

## **Strategic analysis of “Lintas Denpasar Pagi” radio program at Radio Republik Indonesia Denpasar in serving public interest**

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### **Article History**

**Received:** 30/6/2021

**Revised:** 04/07/2021

**Accepted:** 12/07/2021

**Published:** 30/07/2021

### **Abstract**

Radio broadcasting has played an essential role in society for a long time, not only in providing entertainment but also in bringing aspirations and providing information to the public. It is a challenge for Radio Republik Indonesia where it is required to maintain its idealism and existence and attract listeners' attention so that it can support and bridge the interests of the community. One interesting program is "Lintas Denpasar Pagi" because this program offers information and news that is actual and relevant to the local community, so that it is expected to bridge the public interest. Therefore, it is necessary to develop a program strategy for the Lintas Denpasar Pagi program to contribute to society and maintain idealism and existence during tight competition in the broadcasting industry. The strategy is prepared using a descriptive research method with a qualitative approach, where data is obtained from interviews, observation, and documentation and data analysis using the SWOT approach. Based on the analysis that has been done, the Lintas Denpasar morning production team must pay attention to input from loyal listeners and partners who are collaborating. Then an initiative is needed to add to other market segmentations and take advantage of digital technology such as mobile applications and social media. In order to attract listeners, it is necessary to have up-to-date and up-to-date information about various things that the community needs and collaborate with various arts and cultural communities in Bali, which can be a solution to attracting local listeners.

**Keywords:** Lintas Denpasar Pagi, Radio Republik Indonesia, SWOT, broadcasting, strategy

### **Introduction**

Broadcast media has a vital role in social life in Indonesia. As contained in Law no. 32 of 2002 concerning Broadcasting, that broadcasting is held to strengthen national integration, foster a faithful and pious character and national identity, educating the nation's life, promoting the

general welfare, in the context of building an independent, democratic, just and prosperous society, as well as growing the Indonesian broadcasting industry. Therefore, broadcasting has a function as a medium of information and entertainment and as a unifier of citizens and an effective social controller. In addition, broadcast media can have a significant role in improving the economic sector of the community and helping to preserve regional and national culture (Debbie Pradhita et al., 2019).

In carrying out the objectives and functions of broadcast media as contained in Law no. 32 of 2002, each broadcasting institution has its role and position in the national broadcasting industry, be it Public, Private, Community, and Subscription Broadcasting Institutions. Public Broadcasting Institutions are independent, neutral, non-commercial, and provide services for the benefit of the community (*Undang-Undang Republik Indonesia Nomor 32 Tahun 2002 Tentang Penyiaran*, 2002). It is different from Private Broadcasting Institutions, which are based on a commercial orientation and seek profit. At the same time, Community Broadcasting Institutions are independent, non-commercial, and focus on serving the community's interests and subscription Broadcasting Institutions have the same characteristics as private companies. However, they have the exclusivity of their audience and transmit or distribute the material broadcasts specifically to subscribers via radio, television, multi-media, or other information media such as satellite, cable, and terrestrial (Purwanto et al., 2019).

In the dynamics of the broadcasting industry, Public Broadcasting Institutions have a crucial role in Indonesian society, especially balancing information and conveying the interests of the community. However, this is an opportunity for Public Broadcasting Institutions to serve the community's interests and the public's need for helpful information (Doly, 2012).

Since the enactment of Government Regulation no. 11 of 2005 concerning the Implementation of Public Broadcasting Institutions, Radio Republik Indonesia (RRI) officially became a Public Broadcasting Institution to present broadcast programs that encourage the realization of the attitude of the people who are faithful and pious, intelligent, strengthen national integration to build an independent, democratic society, fair and prosperous, as well as maintaining a positive image of the nation (*Peraturan Pemerintah Republik Indonesia Nomor 11 Tahun 2005 Tentang Penyelenggaraan Lembaga Penyiaran Publik*, 2005). On that basis, RRI tries to change by presenting a more positive image with the concept of a public service that is carried out comprehensively, both internally and externally. In other words, these concepts and objectives must be implemented in all 60 broadcasting stations in Indonesia.

Radio Republik Indonesia (RRI) is an Indonesian state-owned radio network that has 30 local broadcasting stations. One of the local broadcasting stations owned by is RRI Denpasar, which covers the Province of Bali. To implement the objectives of the Public Broadcasting Institution as stipulated in Government Regulation no. 11 of 2005, RRI Denpasar held broadcasts divided into 3 programas, namely Pro 1, Pro 2, and Pro 3. Each programa has a series of classified programs as information/news, education, culture, Advertising / Public Service, and Entertainment(*Profil Radio Republik Indonesia*, 2020). The program of events is structured in such a way as to be able to bridge the interests of the community so that the pluralistic Balinese community can feel the concept of public service. The program not only features entertainment but can also provide relevant, trusted, and needed information and highlight local wisdom in the form of local culture and arts(Setianingrum, 2017).

The broadcast of RRI Bali's Programa 1, focuses on empowering local communities with the audience segmentation being the local Balinese community so that the variety of program programs are adapted to the needs of the Balinese people. In Programa 1, there is a radio program that is quite interesting, namely Lintas Denpasar. The program of this event is divided into 4, namely the Lintas Denpasar Pagi, Lintas Denpasar Siang, Lintas Denpasar Sore and Lintas Denpasar Malam. However, only Lintas Denpasar Pagi presents content in local news/information reporting, education, and culture, while other programs provide entertainment and information content. With the Lintas Denpasar Pagi program, it is hoped that it will be able to provide the information needed and channel the aspirations of the local Balinese community towards the government and stakeholders in Bali, to be able to convey the interests of the local community(Triadnyana & Pascarani, Ni Nyoman Dewi, Suryawati, 2015).

Based on the broadcast hours of the Lintas Denpasar Pagi program, which is from 06.30 to 09.00, many private broadcasters broadcast program content that is more attractive to listeners, such as the latest music entertainment as well as news/information reporting that is packaged creatively and attractively. However, the tight competition in the broadcasting industry requires the broadcast manager of RRI Bali's Program 1 to present an attractive program. Broadcast managers must have the right and creative strategy to attract listeners while also maintaining the idealism of the Public Broadcasting Institution so that the existence of this program is maintained.

The previous research explained that the consistency of the implementation of Radio Republik Indonesia and Televisi Republik Indonesia as public broadcasting had been normatively understood and implemented by the leaders. However, at the practical level, there

are still several obstacles internally, institutions, and broadcasting systems in Indonesia that are not yet conducive to fully supporting public broadcasting. In addition, the support for rules or regulations for the implementation of public broadcasts related to the roles and functions as media, entertainment, and social control is adequate (Rachmiate, 2006). In another study described that the strategies carried out by RRI Banten include maximizing the access it has for cooperation and embracing the government to facilitate network expansion, increase the quality of human resources of employees, as well as adding the PRO 2 segmentation whose content is more attractive to young people/teenagers and complements with audio and video streaming broadcast systems (Nurprabandari, 2015). The next research reference explains the stages of production of Hikmah Fajar's broadcast at RRI Jakarta, where the production team and programmers seek and discover broadcast ideas (Abidin, 2010).

The studies above focus on regulation and production stages but do not discuss strategies to attract listeners in more depth. In addition, it does not discuss the role of public institutions in serving the aspirations of the community and promoting local culture. This is because public broadcasting institutions have their characteristics, including public broadcasting must convey local issues and produce local programs. The public interest is prioritized over commercial interests (Gazali et al., 2003).

Based on the above background, it is necessary to make a research study that discusses the Radio Republik Indonesia broadcast program that is attractive to listeners and able to bridge the interests of the community. So that the authors are interested in bringing up the title "Strategy and Analysis of the Denpasar Morning Radio Program at RRI Denpasar in Serving the Public Interest". Using the SWOT approach, it is expected to provide comprehensive analysis and strategic input by taking into account internal and external factors. In addition, this research can be used as a recommendation for RRI Station managers in other areas in implementing informative programs, providing insight for listeners and an attractive appearance for listeners.

## **Method**

This study uses a descriptive research method with a qualitative approach. Descriptive research studies problems in society and the procedures that apply in society and specific situations, including relationships, activities, attitudes, views, ongoing processes, and the effects of a phenomenon. Research with descriptive methods is usually done through observation, interviews, and case studies to describe behavior rather than using data analyzed

statistically (Destriyani et al., 2019). According to (Moleong, 2011), qualitative research includes descriptive data collected in words, pictures, and not words. This is due to the application of qualitative methods. In addition, all that is collected is likely to be the key to what has been researched. In comparison, qualitative research aims to explain the phenomenon as profoundly as possible by collecting deep data.

The source of data used in this study is primary data, namely data directly collected by interested people or those who use the data—the data obtained through interviews, observation, and documentation (Radjab & Jam'an, 2017). Primary data in this study were obtained based on interviews and observations conducted for five days at RRI Denpasar. Interviews were conducted in person and online via email. Interviews were conducted with apt sources, namely Ms. Besty Charmin Simatupang as Head of the RRI Denpasar News Department and Mr. Surya S. Thalib as Head of RRI Denpasar Broadcasting Division.

Analysis of the data used in this study is a SWOT analysis using a SWOT Analysis Model comparing external factors of opportunities and threats with internal strengths and weaknesses (Rangkuti, 1998). SWOT analysis is a strategic planning method used to evaluate Strengths, Weaknesses, Opportunities, and Threats in a project or strategy.

## **Discussion**

Based on the research results conducted by the authors conducted at RRI Denpasar for five days, the purpose of this research is to develop a production strategy for Lintas Pagi Denpasar to respond to industrial dynamics and attract listeners so that they can support the public interest. The author describes several results from discussion research and in-depth interviews with the primary informants and resource persons. In determining the main informant, the author considers that the characteristics of the main informant are those who are considered to have much information about RRI's strategy in building existence as a Public Broadcasting Institution.

In this study, the leading resource person was Mrs. Besty Charmin Simatupang, the RRI Denpasar News Service Head. He gave much information about the strategy of RRI Denpasar and built its existence as a Public Broadcasting Institution. The question asked by the author to the primary informants and resource persons was about production and industrial strategies related to the program at RRI Denpasar, especially Lintas Denpasar Pagi.

### **1. Lintas Denpasar Pagi Production Stages**

Lintas Denpasar Pagi is a broadcast program that provides information and morning entertainment by raising topics or issues that are hot at local or national levels that impact the region, especially in Bali. This program is broadcast from 06.00 – 10.00 WITA with various themes following the local wisdom of the Balinese people and government policies. According to the resource person, Mr. Surya S. Thalib, the purpose of Lintas Denpasar Pagi is so much in line with the vision and mission of RRI which is a trusted and global public broadcasting institution, by providing reliable information services that can be a reference and means of social control for the community by paying attention to the Broadcasting Code of Ethics. At the same time, developing educational broadcasts to enlighten, educate, and empower and encourage community creativity to build the nation's character.

The production and creative process of Lintas Denpasar Pagi are through agenda-setting. It is carried out together with news and broadcasts by collecting topics that are hotly discussed in the region or locally and impacting the community, after being agreed on in the agenda-setting, which will be the day's topic. In the broadcast box, the broadcaster from 07.00 WITA on Warta Berita Pagi until the response session, listeners will raise the topic of the agenda-setting by asking listeners for feedback which is then collected to a dialogue session that presents competent resource persons to discuss the topics raised that day. Then, at the next stage, the search for competent sources to explore the issues raised. So on the morning daypart from 06.00-10.00 WITA, the topics discussed are topics agreed on in the agenda-setting.

The agenda-setting meeting also discussed strategies to attract listeners by leading listeners from the morning only that topic was raised by involving listeners to give their opinions or cases in their area according to the topic of the agenda-setting. Of course, music and broadcast gimmicks are combined so that listeners are treated to information and entertainment.

## 2. SWOT analysis

Strategies are needed to achieve the desired goals, including the Lintas Pagi Denpasar RRI Denpasar program in building its existence to achieve its vision and mission as a public broadcasting institution. Therefore, the author focuses on how the strategy of RRI Denpasar is to maintain the existence of the Lintas Pagi Denpasar program in providing information to the public while maintaining idealism as a public broadcasting institution and the dynamics of broadcasting industry competition to attract listeners and be able to support the public interest, especially local communities in Bali. To formulate the strategy, the author uses a SWOT analysis as an instrument to form a strategy.

### a. Strength of Lintas Denpasar Pagi

Based on interviews with informants, Mrs. Betsy, as Head of the RRI Denpasar News Division, explained several things about strengths both from the perspective of RRI as a whole and RRI Denpasar in particular. The main strength of RRI is that RRI is located in all areas of the Republic of Indonesia. RRI broadcasts in all provinces in Indonesia and is located in remote areas and national borders to provide information to the public. In addition, RRI is a national radio network with a total frequency of 250 stations, which use FM, AM, and SW frequencies.

The strength of RRI Denpasar is also related to the budget, Mrs. Betsy said that RRI Headquarter always supports it through the DIPA budget and a PNPB return budget which is usually at the end of the year. The existing budget has been plotted for an agenda that has been planned and submitted previously, but if there is a new event outside the agenda, it requires a budget beyond the one proposed in the previous year. So that operational financing is sufficient for the implementation of RRI Denpasar broadcasting activities.

In addition to the budget aspect, RRI Denpasar also has local content programs that are a force to attract listeners, such as *Lintas Denpasar Pagi*. The main segment of the *Lintas Denpasar* program is the Morning dialogue, wherein the morning dialogue invites competent speakers, and the listeners can directly ask questions, which are answered directly as solutions that listeners get. The production team strives to maintain the idealism of RRI Denpasar as a Public Broadcasting Institution while still providing opportunities for the public or the public to express their opinions through vox-pop in bulletins as well as through interactive dialogue across Denpasar mornings.

Another advantage, according to Mrs. Betsy, is that RRI Denpasar has a huge role in preserving art and culture as local archives. In addition to having a group (*sekhe*) of artists who broadcast RRI Denpasar every day, they also have the art of Arja, which is the hallmark of RRI Denpasar, which listeners look forward to every Sunday afternoon. Then, every time there is a Bali Arts Festival - PKB RRI Denpasar, it is always present for an entire month at the Denpasar Cultural Park.

#### b. Weakness of *Lintas Denpasar Pagi*

Based on discussions with resource persons related to HR, the weakness in RRI Denpasar is due to using the budget from the RRI Headquarters so that there are limited human resources. In addition, the lack of HR competence in using IT personnel is an obstacle. However, RRI Denpasar can still run, and all work can still be handled properly and professionally.

Based on field observations, the format and content of broadcast content for all RRI Denpasar programs have been regulated from the RRI Headquarters, so creativity does not

appear. Because this happens in all regional RRIs in Indonesia, where what determines the content is the program area of the RRI Headquarter. However, RRI in the regions has determined the portion and content of the program. This was observed by the author when he was involved in the *Lintas Denpasar Pagi* broadcast on August 19, 2020, at that time the RRI Headquarter had determined the contents of the dialogue about sanctions for violators of the Covid 19 regulations.

From a technical point of view, there are obstacles in the form of the RRI Denpasar transmit power that has not reached all areas in Bali; for that, it is necessary to install repeaters, especially in the West Bali area.

### c. Opportunity of *Lintas Denpasar Pagi*

The *Lintas Denpasar Pagi* Program at RRI Denpasar always tries to find out the needs of listeners and the community regarding opportunities. Thus, the strategy to develop opportunities tends to develop content that is liked by the community. The spread of RRI in various regions resulted in the segmentation of enthusiasts who adapted to the local culture. The *Lintas Pagi* Denpasar program is an excellent opportunity for reaching a niche market segment for regional information culture. This resulted in many loyal and loyal listeners who spread almost all over Bali.

Based on the narrative of the resource person, Mrs. Betsy, as a government radio, RRI always tries to develop into a radio that provides educational information and news neutrally to the public. It is different with Private Radio Broadcasting Institutions, which are more mainstream and commercial. This distinction is an opportunity so that the local Balinese community can accept RRI programs such as *Lintas Denpasar*.

In addition, RRI Denpasar also gets income from advertising. However, advertisements that can be displayed must pass the selection. This is to maintain the integrity of RRI as a medium that provides health information to the public. Most advertisements aired on RRI Denpasar are public service advertisements, such as not littering, prohibited from using single-use plastic. The ad playback mechanism also needs to be considered, not stacked but can be arranged in quadrants so that listeners are not disturbed, and the maximum length of the ad is 1 minute.

RRI Denpasar also establishes partnerships with other institutions, both government, BUMN, and private. For example, the partnership with Pegadaian and BPD Bali, in which the partnership form helps RRI when there are activities such as Radio Day by giving some souvenirs—maintaining the partnership by providing opportunities to celebrate religious and national holidays voice recordings that are broadcast several times during entertainment events. This



partnership can strengthen RRI Denpasar's position in the broadcasting industry in Bali and reach the hearts of listeners better.

#### d. Threat of Lintas Denpasar Pagi

A significant threat in the implementation of the Lintas Denpasar Pagi program is competition from private broadcasters. Private radio presents broadcast programs that focus more on entertainment and commercial value to attract listeners more. It causes loyal listeners who usually listen to Balinese cultural arts content to switch to private radios that provide popular music entertainment, resulting in decreased listeners.

Today, competition comes from private radio and online radio and mobile applications that present content similar to radio, for example, Podcast content on the Spotify or Joox applications. It makes competition increasingly complex, and RRI as a whole must be able to keep up with the times and adapt quickly to developments in broadcasting technology.

### 3. Strategy Analysis Based on SWOT

The strategic analysis is based on the research objectives, namely, how the Lintas Denpasar Pagi program provides informative and insightful content following ideals, broadcasting industry competition strategies and can attract listeners and be able to support public interests. Therefore, after detailing each component and SWOT factor in the Lintas Denpasar Pagi program at RRU Denpasar, the authors developed a strategy based on external and internal factors to be able to answer the objectives of this study.

#### a. Strengths and Opportunities (SO) Strategy

As previously discussed, the main strength of the Lintas Denpasar Pagi Program is a large number of loyal and loyal listeners; therefore, the Lintas Denpasar Pagi Program must receive input from its listeners, this is to maintain the existence of this program. In receiving input from listeners, sometimes RRI Denpasar needs to pick up the ball from the community by holding off-air events with fans so that communication and direct interaction with listeners are established. This is expected to be able to establish "intimacy" between RRI and its listeners and not only maintain listener loyalty but be able to increase the number of listeners.

Another strategy is to take advantage of cooperation with partners so that close relationships can be established. In addition, it is expected to be able to expand the network of partnership cooperation with government agencies, BUMN/BUMD, and other communities. This is under RRI's idealism which always bridges the interests of the community.

In terms of broadcast content, RRI needs to display more artistic and cultural content that listeners favor. So that listeners of the *Lintas Denpasar Pagi* program were given not only information from sources but also entertainment with a solid regional nuance. Therefore, cooperation with various art communities needs to be further improved.

b. Strengths and Threats (ST) Strategy

To compete with various private radio providers, the *Lintas Denpasar Pagi* program needs to increase its segmentation, especially the younger generation. Therefore, the dialogue segment must discuss various phenomena that occur among young people, such as the development of the world of e-sports or cycling activities that young people love. The speakers come from government agencies and various communities that attract the interest of the younger generation.

Concerning online and digital media competition, RRI Denpasar must be able to keep pace with technological developments. One of them is by promoting or socializing the use of the RRI Play Go application. In addition, RRI's broadcast programs can be broadcast on online media such as internet streaming, such as on the website <https://onlineradiobox.com/id/rripro1denpasar/>. To socialize effectively, RRI can use social media to report various events and promotions to its fans.

c. Weaknesses and Opportunities (WO) Strategy

In minimizing weaknesses and maximizing existing opportunities, RRI Denpasar needs to instill work spirit in all employees to create a positive work climate. Even though the working environment conditions have been very conducive, including the harmony between the existing people, cultivating cohesiveness and enthusiasm for work must often be reminded of the employees at RRI Denpasar. In addition, it is necessary to improve the quality and competence of human resources by holding various training that is competency development, such as training on IT equipment or website creation and so on.

In taking advantage of opportunities with partners, a Joint Branding program can be held that can maintain better relationships with partners. There are many benefits that RRI Denpasar receives from this program, including it can expand the market, increase the number of listeners and increase the value of RRI in the eyes of the community. In addition, RRI can also collaborate with content creators so that they can increase creativity.

d. Weaknesses and Threats (WT) Strategy

In terms of minimizing weaknesses and counteracting threats, RRI needs to regenerate employees, where selective recruitment needs to be carried out to get employees who have good

competencies and adapt to the times. This may not be easy because the new employees result from the CPNS screening conducted at the center. Therefore, there must be coordination between RRI Denpasar and the Center to bring in new employees as needed.

As for technical problems, RRI Denpasar needs to carry out routine maintenance on its devices, both transmitters and studio equipment. In addition, to expand coverage in areas that are difficult to receive signals, it is necessary to install repeaters so that RRI Denpasar broadcasts can be received throughout the province of Bali.

## **Conclusion**

1. In providing informative and insightful content following ideals as a Public Broadcasting Institution, the production team of Lintas Denpasar Morning must pay attention to input from loyal and loyal listeners and partners who collaborate. Because by doing so, RRI Denpasar has bridged the public interest following the vision and mission of RRI.
2. In responding to the dynamics of the broadcasting industry, the production team of Lintas Denpasar and RRI Denpasar needs to develop and adapt to the times. Having a particular market segmentation is indeed one of the advantages of RRI Denpasar, but it is not enough to face competition, especially with private radio or other digital media. A creative strategy is needed that can add to other market segments and utilize digital technology such as mobile applications and social media. With this, it is hoped that RRI Denpasar will have high competitiveness in the broadcasting industry competition.
3. In attracting listeners, the production team of Lintas Denpasar Pagi needs to work more creatively in processing the event to make it more interesting. Providing up-to-date and updated information about various things that the community needs and collaborating with various arts and cultural communities in Bali can be a solution in attracting the interest of local listeners so that RRI can support the public interest, especially the local Balinese community.

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