1 Rate Card Oz Radio Bandung

Source: Oz Radio Bandung

Rate Card of Oz Radio Bandung			
Benefits	Duration	National	Local
<b>Primetime</b>			
Spot	60"	Rp. 1.000.000	Rp. 100.000
Adlibs	60"	Rp. 2.000.000	Rp. 120.000
Insert	3'	Rp. 3.000.000	Rp. 1.300.000
Insert	5'	Rp. 5.000.000	Rp. 1.600.000
Talk show	60"	Rp. 15.000.000	Rp. 3.000.000
Talk show	20"	Rp. 7.000.000	Rp. 2.000.000
Live report	3" until 5"	Rp. 6.000.000	Rp. 2.500.000
Blocking Program	60' / 1x	Rp. 15.000.000	Rp. 15.000.000
<b>Regular Time</b>			
Spot	60"	Rp. 850.000	Rp. 85.000
Adlibs	60"	Rp. 1.100.000	Rp. 100.000

<b>Blocking Program</b>	60' / 1x	Rp. 10.000.000	Rp. 10.000.000
<b>Others</b>			
<b>OB VAN 3x live report</b>	3x live report	Rp. 15.000.000	Rp. 8.000.000
<b>OB VAN 2x live report</b>	2x live report	Rp. 10.000.000	Rp. 5.000.000

For Oz Radio Bandung's 50th anniversary, they provide a special advertising package at a more affordable price.

**OZ RADIO BANDUNG**  
103.1 FM

#OZ50Tahun #Friendly Station

**Paket Iklan**

**A** Rp 3.000.000 include  
Talkshow 1x,  
4x Post Feed & 6x Stories Instagram  
Free 32x Pemutaran Iklan

**B** Rp 2.000.000 include  
Talkshow 1x,  
2x Post Feed & 4x Stories Instagram  
Free 28x Pemutaran Iklan

**C** Rp 1.500.000 include  
Talkshow 1x,  
1x Post Feed & 2x Stories Instagram  
Free 14x Pemutaran Iklan

Keterangan :  
- Promo berlaku sampai akhir Juni 2021  
- Periode penayangan sampai akhir Juli 2021  
- Pembayaran dilakukan di awal kerjasama

Figure 1. 4 Oz Radio Bandung Advv Promo

Source: Oz Radio Bandung

#### 1.2.4 Listener Profile OZ RADIO 103.1 FM Bandung

OZ RADIO owns and builds human resources to be a role models, OZ RADIO Crew has proven to be Trendsetter, Powerful, Attractive, Dynamic, Undetectable.

Table 1. 2 Oz Radio Bandung Listener

Source: Oz Radio Bandung Website

Oz Radio Bandung Listeners	
Age	14 - 35 years old
Educational Background	Junior & High School, College, Young Executive.
Socioeconomic Status	C, B, A, A1 (very-very)
Lifestyle	Creative, Fashionable, Dynamic, High Purchasing Power.
Music	Pop, Rock, Alternative, RnB, Jazz, Hip Hop, Any kind of top selling music on top 40, with a playing proportion of 60% western songs, 40% Indonesian song.

### 1.2.5 Organizational Structure

The organizational structure is the basic framework that unites the functions of a company resulting in a relationship between personnel who carry out their respective functions and duties. The organizational structure of PT. Mitragamma Swara OZ RADIO 103.1 FM Bandung are as follows:

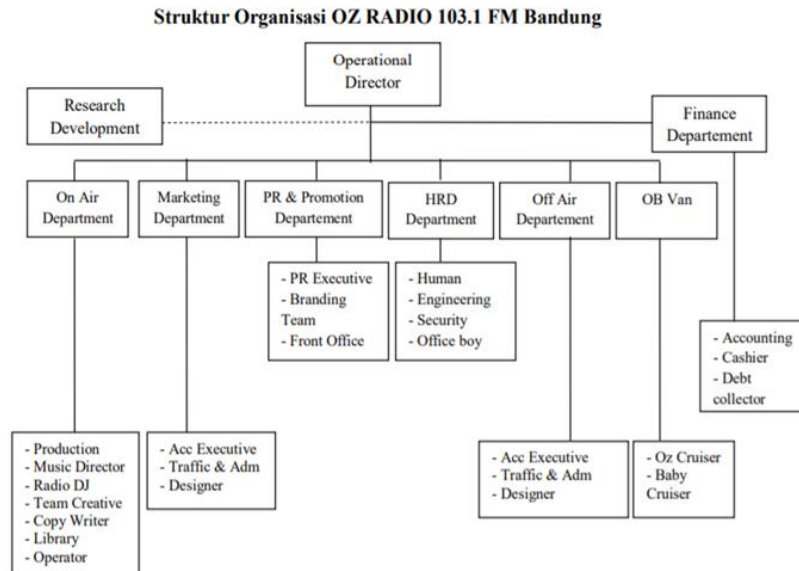


Figure 1. 5 Oz Radio Bandung Organizational Structure

Source: Oz Radio Bandung

Basically, the organizational structure of the Oz Radio Bandung company is divided into three parts, namely the management team, the on-air team, and the off-air team. The management team consists of the marketing department, the PR & promotion department, the finance department, and the HRD department. This management team is very crucial in the company because they are the essence of organizing to carry out all the goals of the OZ Radio Bandung company. On Air team, the position in the organization is as the main person in charge of all broadcasting and broadcasting activities. Recruitment for broadcasters and operators is carried out by the On Air department, as well as arranging broadcast program schedules. The on-air department is also responsible for creating creative event programs and keeping up with music charts at home and abroad. Furthermore, the Off-Air department is also an important department for OZ Radio Bandung. Their duties include organizing off-air events both in cooperation with clients and to promote OZ Radio. In addition to fulfilling all licenses for the implementation of off-air activities, it is also carried out by the off-air department. For on-air and off-air departments assisted by one department that will complement and maximize their functions, this department is also very important, namely OB Van. OB Van is the core staff in the Operations Directorate, whose main function and purpose are as regulator, controller, and executor of outdoor broadcasts using production equipment, in this case OB VAN or Oz Cruiser. Both for internal purposes of 14 operational directorates and other directorates within the company, as well as external second parties, in this case clients, sponsors, etc.

### 1.3 Business Issue

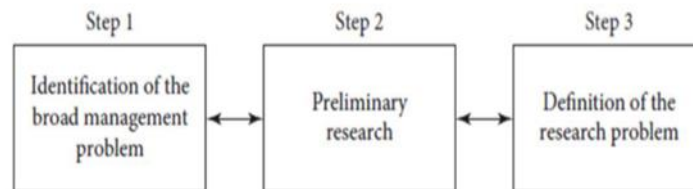


Figure 1. 6 Preliminary Research Framework

Source: google.com

In research, a good start is with gather important or initial information first which is related to the problem to be analyzed so that the author can map the root of the problem so that the broad of problems discussed can be narrow and finally can provide a clear problem statement (Sekaran, 2016). To get what are the important problems that exist at Oz Radio Bandung, preliminary

research is needed so that we can see what problems exist precisely without going too far, then we can write them as a problem statement. Data collection through the company, subscribing Nielsen data by the company, and through interviews with the company will be carried out to obtain a problem statement in this research.

According to Program Director of OZ Radio Bandung, the listener for OZ Radio Bandung has decreased in the last ten years. This is due to the growth of social media and the development of the internet in Indonesia. This causes listener traffic to decrease because they prefer sources of information and entertainment from social media. Considering that Oz Radio's listeners have been listeners with the middle and upper social class for decades, with the advancement of technology they have finally moved from listening to radio to other digital media that provide suitable and easy to access treats.

In a changing situation like this, Oz Radio Bandung is less responsive in anticipating the situation so that they lose momentum to be able to provide entertainment options that are in tune with technological developments considering that the direction of entertainment development is now starting to maximize the internet and digital media. This needs more attention so that Oz Radio Bandung can still carry out its business activities and can even further develop Oz Radio Bandung as a company that remains a role model station.

### **1.3.1 Problem Statement**

So far, the activity pattern in the radio industry is more in one-way communication portion, where listeners listen more to broadcast programs passively. Although sometimes there is interaction with listeners, the portion of the two-way communication is smaller. Rulli (2012: 62) states that if the broadcast model is one-way communication, then with the presence of communication technology it can be two-way, even more attractive. Communication occurs no longer using a pattern from one source that spreads to many audiences or audiences, centered, the audience is passive, and the recipient is in an isolated position (Levy, 2001: 223), but is more dynamic, not centralized, to involve audiences.

The presence of the internet is one of the challenges and opportunities for the mass media in this century. With the internet, media content can be put together in one device. Media content that was previously separate, such as text, images, video, and sound, can now be used on a single device, regardless of time and place. Consumers also become active as they receive additional

information and features on certain topics. For example, when searching for information on the internet via a smartphone, consumers can view text, video, radio, music, and film information at the same time. As a result, the mass media must innovate to adapt to technological developments.

Currently, the listener for Oz Radio Bandung has decreased drastically, listener traffic has started to decline for years due to their business model that has not been adjusted to the current situation. As we know, market demand and business competition will always change from time to time. Evaluation of the business model is needed so that Oz Radio Bandung can remap the state of their business so that each part of the company can work appropriately according to changing market demands. By practicing business model, we can describe all the idea of how a company can creates, delivers, and capture value (Osterwalder, Pigneur; 2010). Changes that occur in the circumstances of a business, of course, need adjustments to a new business model. Apart from the business model, it is also necessary to create a new business strategy that can provide a new source of income for Oz Radio Bandung. The current situation which makes the lack of advertisements entering Oz Radio Bandung, of course, makes the income for the company also decreasing. So that the formulation of a new strategy is needed considering the main source of income from radio has begun to decrease. It is proven by the very few (almost non-existent) advertisements in every Oz Radio Bandung on-air program.

#### **1.4 Research Question**

- 1) What are the steps that need to be taken in the business strategy formula for Oz Radio Bandung?
- 2) What business strategies are suitable for Oz Radio Bandung?
- 3) What kind of new business model can represent Oz Radio Bandung's business strategy?

#### **1.5 Research Objective**

- 1) Analyze the state of the Oz Radio Bandung company in all condition both internal and external conditions.
- 2) Providing a business strategy that can support the development of Oz Radio Bandung in terms of listener traffic and profit.

- 3) Forming a new business model that describes Oz Radio Bandung's new business strategy.

## **1.6 Research Scope and Limitation**

This research will focus on the formation of a strategy as well as a business model, this study will not discuss the details of budget calculations for strategy implementation. Strategy implementation, evaluation and control are not discussed in this research. Because Oz Radio has many networks in various cities in Indonesia, this research is limited only to Oz Radio in the city of Bandung.

## **1.7 Writing Structure**

The writing structure is structured to provide an overview of the clarity of the writing of the research results. This research is presented in four chapters, with the following research structure:

- **Chapter 1 Introduction**

This chapter explains in general the condition of the company which is also illustrated through the research background so that there is an initial understanding of the research being carried out. It also includes the company's company profile, business issue exploration, as well as objectives and research questions.

- **Chapter 2 Business Issue Exploration**

Business issues are explored more deeply in this chapter, how the conditions and problems that occur in the company are explained in accordance with the current situation.

- **Chapter 3 Business Solution**

The solutions in this chapter are discussed in full detail in accordance with the data and information that has been previously obtained.

- **Chapter 4 Conclusion and Implementation**

A summary of all the research is written in this chapter so that the reader can conclude what are the important points of the research that has been carried out. It also includes a structured implementation plan of recommended strategies.

# Chapter II

## Business Issue Exploration

### 2.1 Conceptual Framework

In this chapter, the first thing we will discuss is the conceptual framework compiled in the writing of this research. The formulation of a conceptual framework will help us to create hypotheses, test certain relationships and help researchers relate findings to theories that can only be observed or measured through variables. Therefore, in compiling a conceptual framework, researchers should understand the conceptual variables to be measured. The conceptual framework is the researcher's idea of how the research problem will be explored. Conceptual framework can also be called the Research Paradigm. Like when we want to enter a cave filled with treasure, we must have a concept to be able to enter it safely (conceptual framework). We then apply the design and when we are in the cave, we must choose, and sort out which treasures are useful and beneficial to us based on existing knowledge and theory. Barney and Hesterly (2015) define that “A firm’s strategy is its theory of how to gain competitive advantages”. Furthermore, strategies are full of assumptions and hypotheses which must turn out to be accurate to taste the competitive advantages. The Strategic Management Process is clearly illustrated in Figure 2 by Barney and Hesterly (2015) in way of setting objectives, analysis, choose, and implementation.



Figure 2. 1 Conceptual Framework

Source: Barney and Hesterly, 2015

In identifying existing problems, first this research begins with business issue exploration and continues to the data collection stage. External and internal analyzes were also carried out in this research to determine the existing business situation. For external analysis, PESTEL analysis as well as competitor analysis is carried out, and for internal analysis, interviews are carried out as

well as business model analysis. Furthermore, a SWOT analysis is carried out to be able to formulate what strategy will be provided and reformulate a new business model that is more in accordance with the Business Model Canvas (BMC).

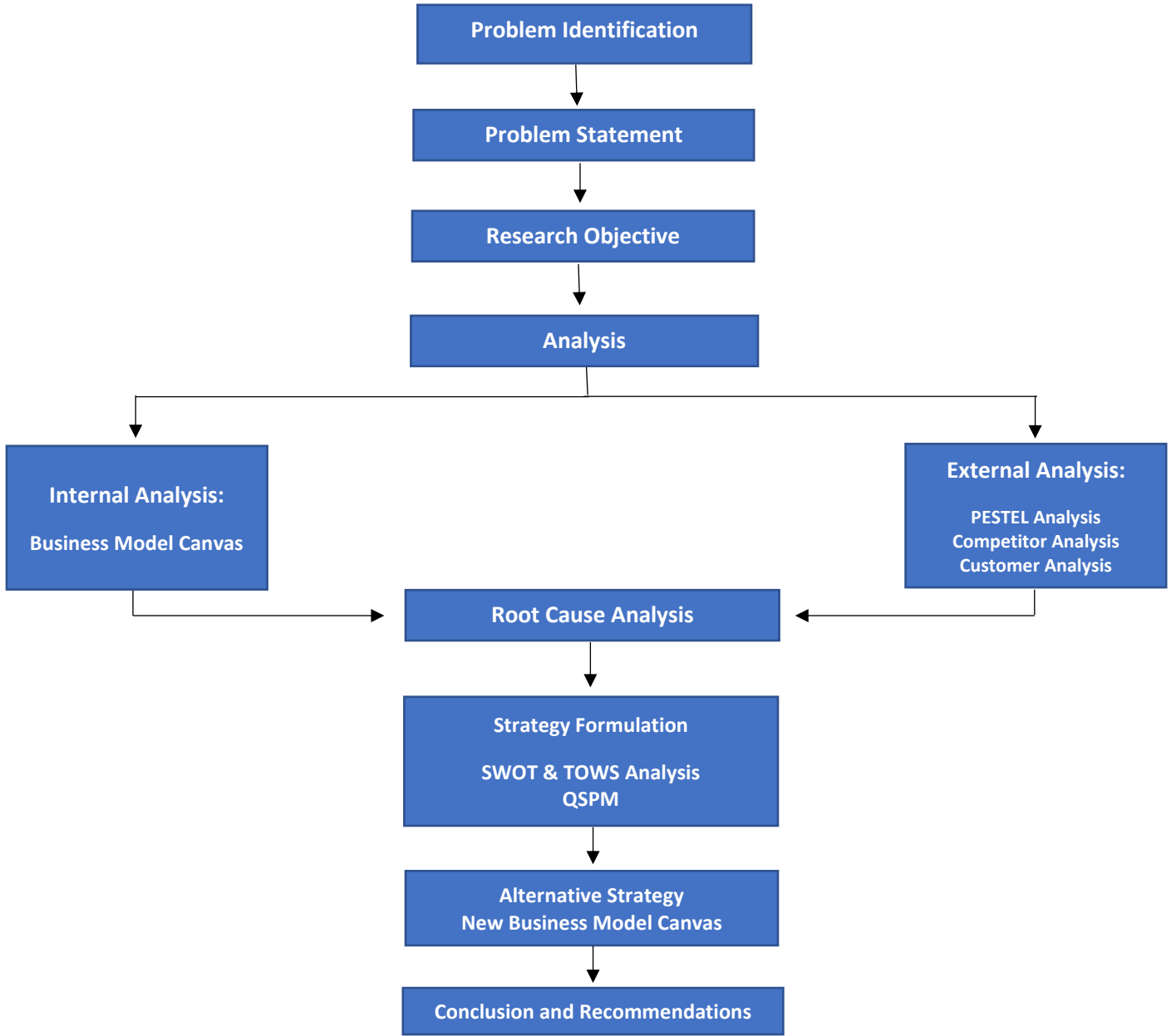
## **2.2 Research Methodology**

The research methodology is a set of knowledge about the steps to search for data relating to a particular problem to be processed, analyzed, drawn conclusions, and then searched for solutions. The research methodology must justify the choice of design, by showing that the methods and techniques chosen are most suitable for the purposes and objectives of the study and will provide valid and reliable results (Sevilla & Consuelo, 1993).

In this research, the methodology used is qualitative method research. Qualitative research begins with an idea expressed by research questions. The research questions will determine the method of data collection and how to analyze it. Qualitative methods are dynamic, meaning they are always open to changes, additions, and replacements during the analysis process (Milles & Huberman, 1994).

In terms of data collection, Gill et. al. (2008) suggested that there are several types of data collection methods in qualitative research, namely observation, visual analysis, literature study, and interviews (individual or group). However, the most popular are the methods of interview and focus group discussion (FGD). Furthermore, the data that has been collected, analyzed to be able to understand and get conclusions in the study. Qualitative methods: the nature of multiple realities, holistic, dynamic, the result of construction and understanding. Whereas in the combined method: the nature of multiple reality, it can be classified, observed and the result of meaning construction.

PESTEL was carried out in this research to analyze the external condition of the company, plus conduct a marketing mix analysis to complement the data and information needs of this study. Furthermore, a business model analysis is carried out as an internal company analysis where this analysis uses the Business Model Canvas Framework (BMC). In collecting data, researchers conducted interviews with employees at Oz Radio Bandung to dig deeper into how the situation in the company also distributed surveys with open-ended questions to find out what conditions had to do with radio listeners. After all, analyzes are carried out further research will be discussed using SWOT analysis.



*Figure 2. 2 Research Framework*  
(Source: processed by researcher)

In this study, data collection was carried out by interviews and observations to understand in more detail the phenomena that occur in the radio industry today with the dynamics of technology. Interviews produced data which were then collected and then processed in research and then interpreted in a structured manner. In this study, the selected participants are participants who have an influence on the radio industry, especially in the process of business activities at Oz

Radio Bandung so that researchers can find in-depth facts that come and are expressed directly by the participants.

The interviews conducted in this study are divided into two parts, the first part is interviews with participants who work at Oz Radio Bandung and interviews with participants who have understood and been in the radio industry for a long time. The first part of the interview is focused on knowing the condition of the company in depth so that researchers can analyze and examine the company also deeply so that they can build a relevant and effective business strategy. This interview was conducted to assist in the preparation of internal analysis, especially for the Business Model Canvas. The following is participant data in the first part:

Table 2. 1 Participants 1 (Internal Analysis)

(Source: processed by researcher)

Initials	Position/Work Experience in Radio Industry.	Work experience.	Excavated information.
JMP	Program Director	4 years	<ul style="list-style-type: none"> <li>a. Internal company goals.</li> <li>b. Direction strategy.</li> <li>c. Internal state of the company.</li> <li>d. Overall company strategy.</li> <li>e. The training of the announcer.</li> <li>f. Announcer development.</li> <li>g. Knowledge Management.</li> <li>h. Announcer skill.</li> <li>i. Producer skill.</li> </ul>
TBA	Ex Announcer / Radio & Media Expert	More than 15 years	<ul style="list-style-type: none"> <li>a. Radio innovation.</li> <li>b. Implementation of new media in Radio.</li> <li>c. Content in another platform.</li> </ul>

The second interview was conducted on 10 participants who were selected through the Oz Radio Bandung listener database. This interview aims to find out what the market wants for entertainment, programs, and information provided by the radio industry. Considering that the participants taken are participants from Oz Radio Bandung listeners, so they are used to listening to radio and are expected to provide deep insight into the content, programs, or quality of

broadcasters that listeners like. This interview was conducted to assist in the preparation of external analysis, especially in the customer analysis section.

Table 2. 2 Participants 2 (costumer analysis)

(Sources: processed by researcher)

<i>No</i>	<i>Initials</i>	<i>Gender</i>	<i>Age</i>	<i>Occupation</i>
1	AIP	F	16	High school student.
2	KA	M	16	High school student
3	NAK	F	22	College student
4	DN	F	20	College student
5	IW	F	24	College student
6	ZA	M	27	Private sector worker
7	WP	M	28	Private sector worker
8	AN	F	28	Entrepreneur
9	ES	F	32	Entrepreneur
10	WAS	M	32	Civil servant

The questions given to the participants have been determined with six core questions to dig deeper into what listeners want, what content they want if Oz Radio Bandung is active on other platforms, what kind of broadcaster quality they want, and their reasons. why still choose radio as a means of information, entertainment, and news. Furthermore, the questions asked to participants were more flexible with the aim of researchers being able to get deeper information so that they could assist in the formation of the right strategy for Oz Radio Bandung. Due to the Covid-19 pandemic, all interviews were conducted via Zoom, Google meet, and WhatsApp call.

Secondary data obtained from websites, journals and company data on the internet is collected for competitor analysis. For Ardan radio, the data obtained comes from the official website they have, and other websites that provide the required information. Observations made by researchers also provide data that can be collected for competitor analysis. And for the boxes, the data obtained is also the same from observations and websites and from short interviews.

Another analysis formulated is PESTEL analysis, as well as competitor analysis. For PESTEL analysis, the data obtained is through a news website which explains issues that can

explain the external state of the media industry. Apart from news, data can also be obtained through websites that present data on the state of the economy, social, politics, technology, environment, and law. From this information, it can finally provide an overview of the external conditions of the media industry that can have a direct or even indirect effect on Oz Radio Bandung. In addition, interviews conducted with informants one also provides a direct explanation of how these external factors affect Oz Radio Bandung.

## **2.3 Literature Review**

The following is the literature taken to help carry out an analysis of both internal and external analysis to make it easier for the author to present the article. In addition, this literature will be able to connect the data taken with the analysis that will be carried out later. In making a scientific paper, it takes several literatures that supports the writing or research that we do. To get the literature, we can get it by reading, understanding, criticizing, and reviewing literature from various sources. Literature review is very important role in making a scientific writing or essay, where the literature review provides ideas and goals about the research topic that we will do.

### **2.3.1 Business Model Canvas**

Osterwalder & Pigneur in their book "Business Model Generation" creates a business model framework in the form of a canvas and consists of nine interconnected boxes. These boxes contain important elements that describe how an organization creates value and benefits from its customers (Osterwalder & Pigneur, 2010). The popularity of the concept of business models began in the 1990s onwards when the internet began to discuss a lot about the context of the business model in a company and how the business environment changed. The concept of a business model is used as a general way to explain how companies interact with suppliers, partners, and customers, as well as to illustrate the rationale for how organizations create, deliver, and capture value (Gunawan, 2016).

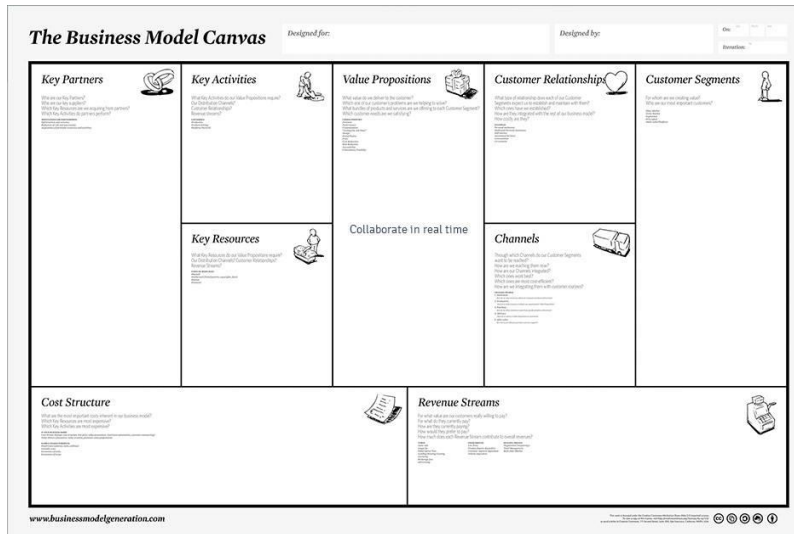


Figure 2. 3 Business Model Canvas Framework

Source: Osterwalder, Pigneur

The nine components in the Business Model Canvas are:

1. **Customer Segments** are people who use the services / products of the organization and those who contribute to providing income for the organization. Customer segmentation can also be disaggregated by behavior, age, profession, income, and geography.
2. **Value Propositions** are unique in determining why the product or service deserves to be chosen by the customer. It offers to solve customer problems and fulfill customer desires as much as possible.
3. **Channel** an element such as communication, distribution and sales channels that states how the organization communicates with its segment customers and delivers its value proposition.
4. **Customer Relationship** fostering relationships with customers, with the aim of getting new customers and retaining old customers.
5. **Revenue Streams** or inflows of funds that describe how the organization earns money from each customer segment. The flow of funds is what keeps a company alive or surviving.

6. **Key Resources** describe the most important assets that determine the successful operation of a business model, such as buildings, vehicles, intellectuals, and workforce.
7. **Key Activities** are the main activities that support the success of a business model in delivering value propositions to customers.
8. **Key Partnership**, a business cooperation agreement initiated voluntarily between two or more companies to complete certain projects. This cooperation can lead to cost savings, reduce risks, and gain resources that the company does not have.
9. **The Cost Structure** describes all costs that arise because of operating this business model to realize value propositions through precise and reliable channels, key resources, and key activities.

### 2.3.2 Customer Decision Making Process

Before buying a product or service, consumers generally evaluate to select products or services. The evaluation and selection used will result in a decision. Self-decision making is a process that consists of several stages, namely need recognition, information search, evaluation of alternatives before purchase, purchase, consumption, and evaluation of alternatives after purchase (Engel, et. al., 2006).

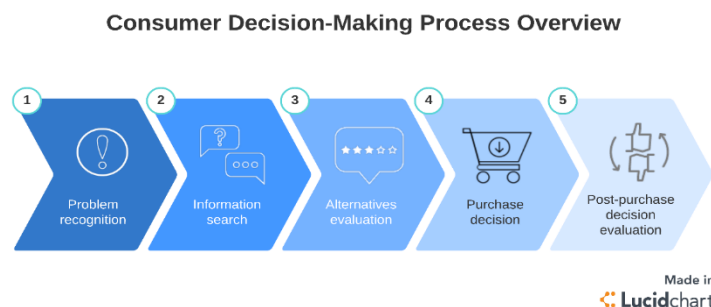


Figure 2. 4 Consumer Decision Making Framework

Source : google.com

Consumer purchasing decisions are influenced by external factors and internal factors. Internal factors that are often referred to as the consumer black box have a significant influence. Consumer psychology such as perceptions of product quality, perceptions of service quality,

perceptions of price have been shown to influence purchasing decisions and consumer loyalty (Bei and Chiao, 2006). Here's a breakdown of what happens in each step:

1. **Need recognition (awareness):** The first and most important stage of the buying process, because every sale begins when a customer becomes aware that they have a need for a product or service.
2. **Search for information (research):** During this stage, customers want to find out their options.
3. **Evaluation of alternatives (consideration):** This is the stage when a customer is comparing options to make the best choice.
4. **Purchasing decision (conversion):** During this stage, buying behavior turns into action – it's time for the consumer to buy!
5. **Post-purchase evaluation (re-purchase):** After making a purchase, consumers consider whether it was worth it, whether they will recommend the product/service/brand to others, whether they would buy again, and what feedback they would give.

## 2.4 Internal Analysis

In this sub-chapter, we will discuss how the researcher conducted an internal analysis of the Oz Radio Bandung company. Internal analysis is basically an examination of a company's competence, resources, and position in the market. The results of internal analysis often provide useful information about the company's strengths and weaknesses. These results are important because management can use them to develop strategic planning objectives to maintain and grow the business. Management must be able to take full advantage of internal strengths to support the company's competitive advantage. Strengths can come from unique resources or distinctive competencies. Likewise, the identification of weaknesses is as important as the identification of strengths. Management needs to minimize its impact on business success.

## 2.4.1 Oz Radio Bandung BMC

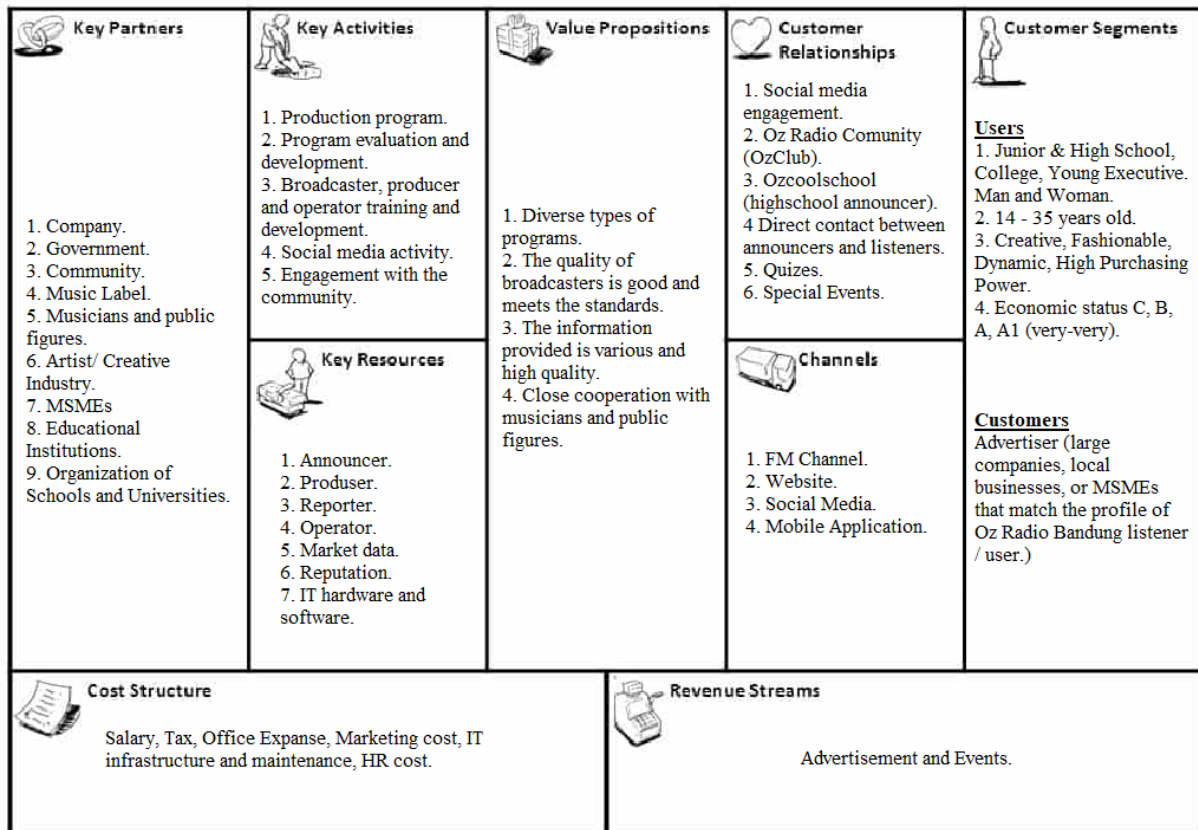


Figure 2. 5 Current Business Model Canvas Oz Radio Bandung

(Source: processed by researcher)

### Customer Segments

In this first box, Oz Radio divides two parts to explain who the customers are for the company. As an unpaid media company, Oz Radio Bandung's customers are mainly people or companies who want to advertise on the Oz Radio Bandung broadcast program. From large companies, local brands, to MSMEs, Oz Radio's clients are advertising on the Oz Radio Bandung program. As we know whether there is an advertisement or not also depends on the listener's traffic on a radio, so to be able to get more income we also need to get more users or listeners. For the listeners themselves, Oz Radio Bandung starts from junior and high school students, colleges, to young executives, male and female. They psychography is creative, fashionable, high purchasing power. In addition, the economics status is C, B, A, A1 (very-very)

## Customer Relationship

For more than 40 years Oz Radio Bandung has always tried to be close to its listeners. In addition to the usual listeners of Oz Radio Bandung having a fan base for their favorite broadcasters, Oz Radio Bandung has an official listening community called the OZ Club, where their activities vary widely from hanging out together, charity, and other activities.



*Figure 2. 6 Oz Club Logo*

(Source: google.com)

In fact, in the past few years, Oz Club members also received free public speaking training so that some who have more proficiency in public speaking can get the opportunity to train to become broadcasters. One of the most successful broadcasters who started her radio career with the Oz Club is singer Yura Yunita.



*Figure 2. 7 Oz Club Training*

(Source: <https://twitter.com/massaayu/status/535798952205893632?s=20>)

In addition, there is also the Oz Cool School, which is a broadcast program taken from selected high school students in Bandung as Oz Radio Bandung announcer.



*Figure 2. 8 Oz Cool School Logo*

(Source: google.com)

They are in training and for those who are eligible to be announcer, they can be an announcer on Oz Radio to get program on-air hours. They were formed to maintain engagement between Oz Radio Bandung and their school listeners.



*Figure 2. 9 Oz Cool School Activity*

(Source: <https://twitter.com/ozradiobandung>)

## Channel

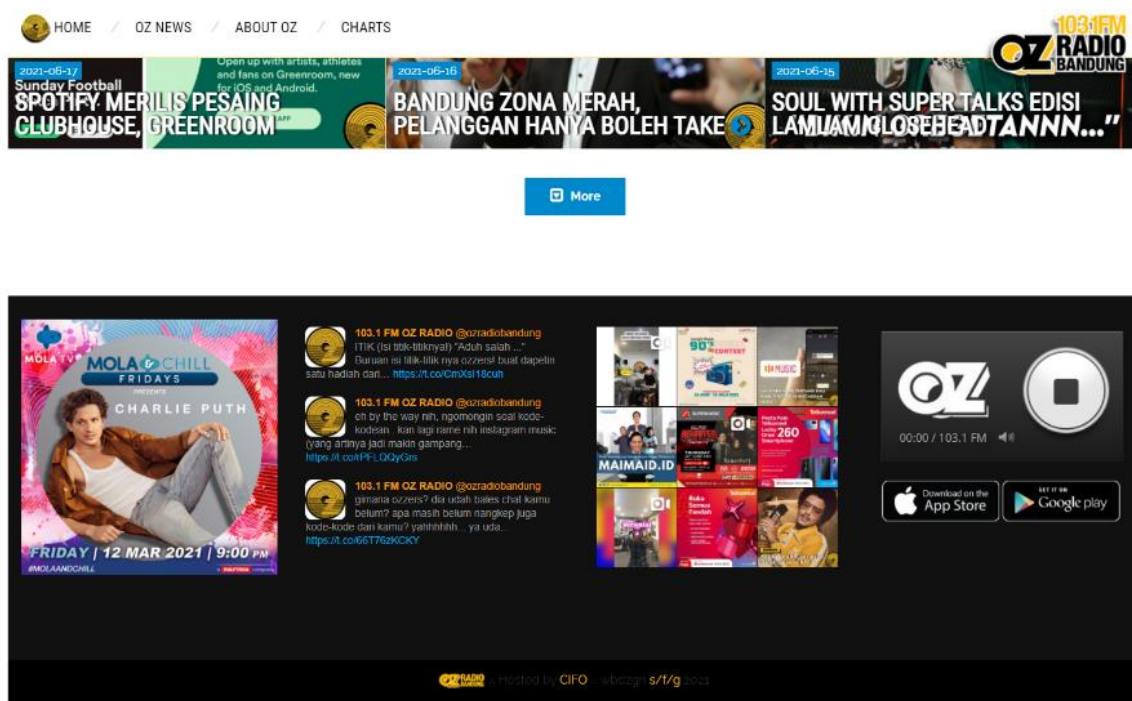


Figure 2. 10 Oz Radio Bandung Website

Source: ozradiobandung.com

All Oz Radio Bandung broadcast programs can be listened to on various platforms either analogously on the FM frequency channel or listened via streaming on the Oz Radio Bandung website, as well as the mobile application that can be downloaded at app store and google play store. By providing the option to be able to listen to broadcasts streaming through the website or mobile application, it answers the needs of the community where now people tend to often carry out activities with their smartphones through internet support. In addition, this also allows Oz Radio Bandung to be heard anywhere in the world and at any time. Not only streaming services, on this website they also try to provide articles about the world of entertainment at home and abroad, not only that, but the latest news is also discussed on the website. News is constantly updated so that people can get the latest news stories. However, the Oz Radio Bandung mobile application or website is not yet widely known by the public as an option for listening to radio. Most people get access to listening to the radio on the website because of their search on google, not direct visitation to the Oz Radio Bandung website.



Figure 2. 11 Oz Radio social media

(Source: Instagram Twitter @ozradiobandung)

In addition, social media is also used for promotional interactions or even Q&A with listeners for program quiz needs or other needs related to the introduction of values from the program to listeners. Oz Radio has more than twenty-three thousand Instagram followers and has a twitter account with more than two hundred and seventy thousand followers. But sadly, the content presented still seems monotonous and less interesting.

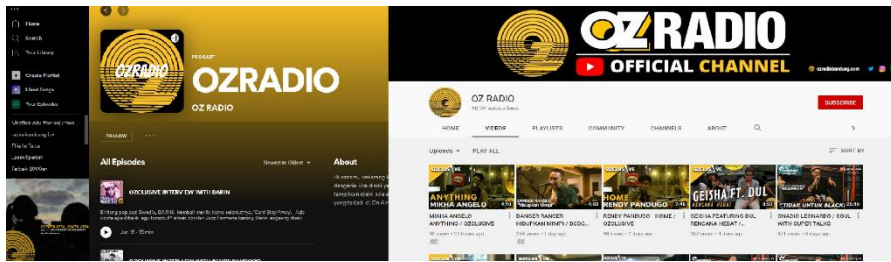


Figure 2. 12 YouTube & Spotify Oz Radio Bandung

(Source: youtube.com & Spotify)

Currently, Oz Radio Bandung also provides entertainment content through other applications or platforms such as YouTube and Spotify. On the Oz Radio Bandung YouTube account, the content presented is live on-air recording music content, interviews with public figures, and religious events with more than ten thousand YouTube subscribers. For podcasts on the Spotify application, most broadcast pieces and live interview pieces, and there is also a podcast with the title "Cerita Kita" which was last upload in October 2020 in the last episode, episode 14.

### Value Proposition

Oz Radio Bandung is known as a radio that has a variety of programs with quality programs and broadcasters that are above average. Some broadcasters who are now successful in becoming public figures include Trie Utami, Ringgo Agus Rahman, Choki Sitohang, Anissa Pohan, Andara Early, Yura Yunita, and many more. Some have also succeeded on the Stand-Up Comedy stage such as Mo Sidiq and Randika Djamil. In addition, Oz Radio Bandung is also known as a radio that has good relations with labels or even Indonesian artists and singers.

Often singers or Indonesian public figures exclusively publish their works on Oz Radio Bandung. So, the reason why Oz Radio Bandung is chosen by listeners is that not only do they have skills as announcers, but they also have other talents that make listeners interested. With their talent, Oz Radio Bandung broadcasters can mix and match their broadcasting skills and other talents to form a unique and more interesting on-air persona. Broadcasters who have a passion in the music world and have extensive knowledge in the field of music can provide rural facts that can be broadcast, and the information can be used as topics for their broadcast hours. In addition, with many talented broadcasters, Oz Radio Bandung also finally has the opportunity to relate to music labels, book publishers and others.



*Figure 2. 13 Oz Radio Bandung Ex Announcer*

(Source: google.com)

## **Key Activities**

Producing a program with good quality and evaluating it and then develop it into a program that is always liked by listeners is very important for Oz Radio Bandung. Not only that, the quality of the announcers also continues to be improved so that they become more skillful and can always be liked by the listeners.



Figure 2. 14 On Air Activity Oz Radio Bandung

(Source: google.com)

As a company with complex IT equipment, its procurement and maintenance must always be carried out regularly so that there is no interference so that listeners cannot hear the radio. Maximizing activities on social media also needs to be done intensively so that it becomes awareness for listeners or social media users so that they are willing and interested in listening to Oz Radio Bandung.

**Key Resources**

Broadcasters, producers, and operators are very important resources for Oz Radio in running its business.



Figure 2. 15 Oz Radio Bandung Announcer

(Source: google.com)

With good synergy between them, it is certain that a program will be born that can win the hearts of many listeners, so that there will be more advertisements going to Oz Radio Bandung. In addition, existing technology is also very important in maximizing good broadcast quality so that it becomes a unit product that can be well received by the public. Oz Radio Bandung

had experienced a situation where many key resource senior broadcasters resigned at the same time leaving junior broadcasters. In this situation the junior broadcaster must be in control when the skill regeneration is still immature. So that Oz Radio Bandung loses its broadcasting magnet which is an advantage for this company.

### **Key Partners**

Several community organizations, students and the government become partners who provide mutual benefits in the Oz Radio Bandung business. Because by working with them Oz gets news, events, and more. Meanwhile, the organizations get exposure. Public figures such as singers, bands and film also usually do promotions on the Oz Radio Bandung program as a collaboration between them. Other important partners are national and international music labels that supply songs to be played on Oz Radio Bandung. Other partners who also regularly carry out value to value collaborations are government, company, community, Music Label, musicians and public figures, artist/creative Industry, MSMEs, Educational Institutions, and Organizations of schools or Universities.

### **Cost Structure**

As a company that provides services as their business structure, Oz Radio Bandung mostly spends costs for salaries, maintenance and repair of the technology systems used, as well as for promotion and marketing. Besides that, the basic needs of the office are also a cost that Oz Radio Bandung needs to pay in running its business.

### **Revenue Streams**

As an entertainment medium that does not require its users to subscribe, of course, Oz Radio Bandung's biggest income comes from the inclusion of advertisements for their on-air programs or they social media. In addition, support as a media partner for various events is also another source of income for Oz Radio Bandung.

## 2.4.2 STP Analysis

STP stands for Segmenting, Targeting, and Positioning. Taken literally, STP Marketing divides your marketing strategy into three basic stages:

1. **Market Segmentation:** first, STP will help you to divide the market into smaller groups (segmentation).
2. **Determining Target Consumers:** once divided, you can more easily find the right target consumers in that market segment.
3. **Positioning Your Business in the Market:** Lastly, STP will help position your business in that market segment. The goal is that consumers are interested, and you can compete with competitors.

For Oz Radio Bandung, conducting an STP analysis is very important to ensure that the marketing carried out by the company is as desired. By doing this STP will affect the image, brand image, to overall marketing for Oz Radio Bandung.

### 1. *Segmenting*

As previously explained, currently a conventional media such as radio requires innovation to become a new media that does not only focus on one platform. So that the market that has now moved from conventional can be taken again by Oz Radio Bandung. But of course, different platforms have different market segments, whether it's geographic, demographic, or psychographic. So that Oz Radio Bandung can be right on target to see market opportunities, the author tries to divide the existing segmentation according to the platform or media that will be used online or on-air. Geographic segmentation has one variable, namely the region whose scope will be different in each Oz Radio Bandung platform. Demographics are divided into three variables, namely age, gender, and education. Meanwhile, psychographic is divided into two variables, namely social class, and lifestyle. The following segmentation Oz Radio Bandung is described in the table below.

Table 2. 3 Oz Radio Segmentation

<b>Segmentation</b>	<b>Variable</b>	<b>Category On-air</b>	<b>Category Audio Content (Podcast)</b>	<b>Category Video Content (YouTube &amp; social media)</b>
<b>Demographic</b>	Region	Bandung/Jawa Barat/Indonesia.	Bandung, Jawa Barat/Indonesia.	Indonesia & Global

<b>Demographic</b>	Age	14 - 35 years old	14 - 35 years old	14 - 35 years old
	Gender	Male and Female	Male and Female	Male and Female
	Education	Middle school. High school. University.	Middle school. High school. University.	Middle school. High school. University.
<b>Psychographic</b>	Social Class	Low, middle, and upper class (C, B, A, A1 (very-very))	Low, middle, and upper class (C, B, A, A1 (very-very))	Low, middle, and upper class (C, B, A, A1 (very-very))
	Behavior	Active and likes to interact. Likes to be in community. Have more free time. High mobility. Fanatical or fond of certain activities, public figures, or music. Likes to update the latest info.	More passive and just want to listen (Audio person). High mobility, and solid time. Music, movie, and pop & culture enthusiast. Likes to update the latest info. Want something simple and uncomplicated. Mobile phone and internet users.	Visual enthusiast. Music, movie, and pop & urban culture enthusiast. Have more free time. Likes to update the latest info.
	Hobbies	Music. Sport. Movie. Hangout. Socialize. Travelling.	Music. Sport. Movie. Hangout. Socialize. Travelling.	Music. Sport. Movie. Hangout. Socialize. Travelling.

## 2. Targeting

This targeting is used after the segmentation process has determined the market segment. Targeting or determining the target market is defined by Tjiptono (1997:69) as "the act of selecting one or more market segments to enter". According to Kotler (1997:221) targeting is a step in selecting one or more market segments to enter." From the segmentation mapped above, for on-air programs, it is more specifically for people who like to interact, and in the community, they tend to listen live on-air because they not only listen to the program but also

participate in the program such as sending texts, chat, or call interactive. The target is people who are active in certain communities such as music, films, organizations, or sports whose age range is 14-35 years. This on-air activity is very interesting for them because it has an attachment to the program, especially if the on-air program invites guest stars from certain music groups, certain communities, or certain figures, for example for the indieOz program which focuses on indie music, indie music lovers definitely want to take the time to listen to live on-air on the radio to be able to listen to the info about indie music. Especially if the program presents bands or indie figures who have certain fans from certain communities.

For audio content, the targeting is for passive listeners who need a companion/entertainment companion when they are doing activities. But they also have certain preferences in listening to podcasts or radio content. For example, for the indieOz program, the listeners for audio content/podcast are people who want to listen to the latest issues from indie musicians whose content is also filled by band figures or indie music. Or before going to bed, these passive listeners can listen to podcasts monologues or poems that are easy to listen to without the need to interact like on-air activities.

Meanwhile, the target market for video content is people who have free time to watch videos who want to find entertainment, information that is supported by existing audio and visuals. Usually, people who like this video content are people who always want to know the latest news about something. The target market like this is still very large considering that all people nowadays are looking for more information through social media or other digital platforms like YouTube.

### **3. *Positioning***

Positioning is the process of developing a marketing strategy that aims to influence how a particular market segment perceives a product or service as compared to the competition or competitors. According to Kotler (1995: 315) "Market positioning is the act of establishing and communicating the special benefits of the product in the market". According to Kasali (1998: 527) "Positioning is a communication strategy to enter the window of the consumer's brain, so that your product/brand/name contains a certain meaning which in some respects reflects superiority over other products/brands/names in the form of associative relationships".

As a "friendly station" and also a "Station Panutan", Oz radio places itself as a friend of listeners who not only accompany the listeners but also become role models with content and programs that can provide benefits in information, news or communication methods for

broadcasters who receive training to be able to speak well, be smart, have character and also be able to influence the listener. Not only entertainment they get when listening to Oz Radio Bandung, but also motivation to be able to communicate well, a sense of self-confidence that also rises, and the need for closeness with idols or public figures that make listeners can get happiness to be close to their idols.

## 2.5 External Analysis

Next to be discussed is about external analysis. External analysis is a scan of the company's external operating environment. The aim is to identify strategic opportunities and threats in the company's operating environment that have the potential to affect the company. External analysis means examining the external environment of the company, including factors such as competitive structure, competitive position, dynamics, and history. On a macro scale, external analysis includes macroeconomic, global, political, social, demographic, and technological analysis. Competitor analysis is also part of the external analysis, where the analysis carried out is to compare Oz Radio Bandung and its competitors. Competitor Analysis is a way to collect, identify and compare what our competitors are doing. Furthermore, consumer analysis is also carried out, the company must find out the behavior of the prospective buyer, then try to understand the reason he has this behavior. You can find out through the consumer analysis process. In this study, the theory used for consumer analysis is the theory of the customer decision making process.

### 2.5.1 PESTEL Analysis



Figure 2. 16 PESTEL Analysis Framework

(Source: Michael Porter)

PESTEL analysis is a simple and effective tool to identify which external forces may be affecting your business. This strength needs to be identified because it can create an opportunity or a threat. PESTEL analysis is an analysis of the external environmental factors of a business covering the political, economic, social, and technological fields. PESTEL is used to assess the market of a business unit or organizational unit. PESTEL direction analysis is a framework for assessing a situation, and assessing strategy or position, company direction, marketing plans or ideas (Ward dan Peppard, 2002). Where this analysis can be taken a new opportunity or threat for the company.

Therefore, the aim of doing PESTEL is to:

- Finds current external factors that can influence the organization.
- Identifying external factors that may change in the future.
- Take advantage of opportunities or avoid threats from external factors.

The result of the PESTEL Analysis is an understanding of the entire company picture. This analysis can also be used to assess the potential for new markets. The more negative forces that influence a market, the more difficult it will be to do business in that market. The difficulties faced in this market can reduce the company's profit potential and limit the company's business movement in that market.

For this research, the industry being studied is the media industry where Oz Radio as a conventional media is also included. From this analysis we will see what kind of influence the factors that exist in PESTEL analysis either directly to the company Oz Radio Bandung or on the industry.

### **Political**

We can clearly feel that the political situation in Indonesia after the 1998 reforms tended to be stable. Since President Soeharto and the New Order regime were imposed in 1998, many changes have occurred in Indonesia, especially in the political sphere. In addition, the president's authority during the reform era was not as strong as during the Soeharto era in power for 32 years. For example, the president is no longer the only party with the power to make laws. In accordance with Article 5 of the 1945 Constitution, post-amendment, the president no longer has sole power in the formation of laws, but only has the right to submit a bill to the DPR. The democratic system began to be implemented properly in the reform era. What stands

out the most is the general election system that allows the president to be directly elected, no longer elected by the People's Consultative Assembly through the MPR General Session. For the media industry, Habibie's role is also considered to be instrumental in presenting press freedom in Indonesia. This can be seen with the passage of Law Number 40 of 1999 concerning the Press, which also regulates the complaint mechanism regarding media coverage through the Press Council.

The presidential election (Pilpres) immediately became a milestone for post-reform Indonesia. Indonesia also made history because the president can be elected based on a system of one person representing one vote, aka one man one vote. The process until the presidential election took place began with the second amendment of the 1945 Constitution to Article 6A. In that article it is stipulated that the president and vice president are directly elected by the people. With the holding of direct elections, it greatly affects the business continuity of a company, which usually seems to be companies doing wait and see in spending their budget. This is very influential on the decision of a company to spend the allocation of costs for promotion and advertising purposes. This is very influential on the existing ad revenue so that Oz Radio Bandung also requires adjustments to the price of advertising in this five-year general election. However, in the last two periods this general election has also had a positive impact whereas a radio with young listeners has become the target of political parties to carry out their political campaigns before the general election, be it the election of regional heads, council members, even the presidential election. This situation allows companies to get additional advertising revenue from political parties.

For the media industry, the political situation that occurs affects the dynamics of information dissemination. Political issues are issues that will often be discussed and take a lot of attention, especially for the media that provide news info. In addition, a safe political situation makes the media more able to explore existing information, information will be more diverse from information on entertainment, tourism, creative industries, and other topics. Political stability must always be maintained, because this is one of the main reasons for business actors to develop their business. Political instability can result in very unclear regulatory and bureaucratic patterns that prevent entrepreneurs from making decisions quickly and accurately. Due to the impact of bad political conditions, economic development has also become weak. In this case, OZ Radio Bandung feels very much when they will collaborate with other big brands that will hold events or do other collaborations. Often there are delays in

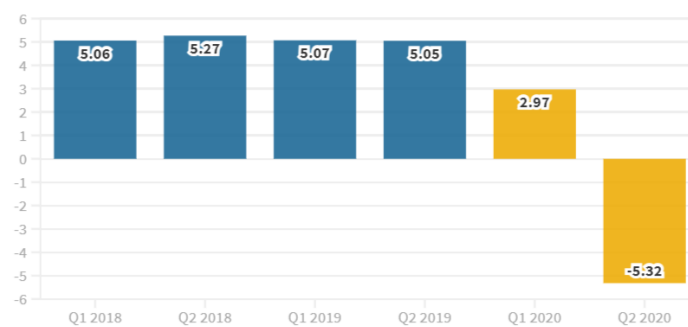
business activities or cancellations of cooperation due to the consideration of the heated political situation.

## Economic

Before the pandemic period, Indonesia's economy tended to be stable every quarter at more than 5 percent. This happened from 2018 to the end of the quarter in 2019. Economic growth in the first and second quarters of 2018-2019 was around 5 percent. The decline began to occur this year when the pandemic began. Growth in the first quarter of 2020 was recorded at 2.97 percent. If calculated against the same quarter in 2019 of 5.07 percent, this means that there is a difference of minus 2.1 percent.

### Perubahan Ekonomi Triwulan I dan II Indonesia 2018-2020

Berdasarkan Kondisi Pra dan Saat COVID-19



Sumber: BPS • Visualisasi Data: Hanif Gusman

• A Flourish chart

Figure 2. 17 Indonesia's Economic Changes in the First and Second *Quartal* 2018-2020

(Source: <https://databoks.katadata.co.id>)

The Covid-19 pandemic has plagued Indonesia for almost eleven months since the government confirmed the first corona infection in Indonesia on March 2, 2020. Not only creating a public health crisis, the Covid-19 pandemic has also significantly disrupted national economic activity. The government's decision to implement Large-Scale Social Restrictions (PSBB) since April 2020 has had a wide impact on the process of production, distribution and other operational activities which ultimately disrupt economic performance. The Indonesian economy in 2020 is predicted to grow negatively. Unemployment and poverty rates are increasing. To revive the national economy during a pandemic, the government has issued various regulations with the aim that the wheels of the national economy move back in a positive direction.

Economic growth also makes all media make changes to develop infrastructure to switch to digital media. In fact, many new platforms have emerged that are broadcast only on online digital platforms. New applications have also emerged to provide new options for people who are already familiar with digital platforms.

Since the advancement of social media, Oz Radio Bandung has tried to get income from MSMEs formed by young people and from local Bandung city brands to advertise or collaborate with oz radio in the form of adlibs, advertisements, or be invited in a program with certain negotiations so that both parties can keep benefiting. However, after the pandemic, many MSMEs have closed or limited their spending so they prefer to advertise their businesses on social media which do not incur significant costs. Likewise, local brands that ultimately prefer to maximize their social media to reduce promotional and advertising spending.

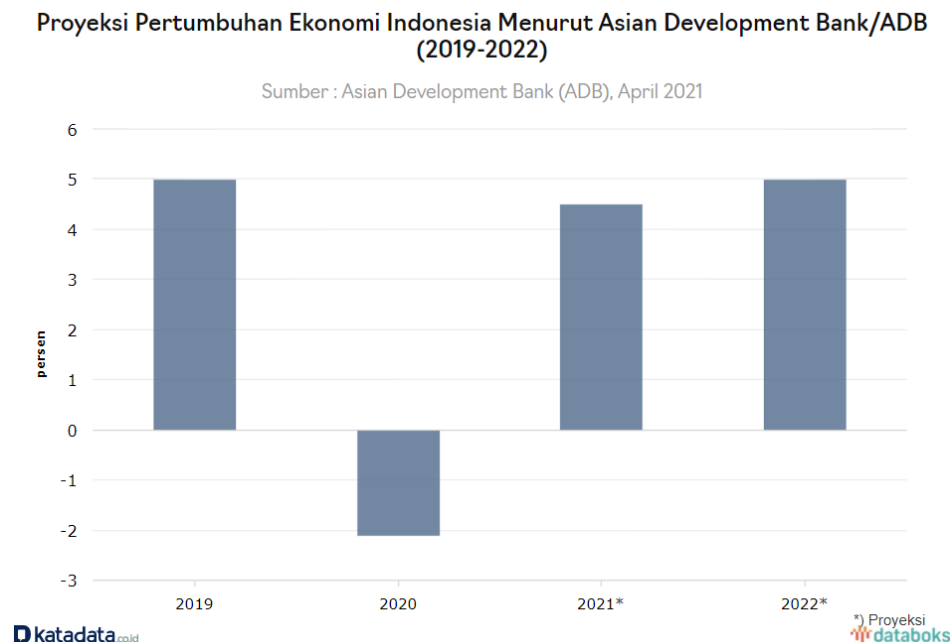


Figure 2. 18 Indonesia's Economic Growth Projection (2019-2022)

(Source: <https://databoks.katadata.co.id>)

The Asian Development Bank (ADB) projects that Indonesia's economy will recover in a positive direction after 2020 experiencing a contraction due to the Covid-19 pandemic. ADB projects that Indonesia's economy can accelerate by 4.5% in 2021, up from last year's growth of -2.1%. The Indonesian economy is also predicted to increase to 5% next year. According to ADB, Indonesia's economic recovery will be driven by fiscal and monetary policies, efforts to reopen the economic sector, and vaccinations. With vaccination, consumption is expected to increase and there are many economic sectors that can run again as

before the Covid-19 pandemic. The media industry will develop with improving economic conditions, trade or business in all industries will become more stretched, the buying power of the community will increase, of course, making other business lines compete to increase their business activities. Especially media companies will develop the quality of advertising because advertising will also increase due to an increase in the budget that can be used by other companies. This can be a breath of fresh air for Oz Radio Bandung, where usually Oz Radio Bandung collaborates with large companies that can issue promotional and advertising spending when economic growth creeps up. With the hope that in the next year the pandemic will also start to subside, all off-air activities can also be maximized again so that they can provide more income for Oz Radio Bandung.

## Social

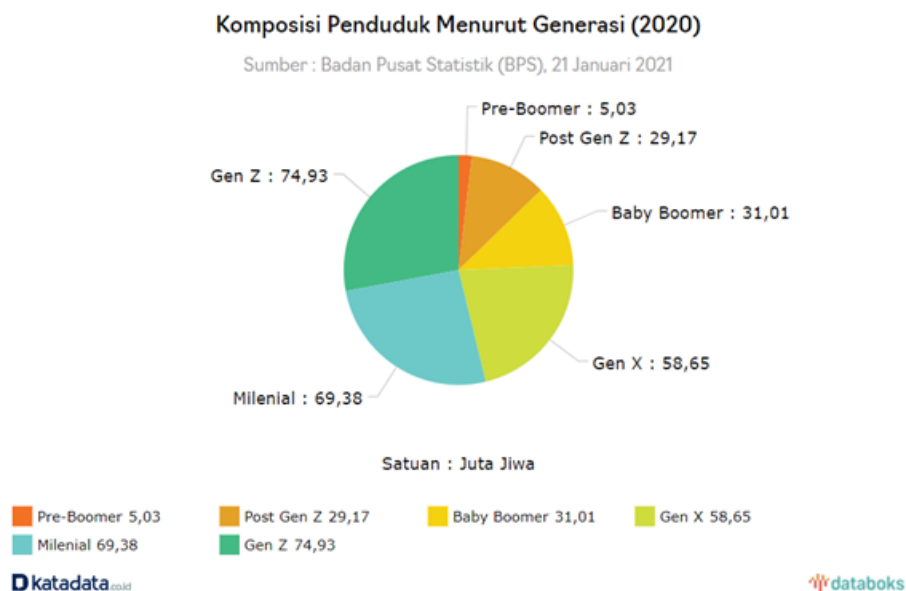


Figure 2. 19 Population Composition by Generation (2020)

(Source: <https://databoks.katadata.co.id>)

The results of the 2020 Population Census recorded that the majority of Indonesia's population is generation Z (Gen Z) and the Millennial generation. The proportion of Gen Z is 27.94% of the total 270.2 million population of this country. Meanwhile, Millennial's account for 25.87% of the total population. The lowest generation recorded was Pre-Boomer at 1.87%. Pre-Boomer is a population born before 1945 whose estimated age is 75 years and over. From the data above, it shows that Oz Radio Bandung with a target market from the age of 16 years to 35 years has a very big opportunity to develop because in Indonesia this age range is the age

range with the largest number. It can be concluded that Oz Radio Bandung has a wide market in Indonesia.

With the development of the internet and technology, the social system of Indonesian society has begun to move towards modernization. The entry of technology into rural areas, or other hinterlands, has made things begin to change, influenced by developments in technology and communication. Modernization means the transformation process that a traditional society or pre-technology society goes through to become a society characterized by machine technology, rational and secular attitudes, and a highly differentiated social structure. Modernization mechanisms are closely related to technological determinism, where dominant technology imposes (gives rise to) new forms of social organization, political life, cultural patterns, daily behavior and beliefs and attitudes. Technology is considered to have its own development logic that is driven by a series of discoveries and innovations, so sooner or later the impact of modern technology will create a comprehensive modernity syndrome, will produce similarities or uniformities that afflict various societies and eliminate local differences (Sztompka; 2011). It will be a challenge for the media industry to be able to adapt the products or services they provide to the number of millennial and gen Z populations who are more in contact with digital media. As we know that not all media have services that can meet the needs of this generation, many media eventually die because from the start their segmentation was a segment favored by the minority generation. In this case Oz Radio Bandung has two things that need to be considered, as a youth radio that provides info on pop culture that tends to be modern, and also the language style that tends to urban cities makes Oz Radio easy to enter regional markets who want to get information about pop culture. But also, as a National Radio, Oz Radio Bandung also needs to be committed to continuing to raise regional elements with modern dressings so that Oz Radio can contribute more to regional development both in economic and social forms.

## **Technology**

The rapid development of technology, especially in the development of the internet and smartphones, has greatly influenced the media industry, especially the radio industry. The limited range and frequency of transmitters is one of the obstacles for "traditional" radio stations today. This limitation, finally led to an idea, how radio users (users) can listen to their favorite radio anywhere and anytime. Internet radio was created to overcome this limitation. Through internet radio, we can not only listen to radio as usual. However, users can take

advantage of other tools like we use tools on websites in general. Internet radio uses the concept of streaming audio.



Figure 2. 20 Smartphone Penetration in Indonesia

(Source: <https://databoks.katadata.co.id>)

The use of smartphones or smart phones in Indonesia is predicted to continue to increase. In 2015, only 28.6% of the population in Indonesia used these devices. As time goes by, smart phones have become more and more affordable, thus increasing their use as well. More than half of the population in Indonesia or 56.2% had used a smartphone in 2018. A year after that, as many as 63.3% of the people used a smartphone. Until 2025, at least 89.2% of the population in Indonesia have used smart phones. In the six years since 2019, smartphone penetration in the country has grown by 25.9%.

Social media also affects the existence of radio today, many young people now prefer to seek entertainment through social media compared to seeking entertainment on conventional media such as radio. This also decreases radio listener traffic. In addition, there are many on-demand platforms such as Spotify and YouTube, which can allow the audience to enjoy entertainment anytime and anywhere without having to bother or worry about missing the entertainment that is served.

Competition is also getting tougher where now everyone can easily create their own channel in providing entertainment shows. At Spotify, for example, it is now very easy for people to create and distribute audio entertainment by uploading it to Spotify and providing new options for people in getting entertainment. Not to mention that the emergence of social

media in the form of audio such as clubhouses has also become very booming, this has become interesting because of new innovations in talk show entertainment using an easier and simpler platform.

Moving people from listening to radio to other media is indeed a challenge for Oz Radio Bandung. Because listener traffic greatly affects the advertisement that will enter to be published on all Oz Radio programs. Currently there is a significant decrease in listeners not only for Oz Radio Bandung but to all radio stations in Indonesia, especially in the city of Bandung. But in fact, with the many existing platforms such as podcasts or YouTube, it can be used as a content distribution channel that Oz Radio can create as a radio development so that it doesn't get stuck, only relying on traditional radio that can only be heard on FM frequencies. This technological development can have a negative effect, but also if Oz Radio Bandung can make good use of it, supported by existing resources, both broadcasters, producers and other resources owned by Oz Radio Bandung.

### **Environmental**

Merry and Yoestini (2003) define environmental factors as external forces that directly or indirectly affect the company's income for inputs (labor, financial resources, raw materials, information) and output (information, packaging, goods, services, ideas). Basically, environmental factors do not have a direct impact on industrial radio, but if industrial radio also raises or cares about the environment, it will certainly be an added value for the company. In today's digital era, Oz radio Bandung tries to reduce the use of paper pamphlets and convert them to digital pamphlets and spread through social media. Even now, you can just send a skip that is usually printed by email or by saving it on the respective gadget. Oz Radio Bandung always supports environmental programs by providing segments at certain events to be discussed, so that awareness of environmental issues can also be broader. This allows companies to collaborate with government agencies, communities and organizations that are vocal in environmental issues.

### **Legal**

The existence of the media needs to be regulated to form a media that is healthy and can have a good impact on the whole society. Media can be a tool that is very influential in goodness but can also create conflict and other negative impacts. So that there are laws of the republic Indonesia number 32 of 2002 about broadcasting. Meanwhile, the regulator for ICT is regulated by a Telecommunications Regulatory Agency called the Indonesian

Telecommunications Regulatory Body (BRTI), as the implementer of Law no. 36 of 1999, which is about telecommunications. BRTI was established by the Government through the Decree of the Minister of Transportation No. 31/2003 dated 11 July 2003. Meanwhile, the Organizational Structure of the Indonesian Telecommunication Regulatory Body is regulated based on the Ministry of Communication and Information Regulation No.36 / 2008. These laws were made to create mass media that is appropriate and can be used as a benchmark so that mass media in Indonesia can be a good media for consumption by all Indonesian people.

Of all the explanations that have been described above about PESTEL analysis for the radio industry, we will summarize below through the table below.

*Table 2. 4 PESTEL Analysis*

(Sources: processed by researcher)

PESTEL Analysis
<p><b>POLITIC</b></p> <ul style="list-style-type: none"> <li>a. Indonesian politics tend to be stable.</li> <li>b. There is a five-year period (presidential election) which affects the world of media.</li> <li>c. Political parties or politicians use the media as a campaign venue.</li> <li>d. Intervention by the government on the media business tends to be high.</li> </ul>
<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>a. Decrease in economic growth in Indonesia due to the Covid-19 pandemic.</li> <li>b. Predictions of Indonesia's economic growth which will grow rapidly after the Covid-19 pandemic.</li> <li>c. Many start-up businesses in the media sector have started to emerge.</li> <li>d. Internet access is easier and cheaper.</li> <li>e. The use of smartphones used for supporting economy and productivity.</li> <li>f. Social media and other online platforms that can be maximized to increase income.</li> </ul>
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>a. The demographic bonus in Indonesia with the proportion of young and productive populations reaching more than 50 percent.</li> <li>b. The habit of people sharing on their social media accounts, it makes it easier for the media to spread content.</li> <li>c. Everyone can create content with their respective social media.</li> <li>d. Proficiency in using the internet has greatly improved for the Indonesian people.</li> </ul>

PESTEL Analysis
<ul style="list-style-type: none"> <li>e. Changing habit of looking for entertainment and news from conventional media to digital media.</li> <li>f. Getting used to work from home.</li> </ul>
<p><b>TECHNOLOGY</b></p> <ul style="list-style-type: none"> <li>a. Companies need to prepare investments cost in terms of buildings, equipment, or other needs to support the latest technology.</li> <li>b. Companies can develop rapidly through the application of technology.</li> <li>c. Internet users in Indonesia number more than 200 million people.</li> <li>d. The internet makes it possible to expand the market for companies.</li> <li>e. It is easy for people to create content with the latest technology.</li> <li>f. There is a choice of technology from the professional and tends to be expensive to cheaper personal needs.</li> </ul>
<p><b>ENVIRONMENT</b></p> <ul style="list-style-type: none"> <li>a. Environmental issues, sustainability which are starting to be considered very important by the whole world.</li> <li>b. Reducing the use of paper, plastics and other materials that damage the environment.</li> <li>c. Work from home reduces pollution and costs.</li> </ul>
<p><b>LEGAL</b></p> <ul style="list-style-type: none"> <li>a. Laws of the republic Indonesia number 32 of 2002 about broadcasting.</li> <li>b. Law no. 36 of 1999, which is about telecommunications.</li> </ul>

### 2.5.2 Competitor Analysis

Competitor analysis is an analytical activity carried out to define the company's strengths, weaknesses, opportunities, and threats based on its relationship with competitors in a market. According to Oman (2015), competitor analysis is needed so that companies can have more detailed knowledge about competitors and can determine the right marketing strategy to fight competitors.

### 2.5.2.1 Ardan Radio Bandung



Figure 2. 21 Ardan Radio Logo

(Source: google.com)

Based on data from Survey Research Indonesia (SRI) in 2001, Radio Ardan as a radio segmented teenagers between the ages of 15-19 years in Bandung. As a leading radio station, Radio Ardan occupies the top position in gaining the highest number of listeners compared to all private radio stations in Bandung (according to SRI data since 2001). Before the establishment of the name PT. Radio Ardan Swaratama began with the establishment of PT. Radio Bonk-Kenks on April 22, 1977. Early 2000 Radio Ardan occupied a more representative location with a wider building, namely on Jl. Cipaganti 159 Bandung. In early 2004, the government issued a decision to change the frequency for all radio stations in Indonesia, so the frequency of Ardan Radio changed from 105.8 MHz to 105.9 MHz.

#### *Customer Segment.*

Segmentation of listeners or audience of Ardan Radio Bandung is also divided into two, for users and customers. Ardan Radio Bandung users are men and women aged 19-29 years, they are listeners who have an active lifestyle reading code, magazines, and social media. Ardan Radio Bandung listeners are also active in using the internet and have the personality complexity of adolescents. The advertisers that become consumers of Ardan Radio Bandung are large companies or MSME's whose market is in accordance with Ardan Radio users. Until now, Ardan Radio is a radio that has more advertising subscribers than other youth radios.

## Customer Relationship.



Figure 2. 22 Ardan School Activity

(Source: google.com)

Ardan Radio is one of the radios in Bandung that has very active social media, so they have a strong engagement on social media. Listeners are usually invited to interact directly through social media to also participate in the radio program. Ardan radio also has a high school broadcaster community called Ardan School. Of course, this is Ardan Radio's way of maintaining a relationship with listeners who are still in school. Just like Oz Cool School, Ardan School also gets the benefit of being able to get broadcast training and get a share of broadcasting every day in turn.

## Channels



Figure 2. 23 Ardan Radio Instagram

Apart from using FM frequencies, Ardan Radio can also be listened to on websites and mobile apps. As previously mentioned, Ardan Radio is also very active in using its social media not only as a promotional medium but also as a channel that provides interesting content to connect the content with Ardan Radio's programs. It can even be seen that Ardan Radio has more than a hundred thousand Instagram followers. Interestingly, Ardan Radio can also be listened to through TV portals such as vidio.com.

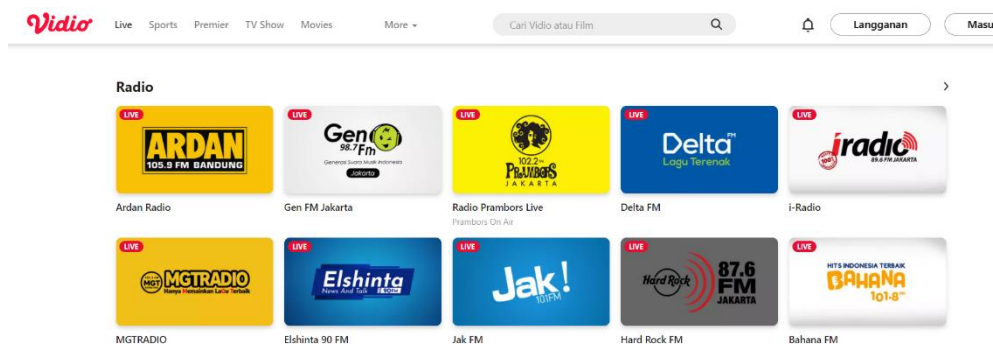


Figure 2. 24 Vidio.com website

### *Value Proposition*

Ardan Radio Bandung is well known as a radio station that has very authentic and special programs. One of them that is very famous is the horror nightmare side program which has even been made into a book and made into a movie. In addition, Ardan radio is also known as Radio which has friendly broadcasters. Currently, Ardan Radio announcers are broadcasters who have many followers on social media so that they can increase company engagement.



Figure 2. 25 Nightmare Side Promo

(Source: google.com)

### *Key Activities*



Figure 2. 26 Ardhan Radio On Air Activity

(Source: google.com)

Just like other radio stations, making on air programs is a key activity for Ardan Radio. Apart from that, as an active radio on social media and other platforms, online content creation is also a key activity carried out by Adan Radio. To improve all programs, they conduct training consistently with a well-known trainer in Bandung, namely DJ Arie. To increase engagement, the activities carried out by the radio crew are doing activities such as doing motorbike conferences together, doing sports together and others.

### *Key Resources*

The most important resource for radio is of course the broadcasters, Ardan Radio Bandung has succeeded in training its broadcasters to become announcers who have good performance, skills, personas and attract listeners. In addition, Ardan Radio Still has senior announcers who continue to work there and can fill prime time program positions. Ardan also has a complete producer line-up so that at least one program can be held by a producer. Ardan Radio also has broadcasters who have many Instagram followers, besides that Ardan Radio announcers are also active on Instagram or tiktok.

### *Key Partners*

Ardan Radio also partners with many agencies. The most interesting thing is that Ardan Radio once partnered with Ridwan Kamil and had a program called "Bandung Banget". This program also led Ridwan Kamil to become the Mayor of Bandung. As a radio that is already active on other platforms such as Youtube and Spotify, Ardan also partners with many public figures and influencers to fill content and to become guest stars in on-air programs. Other partners are music labels, musicians, educational institutions and organizations in schools and universities.

### *Cost Structure*

As a company, of course, Ardan Radio costs a lot to be able to run its company activities. The most spent cost is for employee salaries, because Ardan Radio is one of the radio stations that has many employees. In addition, Ardan also spends costs for marketing needs and promo programs that they have. IT infrastructure and maintenance, HR costs and costs for licenses are other costs that need to be incurred by Ardan Radio.

### *Revenue Streams*

Ardan Radio is trying to grow its revenue not only from advertisements for on-air programs, but they also get revenue from collaborating with other companies to create digital content. Other revenue is obtained from paid promotion from social media that they have.

### 2.5.2.2 BOX2BOX Media Network



Figure 2. 27 box2box Logo

(Source: google.com)

Box2Box is a podcast network that produces and acquires Podcasts in Indonesia. Currently, there are 50 podcasters joined in Box2Box. They raised different themes, ranging from comedy, pop culture, Japan, audio drama, and many more. When Box2Box was first founded in 2018, the focus was only on the world of football, which was close to the lives of its original founders, namely Prince Siahaan, Tio Prasetyo Utomo, Bonaventura, and Justin Lhaksana. Box2Box was born and developed in Jakarta. After becoming established, they then spread their wings to Bandung. Box2Box Media Network also promotes podcasts on its network to get brand sponsorship. Usually, podcasts that can get sponsored are already listened to by tens of thousands of listeners. Apart from sponsors, podcasters can get income from merchandise sales, when they can build fanatic fans like Retropus did, which managed to sell various merchandise.

#### *Customer Segment*

Just like radio, BOX2BOX also divides its segment into two, namely users or listeners and also customers who will advertise/create podcasts with the BOX2BOX service. Currently BOX2BOX is pursuing male and female segmentation aged 14 to 35 years, this wide age range because they have a selection of podcasts that can be chosen according to taste and the age of the listener. Users are usually urban people who usually use music platforms such as Spotify or Apple Music. Can be heard for all people in Indonesia because the system is listened to

streaming via the internet. Companies that use BOX2BOX services include Grab, Shopee, Pitbull, Durex, PUPR, Dana and Facebook.

### *Customer Relationship*

This company keeps in touch with its customers by conducting community activities, for example for the BOX2BOX soccer event they hold gatherings with podcasters to conduct discussions about soccer and other entertainment. In addition, BOX2BOX is also actively conducting training webinars on how to make podcasts so that listeners can also be motivated to be able to create their own podcasts and join BOX2BOX. With the company they also collaborate to conduct webinars and other activities to maintain relationships with customers.

### *Channels*

Podcasters who join BOX2BOX are usually published on the Spotify platform, there are also other platforms such as Apple music, but many podcasts are exclusive to Spotify. Social media is also a channel used by BOX2BOX to help publish and promote podcasts that have been produced and uploaded. Social media, YouTube and other platforms are also channeling for them to do live podcast activities.



Figure 2. 28 box2box Bola Promo Spotify Exclusive

(Source: google.com)

### *Value Proposition*

Having a diverse selection of podcasts is one of the characteristics of BOX2BOX, they try to provide podcasts with different types of topics and podcaster personas. In addition, in terms of podcast production, it is known as a podcast with good audio quality. As a company, BOX2BOX also tries to help and encourage anyone to be able to create and produce podcasts.

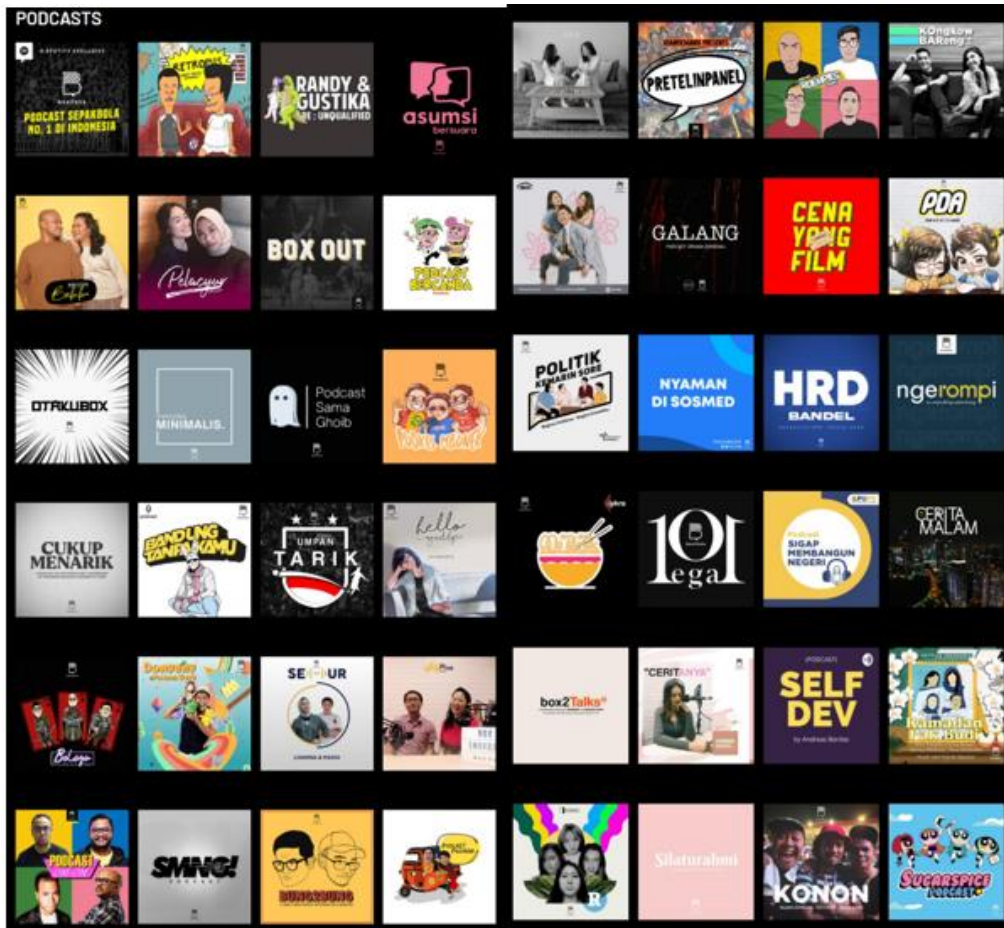


Figure 2. 29 box2box Podcast List

(Source: box2box website)

### Key Activities

What BOX2BOX does as their key activity is podcast production, they produce podcasts that have been recorded by podcasters, add jingles, and adjust audio quality. In addition, engagement is also a key activity of BOX2BOX by conducting podcast webinars, meet and great and others. Until now BOX2BOX continues to look for podcasters who want to join and become part of BOX2BOX so that promotion, talent scouting is still being carried out as the main activity.



Figure 2. 30 box2box Tapping Podcast Activity

(Source: google.com)

### *Key Resources*

Podcasters who join BOX2BOX are important resources considering the products they provide are podcasts filled by these podcasters. As a digital company podcast production requires resource tools that can support production, including podcast tools such as mixers, mics, computers, IT tools, and recording rooms. IT hardware and software are indispensable for technology-based creative industries such as BOX2BOX. In addition, BOX2BOX is a data-based company in developing its company, so the data they collect becomes an important resource for BOX2BOX, especially in planning and developing products.

### *Key Partners*

Currently BOX2BOX is still developing its company to deliver value to be able to develop the podcast industry in Indonesia. They collaborate with several institutions and companies such as the podcast platform company Spotify and NOICE from Indonesia. In addition to supporting engagement activities, they collaborate with several companies and institutions to hold webinars, podcast training, and meet and greet with listeners.

### *Cost Structure*

The costs incurred by BOX2BOX are for employee salaries, for the purchase and maintenance of podcast devices, and, importantly, promotional activities. As a new and growing company, promotion costs and delivering value to customers are the biggest expenses incurred by BOX2BOX.




## Revenue Streams




The income that BOX2BOX gets is mostly from advertisements provided for some special podcasts and of course from podcast productions that have been ordered by clients to support their company's activities.




### 2.5.2.3 Competitor Analysis Summary



Table 2. 5 Competitor Analysis Summary

(Sources: processed by researcher)

			
<b>Customer Segments</b>	<p><b><u>Users</u></b></p> <ul style="list-style-type: none"> <li>• Junior and high school, college, young executive. Man and woman.</li> <li>• 14 – 35 years old.</li> <li>• Creative, fashionable, dynamic, high purchasing power.</li> <li>• Economic status C, B, A, A1 (very-very)</li> </ul> <p><b><u>Costumers</u></b></p> <p>Advertisers (large companies, local businesses, or MSMEs that match with Oz Radio Bandung listeners/user profile.</p>	<p><b><u>Users</u></b></p> <ul style="list-style-type: none"> <li>• Male and Female.</li> <li>• 14 – 35 years old.</li> <li>• Mobile phone user.</li> <li>• Internet user</li> <li>• Student, College student, Sport enthusiast, entrepreneur, employee.</li> </ul> <p><b><u>Costumers</u></b></p> <p>Advertiser that can match to any box2box business unit.</p>	<p><b><u>Users</u></b></p> <ul style="list-style-type: none"> <li>• Male &amp; Female.</li> <li>• 15-29 years old.</li> <li>• ABC group</li> <li>• Lifestyle of listeners are readers of newspapers/magazines, internet users, with personality complexity of adolescents.</li> <li>• Students, college students, entrepreneur, employee.</li> </ul> <p><b><u>Costumers</u></b></p> <p>Advertisers (large companies, local businesses, or MSMEs that match with Ardan Radio Bandung listeners/user profile.</p>

			
<b>Customer Relationship</b>	<ul style="list-style-type: none"> <li>• Social media.</li> <li>• Oz Radio Community (Oz Club)</li> <li>• Ozcoolschool (high school announcer)</li> <li>• Direct contact between announcers and listeners.</li> <li>• Quizzes.</li> <li>• Special events.</li> </ul>	<ul style="list-style-type: none"> <li>• Social media.</li> <li>• Community.</li> <li>• Quizzes.</li> <li>• Special events.</li> </ul>	<ul style="list-style-type: none"> <li>• Social media.</li> <li>• Ardan School (high school announcer)</li> <li>• Direct contact between announcers and listeners.</li> <li>• Quizzes.</li> <li>• Special events.</li> </ul>
<b>Channels</b>	FM frequency, Website, social media, Mobile Application.	Spotify, NOICE, social media.	FM frequency, Website, Online Tv Platform, social media, Mobile Application.
<b>Value Proposition</b>	<ol style="list-style-type: none"> <li>1. Diverse types of programs.</li> <li>2. The quality of broadcasters is good and meets the standards.</li> <li>3. All information/news provided is various with high quality.</li> <li>4. Close cooperation with musicians and public figures.</li> </ol>	<ol style="list-style-type: none"> <li>1. Have a wide selection of podcasts.</li> <li>2. Has a selection of podcasts for all ages.</li> <li>3. Good audio quality.</li> </ol>	<ol style="list-style-type: none"> <li>1. Unique types of programs.</li> <li>2. Friendly broadcasters/announcers.</li> <li>3. Have an authentic program like Nightmare Sides or Konflik Cinta.</li> <li>4. Hits and latest music.</li> </ol>
<b>Key Activities</b>	<ul style="list-style-type: none"> <li>• Program production.</li> <li>• Program evaluation and development.</li> <li>• Broadcasters, producers, operator training and development.</li> <li>• Social media activities.</li> <li>• Engagement with community.</li> </ul>	<ul style="list-style-type: none"> <li>• Podcast Production.</li> <li>• Program evaluation and development.</li> <li>• Promotion.</li> <li>• Social Media activities.</li> <li>• Podcasters, producers, operator training and development.</li> <li>• Engagement with community.</li> </ul>	<ul style="list-style-type: none"> <li>• Program production.</li> <li>• Program evaluation and development.</li> <li>• Broadcasters, producers, operator training and development.</li> <li>• Social media activities.</li> <li>• Engagement with community.</li> <li>• Content Creating.</li> </ul>

			
<b>Key Resources</b>	<ol style="list-style-type: none"> <li>1. Announcers.</li> <li>2. Producers.</li> <li>3. Reporters.</li> <li>4. Operator.</li> <li>5. Market data.</li> <li>6. Reputation.</li> <li>7. IT hardware and software.</li> </ol>	<ul style="list-style-type: none"> <li>• Podcaster.</li> <li>• Producers.</li> <li>• Designer.</li> <li>• Operator.</li> <li>• Market data.</li> <li>• Reputation.</li> <li>• IT hardware and software.</li> </ul>	<ol style="list-style-type: none"> <li>1. Announcers.</li> <li>2. Producers.</li> <li>3. Reporters.</li> <li>4. Operator.</li> <li>5. Market data.</li> <li>6. Reputation.</li> <li>7. IT hardware and software.</li> </ol>
<b>Key Partners</b>	<ul style="list-style-type: none"> <li>• Government.</li> <li>• Company.</li> <li>• Community.</li> <li>• Music Label.</li> <li>• Musicians and public figures.</li> <li>• Artist/Creative Industry.</li> <li>• MSMEs.</li> <li>• Educational Institutions.</li> <li>• Organization of school and Universities.</li> </ul>	<ul style="list-style-type: none"> <li>• Government.</li> <li>• Private companies.</li> <li>• BUMN.</li> <li>• Community.</li> <li>• Spotify &amp; NOICE.</li> <li>• Musicians and public figures.</li> <li>• Artist/Creative Industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Government.</li> <li>• Company.</li> <li>• Community.</li> <li>• Music Label.</li> <li>• Musicians and public figures.</li> <li>• Artist/Creative Industry.</li> <li>• Educational Institutions.</li> <li>• Organization of school and Universities.</li> </ul>
<b>Cost Structure</b>	<ul style="list-style-type: none"> <li>• Salary.</li> <li>• Tax.</li> <li>• Office Expanse.</li> <li>• Marketing Cost.</li> <li>• IT infrastructure and maintenance.</li> <li>• HR Cost.</li> <li>• License cost.</li> </ul>	<ul style="list-style-type: none"> <li>• Salary.</li> <li>• Tax.</li> <li>• Office Expanse.</li> <li>• Marketing Cost.</li> <li>• IT infrastructure and maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>• Salary.</li> <li>• Tax.</li> <li>• Office Expanse.</li> <li>• Marketing Cost.</li> <li>• IT infrastructure and maintenance.</li> <li>• HR Cost.</li> <li>• License cost.</li> </ul>

			
<b>Revenue Streams</b>	Advertisement & Adlibs, Program dedicated, and Events	Advertisement, Content services, Podcast production, Dedicated Podcast, Adlibs, and Events.	Advertisement and Adlibs, Events, Paid Promote, Content collaboration with brands.

### 2.5.3 Consumer Analysis

Customer analysis is an activity carried out by manufacturers to analyze everything that customers need and understand customer characteristics, such as customer classification, consumption patterns, behavior, customer motives and customer habits. The purpose of conducting a customer analysis as part of a business plan is to find out which consumers are most likely to purchase a product or service in depth. We can influence different groups of customers and the needs of those customers. By understanding what motivates them to make a purchase, we can build a business by providing solutions to those needs.

To do this customer analysis, the researcher uses the theory of customer decision making to be able to conclude how the users or listeners of Oz Radio Bandung choose Oz Radio Bandung as the radio they listen to.

In the selection of audio entertainment, there are many reasons behind it, such as an easy, practical process, and can also be enjoyed together with other activities. Furthermore, the process of searching for information is usually done through advertising or other information dissemination. Next, they usually look for alternative choices, usually for entertainment and information from audio, they are looking for entertainment that is most often listened to and has the most relevant information. After going through some deliberation, they finally chose which platform to choose to get information, news, and entertainment. The following is a comprehensive explanation obtained in the customer decision making process.

### *a. Need Recognition*

The first stage is need recognition. From the interviews conducted, the reasons why people are still looking for entertainment on the audio platform are several reasons they stated. Of the ten informants, all of them said that entertainment on the audio platform was very practical and could be enjoyed together with other activities such as studying, working, or doing other homework. This is also related to the work from home situation that is currently being carried out due to the COVID-19 pandemic. The audio platform is also considered to be able to save battery, especially if you listen to it on a smartphone, because unlike the video platform, smart phones do not need to spend energy to display video on the screen. Besides that, it also saves more on quota compared to watching entertainment or news through videos.

### *b. Information Search*

The next stage in the customer decision making process is to find information. From the interviews that have been done there are several answers about how the listeners of Oz Radio Bandung seek and get information. Of the ten informants, five informants received information from word of mouth, two persons got the information from families who are used to listening to Oz Radio Bandung, from friends who are representative broadcasters from their schools, from friends who are members of Oz Club Bandung, and from other communities. such as the Korean Culture Enthusiast Community who exchanged information about the OzRiental program which played K-Pop and other Asian songs and provided information about Asia's Pop Culture. Others get more information from posts on social media that he sees both on Instagram and Twitter. There are also those who get information from a YouTube channel whose content talks about a public figure who became an announcer of Oz Radio Bandung before, so that it makes listeners interested in listening to Oz Radio Bandung.

### *c. Evaluation of Alternative*

Next is the evaluation of alternatives, where consumers will evaluate existing alternatives to overcome the problems they face. There are various factors that influence listeners to choose an audio platform as a medium of information, news, and entertainment. The broadcaster factor is very important for listeners because according to listeners it is what makes the program interesting and comfortable to enjoy. In addition, the diversity of songs is also important, although there are online music platforms circulating, diverse music is also an important factor that can complement the entertainment on the audio platform. Next is the information provided, and also the topics discussed must be relevant and can also be presented in an interesting way so that it doesn't make you bored. Another factor is the existence of

interactive activities carried out with listeners as a complement that makes listeners choose the audio platform.

*d. Purchase*

The next process is a purchase decision, where finally Oz Radio Bandung is chosen as a place of entertainment or a source of news and communication. There are many ways that listeners can do to be able to listen to Oz Radio Bandung. Of the ten informants interviewed, they on average heard that Oz Radio still uses a radio player, either in the car or at home. However, under certain conditions, some people use mobile applications, or through websites using the internet.

*e. Post-Purchase Evaluation*

What becomes an evaluation for Oz Radio Bandung so that it can continue to be an option in getting entertainment and information is the quality of the broadcaster. Furthermore, the platform used is still live without having interesting on-demand programs that can be listened to at any time and at any time, for example, such as podcasts. With the Oz Radio Community, it can also increase listeners who are loyal to Oz Radio Bandung.

## **2.6 SWOT Analysis**

SWOT analysis is the identification of various factors systematically to formulate company strategy, this analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. (Rangkuti, 2006). This analysis is based on the assumption that an effective strategy will maximize existing strengths and opportunities and minimize weaknesses and threats. When applied accurately, these simple assumptions have a huge impact on the design of a successful strategy and analysis of the business environment that provides the information needed to identify opportunities and threats that lie within the company.

From all the analyzes that have been done both internally and externally, the researcher was finally able to map out a SWOT analysis for Oz Radio Bandung. The following are the strengths, weaknesses, opportunities, and threats from Oz Radio Bandung.

Table 2. 6 SWOT Analysis  
(Sources: processed by researcher)

<b>SWOT Analysis</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
1. A youth radio that can last up to 50 years.	1. Monotonous program.
2. Have a good reputation in local and national scale.	2. Engagement with listeners is lacking.
3. Known as a radio that creates artists, actors, tv hosts, writers, and musicians.	3. Not maximizing social media content.
4. Have strong relationships with national music industry players.	4. Regeneration of immature broadcasters.
5. Known as a creative and unique radio.	5. Ineffective placement of broadcasters and producers.
6. Known as a radio that has broadcasters with various personas.	6. The business process is more focused on one medium.
<b>OPPORTUNITIES</b>	<b>THREATS</b>
1. New and young announcers.	1. There are a lot of content creators on social media.
2. High social media and internet users in Indonesia.	2. Everyone can create their own “media”.
3. The opportunity to create creative content is still wide open.	3. Radio competitors who already have a very famous program.
4. The habit of sharing information through social media that is done by the community makes it easier to spread content.	4. Competitors have broadcasters who are more experienced and have more strong personalities.
5. Access to internet becomes cheaper and easier.	5. Musicians, artists, and public figures who prefer to promote on social media than on radio.
6. Have a radio community that can be developed.	6. Monotonous creativity.

From all the analyzes that have been done externally and internally, we can finally do a SWOT analysis. The SWOT analysis for Oz Radio Bandung that was carried out resulted in six points for each point of strength, weakness, opportunity, and threat.

For strengths, the first point is that Oz Radio Bandung is a youth radio that can last up to 50 years. Compared to other youth radios, for example Ardan, who was officially only 30 years old in 2020. After that, Oz Radio Bandung has a good reputation in local and national scale. As explained by the Program Director of Oz Radio Bandung, Oz Radio Bandung received various awards from national magazines and from PRSSNI West Java. Oz Radio Bandung known as a radio that creates artists, actors, tv hosts, writers, and musicians. Oz Radio Bandung broadcasters usually not only have skills in the broadcasting, but they also have other talents that allow them to develop and get other achievements. As a radio that has been on the

air for fifty years, they have strong relationships with national music industry players. Back then, Oz Radio Bandung's proximity to the national music industry allows them to form and create songs for the SMASH boyband. Not only that, but Oz Radio Bandung also known as a creative and unique radio. Not only programs, but they also create monthly songs that are sung, composed, and produced by Oz Radio Bandung team every month. They also known as a radio that has broadcasters with various personas. Unlike other radios that have broadcasters with the same type of voice. Oz Radio tries to find broadcasters with different uniqueness. So that with different types of voice can also produce a variety of on-air personas.

For weaknesses, Oz Radio Bandung has a monotonous program, unlike Ardan Radio which has programs with different and more interesting formats such as Ardan Nightmare and also radio drama "Konflik Cinta". Their engagement with listeners is lacking, as said by the program director the community owned by Oz Radio Bandung which is Oz Club is currently not managed optimally, so engagement has decreased compared to the previous year. Next, Oz Radio Bandung Not maximizing social media content, they only use social media as a promotion place, while Ardan radio uses social media as a line of business filled with interesting content. Another weakness they have is regeneration of immature broadcasters. In 2014, senior broadcasters of Oz Radio Bandung flocked to leave Oz Radio Bandung. With this situation, finally leaving broadcasters whose skills have not developed optimally. Ineffective placement of broadcasters and producers also happen in Oz Radio Bandung, their program director said that is happen because of lack of producers makes announcers finally must have a double job. The business process is more focused on one medium, business developments at Oz Radio Bandung so far are still mostly focused on on-air activity.

There are several opportunities that Oz Radio Bandung has, Oz Radio Bandung mostly has new and young announcers. Currently, the announcers of Oz Radio Bandung are dominated by young broadcasters aged 23 years and under. While Ardan Radio, whose announcers age are more than 30 years old. As previously described, internet users in Indonesia have reached 200 million users. High social media and internet users in Indonesia, also can be Oz Radio Bandung opportunity. The habit of sharing information through social media that is done by the community makes it easier to spread content also can be other opportunity. This is proven by the amount of content that is spread on social media or chat applications as already said on PESTEL analysis. Also, from PESTEL analysis, access to internet becomes cheaper and easier that also give opportunity to Oz Radio Bandung. Lastly, Oz Radio Bandung has a radio community that can be developed.

The next point in the swot analysis is threats, from the results of internal and external analysis Oz Radio Bandung has six threats. First, there are a lot of content creators on social media. Now it is easier and there are more platforms to express and be creative, more and more people become content creators in Indonesia. Second one is, everyone can create their own “media”. By only using YouTube, many digital media create their own media. examples of kuy!entertainment and others. Third, Radio competitors who already have a very famous program. Ardan Radio as their direct competitor has a unique and well-known program such as the love drama "Konflik Cinta" and the horror program "Nightmare Side". Fourth, Competitors have broadcasters who are more experienced and have more strong personalities. Ardan Radio is mostly dominated by senior broadcasters who have been broadcasting for more than ten years. Then, Musicians, artists, and public figures who prefer to promote on social media than on radio. Social media is currently a very effective medium for promotion compared to conventional media such as radio. Last one, Monotonous creativity. Oz Radio Bandung does not have a place for broadcasters to be creative, unlike Ardan Radio, who has AGDC as a place to be creative on digital platforms.

## **2.7 Root Cause Analysis**

Root Cause Analysis is a method for solving problems, trying to identify the causal factors of a problem or unexpected event. Root Cause Analysis is a method to help answer the questions 'what happened?', 'how did it happen?', and 'why did it happen?'. The main purpose of this method is to identify factors expressed in terms of nature, magnitude, location, and time because of certain habits, actions and conditions that must be changed to avoid unnecessary errors (Wibowo, 2018). Root Cause Analysis is done with fishbone diagram as follows:

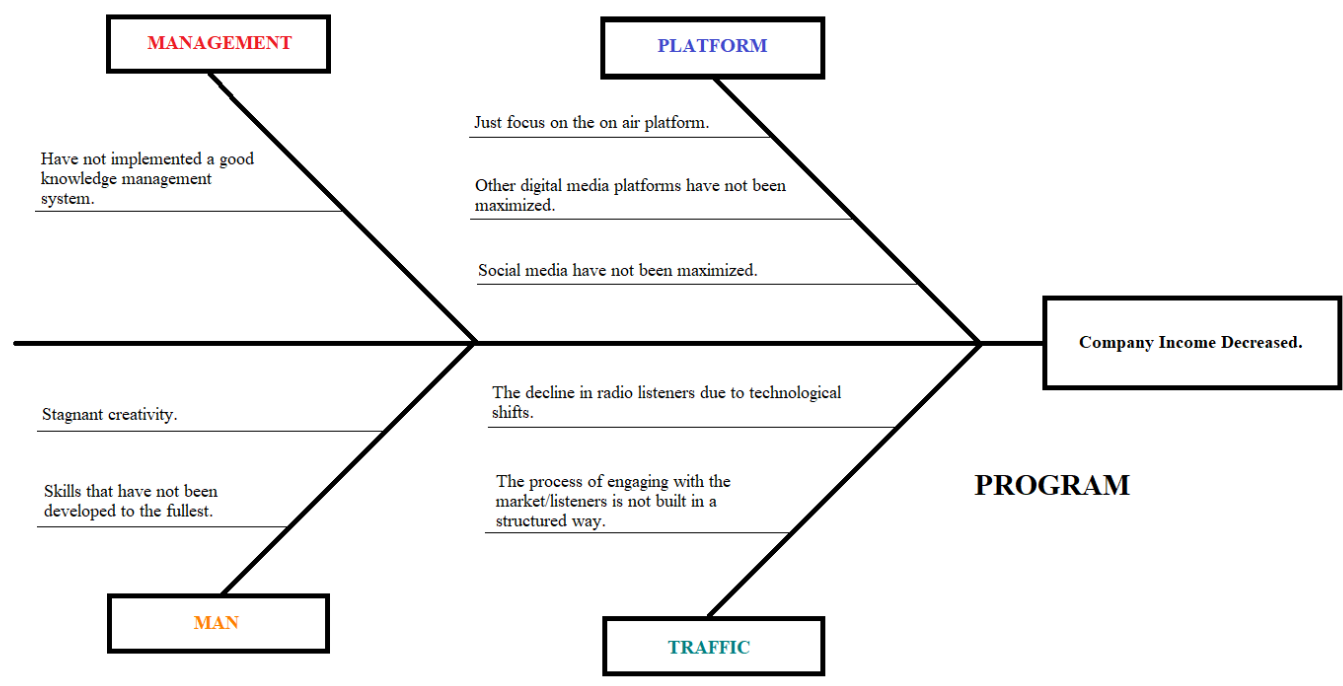


Figure 2. 31 Root Cause Analysis Graph

Sources by Researcher

The decline in income for Oz Radio Bandung was caused by four factors, namely platform traffic, management, and man. For the platform factor that is the root of the problem, Oz Radio Bandung has not developed other platforms such as YouTube or podcasts and social media. Existing programs are still dominantly carried out only on live on-air broadcasts. Next is Traffic, where social media and digital media have eroded Oz Radio Bandung listeners. Moreover, Oz Radio Bandung has not developed their engagement with their listeners, even though the strength of Oz Radio Bandung is engagement with listeners for years. Management problems also occurred, especially in knowledge transfer and knowledge management readiness, so that Oz Radio Bandung was in a situation where the remaining broadcasters were broadcasters who did not have the best skills and made Oz Radio Bandung difficult to innovate and develop. Furthermore, there is still something to do with management, namely the people in it who once again have not been fully developed the skills they have to be able to have a greater influence on the company.

## Chapter III

### Business Strategy Formulation

Researchers will begin to elaborate more on the business strategy formulation for Oz Radio Bandung in this chapter to increase the company's productivity. Strategy formulation is also very important because it can help companies to create and choose strategies that support the creation of competitive advantage. The formation of this business strategy is expected to provide direction for Oz Radio Bandung so that they can start moving their business processes based on the company's internal and external analysis then company can achieve its goals in the future. Some of the tools used in this chapter are TOWS analysis, QSPM, and Business Model Canvas.

#### 3.1 TOWS Analysis

The TOWS strategy matrix compiles critical matching tools to help companies develop four types of strategies, namely the SO (Strengths-Opportunities) strategy, WO (Weakness-Opportunities) strategy, ST (Strengths-Threats) strategy and WT strategy (Weakness-Threats). Matching key external and internal factors is the difficult part of developing the TOWS Matrix and requires good judgment (David, 2004). The TOWS matrix has four commonly used strategies for entering the market and tackling emerging threats. Here are four TOWS strategies.

- Strength/Opportunity (SO): This strategy makes the company use its strengths to exploit opportunities.
- Weakness/Opportunity (WO): This strategy indicates that you will overcome any weaknesses you have and take advantage of the opportunities that exist. So, you reduce weaknesses then exploit opportunities.
- Strength/Threat (ST): The company will exploit its strengths to overcome potential threats that will come.
- Weakness/Threat (WT): The last strategy option is a little less attractive. This strategy uses steps to reduce weaknesses to avoid threats.

After we did a SWOT analysis for Oz Radio Bandung in the previous chapter, now we can use the points there to do TOWS analysis and later will form several strategies that can be implemented by Oz Radio Bandung. The following table matrix analysis TOWS for Oz Radio Bandung.

Table 3. 1 TOWS Analysis

	<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
	<ol style="list-style-type: none"> <li>1. A youth radio that can last up to 50 years.</li> <li>2. Have a good reputation in local and national scale.</li> <li>3. Known as a radio that creates artists, actors, tv hosts, writers, and musicians.</li> <li>4. Have strong relationships with national music industry players.</li> <li>5. Known as a creative and unique radio.</li> <li>6. Known as a radio that has broadcasters with various personas.</li> </ol>	<ol style="list-style-type: none"> <li>1. Monotonous program.</li> <li>2. Engagement with listeners is lacking.</li> <li>3. Not maximizing social media content.</li> <li>4. Regeneration of immature broadcasters.</li> <li>5. Ineffective placement of broadcasters and producers.</li> <li>6. The business process is more focused on one medium.</li> </ol>
<p><b>Opportunities (O)</b></p> <ol style="list-style-type: none"> <li>1. New and young announcers.</li> <li>2. High social media and internet users in Indonesia.</li> <li>3. The opportunity to create creative content is still wide open.</li> <li>4. The habit of sharing information through social media that is done by the community makes it easier to spread content.</li> <li>5. Access to internet becomes cheaper and easier.</li> <li>6. Have a radio community that can be developed.</li> </ol>	<ul style="list-style-type: none"> <li>• Start creating regular content on demand on YouTube channel and Podcast on all podcast platforms. (S5, S6, O1, O2, O3, O4, O5, O6)</li> <li>• Cooperating with external parties in creating content. (S1, S2, S3, S4, S5, S6, O2, O3, O4, O5, O6)</li> <li>• Schedule a sharing session between the ex-announcer of Oz Radio Bandung and the presenter of Oz Radio Bandung. (S3, O1, O3)</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct continuous training for broadcasters to improve broadcasting skills. (W1, W4, W5, O1, O3)</li> <li>• Create an integrated knowledge management. (W1, W4, W5, O1, O3)</li> <li>• Create an online team with the right and clean rules and work activities. (W1, W2, W3, W6, O2, O3, O4, O5, O6)</li> </ul>
<p><b>Treats (T)</b></p> <ol style="list-style-type: none"> <li>1. There are a lot of content creators on social media.</li> <li>2. Everyone can create their own “media”.</li> <li>3. Radio competitors who already have a very famous program.</li> <li>4. Competitors have broadcasters who are more experienced and have more diverse personalities.</li> <li>5. Musicians, artists, and public figures who prefer to promote on social media than on radio.</li> <li>6. Monotonous creativity.</li> </ol>	<ul style="list-style-type: none"> <li>• Collaborate / recruit new broadcasters among public figures, famous social media person, or local influencers. (S1, S2, S3, S4, T1, T2, T3, T4, T5, T6)</li> <li>• Boost activities across social media with interesting content for creating more engagement. (S3, S4, T1, T2, T3, T4, T5, T6)</li> <li>• Provide space for creative broadcasters on social media or other platforms. (S5, T1, T2, T3, T4, T5, T6)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase engagement with the entire Oz Radio Community. (W2, W3, T1, T2, T3, T4, T5, T6)</li> <li>• Make program innovations that can be integrated between online, off-air, and on-air. (W1, W2, W3, W6, T1, T2, T3, T4, T5, T6)</li> <li>• Provide interesting content on social media and other platforms to increase followers and engagement. (W2, W3, T1, T2, T3, T4, T5, T6)</li> </ul>

### 3.2 Strategy SO

***Start creating regular content on demand on YouTube channel and Podcast on all podcast platforms. (To solve platform problems)***

In this era, radio cannot rely solely on on-air broadcasts to survive. Several other platforms are needed that can support each other so that the radio's sustainability can be maintained. As discussed in chapter one, what the media needs to do now is to combine audio and visual media supported by developing technology. Oz Radio Bandung needs to start creating content on YouTube and podcast content to be able to fill listeners' desires, as said by informants who have been interviewed, they feel they need audio or visual entertainment that can be seen or heard anytime and anywhere. With interesting content that is made regularly, of course, it can be a special attraction to be enjoyed by the community.

***Cooperating with external parties in creating content. (To solve platform problems)***

As a radio station that has been around for 50 years and was successful in producing former broadcasters who became public figures, Oz Radio Bandung certainly has the opportunity to create collaborations with these former broadcasters or other colleagues who have had good relations for many years. With this collaboration, Oz Radio Bandung can produce interesting content that can be developed into regular programs or special programs on YouTube/Podcast channels as well as social media. Not only that, but Oz Radio Bandung can also redevelop engagement with listeners and can revive the company's business which, if properly maintained, can make a sustainable business in the long term.

***Schedule a sharing session between the ex-announcer of Oz Radio Bandung and the presenter of Oz Radio Bandung. (To solve man problems)***

Currently the announcers at Oz Radio Bandung are filled with talented young announcers, but their experience is still not fully developed. So that the quality of their broadcasts still cannot be compared with previous senior announcers or announcers from competitors. It takes input from the ex-announcers of Oz Radio to provide motivation or input or also they can train these young broadcasters to increase creativity and also develop the skills of the announcers who are now broadcasting on Oz Radio Bandung. Considering that Oz Radio's previous strategy would also develop video content on YouTube, these skills also need to be trained so that the content produced can become interesting entertainment that has good quality. Oz radio has the advantage of having produced many former broadcasters who became artists, comedians, tv hosts, and other public figures who are known by the Indonesian people, so sharing between

broadcasters who are currently working at Oz Radio Bandung and the former announcers can provide motivation and input so that the quality of presenter Oz Radio Bandung can improve.

### **3.3 Strategy ST**

***Collaborate / recruit new broadcasters among public figures, famous social media person, or local influencers. (To solve traffic problems)***

An option that can be done by Oz Radio Bandung to increase listener traffic which can eventually attract companies to advertise on the Oz Radio Bandung program is to recruit new broadcasters from public figures, famous social media, or from local influencers in Bandung. With broadcasters who are known by the wider community, of course they have many followers on social media, which can attract the market to listen to Oz Radio Bandung. In addition to recruiting, Oz Radio Bandung can also include these influencers or public figures as regular guest announcers as a form of collaboration so that they can become a channel for distributing program content through engagement obtained from these influencers and public figures. Like Ardan Radio Bandung, which includes many influencers in their program, this radio can survive and have its own market and increase their listeners.

***Boost activities across social media with interesting content for creating more engagement. (To solve traffic problems)***

Currently, the use of smart phones, the internet, and social media greatly affects all lines of business that exist today. Today's social media is very important considering the current culture, people often seek information and entertainment from there. The ease of social media also makes everyone able to use it and can also use it for entertainment or even for business. As a media company, Oz Radio Bandung really needs to start seriously increasing social media activities across platforms. The use of social media not only can be used as engagement between companies, broadcasters and listeners but can also be used as another line of business, namely "paid promotion" when Oz Radio Bandung social media can create strong engagement with the growth of followers and posting content on social media that is interesting and people are interested in. This process will indeed take time and requires a team that consistently provides creativity. If Oz Radio Bandung can consistently develop their social media, this can provide new profits for the development of the company.

***Provide space for broadcasters to increase creativity on social media or other platforms. (To solve **man** problems)***

Not only Oz Radio Bandung as a company that needs to be active and vocal on social media, but broadcasters also need to be given space to be creative. This needs to be supported by Oz Radio Bandung as the media that houses their work. Give them the opportunity to be able to express their creative thoughts and support them in implementing their creativity. There is a stigma that states that radio is too "old-school" with all the standard rules that have been made from years ago, so that creative space is limited because broadcast regulations have not been adapted to current conditions. Social media and digital platforms should also be a place to work to develop creativity for broadcasters. With increased creativity also the experience of broadcasters and other crew implementing their creativity and thoughts, Oz Radio Bandung can have interesting programs or content in the future to be used as regular programs or special programs on all platforms.

### **3.4 WO Strategy**

***Conduct continuous training for broadcasters to improve broadcast skills. (To solve **man** problems)***

In the fast development of media like today, learning and training for broadcasters needs to be maintained so that they can continue to develop their skills. This training process is very important because the process of sharing knowledge, evaluation, and motivation can be obtained by broadcasters and producers. Currently the training process is mainly carried out by "trainee" broadcasters, it seems that training also needs to be carried out for all broadcasters. The training is not only about broadcast skills, but other skills that can support their productivity and creativity. Training that needs to be done such as self-branding, hosting, engagement on social media, and others as needed.

***Create an integrated knowledge management. (To solve **management** problems)***

Knowledge management is needed for all company scales, for large or small companies. As a large company that has a network throughout Indonesia, Oz Radio Bandung needs to implement knowledge management considering that as a media company, Oz Radio Bandung needs to continue to innovate, where the innovation process requires cooperation between one division and another. With the existence of structured knowledge management, it can increase productivity with a more efficient and effective process.

***Create an online team with the right and clean rules and work activities. (To solve **traffic** and **platform** problems)***

As explained in the previous strategy, currently digital platforms and social media are important places for Oz Radio Bandung to develop a company, either for engagement or for new business lines that can generate new profits for Oz Radio Bandung. Oz Radio Bandung currently has an online team that manages online activities, but consistency is needed in providing online content so that it is hoped that Oz Radio Bandung can get exposure on social media or other platforms. Planning, implementation, long-term and short-term goals need to be formulated carefully so that the content on the platform can also develop. Creating a special podcast from Oz Radio Bandung by raising certain topics and attractively packaged by Oz Radio's own announcer, or also a regular YouTube program that can be watched anytime and anywhere, of course it will be created and become another line of business for Oz Radio to increase profits with the support of a good online team. It is hoped that the formation of a solid, creative online team with consistent online activities can make Oz Radio Bandung develop not only in on-air programs but also in its content on other platforms such as YouTube, social media, and podcasts.

### **3.5 Strategy WT**

***Increase engagement with the entire Oz Radio Community. (To solve **traffic** problems)***

A few years ago, one of the true strengths of Oz Radio was its very solid community. Oz Club is a community of Oz radio listeners that needs to be redeveloped to re-establish engagement between the company and listeners. In its heyday, Oz Club became a community that could develop, carry out activities, and help the activities of Oz Radio Bandung. In addition, there is also Oz Cool School, this community is a community filled with high school students in the city of Bandung who are given the opportunity to broadcast and if they have the talent to become broadcasters, they can become broadcasters of Oz Radio Bandung. This engagement needs to be redeveloped because this community can be a channel in introducing the Oz Radio Bandung program more broadly. Not only as listeners or connoisseurs of entertainment from Oz Radio Bandung, but they can also actively contribute to the development of Oz Radio Bandung. In terms of creating the latest on-air programs or entertainment content on other platforms, it can be started by introducing them to the community and helping to spread them more widely with the community owned by Oz Radio Bandung.

***Make program innovations that can be integrated between online, off-air, social media and on-air. (To solve traffic and platform problems)***

The entertainment options currently available are very diverse with all their advantages and disadvantages, whether it be on-air broadcasts, video content on YouTube, or podcasts on other platforms such as Spotify. To be able to compete with these entertainment options, Oz Radio Bandung needs to innovate on their programs that can attract an audience. Oz Radio Bandung as a media company that focuses on radio broadcasting, currently also needs to think about opportunities to get exposure on other digital platforms. However, efforts to provide entertainment options on other digital platforms should not turn off Oz Radio Bandung's on-air programs. A strategy is needed where all entertainment options, whether on-air, off-air, online, and social media, can continue to lift each other up. All the entertainment elements owned by Oz Radio Bandung are still relevant and can be developed. For example, on-air programs that are usually carried out are the same as streaming activities on digital platforms, as well as broadcasting live and being able to interact directly. Therefore, on-air activities can still be developed, supported by all other online entertainment options that can be listened to anytime and anywhere. The strategy of making programs that can integrate all lines of platforms that Oz Radio Bandung has can be unique and can also be a compliment from one platform to another.

***Provide interesting content on social media and other platforms to increase followers. (To solve traffic problems)***

Social media such as Instagram, Twitter, Facebook, or TokTok need to be used by Oz Radio Bandung for promotional tools and to earn income. Therefore, a large number of followers and engagement are needed so that the social media owned by Oz Radio Bandung can be strong and can give influence to become a tool of promotion. This can be done if the crew's consistency in posting interesting content or useful info that is packaged creatively so that people want to follow all social media owned by Oz Radio Bandung. If engagement on social media is already high with more and more followers, it is possible for Oz Radio to "paid promote" for other companies that want to promote their business. With the rapid use of social media, especially in Indonesia, the opportunity to compete is still open, Oz Radio Bandung as a medium that collaborates a lot with public figures can be capital to increase followers by

continuing to make social media owned by oz radio more attractive, and other strategies that can make Oz Radio Bandung's social media more developed.

From all strategies that have been obtained from TOWS analysis, it can be summarized as follows:

Strategy for **Platform**:

1. Start creating regular content on demand on YouTube channel and Podcast on all podcast platforms. **(Will be referred as platform strategy 1)**
2. Cooperating with external parties in creating content. **(Will be referred to platform strategy 2)**
3. Create an online team with the right and clean rules and work activities. **(Will be referred to platform strategy 3)**
4. Make program innovations that can be integrated between online, off-air, social media and on-air. **(Will be referred to platform strategy 4)**

Strategy for **Traffic**:

1. Collaborate / recruit new broadcasters among public figures, famous social media person, or local influencers. **(Will be referred as Traffic strategy 1)**
2. Boost activities across social media with interesting content for creating more engagement. **(Will be referred as Traffic strategy 2)**
3. Provide interesting content on social media and other platforms to increase followers and engagement. **(Will be referred as Traffic strategy 2)**
4. Increase engagement with the entire Oz Radio Community. **(Will be referred as Traffic strategy 3)**

Boost activities across social media with interesting content for creating more engagement strategy and provide interesting content on social media and other platforms to increase followers and engagement strategy considered as the same strategy because they both discuss about creating content on social media. So that the two strategies are combined as **traffic strategy 2** where the key activity is boosting social media activity with interesting content.

Strategy for **Man**:

1. Schedule a sharing session between the ex-announcer of Oz Radio Bandung and the presenter from Oz Radio Bandung.
2. Provide space for broadcasters to increase creativity on social media or other platforms.

3. Conduct continuous training for broadcasters to improve broadcast skills.

Strategy for **Management**:

1. Create an integrated knowledge management system.

As explained in accurate.id:

*“The purpose of knowledge management is to increase the efficiency of the company and also store the knowledge contained within the company itself. With this knowledge management, all sections within the company are expected to be able to gain more in-depth knowledge and insight related to the business or operations carried out. (Ismail, 2021)”*

From this, the results of discussions with the program director of Oz Radio Bandung, and one of the ex-announcers of Oz Radio Bandung decided that the strategy man and management were merged into the **Man Management Strategy**, namely create an integrated management system because that strategy could also solve the existing man root cause problem. And we choose that strategy directly for man and management problem.

### **3.6 Strategy Selection and QSPM**

After doing TOWS analysis and grouping them according to the existing root cause, to overcome all the problems that exist in Oz Radio Bandung, all strategies must be carried out as soon as possible. Because now is the moment that Oz Radio Bandung needs to take advantage of the momentum where all media are still looking for ways to gain strength to be able to win in competition of media industry.

For Oz Radio Bandung, all strategies which has been formulated can solve all existing problems from the root cause analysis that has been described in the previous chapter. Oz Radio needs to expand or add entertainment options from other platforms such as YouTube and podcasts to increase the number of entertainment lovers from Oz Radio Bandung. With the increase in platforms and the type of entertainment provided, of course, Oz Radio Bandung can expand the existing market, plus the situation of people now enjoying more digital entertainment on their smartphones. Furthermore, to increase traffic as well as social media activities, it is necessary to increase engagement between Oz Radio Bandung and listeners so that they continue to listen to entertainment on the radio. However, the readiness of broadcasters and crew in the company also needs to be improved so that the process planned by Oz Radio Bandung can be carried out properly.

However, the author also discussed with the internal company Oz Radio Bandung that there are several things that allow Oz Radio Bandung to be difficult to implement the strategy offered simultaneously due to the small number of crew, also the costs incurred also need to be considered. So that the authors do the QSPM calculations with the aim of being able to get the results of calculations that show which strategies can be used to become priority strategies that are the focus for Oz Radio Bandung to be implemented first. So that with limited crew and costs that need to be suppressed, the strategy implemented can be efficient and effective. After the priority strategy can be carried out, it can be continued with other strategies which are also important for the development of Oz Radio Bandung. The following is the calculation of the QSPM carried out because of discussions with the program manager and ex-announcer of Oz Radio Bandung.

The QSPM (The Quantitative Strategic Planning Matrix) assessment aims to determine the best strategy to be chosen from various alternative strategies obtained from the previous stage. This technique objectively indicates which alternative strategy is the best (Mahfud & Mulyani, 2017). The QSPM in this research was carried out by discussing with the internal company Oz Radio Bandung and with experts to determine the weight value and the AS value so that the results of the calculations carried out were appropriate and objective in accordance with the conditions in the company.

### 3.6.1 QSPM for Platform Strategy

Table 3. 2 KIF QSPM Platform Strategy

(Source: processed by researcher)

Strategy Alternatives		Platform 1		Platform 2		Platform 3		Platform 4	
Key Internal Factors	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS
<b>Strength</b>									
A youth radio that can last up to 50 years.	0.05	1	0.05	2	0.05	-	-	1	0.05
Have a good reputation in local and national scale.	0.05	2	0.10	2	0.10	1	0.05	3	0.15
Known as a radio that creates artists, actors, tv hosts, writers, and musicians.	0.15	3	0.45	4	0.60	-	-	4	0.45
Known as a creative and unique radio.	0.05	3	0.15	3	0.15	2	0.10	3	0.15
Known as a radio that has broadcasters with various personas.	0.05	3	0.15	2	0.10	2	0.10	3	0.15
<b>Weakness</b>									
Monotonous program.	0.10	3	0.30	4	0.40	4	0.40	3	0.30
Engagement with listeners is lacking.	0.15	3	0.45	-	-	-	-	4	0.60
Not maximizing social media content.	0.10	3	0.30	4	0.40	-	-	4	0.40
Regeneration of immature broadcasters.	0.15	2	0.30	-	-	4	0.60	2	0.30
Ineffective placement of broadcasters and producers.	0.05	1	0.05	-	-	-	-	4	0.20
The business process is more focused on one medium.	0.10	4	0.40	3	0.30	4	0.40	4	0.40
<b>TOTAL</b>	<b>1.00</b>		<b>2.70</b>		<b>2.10</b>		<b>1.65</b>		<b>3.15</b>

Table 3. 3 KEF QSPM Platform Strategy

(Source: processed by researcher)

Strategy Alternatives		Platform 1		Platform 2		Platform 3		Platform 4	
Key External Factors	Weight	AS	TAS	AS	TAS	AS	TAS	AS	TAS
<b>Opportunities</b>									
New and young announcers.	0.05	4	0.20	1	0.05	2	0.10	4	0.20
High social media and internet users in Indonesia.	0.05	2	0.10	1	0.05	4	0.20	4	0.40
The opportunity to create creative content is still wide open.	0.10	1	0.10	2	0.20	4	0.40	3	0.30
The habit of sharing information through social media that is done by the community makes it easier to spread content.	0.10	4	0.40	4	0.40	4	0.40	4	0.40
Access to internet becomes cheaper and easier.	0.05	4	0.20	4	0.20	3	0.15	4	0.20
Have a radio community that can be developed.	0.10	1	0.10	2	0.20	1	0.10	1	0.10
<b>Threats</b>									
There are a lot of content creators on social media.	0.10	4	0.40	4	0.40	3	0.30	4	0.40
Everyone can create their own “media”.	0.15	4	0.60	3	0.45	3	0.45	4	0.60
Radio competitors who already have a very famous program.	0.05	3	0.15	-	-	3	0.15	3	0.15
Competitors have broadcasters who are more experienced and have more diverse personalities.	0.10	3	0.30	2	0.20	-	-	3	0.30
Musicians, artists, and public figures who prefer to promote on social media than on radio.	0.05	4	0.20	4	0.20	4	0.20	4	0.20
Monotonous creativity.	0.10	3	0.30	3	0.30	4	0.40	3	0.30
<b>TOTAL</b>	<b>1</b>		<b>3.05</b>		<b>2.65</b>		<b>2.85</b>		<b>3.55</b>
<b>SUBTOTAL</b>			<b>5.75</b>		<b>4.75</b>		<b>4.50</b>		<b>6.70</b>

### 3.6.2 QSPM for Traffic Strategy

Table 3. 4 KIF QSPM Traffic Strategy

(Source: processed by researcher)

Strategy Alternatives		Traffic 1		Traffic 2		Traffic 3	
Key Internal Factors	Weight	AS	TAS	AS	TAS	AS	TAS
<b>Strength</b>							
A youth radio that can last up to 50 years.	0.05	2	0.10	2	0.10	3	0.05
Have a good reputation in local and national scale.	0.05	3	0.15	3	0.45	1	0.15
Known as a radio that creates artists, actors, tv hosts, writers, and musicians.	0.15	3	0.45	4	0.60	2	0.45
Known as a creative and unique radio.	0.05	-	-	4	0.20	-	-
Known as a radio that has broadcasters with various personas.	0.05	-	-	2	0.10	3	0.15
<b>Weakness</b>							
Monotonous program.	0.10	3	0.30	2	0.20	-	-
Engagement with listeners is lacking.	0.15	4	0.45	4	0.45	4	0.60
Not maximizing social media content.	0.10	3	0.30	4	0.40	4	0.40
Regeneration of immature broadcasters.	0.15	3	0.45	-	-	-	-
Ineffective placement of broadcasters and producers.	0.05	-	-	-	-	-	-
The business process is more focused on one medium.	0.10	-	-	4	0.40	-	-
<b>TOTAL</b>	<b>1.00</b>		<b>2.20</b>		<b>2.90</b>		<b>1.80</b>

Table 3. 5 KEF QSPM Traffic Strategy

(Source: processed by researcher)

Strategy Alternatives		Traffic 1		Traffic 2		Traffic 3	
Key External Factors	Weight	AS	TAS	AS	TAS	AS	TAS
<b>Opportunities</b>							
New and young announcers.	0.05	4	0.20	4	0.20	2	0.10
High social media and internet users in Indonesia.	0.05	3	0.15	4	0.20	4	0.40
The opportunity to create creative content is still wide open.	0.10	3	0.30	3	0.30	-	-
The habit of sharing information through social media that is done by the community makes it easier to spread content.	0.10	3	0.30	4	0.40	4	0.40
Access to internet becomes cheaper and easier.	0.05	3	0.15	4	0.20	4	0.20
Have a radio community that can be developed.	0.10	1	0.10	4	0.40	4	0.40
<b>Threats</b>							
There are a lot of content creators on social media.	0.10	4	0.40	4	0.40	-	-
Everyone can create their own “media”.	0.15	4	0.60	3	0.45	-	-
Radio competitors who already have a very famous program.	0.05	3	0.15	-	-	4	0.20
Competitors have broadcasters who are more experienced and have more diverse personalities.	0.10	3	0.30	3	0.30	3	0.30
Musicians, artists, and public figures who prefer to promote on social media than on radio.	0.05	4	0.20	4	0.20	-	-
Monotonous creativity.	0.10	3	0.30	2	0.30	3	0.30
<b>TOTAL</b>	<b>1</b>		<b>3.15</b>		<b>3.35</b>		<b>2.30</b>
<b>SUBTOTAL</b>			<b>5.35</b>		<b>6.25</b>		<b>4.10</b>

### 3.7 QSMP Summary

From the results of joint discussions with the program director and input from the ex-announcer Oz Radio Bandung, finally three priority strategies were chosen to solve the problems that occurred at Oz Radio Bandung. The three strategies already represent all the root causes in the root cause analysis in the previous chapter which consist of platform, traffic, management, and man. These strategies include:

1. **Platform Strategy 4** : Make program innovations that can be integrated between online, off-air, social media and on-air.

This strategy because it is very relevant to the current situation where Oz Radio Bandung still focuses on-air programs. Even though Oz Radio Bandung already has an account on the YouTube platform, and Spotify, it is necessary to create interesting regular content for the audience to enjoy. This strategy also really makes sense because to create a new line of business by establishing a digital platform, of course, won't turn off the others so that program innovations can promote and complement one another.

2. **Traffic Strategy 2** : Boost social media activity with interesting content.

Building engagement is very important, especially in this era of social media. With increased engagement, it can help improve business performance for Oz Radio Bandung to attract efforts to advertise both on on-air programs and on other platforms.

3. **Man Management Strategy** : Create an integrated knowledge management system.

There are so many problems that exist in Oz Radio Bandung, that that problem happen repeatedly. All that problem can be solved by using knowledge management. Such as training problems, immature regeneration of announcers, knowledge sharing and others. So, this strategy is right to build to minimize the same problem in the future.

## Chapter IV

### Conclusion and Implementation Plan

#### 4.1 Conclusion

It is very clear that people's behavior changes today, where the media chosen by the community for entertainment and information has shifted from conventional media to digital media, social media, and the internet. This situation makes all conventional media change their business models and create new strategies that are in accordance with the current state of society, later they can make their company's business processes grow and grow again. Likewise with Oz Radio Bandung, the company's situation is experiencing a difficult period where listener traffic has decreased drastically, resulting in fewer advertisements entering Oz Radio Bandung. With the decrease in advertising that goes to Oz Radio Bandung, of course, the revenue that Oz Radio Bandung gets will also decrease. In a situation like this, it takes the skill and agility of the company to manage the strategy so that Oz Radio Bandung can return to its former glory. Not only external problems, the company's internal conditions also need to be analyzed so that the company can formulate an appropriate strategy after all aspects are analyzed and studied properly.

The purpose of this final project is to help Oz Radio Bandung to determine what steps they can take to be able to formulate the right business strategy. The next goal is that after we know the right steps that we can take to develop a strategy, we can finally formulate and get any strategies that Oz Radio Bandung can do that are in accordance with the current state of Oz Radio Bandung. Finally, with the whole process, Oz Radio Bandung was able to get a new business model, which later could be used as a tool to describe how Oz Radio Bandung moves in getting profits and increasing productivity.

In this research, the first steps are to study the business issues that occur both on an industry scale and within the company itself. This is necessary so that we can know and recognize any problems that occur so that we can determine what tools will be used in the analysis. By studying the existing business issues, we can also map out the right frame of mind to conduct this research. The tools used in this final project are Business Model Canvas, VRIO analysis, PESTEL analysis, SWOT & TOWS analysis and QSPM. After we map out the framework of thinking and what tools we will use, then we need to do an internal and external

analysis of the company. Internal analysis is carried out using the Business Model Canvas, and VRIO analysis. And for external analysis using competitor analysis (comparing BMC with competitors) then PESTEL analysis to find out the company's external environment. Furthermore, the strategy formulation process is carried out using SWOT and TOWS analysis which will later be selected and searched for priority strategies using QSPM.

From the results of joint discussions with the program director and input from the ex-announcer Oz Radio Bandung, finally three priority strategies were chosen to solve the problems that occurred at Oz Radio Bandung. The three strategies already represent all the root causes in the root cause analysis in the previous chapter which consist of platform, traffic, management, and man. These strategies include:

1. **Platform Strategy 4** : Make program innovations that can be integrated between online, off-air, social media and on-air.
2. **Traffic Strategy 2** : Boost social media activity with interesting content.
3. **Man Management Strategy** : Create an integrated knowledge management system.

These three strategies are very important to be implemented by Oz Radio Bandung, considering the problems that exist in the company have been studied and analyzed so that the strategy made is a strategy that has gone through many stages so that it can be suitable for solving problems at Oz Radio Bandung. However, if there are limited resources and it is necessary to carry out these strategies one by one, we have done a QSPM to find out which strategy is more suitable to do first. The QSPM calculation was carried out by the researcher together with PD OZ Radio Bandung to determine the weight and AS value. With all the analysis that has been done and the strategy that has been formed, we can create a new business model that can help companies to obtain information related to how, where, and when the resulting product will function optimally.

After doing all the internal and external analysis and doing the strategy analysis, then we can form or add additional points in making the new Business Model Canvas for Oz Radio Bandung. This formation is the result of all the insights obtained from all the analyzes that finally allow Oz Radio Bandung to carry out new business processes with the new Business Model Canvas. It is hoped that this new business model mapping can also be a guide for all Oz

Radio Bandung crew to develop their business. Here is the new Business Model Canvas proposed for Oz Radio Bandung.










 <b>Key Partners</b> <ol style="list-style-type: none"> <li>1. Company.</li> <li>2. Government.</li> <li>3. Community.</li> <li>4. Music Label.</li> <li>5. Musicians and public figures.</li> <li>6. Artist/ Creative Industry.</li> <li>7. MSMEs</li> <li>8. Educational Institutions.</li> <li>9. Organization of Schools and Universities.</li> </ol>	 <b>Key Activities</b> <ol style="list-style-type: none"> <li>1. Production program.</li> <li>2. Program evaluation and development.</li> <li>3. Broadcaster, producer and operator training and development.</li> <li>4. Social media activity.</li> <li>5. Engagement with the community.</li> <li>6. Podcast and YouTube content production.</li> <li>7. Sharing Knowledge Activity</li> </ol>  <b>Key Resources</b> <ol style="list-style-type: none"> <li>1. Announcer.</li> <li>2. Producer.</li> <li>3. Reporter.</li> <li>4. Operator.</li> <li>5. Market data.</li> <li>6. Reputation.</li> <li>7. IT hardware and software.</li> <li>8. Digital data from the platform (Youtube or Spotify)</li> </ol>	 <b>Value Propositions</b> <ol style="list-style-type: none"> <li>1. Diverse type of program in every platform.</li> <li>2. The quality of broadcasters is good and meets the standards.</li> <li>3. The information provided is various and high quality.</li> <li>4. Close cooperation with musicians and public figures.</li> <li>5. Your Station Panutan</li> </ol>	 <b>Customer Relationships</b> <ol style="list-style-type: none"> <li>1. Social media engagement.</li> <li>2. Oz Radio Community (OzClub).</li> <li>3. Ozcoolschool (highschool announcer).</li> <li>4 Direct contact between announcers and listeners.</li> <li>5. Quizes.</li> <li>6. Special Events.</li> </ol>  <b>Channels</b> <ol style="list-style-type: none"> <li>1. FM Channel.</li> <li>2. Website.</li> <li>3. Social Media.</li> <li>4. Mobile Application.</li> <li>5. YouTube.</li> <li>6. Spotify.</li> <li>7. NOICE</li> </ol>	 <b>Customer Segments</b> <u>Users</u> <ol style="list-style-type: none"> <li>1. Junior &amp; High School, College, Young Executive. Man and Woman.</li> <li>2. 14 - 35 years old.</li> <li>3. Creative, Fashionable, Dynamic, High Purchasing Power.</li> <li>4. Economic status C, B, A, A1 (very-very).</li> <li>5. Smartphone and internet user.</li> <li>6. Active on social media.</li> </ol> <u>Customers</u> <p>Advertiser (large companies, local businesses, or MSMEs that match the profile of Oz Radio Bandung listener / user.)</p>
 <b>Cost Structure</b> <p>Salary, Tax, Office Expanse, Marketing cost, IT infrastructure and maintenance, HR cost.</p> <p>Content production cost</p>		 <b>Revenue Streams</b> <p>Advertisement and Events.</p> <p>AdSense YouTube, All type of advertisemend in Youtube content and Podcast content, Dedicated content on YouTube or Podcast, Paid Promote &amp; Advestisement on Social Media.</p>		

Figure 4. 1 Current Oz Radio Bandung Business Model Canvas

Sources by researcher

### Customer Segments

With the development of the Oz Radio Bandung program on all platforms, of course, adding new segments that can be included in their business. Considering the platform used by Oz Radio Bandung is an online platform, therefore smartphone users are a very appropriate segmentation to capture considering that all people are now active using smartphones, especially to seek information and entertainment. In addition, due to the nature of the platform used is an online platform where to access it, it is necessary to use the internet so that internet users are also included as one of the segments to be captured. Strategy to increase activity on social media with interesting content also creates new segmentation. Where social media users such as Instagram, tiktok, twitter, and even new social media will in the future become a segmentation that needs to be considered as well.

### *Customer Relationship*

There is nothing new to fill in this column because Oz Radio Bandung already has advantages that have been passed down from generation to generation by getting used to involving the community in every business activity. Compared to competitors, Oz Radio Bandung has an advantage in its customer relationship strategy. However, at this time, this activity needs to be increased again because Oz Radio Bandung's engagement is very low at this time. Hopefully, the priority strategy increasing activities on social media on all online and social media platforms with an interesting content, will make future engagement even greater with the support of the communities in it.

### *Channels*

Even though Oz Radio Bandung already has a YouTube channel and Spotify, in the process that is being carried out now they do not make the content on the platform as a product. The existing channels are only used as "compliments" not used as business potentials to be developed so that they can increase productivity and income for the company. Therefore, this column is added with the addition of YouTube, Spotify, NOICE, and social media to deliver the content or products they produce to listeners/customers.

### *Value Proposition*

This value proposition is very important for Oz Radio Bandung at this time because now Oz Radio Bandung is in a state where the value, they have is not strong enough to give to customers. However, by doing all the analysis, finally it can provide a strategy that can answer the weaknesses of Oz Radio Bandung. In this column, the researcher and PD Oz radio bandung together evaluate what value they want to give to listeners. First, the value proposition of Oz Radio Bandung wants to be a medium of entertainment and information that is not only available on the FM channel as a radio station but can also provide entertainment and information on all platforms. It is expected to be able to answer the needs of the people who currently prefer to find entertainment in online media that can be listened to anytime and anywhere with a variety of choices. In addition, Oz Radio Bandung also wants to bring back their tagline as a "station panutan" where all broadcasters, talents, and content on all platforms have the best quality so that they can become role models for everyone.

### *Key Activity*

The development of Oz Radio Bandung to other online platforms certainly adds to the key activities carried out by Oz Radio Bandung. Producing content across all platforms from the initial planning, creation process, to evaluation is something that needs to always be considered in order to continue to provide content that has the best quality. In addition, with the implementation of a new strategy to establish knowledge management readiness, of course, sharing knowledge activity between all divisions in Oz Radio is something that is the key to the success of Oz Radio Bandung. By implementing these activities, there are no more unmatured skill problems that occur because all crews, on-air, off-air, and on-line, have obtained maximum knowledge and skills to carry out their work so that they can provide innovation in the future.

### *Key Resources*

The digital activities carried out by Oz Radio Bandung are currently very minimal so they cannot maximize the digital data they have from all platforms. With the introduction of a new strategy that encourages the use of digital platforms using the internet, this of course makes Oz Radio Bandung have more data and can later be used for companies to generate new strategies or new programs. With these data, Oz Radio Bandung can provide the right solution to capture the target market out there.

### *Key Partners*

At present, Oz Radio Bandung has many partners who have worked together well. Especially as a radio that has survived and has been around for 50 years, of course, Oz Radio Bandung is accustomed to partnering with many companies, both large, small, local, national and international. This is very beneficial for Oz Radio Bandung in carrying out their business activities. With the strategy that has been made above, it is hoped that this can foster cooperation that can be carried out with companies that have partnered with Oz Radio Bandung or with other companies that have never collaborated with Oz Radio Bandung. This value-to-value exchange is very important in order to improve the business processes carried out by the company.

### *Cost Structure*

To fulfill the content on the digital platform that will be developed by Oz Radio Bandung, of course, costs are needed in carrying out this business process. Oz Radio does not yet have a studio that can be used for video content needs, although the Oz Radio Bandung office spot is enough to be used. In addition, camera and video production tools also need to be met to provide the best quality content. It is also necessary to train broadcasters so that they are capable of being in front of the camera, and it and it costs money to carry out these activities.

### *Revenue Streams*

The problem of declining income can be overcome by carrying out the strategy that has been made in the previous chapter. From those strategies, Oz Radio Bandung can create new business opportunities that can generate new income for the company. Oz Radio Bandung can get income from YouTube AdSense, and from the company that advertises on Oz Radio Bandung's YouTube content. Or they can also use the services of Oz Radio Bandung to make a content dedication for their special company in one show on YouTube. Likewise for podcast platforms, Oz Radio Bandung can also get income from there, especially now that podcasts are one of the trends enjoyed by many people. Another thing that can give new revenue is from social media, with Oz Radio Bandung being active on social media with interesting content and finally being able to increase followers and engagement from there, Oz can also earn income from paid promotions, or endorsements and even dedicated posts on social media. This is very important considering that companies currently prefer to advertise or carry out promotional activities on social media or online platforms compared to conventional media.

## 4.2 Implementation Plan

Planning for implementing the existing strategy needs to be discussed with internal parties, because we also need to know the company's internal plans and the goals they have. With that, the plans that have been planned can be implemented properly and in accordance with the company's internal conditions. The implementation of this research was finally made with the consideration that there are no big plans from Oz Radio Bandung for the next two years so that we can directly implement and adjust the plans that we build.

For the program implementation strategy as well as the ST strategy "boost social media activity", we can use design thinking tools. Design thinking is a method or approach used for practical and creative problem solving with the main focus on users. So, in problem solving, the team will try to understand what users' needs (humans) are and come up with the most effective solutions to meet those needs.

*“Design thinking is a way to solve a problem practically and creatively and has a main focus on users. In carrying out this design thinking, you must go through 5 stages in it, namely Empathize, Define, Ideate, Prototype, and Test.”*

The design thinking process is a continuous process with iterative iterations to get to a point where we believe that what we want to solve has already received a solution that has also been validated by the customer. This repetition will be the key to the success of design thinking.

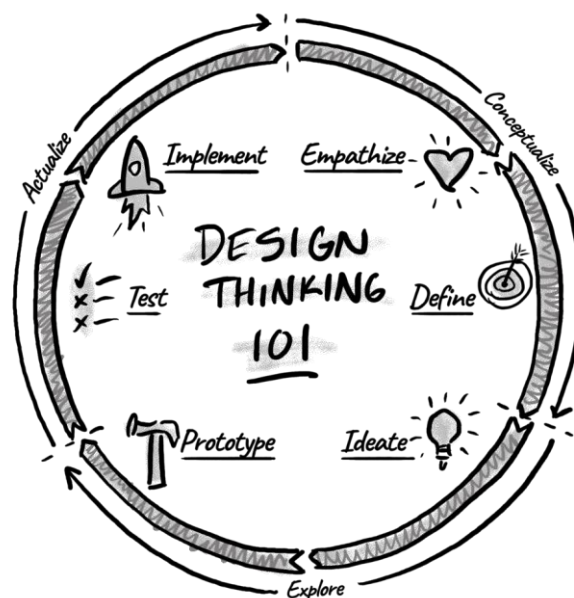


Figure 4. 2 Design Thinking Framework

Sources: google.com

## **Platform Strategy: Program Innovation**

### ***Key Activity***

This innovation strategy program is carried out to expand their platform not only on FM frequency but also has other options, namely on digital platforms. This is done considering that currently consumers are more likely to seek entertainment through the platform because it can be listened to anywhere and anytime. However, it is necessary to innovate so that Oz Radio Bandung has a different program, moreover programs on one platform and another need to complement each other.

#### ***a. Schedule***

This activity is a continuous process for the next four months until the team from Oz Radio Bandung get the best formula that matches the market's wishes. Furthermore, if the formulation for making program innovations has been obtained, Oz Radio Bisa will start producing the program, which is expected to be launched when Oz Radio has a birthday on December 25, 2021.

#### ***b. Person in Charge***

Program Director dan Head of On-Line department.

#### ***c. Resources Requirement***

- Complete team.
- Meeting room.
- Camera.
- Sound equipment.
- Editing equipment.

Table 4. 1 Program Innovation Plan

Source: Created by Author

	Strategy Activities	PIC	2021																				2022					
			July		August				September				October				November				December				January			
			1	2	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2		
<b>Program Innovations Plan</b>	Planning for creating new program	Program Director & Head of On-Line department.																										
	Empathize (Observations and Qualitative Interviews.)	Program Director & Head of On-Line department.																										
	Define (Clustering and Themes)	Program Director & Head of On-Line department.																										
	Ideate (Collecting all the ideas.)	Program Director & Head of On-Line department.																										
	Prototype (Time to experiment!)	Program Director & Head of On-Line department.																										
	Test (showing them your prototype to get feedback.)	Program Director & Head of On-Line department.																										
	Program Production	Program Director & Head of On-Line department.																										
	Program Launching	Program Director & Head of On-Line department.																										
	Program aired!!	Program Director & Head of On-Line department.																										

## **Traffic Strategy (Boost online activities)**

### ***a. Key Activities***

Conducting structured social media activities with content that is also liked by social media connoisseurs through videos, photos, or other artwork that can make Oz Radio Bandung's social media more followers and also increase engagement there. This activity is carried out on all social media lines owned by Oz Radio Bandung. By carrying out these social media boosting activities, it is hoped that the social media owned will not only become a promotional tool but also as another source of income for Oz Radio Bandung.

### ***b. Schedule***

The initial schedule was a preparatory meeting where ideas were shared so that all crew members could have the same understanding. Furthermore, through design thinking tools as well, the crew carries out a content creation process that is carried out continuously and repeatedly so that content that is liked by social media users is found. Next, post content consistently and periodically.

### ***c. Person in Charge***

Head of On-Line team & Head of PR and Promotion

### ***d. Resources Required***

- Complete team.
- Designer.
- Smartphone.
- Camera.
- Editing equipment.

Table 4. 2 Boost Online Activities

Source: Created by Author

Boost online activities	Strategy Activities	PIC	2021																				2022			
			July		August				September				October				November				December				January	
			1	2	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2
	Planning for social media development.	Head of On-Line department and Head of PR and Promotion.	█	█																						
	Empathize (Observations and Qualitative Interviews.)	Head of On-Line department and Head of PR and Promotion.			█							█	█	█	█											
	Define (Clustering and Themes)	Head of On-Line department and Head of PR and Promotion.				█						█	█	█	█											
	Ideate (Collecting all the ideas.)	Head of On-Line department and Head of PR and Promotion.					█					█	█	█	█											
	Prototype (Time to experiment!)	Head of On-Line department and Head of PR and Promotion.						█				█	█	█	█											
	Test (showing them your prototype to get feedback.)	Head of On-Line department and Head of PR and Promotion.							█	█		█	█	█	█											
	Implementation Sosial media content.	Head of On-Line department and Head of PR and Promotion.										█	█	█	█	█	█	█	█	█	█	█	█	█	█	
	Content creating.	Head of On-Line department and Head of PR and Promotion.										█	█	█	█	█	█	█	█	█	█	█	█	█	█	
	Evaluation and Development.	Head of On-Line department and Head of PR and Promotion.										█	█	█	█	█	█	█	█	█	█	█	█	█	█	

Man management strategy: Create an integrated knowledge management.

a. Key Activities.

Knowledge management or knowledge management can be interpreted as a series of tools, strategies, and methods to maintain, analyze, organize, share, and improve the information contained within a company. In general, the purpose of knowledge management is to increase the efficiency of the company and store the knowledge contained within the company itself. With this knowledge management, all sections within the company are expected to be able to gain more in-depth knowledge and insight related to the business or operations carried out.

b. Scheduled

This process carried out for three months, and then evaluated until the knowledge management process created can be applied and can maximize its function for Oz Radio Bandung.

c. Person in Charge.

Head of HR and IT department.

d. Resources Required.

- Team.
- IT equipment.
- Data storage.

Table 4. 3 Knowledge Management Planning

Source: Created by Author

Strategy Activities	PIC	1st month				2nd month				3rd month			
		1	2	3	4	1	2	3	4	1	2	3	4
<b>Phase I: Infrastructure Preparation and Evaluation.</b>													
Study of literature.	Head of HR department and IT department												
Existing Infrastructure Analysis.	Head of HR department and IT department												

Strategy Activities	PIC	1st month				2nd month				3rd month			
		1	2	3	4	1	2	3	4	1	2	3	4
<b>Phase II: Knowledge Management Analysis and Design.</b>													
Knowledge Management Infrastructure Design.	Head of HR department and IT department.												
Audit of existing Knowledge Assets and Systems.	Head of HR department and IT department												
Design a Knowledge Management Team.	Head of HR department and IT department												
Knowledge Management Analysis.	Head of HR department and IT department												
Knowledge Management Design.	Head of HR department and IT department												
<b>Phase III: Knowledge Management Development.</b>													
Knowledge Management Interface.	Head of HR department and IT department												
Knowledge Management Implementation and Testing	Head of HR department and IT department												
<b>Stage IV: Evaluation.</b>													
Knowledge management evaluation	Head of HR department and IT department												

### 4.3 Program and Activity Recommendation

In this chapter, we will discuss program recommendations and activities that can be carried out by Oz Radio Bandung in accordance with the analysis and strategy results that have been obtained. Researchers try to choose the program or activity with the least cost considering the condition of Oz Radio Bandung, which currently has problems in income and finance. The activities are online activities whose implementation is the creation of content on several online platforms such as YouTube or Spotify. On-air activities are live via radio frequency or through streaming which are usually carried out interactively with listeners. And off-air, activities form of live music, talk shows, and other direct activities off-air.

From strategy that already conducted in chapter tree, there are several programs that the author can recommend, either new programs or programs that already exist in re-created again.

#### 1. Love Cinta.

This program is an old program that has been owned by Oz Radio Bandung. This program is about feelings of confusion of love, falling in love, happy and sad because of love where listeners can tell everything on Love Cinta. In this love of love, listeners can share, confide in love, and confide in confusion of love.

- On-air activity: Continue to run the Love Cinta program and share interactive love between broadcasters and listeners. Listeners can interact directly both in written messages and interactive telephone according to the theme raised and also equipped with selected love songs.
- On-line activity: Creating content on Spotify in romantic monologue format can be given the same name and title as the on-air activity, namely Love Cinta. Short audio content of 10 to 15 minutes duration contains a drama monologue, or it could be reading a romantic story, or a romantic poem made with the broadcaster's theater of mind skills combined with audio support. This content can be enjoyed by listeners anytime and anywhere, whether to accompany sleeping, studying, daydreaming, or other activities. For video content (can be posted on YouTube or social media) short 5-minute romance scenes can be made related to topics that will be raised every week for on-air discussions on Love Cinta. For other social media content, it may be possible to post on feeds and instastories containing love quotes or short words about romance that are relevant to the love situation of many people on social media that can be liked and even posted by other social media users.

## 2. Special Program like IndieOz, OzRiental, JazzyOzzie, EXTREME MOSPHIT, OZ DISCOLAND, OZ Clasic Hits.

- On-air activity: On-air activities continue as usual by discussing music, musicians and activities that are in accordance with each program. Of course, this on-air activity focuses more on interactive activities with listeners. It can be explained that **indieOz** is a program that discusses indie music and plays indie music, **OZRiental** is the only youth radio program in Bandung that not only plays Korean, Mandarin, and Japanese songs, but also Thai songs. In this program, listeners can also get the most updated news about K-Pop, anime, or the latest oriental films. **JazzyOzzie** program that discusses everything about Jazz Music also plays selected jazz songs. **EXTREME MOSPHIT** this program, which is more focused on "rock" music, is packaged as Eben and Gebeg are, where apart from discussing music, jokes and chats are also included with typical young people from Bandung. **OZ DISCOLAND** All about party and lifestyle. Bringing the new sensation of disco into your room!!! The beat of dance music makes listeners feel like they are enjoying a very real party. **OZ Classic Hits** reminisces about classic songs that were hits of their time.
- On-line activity: Special talk shows can be held on YouTube, specifically discussing discussions that are in accordance with the program that has been described. Invite characters or guest stars who can provide information that can provide new insights about all types of music according to existing programs. Existing audio can also be converted to be used as a podcast on Spotify so that it can be listened to without the need for video. In addition, for social media (and for YouTube) make short videos of 3-5 minutes discussing news, info, or fun facts about music and lifestyle in accordance with the special programs listed above. For example, Indie Oz, you can make a video about the latest indie music album. Tau Oz Classic Hits can make news videos or fun facts about old school movies or music. Packed with cool broadcasters like MTV Jam, we bring back the lilbit coolness of the MTV era.

## 3. OZCLUSIVE

At OZCLUSIVE listeners will be closer to their favorite musicians and of course listen to their performance LIVE!

- On air & Off-air activity: Live music that can be enjoyed directly on-air or off-air live listeners can come to the place to listen to live music performances from their favorite

musicians. If the pandemic is over or live music can be done with a large live audience, this can also strengthen the engagement of the company, listeners and the OzClub Community.

- On-line activities: All live on air are recorded in a good and interesting way and can be reposted on Oz Radio Bandung's YouTube account or also on social media. So that the content on the YouTube Oz Radio platform becomes more diverse.

#### **4. Oz Buka Baju**

In this program listeners can find out how and what activities are carried out by the crew in front and behind the mic. So that listeners can get to know the announcer, crew and Oz Radio Bandung in general.

- On-air activity: This program as usual discusses all things about Oz Radio Bandung, carried out interactively with listeners who want to ask questions directly. This program is made for loyal listeners of Oz Radio Bandung to find out all things whether it is about their favorite broadcaster, program, or listeners can also provide ideas for program development.
- Online activity: On YouTube or other social media, broadcasters can record their daily activities when they broadcast, or can also do challenges as if listeners could become broadcasters, it could be in the form of reading a topic, ordering a song, etc. One broadcaster can give broadcast or public speaking tips and tricks.
- Off-air activity: can open a public speaking class, create a podcast class, or become a presenter or become an MC. This can also make it easier for Oz Radio Bandung to find new broadcasters in the future.

#### **5. Horror Program**

Oz Radio Bandung has never had a horror program before, even though the horror program has until now been a program that people are interested in. Oz radio Bandung may be able to raise the theme of horror with a different program.

- On-air activity: Conducting horror broadcast programs in the format of talk shows or interactive stories with listeners who can tell live stories.
- On-line: You can also upload horror content on YouTube or podcasts with broadcasters who have good storytelling skills. Besides that, you can also make short videos of horror urban legends or new horror stories that are in Bandung or in Indonesia.

## References

### Books and Journal

- Antonio & Cardeal. (2012). Valuable, Rare, Inimitable Resources, and Organization (VRIO) resources or Valuable, Rare, Inimitable Resources (VRI) Capabilities: What Leads to Competitive advantage? *African Journal of Business Management* Vol.6(37).
- Mahfud, Tuatul, & Yogiana, Mulyani. 2017. *Aplikasi Metode QSPM (Quantitative Strategic Planning Matrix) (Studi Kasus: Strategi Peningkatan Mutu Lulusan Program Studi Tata Boga)*. Politeknik Negeri Balikpapan.
- Barney, J. and Hesterly, W. (2015). *Strategic Management and Competitive Advantage Concepts and Cases*. 5th ed. Essex, England Pearson Education.
- Bei, L. T. dan Chiao, Y. C. 2006. The determinants of customer loyalty: an analysis of intangible factors in three service industries. *International Journal of Commerce and Management*, 16(3/4), 162-177.
- Dare, C. (2006). The UK tour-operating industry: A competitive analysis. *Journal of Vacation Marketing*.
- David, F. R., 2004, *Manajemen Strategis: Konsep-Konsep*, Edisi Kesembilan, PT Indeks, Jakarta.
- Engel, J., Blackwel, R., Miniard, P. 2006. *Consumer Behavior*. 10th ed., pp. 4. Canada: Thomson South-Western.
- Gunawan, M. F. (2016). Perancangan business model canvas sebagai alternatif strategi bisnis budidaya ikan gurame (studi kasus pada ukm mitra mina desa Sridadi kecamatan Kalirejo Lampung Tengah).
- Kasali, Rhenald, 1999. *Membidik Pasar Indonesia*, Edisi Ketiga, Jakarta PT. Gramedia Pustaka Utama
- Merry H. dan Yoestini. 2003. Analisis Orientasi Strategi dan Kinerja Penjualan. *Jurnal Sains Pemasaran Indonesia*. 2(2). 197-218.
- Milles, M.B., & Huberman, A.M.1994. *Qualitative Data Analysis: An Expanded Sourcebook* (ed.2) Nurbury Park,CA:Sage.
- Nasrullah, Rulli. (2012). *Komunikasi Antarbudaya di Era Budaya Siber*. Jakarta: Kencana Prenada (2014). *Teori dan Riset Media Siber (Cybermedia)*. Jakarta: Kencana Prenada Group.
- Nugroho, Putri, dan Laksmi. (2012) *Memetakan Lanskap Industri Media Eksistensi Media Massa Konvensional di Tengah Terpaan Media Baru (New Media)*.
- Osterwalder, & Pigneur. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Hoboken, New Jersey: John Wiley & Sons, Inc.

- Pavlik John V. (2001). *Journalism and New Media*. New York: Columbian University Press.
- Sutrisno, Hadi. (1995). *Statistik II*. Jakarta: PT. Rineka Cipta.
- Rangkuti, Freddy. 2009. *Strategi Promosi yang kreatif dan Analisis Kasus Intergrated Marketing Communication*. Jakarta: Gramedia Pustaka Utama.
- Sevilla, Consuelo G. Dkk. 1993. *Pengantar Metode Penelitian*, Terj. Alimuddin Tuwu, Jakarta: UI Press.
- Sucahya, Media. (2017). *Manajemen Media Digital*. Tarbawi Vol. 3 No. 01, ISSN 2442-8809, 43-58.
- Sztompka, Piotr. 2011. *Sosiologi Perubahan Sosial*. Jakarta. Prenada Media Group.
- Tjiptono, Fandy. 1997. *Strategi Pemasaran*. Edisi Kedua. Yogyakarta : Andi Offset
- Wibowo, Kristanto, & Sugiyarto, Setiono. 2018. *Analisa dan Evaluasi: Akar Penyebab dan Biaya Sisa Material Konstruksi Proyek Pembangunan Kantor Kelurahan di Kota Solo, Sekolah, dan Pasar Menggunakan Root Cause Analysis (RCA) dan Fault Tree Analysis (FTA)*. Universitas Sebelas Maret, Surakarta.

### **Internet**

- Fauzan, Rahman. 2021. *Bisnis.com*. “Belanja Iklan 2020 Moncer, Nielsen: Ini Proyeksi untuk 2021”. <https://ekonomi.bisnis.com/read/20210422/12/1384960/belanja-iklan-2020-moncer-nielsen-ini-proyeksi-untuk-2021>, accessed April 4, 2021.
- Jatmiko, Leo, Dwi. 2020. *Bisnis.com*. “APJII: 196,7 Juta Warga Indonesia Sudah Melek Internet”. <https://teknologi.bisnis.com/read/20201110/101/1315765/apjii-1967-juta-warga-indonesia-sudah-melek-internet>, accessed April 6, 2021.
- Jayani, Dwi, Hadya. 2021. *Databoks*. “ADB: Ekonomi Indonesia Diproyeksikan Tumbuh Positif pada 2021 & 2022”. <https://databoks.katadata.co.id/datapublish/2021/04/30/adb-ekonomi-indonesia-diproyeksikan-tumbuh-positif-pada-2021-2022#>, accessed on April 4, 2021.
- Jayani, Dwi, Hadya. 2021. *Databoks*. “Sensus Penduduk 2020: Penduduk Indonesia Didominasi Gen Z dan Milenial”. <https://databoks.katadata.co.id/datapublish/2021/01/22/sensus-penduduk-2020-penduduk-indonesia-didominasi-gen-z-dan-milenial>, accessed on April 11, 2021.
- Kusnandar, Viva, Budy. 2019. *Databoks*. “Hanya 13% Masyarakat yang Masih Mendengarkan Radio”. <https://databoks.katadata.co.id/datapublish/2019/10/23/hanya-13-persen-masyarakat-yang-masih-mendengarkan-radio>, accessed on April 11, 2021.
- Lidwina, Andrea. 2021. *Databoks*. “Masih Resesi, Ekonomi Indonesia Tumbuh Minus 0,74% pada Kuartal I-2021”. <https://databoks.katadata.co.id/datapublish/2021/05/05/masih-resesi-ekonomi-indonesia-tumbuh-minus-074-pada-kuartal-i-2021>, accessed on April 2, 2021.

- Lubis, Mila. 2020. Nielsen.com. "BELANJA IKLAN 2019 DITUTUP DENGAN TREN POSITIF". <https://www.nielsen.com/id/id/press-releases/2020/belanja-iklan-2019-ditutup-dengan-tren-positif/>, accessed April 4, 2021.
- Ningsih, Widya, Lestari. 2020. Kompas.com. "Jumlah Penduduk Indonesia 2020 Berdasarkan Provinsi dan Distribusinya". <https://www.kompas.com/stori/read/2021/05/19/114937879/jumlah-penduduk-indonesia-2020-berdasarkan-provinsi-dan-distribusinya>, accessed on April 8, 2021.
- Purwanto, Antonius. 2021. Kompaspedia. "Ekonomi Indonesia pada Masa Pandemi Covid-19: Potret dan Strategi Pemulihan 2020-2021". <https://kompaspedia.kompas.id/baca/paparan-topik/ekonomi-indonesia-pada-masa-pandemi-covid-19-potret-dan-strategi-pemulihan-2020-2021>, accessed on April 6, 2021.
- Pusparisa, Yosepha. 2020. Databoks. "Pengguna Smartphone diperkirakan Mencapai 89% Populasi pada 2025". <https://databoks.katadata.co.id/datapublish/2020/09/15/pengguna-smartphone-diperkirakan-mencapai-89-populasi-pada-2025#>. accessed on April 2, 2021.
- Pusparisa, Yosepha. 2021. Databoks. "Media Konvensional di Indonesia Menuju Senjakala". <https://databoks.katadata.co.id/datapublish/2021/02/01/media-konvensional-di-indonesia-menuju-senjakala>, accessed on April 11, 2021.
- Rosahadah. 2021. Kumparan. "Perkembangan Ekonomi Indonesia Saat Ini". <https://kumparan.com/rosadah-uwos/perkembangan-ekonomi-indonesia-saat-ini-1utl5lS6CTY>, accessed on April 2, 2021.
- Susanto, Agus. 2004. Kompas.com. "20 Tahun Reformasi, Catatan Perubahan Indonesia di Bidang Politik". <https://jeo.kompas.com/20-tahun-reformasi-catatan-perubahan-indonesia-di-bidang-politik>, accessed on April 4, 2021.

## APPENDICES

### Appendix A - Transcript interview with Oz Radio Bandung listeners.

Initial: AIP, F, 16  
Occupation: Highschool Student  
Date of Interview: April 5<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Saya masih mendengarkan radio, tapi jarang sekali. Lebih sering dengar spotify lagu lagu atau podcast.

Q: Kenapa masih mendengarkan radio?

A: Paling ya kalau mendengarkan radio untuk bisa ada hiburan aja sih di mobil. Biar gak terlalu sepi di mobilnya. Biasanya memang radio yang sering di dengarkan di mobil dibandingkan memutar lagu via Spotify atau mp3.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Biasanya sih yang jadi factor penting bagi aku penyiaranya karena kan penyiar yang membawa shownya itu sendiri. Terus lagu lagunya juga paling ya, kalo lagunya gak enak gitu biasanya langsung diganti deh.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Biasanya sih dari teman teman atau keluarga, ayahku biasa mendengarkan Oz Radio Bandung kalau subuh jadi yaudah familiar dengan Oz Radio Bandung. Atau paling via sosial media juga biasanya ada informasi Oz Radio Bandung.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Sebetulnya kalua dengerin radio random channel sih, gak spesifik harus radio mana gitu. Kalau memilih Oz Radio Bandung karena ayah saya dulu setiap pagi dering dengar program religi percikan iman yg siarannya ustadz Aam Amirudin. Nah biasa dengar program itu jadi terbiasa dengar Oz Radio Bandung kalua di mobil karena sudah familiar dengan nama radionya. Biasanya dulu sebelum pandemic mendengarkan radio itu setiap mau berangkat sekolah setiap pagi di mobil. Tapi kalo denger di rumah jarang banget hamper gak pernah.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Seringnya sih lewat radio player di mobil disaat perjalanan, biar di jalan gak ngerasa bosan.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Kalau mendengarkan Oz Radio Bandung sebenarnya saya tidak mendengarkan secara spesifik sih hanya mendengarkan lagunya saja. Mungkin kekuatannya dari lagu-lagu yang di putar, biasanya lagu lagunya seru cocok buat ngasih naik mood. Sama beragam juga lagunya ada lagu dalam negri luar negri yang modern dan kekinian.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Sebenarnya saya agak kebingungan menjawabnya karena sangat sudah jarang mendengarkan Oz Radio Bandung. Saya lebih suka mendengarkan podcast dibandingkan siaran radio. Mungkin Oz Radio Bandung juga bisa membuat podcast membahas tentang tema cerita cinta yang biasanya disukai para anak muda. Saya biasanya sering denger podcast tentang itu, dan sangat menarik.

Initial: KA, M, 16

Occupation: Highschool Student

Date of Interview: April 5<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Jarang banget sih dengerin radio, suka bingung mau dengerin radio apa lebih banyak nonton youtube atau Netflix belakangan ini. Biasanya dengerin radio lewat radio player di handphone.

Q: Kenapa masih mendengarkan radio?

A: Tidak ada alasan spesifik sih, biasanya kalau dengerin radio karena ada teman yang siaran dan mreka posting di sosial medianya.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Biasanya sih dari sosial media ya, kan suka ada tuh yang promosiin lewat Instagram story atau bisa juga di feed. Biasanya informasi acara radio saya dapatnya di sosial media sih kebanyakan.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Biasanya sih yang paling penting jangan kresek kresek ya, meskipun memang bisa y akita denger via streaming gitu. Cuma kan radio jadi pilihan juga untuk hiburan yang gak perlu koneksi internet.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Ya itu tadi jadi di Oz Radio Bandung itu ada Oz Cool School ya, itu yang anak SMA perwakilan di Kota Bandung biasa bersiaran di sana. Nah karena teman saya menjadi perwakilan yang diterima jadi penyiar Oz Cool School ya jadi saya coba dengerin aja kalo dia lagi siaran. Biasanya dia suka promoin dia lagi siaran lewat instastory.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Seringnya sih lewat radio player di mobil disaat perjalanan, biar di jalan gak ngerasa bosan.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Aduh apa ya? Gak tau juga soalnya kalua dengar Oz Radio Bandung ya karena mereka memiliki program Oz Cool School itu. Mungkin kelebihanannya itu ya, bisa memberikan kesempatan untuk murid SMA bisa bersiaran disana.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Bisa aja dengan lebih meningkatkan aktifitas dengan para pelajar ya, apalagi sekarang semua orang ingin bisa dan mempelajari public speaking. Mungkin penyiarnya atau crewnya bisa mengadakan pelatihan public speaking untuk anak SMA siapa tau diantara mereka juga ingin menjadi penyiar di masa depan.

Initial: NAK, F, 22

Occupation: College Student

Date of Interview: April 5<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih kok meskipun sekarang banyak pilihan lain ya, biasanya dengerin radio sekali sekali.

Q: Kenapa masih mendengarkan radio?

A: Lebih simple mungkin ya, tinggal dengerin aja tanpa harus cari cari topi kapa yang mau didengarkan. Kita tinggal hidupkan radionya udah deh tinggal dinikmatin. Enaknya dengerin radio tuh bisa di dengerin sambil kita mengerjakan kegiatan lainnya.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Biasanya dari sosial media ya, terutama dari Instagram. Tapi awal tau Oz Radio Bandung karena kakak saya suka dengerin Oz Radio Bandung juga.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Lagu yang di putar sama penyiarnya ya yang pasti.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Seneng aja sih denger radio, soalnya dari dulu pengen jadi penyiar dan pengen bisa punya public speaking skill yang baik. Menurutku dari jaman aku smp penyiar Oz Radio Bandung memang punya kualitas siaran yang baik sih. Beragam juga kan programnya, jadi menyenangkan, apalagi ada program Oz Riental suka bahas dan memutar lagu korea.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Radio player di handphone atau streaming via website.

Q: Selama Anda mendegarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Mungkin jadi salah satu radio yang update tentang lagu lagu korea terbaru kali ya. Jadi lagu yang di puter gak melulu lagu barat atau Indonesia kekinian

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Perlu deh kayaknya bikin podcast juga terutama yang bahas topik gitu dibawain sama penyiar yang pintar, seru dan juga keren.

Initial: DN, F, 20

Occupation: College Student

Date of Interview: April 5<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih sih sekali sekali.

Q: Kenapa masih mendengarkan radio?

A: Masih jadi alternatif hiburan aja sih kalo di mobil gitu biar gak bosan aja. Soalnya kalo lagu doang kadang juga boring. Kalo ada penyiar yang ngomong kan kaya ditemenin nyetirnya.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Referensi keluarga sih, terutama kakakku ya dia suka banget denger Oz Radio Bandung sih jaman dulu. Paling suka juga tuh akhirnya denger Oz Radio Bandung karena ada info di sosial media kalo mau interview artis siapa gitu.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Penyiar sih penting banget harus bisa bawain suasana gitu kaya nemenin ngajak ngobrol, biasanya bikin betah. Atau juga pilihan pilihan lagu yang di puter juga penting sih menurutku. Sebenarnya enakan denegr radio sih mix antara obrolan sama lagu, kalo podcast kan ngobrol doang ya.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Nah nyambung lagi ke yang pertanyaan tadi sih, kalo denger Oz di mobil gitu kaya beraa ditemenin aja.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Radio di mobil sih biasanya, sempet juga lewat aplikasi NOICE.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Lagu lagu yang diputer tuh enak enak sih, terutama sempat saya mendengarkan Oz Radio Bandung sepertinya sedang ada jazz program gitu. Mungkin mereka punya program dengan kriteria music tertentu ya, menarik sih itu.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Mungkin nanti kalau udah gak pandemic adain lagi sering sering hiburan live bareng penyanyi penyanyi gitu.

Initial: IW, F, 25

Occupation: College Student

Date of Interview: April 5<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Selingan gitu sih biasanya dengerin radio.

Q: Kenapa masih mendengarkan radio?

A: Soalnya kadang bosan juga gitu nonton youtube atau liat sosmed. Kalo denegr radio sama kaya podcast kan, kita bisa dengerin aja gitu gak usah capek capek focus juga ke layer videonya. Jadi bisa dijadiin aktifitas mendamping kalo ngerjain tugas atau kerjaan lainnya.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Dari sosial media sih biasanya

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Penyiar udah paling penting buat radio, kan kelebihan radio dan daya jualnya di penyiar kalo penyiarnya ok ya bikin betah juga nanti dengerin lagi lagi dan lagi.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Bisa dijadiin hiburan sih buat nemenin kegiatan lainnya. Terus juga gak bosan kalo ada penyiarnya juga yang ngobrol ngobrol gitu.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Di radio aja biasanya di handphone.

Q: Selama Anda mendegarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Lagu lagunya beragam sih bisa bikin betah.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Sekarang kan podcast lagi booming ya, perlu deh kayaknya bikin podcast Oz Radio Bandung.

Initial: ZA, M, 27

Occupation: Private sector worker

Date of Interview: April 6<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih tapi udah gak sering.

Q: Kenapa masih mendengarkan radio?

A: Untuk nyari hiburan alternatif aja, kadang kan bosan kalo hiburannya itu itu uterus. Jadi sekali sekali dengerinnya radio deh.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Dulu sih tau dari temen temen ya, sekarang lebih sering dari sosial media penyiar Oz Radio Bandung yang saya follow.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Dari dulu kayaknya yang paling penting buat radio tuh penyiar deh, penyiarnya bagus dan seru pasti jadi factor biar bisa dipilih. Terus juga programnya, kalau menarik dan beda jadi bikin penasaran dan pengen denger juga nantinya.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Aku denger Oz Radio Bandung udah dari smp gitu sih, dulu milih Oz Radio Bandung karena suka banget sama penyiarnya terutama pagi pagi kalau mau sekolah Vivie Novidia sama Bunny pagi pagi. Cuman kalo sekarang ya selingan aja lah buat hiburan.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Di handphone sama di website biasanya.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: KALO boleh jujur sih sekarang Oz Radio sama aja sih kaya radio radio lainnya udah kalah sama podcast gitu kana tau youtube deh.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Menurutku kualitas pendengarnya sih kayaknya perlu kembali di tingkatkan, karena sekaran penyiarinya cenderung biasa aja. Biar kembali ke masa kejayaan kaya dulu harus mulai cari atau bentuk penyiar yang keren keren lagi.

Initial: WP, M, 28

Occupation: Private sector worker

Date of Interview: April 6<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih, biasanya sih kalo lagi di mobil ya standar.

Q: Kenapa masih mendengarkan radio?

A: Kalau di mobil ya buat nemenin perjalanan aja sih, sama paling kalau lagi kerja juga biasanya denger radio sih sambil WFH gitu.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Di sosmednya aja paling, kebetulan kan saya follow instagramnya juga.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Program tuh penting banget sih menurut aku selain penyiar. Program yang menarik dan beda dipadukan dengan penyiar yang juga bagus kualitasnya itu factor yang perlu diperhatikan radio.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Dulu memilih dengerin Oz Radio Bandung karen asaya suka banget band band jepang dan lagu lagu jepang. Nah Oz Radio Bandung bisa dibilang satu satunya kali yang bisa mengemas program lagu lagu asia yang juga ngasih informasi menarik tentang music music asia seperti music korea, dan juga jepang. Nah penyiar Oz Radio Bandung itu bisa

seperti orang yang memiliki pengetahuan banget gitu di lagu lagu jepang ini. Pada saat itu hostnya Tubagus Akmal dan Kia Lunatic Tokyo.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Handphone sih tapi kalo mau yang clear audionya mungkin via aplikasi seperti NOICE.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Saya gak tau ya kalau sekarang, soalnya jarang merhatiin lagi Oz Radio Bandung, tapi biasanya Oz tuh penyiarnya skillfull banget kaya Tubagus Akmal, Rian Ibram, Wine, dll.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Tingkatkan lagi aja sih kreatifitasnya jangan cumin ngandelin on-air aja. Penyiarnya juga perlu dibentuk biar lebih keren lagi.

Initial: AN, F, 28

Occupation: Private sector worker

Date of Interview: April 6<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih.

Q: Kenapa masih mendengarkan radio?

A: Udah kebiasaan kali ya memang lebih prefer denger radio sih kalo sambil berkegiatan.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Sosial media, website, sama biasanya juga ada temen yang ngasih tau gitu ada program apa aja di Oz.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Penyiarnya yang pintar dan tau beneran soal satu informasi itu penting banget sih jadi gak kaya baca gitu tapi memberikan informasi karena mereka juga suka topik itu.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Aku suka banget kan program Oz Riental dulu, nah penyiarnya tuh gak cumin ngasih info umum tapi juga yang menarik dan jarang juga kita dapetin dimana mana. Jadi penyiar Oz tuh kayaknya sense of programnya bagus, knowledgenya juga luas.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Handphone paling either pake radio atau aplikasi.

Q: Selama Anda mendegarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Harus dipertahankan sih punya program dengan segmen tertentu seperti prnyuks music asia, rock, jazz, indie, dan yang lainnya.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Mungkin udah banyak yang bilang ya tadi cumin podcast tuh perlu kali ya. Sama juga lebih unik lagi programnya jangan gitu gitu aja.

Initial: ES, F, 32

Occupation: Entrepreneur

Date of Interview: April 6<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih.

Q: Kenapa masih mendengarkan radio?

A: Menurut saya mendengarkan radio bisa menambah informasi dan memberikan hiburan dengan cara yang mudah dan murah. Sudah terbiasa dengar radio dari SMA.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Teman, Oz Club member dan juga sosial media.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Faktor yang penting bagi saya dalam mendengarkan radio adalah penyiarnya yang harus bisa membuat kita merasa dekat dengan mereka dan juga program program yang dibuat yang bisa mewakili keinginan dan kebutuhan kita sebagai pendengar.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Aku suka banget kan program Oz Riental dulu, nah penyiarnya tuh gak cumin ngasih info umum tapi juga yang menarik dan jarang juga kita dapetin dimana mana. Jadi penyiar Oz tuh kayaknya sense of programnya bagus, knowledgenya juga luas.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Handphone paling either pake radio atau aplikasi.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Harus dipertahankan sih punya program dengan segmen tertentu seperti prnyuks music asia, rock, jazz, indie, dan yang lainnya.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Mungkin udah banyak yang bilang ya tadi cumin podcast tuh perlu kali ya. Sama juga lebih unik lagi programnya jangan gitu gitu aja.

Initial: WAS, M, 32

Occupation: Civil Servant

Date of Interview: April 6<sup>th</sup>, 2021

Q: Apakah Anda masih mendengarkan radio?

A: Masih beberapa radio masih di dengerin di Bandung.

Q: Kenapa masih mendengarkan radio?

A: Saya sekarang tinggal di luar kota, mendengarkan radio itu sarana kalau misalnya saya kangen Bandung.

Q: Dimana biasanya Anda mendapatkan informasi tentang Oz Radio Bandung?

A: Sosial media dan juga teman teman aja sih biasanya, atau y acari cari aja sendiri by youtube juga apalagi banyak youtuber atau podcaster yang juga penyiar atau dulunya penyiar juga.

Q: Faktor apa saja yang menurut Anda penting dalam memilih radio station untuk di dengar?

A: Hubungan antara penyiar dan pendengar harus dekat itu penting dan juga program yang dibuat juga harus beda dan menarik.

Q: Mengapa Anda memilih station radio Oz Radio Bandung?

A: Dulu sih aku ngerasanya dengerin Oz Radio Bandung itu eksklusif terus juga meskipun penyiarnya keren keren tapi tetep bisa dekat dengan pendengar. Belum lagi Oz radio suka bawa penyiar penyiar tamu kaya Gebeg, Rekti The Sigit dan musisi keren lainnya sebagai penyiar tamu regular bikin program makin exclusive.

Q: Melalui device apa biasanya Anda mendengarkan Oz Radio Bandung?

A: Streaming by website sama aplikasi di handphone.

Q: Selama Anda mendengarkan Oz Radio Bandung, apa kelebihan dari Oz Radio Bandung?

A: Ke eksklusifan Oz Radio Bandung tetapi tetap humble itu kelebihannya banget sih. Makannya mereka bisa jadi station panutan. Jadi panutan juga buat pendengarnya.

Q: Apa yang menurut Anda perlu di tingkatkan oleh Oz Radio Bandung?

A: Oz Club perlu di gerakin lagi tuh, biar bisa bantu Oz Radio Bandung bisa bareng bareng bikin konten atau bikin sesuatu yg kreatif bareng bareng.

## Appendix B – Internal Analysis Interview

Initial: JPP

Occupation: Program Director

Date of Interview: April 26th, 2021

Q: Sudah berapa lama Anda menempati jabatan sebagai program director?

A: Saya baru saja diangkat sebagai program director beberapa bulan lalu, masih banyak yang harus dipelajari. Kebetulan juga saya bergabung di Oz Radio Bandung baru tiga tahun.

Q: Saya akan menanyakan beberapa hal untuk memetakan Bisnis Model Canvas Oz Radio Bandung. Apakah Anda familiar dengan BMC?

A: Ya saya lumayan familiar dengan bisnis model canvas.

Q: Pertanyaan pertama, apa dan siapa saja sih yang menjadi segmentasi konsumen Oz Radio Bandung?

A: Oz Radio Bandung memiliki market yang sangat luas sehingga konsumennya juga segmentasinya lumayan luas. Untuk usia dari usia 14 – 35 tahun, Wanita dan juga pria. Pekerjaan mereka mulai dari siswa SMP, SMA, sampai kuliah, dan juga young executive. Biasanya pendengar Oz itu creative, fashionable, dinamis dan daya beli mereka cukup tinggi. Sosial economicsnya A, B, C, dan A1. Sejauh ini seperti itu sih customer Oz Radio Bandung beberapa tahun ini, hanya saja pendengar Oz tuh menurun banget perlu inovasi mungkin ya.

Q: Selanjutnya kira kira apa sih keunggulan Oz Radio Bandung yang ingin ditawarkan ke pendengar yang jadi keunggulan Oz Radio Bandung?

A: Sebenarnya memang ini yang lagi agak susah untuk dicari ya, karena untuk program on-air rasanya terbatas ruang geraknya untuk sekarang. Cuma memang dari dulu sih ya Oz Radio Bandung kan selalu mencoba untuk membuat banyak program yang beragam, sehingga pendengar bisa juga nih menikmati program yang tematik contohnya Jazzy Ozzie yang biasanya disitu kita cenderung lebih memutar musik jazz dan juga penyiarnya juga lebih banyak membahas topik topik yang berhubungan dengan musik jazz. Atau misalnya Extreme Moshet. Oz Radio Bandung juga melatih penyiarnya dengan sangat teliti sehingga kualitasnya bisa memenuhi standar. Trainernya juga dari penyiar senior yang sudah memiliki pengalaman yang sangat banyak di dunia penyiar dan radio. Oz juga mencoba untuk selalu update berita terbaru tentang segala macam berita dari hiburan, pop

culture sampai seluruh topik yang sudah happening. Jadi informasi yang bisa kita kasih juga lebih beragam dan juga tetap berkualitas.

Q: Untuk customer relationshipnya gimana? Bagaimana Oz Radio Bandung bisa maintain pendengarnya?

A: Sebagai radio yang sudah berdiri sangat lama dan melewati bermacam generasi tentunya sangat penting untuk terus bisa memiliki hubungan baik dengan seluruh pendengar. Sehingga untuk mem maintain itu Oz Radio Bandung sangat concern dengan pembentukan komunitas yang diberi nama Oz Club. Biasanya Oz Club ini anggotanya ada yang aktif ada yang pasif, yang aktif selalu kita ibatkan juga di setiap event Oz Radio atau di kegiatan lainnya sehingga hubungan antar perusahaan dan juga pendengar tetap berjalan kuat. Begitupun dengan Oz Cool School, ini lebih bagaimana kita sebahai radio anak muda bisa masuk ke market anak sekolah dengan mencari bakat bakat penyiar dan public speaking yang masih duduk di bangku SMA. Hubungan antara pendengar dan penyiar langsung juga sering dilakukan, terlebih banyak juga penyiar yang akhirnya bisa memiliki fan base masing masing. Biasanya melalui sosial media pribadi atau sosial media official Oz Radio Bandung untuk bisa meningkatkan engagement. Ada juga event yang dibikin khusus untuk pendengar, sebelum pandemic secara rutin setiap tahunnya kita mengadakan pertunjukan music dan juga awarding yang di vote oleh para pendengar. Yang lainnya mungkin kuis kuis kali ya, itu juga salah satu cara kita tetap menjaga customer agar selalu mendengarkan Oz Radio Bandung.

Q: Melalui media apa saja Oz Radio Bandung mendistribusikan program siaran yang kalian punya?

A: Karena kita memang basenya adalah radio ya, jadi tentunya bisa di dengar di FM frequency 103.1 fm untuk local Kota Bandung. Dengan teknologi kita bisa expand pendengar sampe se Indonesia atau satu dunia melalui website [www.ozradiobandung.com](http://www.ozradiobandung.com) dan juga bisa di dengar melalui aplikasi mobile yang bisa di download melalui app store atau google store. Kadang juga kita melakukan live on-air juga di sosial media.

Q: Aktifitas utama apa saja sih yang dilakukan Oz Radio Bandung dalam hal menjalankan bisnisnya?

A: Apay a? paling ya siaran kan, terus juga biasanya ya meeting membahas program biaranya kita evaluasi tuh gimana dan juga kit acari cari kemungkinan bisa dikembangkan seperti apa

program yang kita punya. Terus ya training kali ya, itu juga penting banget bagi kita untuk menjaga kualitas penyiar. Sosmed juga penting jaman sekarang, jadi aktifitas sosil media juga terus kita lakukan meskipun masih kurang ya menurut saya dibandingkan dengan Radio lain. Kegiatan sosial media itu juga untuk bisa terus meningkatkan engagement dengan pendengar dan komunitas yang ada.

Q: Key resources yang ada di Oz Bandung apa aja?

A: Seperti biasa lah ya penyiar, produser, reporter, operator, tools siaran, it hardware and software gitu juga bisa dibilang kunci bagi Oz Radio.

Q: Pertanyaan selanjutnya tentang parter sih yang bisa dijadikan kolega untuk bertukar value to value?

A: Waduh itu sih banyak banget, apalagi seperti yang udah saya bilang tadi Oz juga udah 50 tahun ya. Biasanya sih kaya perusahaan perusahaan yang memang sudah biasa kerja sama, pemerintahan, komunitas, label music, artis public figure, dan lainnya. Mungkin masih banyak lagi ya.

Q: Nah kalau untuk cost sendiri biasanya untuk apa aja tuh Oz radio Bandung.

A: Duh mungkin saya gak bisa jelaskan secara detail yaa, cumin yang paling penting gaji mungkin ya. Terus pajak, peralatan kantor, buat it infrastruktu dan juga pengembangan karyawan.

Q: Terus selama ini nih Oz Radio Bandung mendapatkan pendapatannya dari mana?

A: Amostly sih dari iklan ya, sama mungkin kalau ada yang mau kerja sama bikin event. Cuman ya sekarang dikarenakan iklan agak sedikit jadi masih mencari lagi kira kira bagaimana kita bisa boost revenue.

Initial: TBA, M

Occupation: Oz Radio Bandung ex announcer & Podcast manager box2box

Date of Interview: April 6<sup>th</sup>, 2021

Q: Radio masih bisa survive gak ya?

A: Masih banget sebenarnya, seperti yang kita tau hiburan dalam bentuk radio juga akan selalu ada meskipun mungkin nanti mediumnya berbeda. Kaya misalnya ada podcast terus juga sosial media yang dalam bentuk audio kaya clubhouse juga ternyata diminati dan pada

saat itu yang muncul semuanya penyir penyiar semua tuh. Nah balik laki kepertanyaannya radio bisa survive gak ya bisa tapi tergantung apakah radionya itu mau effort untuk selalu mengikuti teknologi yang ada.

Q: Kalau keadaan Oz Radio Bandung sekarang gimana?

A: Memang kalo dibandingin jaman jaman kita ya waktu itu sepuluh tahun yang lalu agak jauh ya keadaannya. Darikualitas penyiarannya terus juga tanggung jawab penyiarannya sekarang makin besar gak cumin harus siaran mereka juga seenggaknya harus bikin konten. Nah Oz radio tuh masih nyampur adukin semuanya jadi gak maksimal. Harus komit sih ya kalau sekarang tuh, kalau mau mengejar ketertinggalan ya harus memaksimalkan dan menyediakan ruang dan juga budget untuk berinovasi. Kalo gitu gitu aja radio itu akan kalah sih sama platform lain kaya youtube, spotify atau sosial media lainnya.

Q: Apa yang berbeda antara Oz Radio Bandung dulu dan sekarang?

A: Perbedaannya sebenarnya banyak ya, dulu kalau mau bisa siaran kayaknya kita harus kerja kares banget gitu harus sempurna skill kita harus mumpuni dulu baru deh bisa siaran. Kalau sekarang rasanya kaya penyiar yg ada ya tidak penuh skillnya baru bisa siaran. Tapi juga kita harus ingat yang tadi itu, penyiar sekarang pekerjaannya jadi lebih banyak selain dia siaran dia juga harus bikin konten dan lain lain. Jadi itu membedakan banget sih ya.

Q: Perbedaan system penyiar dulu dan sekarang gimana?

A: Sebenarnya yang membedakan banget tuh memang periodenya ya, dulu bener deh kita harus bagus banget baru bisa siaran bisa jadi butuh enam bulan baru bisa dapet jam siaran. Kalau sekarang mungkin karena penyiar juga kurang atau gimana jadi rasanya asal bisa ngomong asal seru aja mereka bisa naik siaran.

Q: Recruit public figure/influencer solusi atau bukan?

A: Setuju sih kalau misalnya rekrut public figure atau sosok itu solusi cumin itu bukan solusi jangka panjang tapi jangka pendek. Sosok yang punya pendengar ini juga pasti minta bayaran yang besar pasti nanti naik terus tuh bayarannya. Dan pertanyaannya kita sanggup memang kalo radio tersebut terus membayar sosok public figure itu terus menerus. Kalau mau ya paling untuk setahun dua tahun aja sih untuk narik masa narik pendengar, sambil

radio tersebut mempersiapkan penyiar penyiar baru dengan skill yang mumpuni akhirnya radio tersebut bisa punya figure sendiri yang asli dari radionya itu, seperti Oz Radio Bandung dulu.

## Appendix C – Interview Documentation by Zoom Call Documentation

Photos - BMC\_OZ.png

See all photos + Add to

Edit & C

<p><b>Key Partners</b></p> <ol style="list-style-type: none"> <li>1. Company.</li> <li>2. Government.</li> <li>3. Community.</li> <li>4. Music Label.</li> <li>5. Musicians and public figures.</li> <li>6. Artist/ Creative Industry.</li> <li>7. MSMEs</li> <li>8. Educational Institutions.</li> <li>9. Organization of Schools and Universities.</li> </ol>	<p><b>Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Production program.</li> <li>2. Program evaluation and development.</li> <li>3. Broadcaster, producer and operator training and development.</li> <li>4. Social media activity.</li> <li>5. Engagement with the community.</li> </ol>	<p><b>Value Propositions</b></p> <ol style="list-style-type: none"> <li>1. Diverse types of programs.</li> <li>2. The quality of broadcasters is good and meets the standards.</li> <li>3. The information provided is various and high quality.</li> <li>4. Close cooperation with musicians and public figures.</li> </ol>	<p><b>Customer Relationships</b></p> <ol style="list-style-type: none"> <li>1. Social media engagement.</li> <li>2. Oz Radio Community (OzClub).</li> <li>3. Ozcoolschool (highschool announcer).</li> <li>4. Direct contact between announcers and listeners.</li> <li>5. Quizes.</li> <li>6. Special Events.</li> </ol>	<p><b>Customer Segments</b></p> <p><b>Users</b></p> <ol style="list-style-type: none"> <li>1. Junior &amp; High School, College, Young Executive, Man and Woman.</li> <li>2. 14 - 35 years old.</li> <li>3. Creative, Fashionable, Dynamic, High Purchasing Power.</li> <li>4. Economic status C, B, A, A1 (very-very).</li> </ol> <p><b>Customers</b></p> <p>Advertiser (large companies, local businesses, or MSMEs that match the profile of Oz Radio Bandung listener / user.)</p>
<p><b>Cost Structure</b></p> <p>Salary, Tax, Office Expance, Marketing cost, IT infrastructure and maintenance, HR cost.</p>		<p><b>Revenue Streams</b></p> <p>Advertisement and Events.</p>		

## Appendix D – Oz Radio Bandung Rate Card

### RATE CARD NASIONAL



#### PRIME TIME

Spot	60"	_____	Rp. 1. 500.000
Adlibs	60"	_____	Rp. 2. 000.000
Insert	3'	_____	Rp. 3. 000.000
Insert	5'	_____	Rp. 5. 000.000
Talk show	60'	_____	Rp. 15. 000.000
Talk show	20'	_____	Rp. 7. 000.000
Live report	3"- 5"	_____	Rp. 6. 000.000
Blocking Program	60" / 1x	_____	Rp. 15. 000.000

#### REGULAR TIME

Spot	60"	_____	Rp. 850.000
Adlibs	60"	_____	Rp. 1. 100.000
Blocking Program	60" / 1x	_____	Rp. 10.000.000

#### OTHER

OB VAN 3x live report	_____	Rp. 15.000.000
OB VAN 2x live report	_____	Rp. 10.000.000

### RATE CARD LOKAL



#### PRIME TIME

Spot	60"	_____	Rp. 100.000
Adlibs	60"	_____	Rp. 120.000
Insert	3'	_____	Rp. 1 .300.000
Insert	5'	_____	Rp. 1 .600.000
Talk show	60'	_____	Rp. 3 .000.000
Talk show	20'	_____	Rp. 2 .000.000
Live report	3"- 5"	_____	Rp. 2 .500.000
Blocking Program	60" / 1x	_____	Rp. 15.000.000

#### REGULAR TIME

Spot	60"	_____	Rp. 80.000
Adlibs	60"	_____	Rp. 100.000
Blocking Program	60" / 1x	_____	Rp. 10.000.000

#### OTHER

OB VAN 3x live report	_____	Rp. 8 .000.000
OB VAN 2x live report	_____	Rp. 5 .000.000