

## THE ECONOMY OF LOCAL TELEVISION MEDIA Study at Jawa Pos Television (JTV) Banyuwangi Bureau

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**Abstract:** A local television company that was built with the spirit of regional culture, is very much felt by its presence by providing a lot of color in the media industry, especially in television media. The problem discussed in this study is the economics media where the economics pressures can affect the strategy of JTV Banyuwangi in sustaining presence in the media industry. The research uses qualitative research by using a economics media analysis, wich would explain how attempts by the JTV Banyuwangi do to preserve its existence. The result of this study have a four strategies, 1) guarding human resources available for increased growth and creative levels, 2) the same load of entertainment and news, 3) active on social media, 4) working with cable television companies. The strategies of the JTV Banyuwangi to get for the markets, wich is audience and advertising, this strategy was certainly succesful because JTV Banyuwangi has enchaced the position on positioning the markets holdings in relation to another local television.

**Keywords:** Media Economics, Local Television, JTV Banyuwangi

**Abstrak:** Perusahaan televisi lokal yang dibangun dengan spirit budaya daerah, sangat dirasakan akan kehadirannya dengan memberikan banyak warna di dalam industri media khususnya di media televisi. Masalah yang akan dibahas didalam penelitian ini mengenai kajian ekonomi media dimana tekanan ekonomi dapat mempengaruhi strategi yang dilakukan oleh JTV Banyuwangi dalam mempertahankan keberadaannya dalam persaingan industri media saat ini. Penelitian ini menggunakan jenis penelitian kualitatif dan menggunakan analisis teori ekonomi media, yang akan menjelaskan bagaimana upaya yang dilakukan oleh JTV Banyuwangi dalam mempertahankan keberadaannya. Hasil dari penelitian ini ada 4 strategi yang digunakan, yaitu 1) Menjaga sumber daya manusia yang ada agar semakin berkembang dan berkualitas tingkat kreatifitasnya, 2) Komposisi muatan hiburan dan berita sama, 3) Aktif di media sosial, 4) Melakukan kerjasama dengan perusahaan televisi kabel. Dengan strategi yang diterapkan oleh JTV Banyuwangi ini bertujuan untuk mendapatkan pasarnya, yaitu audien dan pengiklan. Strategi ini dapat dipastikan berhasil karena JTV Banyuwangi memiliki keunggulan dalam melakukan positioning terhadap pangsa pasarnya dibandingkan dengan televisi lokal lainnya.

**Kata kunci:** Ekonomi Media, Televisi lokal, JTV Banyuwangi

## A. Introduction

The growth of television companies in Indonesia is currently quite rapid. Coupled with the presence of local television that appears in the region becomes a challenge in the media industry today, where local television must be able to compete in order to survive with national television companies and other local television companies. The biggest challenge that will be faced by all media companies, especially local television is how the company can ensure the continuity of the economic cycle within the company, in the context of business competition in the media industry.<sup>1</sup>

A local television company that was built with the spirit of regional culture, is very much felt by its presence by providing a lot of color in the media industry, especially in television media. So far, many regions in Indonesia have cultural potentials that are not fully blown up by national television companies until the presence of local television in their respective operational areas, this can provide answers and solutions to these problems. Through local packaging and regional culture, local television will always strive to provide shows that can attract people with that locality.

In 2004, the number of local television stations throughout Indonesia could reach 50 television stations, and up to the time this research was conducted there were more than 200 local television companies that will continue to grow because it is based on the opening of licensing counters from the local government. With the enactment of Law No. 32 of 2002, it provides changes and opportunities for local television companies in building and constructing an area so as to be able to shape the identity and potential of the area.

A television company can have a function in providing information, entertaining and educating. Therefore, television media can be considered as a mouthpiece to the community to meet the public's need for information and entertainment. Local television is considered to have a relationship with the entertainment context, that means all types of entertainment that can entertain or attract people's interest and make this television company able to benefit from this entertainment. A media product provided by media companies, especially television is a program, where all programs focus on programs with cultural material that can affect many aspects, such as adding information to the surrounding community, being able to construct identity, being able to show the potential of the area and many more.

In the end, it is a program that will be able to build an identity and be able to attract people with the same appeal and needs. For example, a local television company can maintain a program composition with cultural elements, it can determine the rating and reputation of the program to the public. So it is not only attractive to some groups of people but can attract the whole community and can also contribute to building a public image of culture in an area.<sup>2</sup>

Jawa Pos Media Television (JTV) Banyuwangi bureau is a local television station located in Banyuwangi, East Java. As one of the cities in East Java which is known for its people who still have a strong culture, Banyuwangi has certainly made efforts to develop and try to introduce the public image of the region. As one of the television stations that has a focus on regional localities, JTV Banyuwangi indirectly has a close relationship with the community because it is considered capable of providing a stage for art and culture by the surrounding community. Therefore, JTV Banyuwangi has a well-constructed vision and mission in maintaining locality in its area. In addition, JTV Banyuwangi can be considered as a forum for the people of Banyuwangi to maintain and preserve local culture in Banyuwangi.

In an effort to maintain and preserve regional culture, JTV Banyuwangi produces many

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<sup>1</sup> Rudi Isnanta, Skripsi: "Pengaruh Corporate Governance Dan Struktur Kepemilikan Terhadap Manajemen Laba Dan Kinerja Keuangan" (Jakarta: Universitas Islam Indonesia, 2008), 12.

<sup>2</sup> Ummul Fauziah Rahmah, Strategi Komunikasi Stasiun Televisi Lokal dalam Mempertahankan Eksistensi (Studi pada Cahaya Televisi (CTV) Banten), Skripsi Fakultas Ilmu Dakwah dan Ilmu Komunikasi UIN Syarif Hidayatullah Jakarta, 2013.

programs that have cultural content in each program. Entertainment programs are packaged in the form of information and made through a creative process in order to entertain and also to educate and provide information to the public. In addition to having entertainment programs, JTV Banyuwangi as the bureau of the central JTV in Surabaya, also has a main task where JTV Banyuwangi is a contributor in providing news. JTV Banyuwangi also has an informative news program for its audience.

In the era of the media industry which is currently increasingly concentrated, making trends in society also begin to shift along with the emergence of new media in the media industry in Indonesia, namely digital television. Not only in big cities, the presence of digital television in the regions also strengthens that the position of analog television which is increasingly being abandoned is affected by the digital television phenomenon which is currently in great demand by people in all regions in Indonesia.

For this reason, Banyuwangi people's interest in analog television is decreasing and they are moving to digital television.<sup>3</sup> In addition to narrowing the efforts of analog television in reaching its viewers to stay with analog television, this has also resulted in a decrease in advertisers who of course have the power to change their advertiser's media platform as well. Therefore, in an effort to keep the community or viewers afloat, local television management must certainly try to make more strategies and planning in terms of production in an effort to maintain audiences and maintain the business they are managing.

Based on the background that has been described above, in the end the researcher was interested in researching what efforts were made by JTV Banyuwangi as a local television company, using media economics studies. In this case, the researcher wants to carry out a research with the title "Economy of Local Television Media: Studies in Jawa Pos (JTV) Banyuwangi Bureau". With the aim of knowing the strategies carried out by the local television management of JTV Banyuwangi to strive for its existence in the current era.

## **B. Theoretical Review**

### **1. Media Economics**

Economics is the study of how humans use limited resources to produce commodities and distribute them to humans or other human groups. From this definition, there are three main concepts in economics: sources (everything used to produce goods and services), production (creation of goods and services for consumption), and consumption (use of goods and services to fulfill wants and needs).

Media in general can be defined as a means or intermediary or disseminator in a communication process. Through the media, messages are distributed to the public. In an economic context, the media are business institutions or economic institutions that produce and disseminate information, knowledge, education, and entertainment to targeted consumers. Media include television, radio, magazines, tabloids, newspapers, books, advertisements, public relations, films, and recordings. In the context of the media economy, the above media must be viewed as an industry or business institution.

Albarran defines media economics as the study of how the media industry uses limited resources to produce services that are distributed to meet the needs of society. Picard defines that the media economy is concerned with how the media industry can allocate various resources to produce information and entertainment materials to meet the needs of audiences, advertisers, and other social institutions.

With the definition mentioned above, it can be seen that there are three main concepts, namely economy (resources, equipment, etc.), production (the process of producing a media

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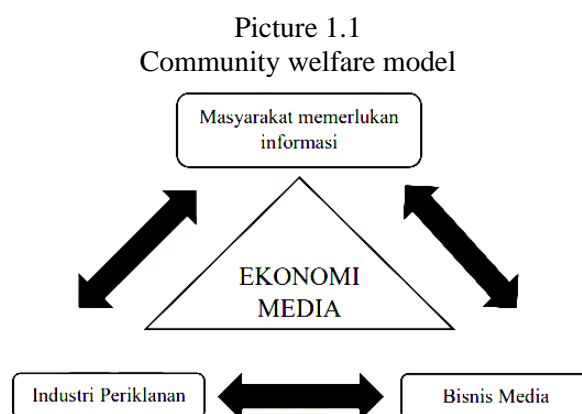
<sup>3</sup> Andy Fachrudin, *Dampak Teknologi Penyiaran Televisi Digital Bagi Industri Penyiaran di Indonesia*, diakses pada tanggal 09 Juli 2020 dari [http://digilib.mercubuana.ac.id/manager/t!@file\\_artikel\\_abstrak/Isi\\_Artikel\\_642859152808.pdf](http://digilib.mercubuana.ac.id/manager/t!@file_artikel_abstrak/Isi_Artikel_642859152808.pdf)

product), and consumption (media market). Market conditions, technological conditions, regulations, and financial issues are also included in the main concept.

Media Economics Resources. The media industry is said to be an institution or factory that produces effective information so that it can bring great benefits from the economic side. Apart from investors, the economic source of a media is from the market, namely the audience and advertisers. This makes a media company must be able to read the market demands and follow the current trend. Therefore, as an economic institution, media companies must be able to meet market needs because it is the market that finances the survival of the media industry. The system in the media economy is divided into two, namely micro and macroeconomics. If micro focuses on economic activity in society, macro studies the structure and behavior of the market.

The Media Market consists of: a) Market structure is the characteristics of the market in which the media company operates, b) Market behavior is the policies displayed by producers and consumers in the market, c) Market performance is the company's ability to achieve goals based on certain criteria, d) Evaluation the market is the right investment placement against the main target.

Media Economics Theory 1) Media Economics Study Area From picture 1.1 it can be seen that the public's need for various information can be met by the media business, but the operational needs of media companies depend on the advertising industry. The advertising industry will place advertisements to media companies based on the general performance of the media companies in the eyes of consumers or audiences and is measured using a rating or rating program from the media company in question.<sup>4</sup>

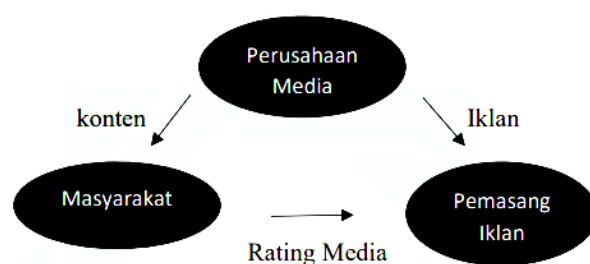


Source: <https://epdf.pub/queue/understanding-media-economics.html>

Media economics is a science that studies how a media industry, especially television, utilizes existing resources to continue to be able to produce a program and be able to distribute it to the public or audience with the aim of meeting various requests and needs for information and entertainment around. It can be illustrated by the image below:

Picture 1.2  
Media Consumer

<sup>4</sup> Hendry Faizal Noor. *Ekonomi Media*. (Jakarta: Rajawali Pers, 2010), 11.



Source: Media Economics: Theory and Practice pdf.

The media industry will be a picture of the public sphere where it will be filled with social, political, and cultural dynamics where it will become an economic force that can generate profits. The media industry is the first and foremost advertising platform or medium because it can be a liaison between what is consumed between producers of goods and services and the community.<sup>5</sup>

Alexander also said that the media economy is a business operation and financial activity of a company that produces and sells something to the media industry.<sup>6</sup>

In general, in the study of media economics, it is stated that the focus of the study covers three areas, namely, macroeconomics, microeconomics, and companies in economic theory.<sup>7</sup> Macroeconomics discusses the wider economic environment, such as per capita income, inflation, and economic growth.

In this study, researchers used microeconomic theory to discuss and explain the economic activities of a company. Later it will be divided into several sections, such as marketing, finance, production, and so on. In this case, microeconomics which focuses on private markets and companies tries to explain that an economy is a form of mechanism regarding the objects to be produced, how to produce them, when they are produced, where they are produced and for whom the products are made. This is the authority of economic actors, including consumers who consume media products, media companies, state administrators, both government and state power institutions.<sup>8</sup>

Many assumptions arise in the theory of the company, that all decisions taken by the company will have the impact of high profits. That means that the company has the sole purpose of getting the highest profit.

This theory has received criticism where the criticism is still related to the reality that exists in the media industry. First, so far, the company's goal is considered normal as a company, because the goal is only to get the highest profit if we can look carefully it will also be seen that the company also has other goals. Apart from getting a profit, a media company looks like it has a political goal, where the media has the power to exert influence on all levels of society.<sup>9</sup>

Second, this theory is considered to have generalized all forms of companies and does not care about the benchmark of real management. Please note that not all media companies have a commercial nature, which is always looking for profit. An example is a state-owned media company that has functions and duties as a public service media, so they do not need to make a profit as the main goal of the company. On the other hand, private media does have a foundation and basis for maximizing profits. This assumption shows that the company is indeed looking for

<sup>5</sup> Morissan, *Manajemen Media Penyiaran: Strategi Mengelola Radio & Televisi*, (Jakarta: Kencana, 2011), Cet, Ke-3, 274.

<sup>6</sup> Alison Alexander. *Media Economics: Theory and Practice 3rd Edition*. (New jersey: Lawrence Erlbaum Associates, 2004), 3.

<sup>7</sup> 34 Gillian Doyle. *Understanding Media Economics*,..., 3-7.

<sup>8</sup> Hendry Faizal Noor. *Ekonomi Media*, 17.

<sup>9</sup> Hidajanto Djamel dan Andi Fachruddin, *Dasar-Dasar Penyiaran: Sejarah, Organisasi, Operasional, dan Regulasi*, (Jakarta: Kencana, 2013), Cet, Ke-2, 127.

profit from the theory of the company.<sup>10</sup>

## 2. Media Production Theory

Production theory is a guide in carrying out production operations. The program's production chain consists of 6 aspects and the production values of each other must have a balanced composition. These six aspects and production values are a) Infrastructure that supports



production that can produce a media product. b) Content is material or programs broadcast for consumers. c) Marketing concerns what a media company sells or sells to consumers (what media is bought and sold). d) Dissemination of media products produced to targeted consumer groups. e) Retail / addressed directly to consumers or audiences, this concerns how and when the media products must reach consumers directly. f) Attract attention to consumers (audience) as well as to advertisers. For a clearer explanation of aspects and production values, see the following picture:<sup>11</sup>

Picture 1.3  
Media product value chain

Source: <http://www.scielo.org.co/>

Economic Characteristics of Media Television in understanding the economic characteristics of the media, it would be better to first look at the economic characteristics of the media. These characteristics, among others:<sup>12</sup> a) Media business is basically a business in managing two different market groups and at the same time, namely the product market (audience) and the advertiser market; b) The media business will also produce two types of products at the same time, namely content and consumers and audiences. These consumers or audiences will generate ratings which are the capital to attract advertisers; c) The media business is never limited by resources in producing and producing its products; d) The media business is not specific in producing commercial products, but produces cultural products, which enrich the cultural treasures and diversity in society; e) The media business will produce products related to messages, symbols (attributes), and values in society; f) The media business will produce

<sup>10</sup> Rahmad Harianto, Tesis Ekonomi Media Televisi Lokal: Eksistensi di Tengah Dominasi Televisi Nasional (Studi Pada Jawa Pos Televisi). (Surabaya: Universitas Airlangga, 2013), 16-17.

<sup>11</sup> Morissan, Manajemen Media Penyiaran: Strategi Mengelola Radio & Televisi, (Jakarta: Kencana, 2011), Cet, Ke-3, h. 274.

<sup>12</sup> Hendry Faizal Noor. Ekonomi Media, 15-16.

products that will not run out, or will not decrease after being consumed by consumers, whether readers, listeners, or viewers; g) The media business can present various products that have been produced and produced many times to other consumers; h) In providing an additional product to consumers, the media company will take into account irrelevant additional costs; i) In the media business, if you find that consumers are not as expected, for example, they are relatively small from the originally desired target, then making repeated reductions in production costs cannot be done.

In almost every country that has a developed economy, a television company is one of the components that must exist and become the largest component in the media industry.<sup>13</sup> As is the case in the UK, television finds a high level of ad spending in the market, accounting for 28% of the country's total advertising spending. More or less the same thing also applies in America, which reaches 20% of the market for advertising spending. This number can be even greater because it can be divided by the components of broadcasting and production of a program, where some televisions also do both things simultaneously.<sup>14</sup>

At first radio signals could be transmitted in 1920 where the problem faced was how to get money from those (listeners) at that time who could enjoy the results of broadcasting activities carried out by the radio. Because in essence, the need can be met when the supply and demand model can be known if the market conditions are normal.

There were two approaches that were used at that time in overcoming the existing problems. That is by means of the government funding a media company and collecting fees from the people who owned televisions at that time. The second is that the broadcasting industry has developed a sponsor-funded broadcasting method or model for the first time.<sup>15</sup>

### 3. Local Television Production and Strategy

Local Television Basically, if you talk about the definition of local television, the explanation will probably not differ much from that of national television. Law No. 32 of 2002 concerning Broadcasting, it is stated that the definition of commercial television is a broadcasting institution that is commercial in nature in the form of an Indonesian legal entity whose business field is only to provide television (and radio) broadcasting services.<sup>16</sup>

According to the Indonesian Local Television Association, local television is a television-based media company that has local broadcast coverage. The maximum power that can be achieved in one province or one city. So local television is a broadcast company that has broadcast studios located in certain locations, with certain broadcast coverage areas.<sup>17</sup>

The following are the characteristics of local television: 1) The managers who become the management of local television are local people who know the culture and understand the needs of their own community. 2) The content of the program focuses on the interests of the needs desired by the surrounding community. 3) The content of the news that is reported about events, activities, problems, and figures is a necessity for the surrounding community. 4) Has a limited audience in the area where the local television company is managed. 5) The audience is less varied in structure or social differences when compared to national television audiences.<sup>18</sup>

The characteristics of local television have the same basis as the characteristics of

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<sup>13</sup> Hidajanto Djamel dan Andi Fachruddin, *Dasar-Dasar Penyiaran: Sejarah, Organisasi, Operasional, dan Regulasi*, (Jakarta: Kencana, 2013), Cet, Ke-2, 68

<sup>14</sup> Gillian Doyle. *Understanding Media Economics*. (London : Sage Publications, 2002), 59

<sup>15</sup> Gillian Doyle. *Understanding Media Economics*, 60.

<sup>16</sup> Handrini Ardiyanti. (2011). *Konsep dan Regulasi TV Lokal dalam Kerangka Penguatan Budaya Lokal*, Politika, 325.

<sup>17</sup> Ibid

<sup>18</sup> Ibid, 9.

television in general, namely:<sup>19</sup> 1) Audiovisual, the advantage of television compared to other mass media is, besides being able to be seen, television can also be heard. So it's not like radio, which only relies on sound, music, and sound effects. But on television the audience can also be spoiled with moving images; 2) Thinking in Pictures, There will be two stages that are carried out if we carry out the thinking process in an image, namely visualization and depiction; 3) Operation is more complex, has different characteristics, making television also has different strengths and weaknesses compared to other mass media. Such as television management that grows where the community normatively lives and develops in a social and political environment where both must be balanced.

### C. Methods

This study uses qualitative research to collect and extract data.<sup>20</sup> The researcher took a descriptive approach as a method to directly observe the broadcast media that became the object of this research, namely the Banyuwangi JTV bureau. Furthermore, purposive interviews were conducted with several informants, namely employees. The data that has been collected both indirect observation and interviews were then analyzed descriptively and qualitatively. Researchers went through 2 stages in carrying out research: 1) Pre-Field Stage (Drafting Research Design, Making Permit Letters, Preparing Research Equipment, Selecting Informants). 2) Field Work Phase (Data Analysis Phase, Reports). To get data from different sources with the same technique<sup>21</sup>, researchers use 3 techniques in data collection 1) In-depth interviews,<sup>22,23</sup> 2) Partisipatory Observation, 3) Documentation.

In this research, the data analysis method used is interactive analysis. This interactive analysis was carried out with three steps of qualitative data analysis, namely: Data Reduction, Data Presentation, Drawing Conclusions/Verification. According to Maleong, data analysis is the process of organizing and sorting data into patterns, categories, and basic units of description so that themes can be found and working hypotheses can be formulated as suggested by the data.<sup>24</sup>

### D. Result and Discussion

#### 1. Local Television Media Economy

Researchers analyzed the Economics of Local Television Media Studies at Jawa Pos Television (JTV) Banyuwangi Bureau, from planning to implementing the strategy. From the research and observations made by researchers while at JTV Banyuwangi, the findings are as follows:

Production System. JTV Banyuwangi as a local television is well known for its name and integrity for the people of Banyuwangi. JTV Banyuwangi carries the motto "Local, Mass, Naughty. Goodness Synergy" which means, Local, that all content is made by local people and for the local community. Mass that everything is done for the needs of the community at large, and Nakal is its content which has its own uniqueness that other local television stations do not have. JTV Banyuwangi tries to present shows that reflect the city of Banyuwangi which is famous for its thick culture.

Here the researchers will discuss the management of JTV Banyuwangi from program management first. 1) Segmentation of JTV Banyuwangi, JTV Banyuwangi is a business

<sup>19</sup> Nunik Hariyani. (2013). *Televisi Lokal dalam Perencanaan Strategi Kreatif Program Berbasis "Lokalitas"* Sebagai Wujud Eksistensi Media, Sosial, 14 (2), 25.

<sup>20</sup> Jalaluddin Rakhmat., *Metode Penelitian Komunikasi*. (Bandung : Remaja Rosdakarya, 1995), 25.

<sup>21</sup> Sugiyono, *Memahami Penelitian kualitatif* (Bandung: Alfabeta, 2007), h.83-84

<sup>22</sup> Britha Mikkelsen, *Metode Partisipatoris* (Jakarta: Yayasan Obor Indonesia, 2005), h. 73

<sup>23</sup> Deddy Mulyana, *Metode Penelitian Kualitatif* (Bandung: Remaja Rosdakarya, 2004), h.180.

<sup>24</sup> Lexy J.Maleong, *Metode Penelitian Kualitatif* (Bandung: Remaja Rosakarya, 2006), 103



company owned by PT Jago Banyuwangi Televisi in the private television sector, which is commercial in nature and every business also aims to make a profit. JTV Banyuwangi is a bureau of JTV Surabaya / East Java, where the segmentation is middle-low according to the segmentation of the central JTV Surabaya. In the era of media business competition as it is today, every television must have a good, efficient, and clear strategy that aims to seize the audience or society as their marketing market. Then, why do researchers mention the word marketing? Because, broadly speaking, society is a market, while program programs are products that are sold. In making a television station, the manager must already have a mature marketing strategy and develop it so that it becomes a good marketing strategy.

## **2. Economic Strategy of JTV Banyuwangi Local Television Media**

The strategy in winning the audience is basically a form consisting of segmentation, targeting, and positioning. Basically, segmentation is a strategy and an effort to understand the market, if targeting is a matter of how to select, select, or reach an audience. When the audience has been selected, the next step is to do positioning or a strategy that aims to get into the audience's brain. With middle-low segmentation, or segmentation in which audiences with low financial ability groups tend to be more culturally dense.

The programs that are broadcast are mostly programs that have regional cultural values, until now these programs are still maintained and accompanied by news programs, as contributors from the Surabaya central JTV. With a 50% entertainment percentage and 50% news, the audience segmentation is more developed than just knowing the culture to be more informative with the inserted news, and it makes JTV Banyuwangi different from local television in the area because there is no need to fight over the cake that many other televisions compete for. 2) Program JTV Banyuwangi, At the beginning of the establishment of JTV Banyuwangi was not accompanied by large capital, maybe that was what was applied to all the bureaus established by the central JTV. JTV bureaus in East Java were established with broadcast operational assistance such as production equipment to live only, even to send news, people from JTV Banyuwangi had to go to Surabaya first because of the lack of tools provided at that time. Because they can't buy their own tools, the economic principle is emphasized in JTV Banyuwangi itself. Because the capital provided is not large, this also has an impact on the use of the company's operations, because capital also greatly influences the production of a program.

At the beginning of making a program, JTV Banyuwangi also made it by pressing a low cost, but it is growing every year. However, the paradigm has changed, now creativity is the most important thing, especially for local television where they have to make program content as interesting as possible at the lowest possible cost and coupled with the strength of local television, namely highlighting local content, that is what makes the difference and is a distinct strength of local television. . The program that is created and presented is an important factor in getting the audience interested to see what is being watched, this can be formulated as, a good program will get a lot of audiences, while a bad program will reduce the interest.

JTV Banyuwangi provides a share of 50% for news and 50% for entertainment with the aim of wanting the community, or the audience, to still be able to enjoy entertainment programs while getting news on something, because of that entertainment content at JTV Banyuwangi is mostly inserted by the news. Because if local television wants to get more attention from the audience, it must also be given a portion about local news that is around them, because this is the difference between local television and national television because national television cannot give more portion to local news. for an area, because it is required to share information with other regions. In addition, news with local content is also considered not to cost more in the production process compared to entertainment programs, because whatever is around us can become news, from when we wake up to sleep again. In addition, the main task of the JTV bureau is to contribute local news needed by the central JTV.

Advertising. According to Nielsen.com, advertising spending in 2019 grew 10% compared to 2018, the total advertising spending in 2018 both on television, radio, and print reached IDR 168 Trillion. Television still dominates 85% of the portion of advertising spending with a figure of more than Rp. 143 Trillion, a growth of around 14% compared to 2018. Throughout 2019, the online service category became the largest contributor to advertising spending with a total advertising expenditure of Rp. 103 Trillion and grew by 2%. The next category is government and political organizations with advertising spending of IDR 8.8 trillion.

In line with what Muhammad Iqbal as Head of Bureau as well as marketing at JTV Banyuwangi said, a lot of income also comes through government and politics because 2019 is the year of politics in Indonesia. The political year in 2019 is a good moment to carry out the main goal of a business, which is to make big profits, profit from political advertisements, it is proven that throughout the middle of the year, many political advertisements have political elements, either directly or indirectly. live.

Not only national television, local television is the same, because 2019 is the year where regional heads are elected simultaneously, even political figures in the regions also put their advertisements on local television as well. JTV Banyuwangi has a good stigma by the community, which makes it a hotbed for politicians who will advertise during their campaigns, because of that JTV Banyuwangi can enter all government institutions. With this political moment, JTV Banyuwangi also does not want to be left behind in reaping the maximum profit, by giving more portions to news programs.

Every year, JTV Banyuwangi always meets the targets set by the company, even exceeding the target every year. In 2019 they can still put profits into the company's cash of up to IDR 500 million. There are many ways that JTV Banyuwangi does in meeting its targets, one of which is through marketing strategies that are right on target in the market or segmentation targeted by JTV Banyuwangi. It can be with advertising packages that have been provided or it can be flexible by implementing according to the needs of the client, all well-considered, and well-executed so that JTV Banyuwangi has a good reputation in the eyes of advertisers.

With a portion of 2 hours of broadcast rations given by the center each day, it makes it easy for the audience to determine and remember what programs they will watch. The filling of the 30-minute news broadcast schedule and 30-minute entertainment in the morning and in the afternoon became a regular broadcast schedule and was not changed by the management of JTV Banyuwangi. This also determines the price of advertisements that are broadcast on television, for example, there is a cafe or shop that you want to advertise, there are packages of predetermined prices, you want to produce it yourself, or are assisted by a team to make it, want to be on the regular news, or enter prime time. , the price is also different.

For making news with a duration of 3 to a maximum of 5 minutes, and assisted by the team in the manufacturing process, the costs that must be incurred range from Rp. 1.5 million to Rp. 2 million or even more depending on demand. For PVC ads, a fee of IDR 50 thousand per impression is charged and the minimum for this ad is 30 views. If you want to buy showtimes? Yes, this is called Blocking Time, with an hourly duration fee of IDR 5 million. Or even advertising revenue from cooperating events, the amount of contract profit depends on the incoming sponsors, for events it can be up to 5 times a year, and this is also a big income for JTV Banyuwangi. Or you can also get a contract to make advertisements for a government company for one year. Each form of advertising model desired varies according to the needs of advertisers, the number of transactions can also reach tens or even hundreds of millions.

To get clients, JTV Banyuwangi applies a flexible method, the first is JTV Banyuwangi frees the client to determine their own concept, negotiate with JTV Banyuwangi marketing, and when an agreement is reached, then the program is produced. The second way, JTV Banyuwangi has existing programs, programs that have been conceptualized will be offered to advertisers to advertise their products in the program. Media products or programs that can bring in good

ratings will certainly bring in a lot of advertisements and that means the company's revenue will increase. With a very large number of local television stations, making a good program rating the program is made in a perfunctory manner, with

limited and inadequate creativity. This causes the need for other marketing strategies in order to earn income.

Here JTV Banyuwangi sees an opportunity, that local television has the power in its local content sector so that it can be sold to advertisers, and this is what national television does not have. Besides having to be good at creating local events, JTV Banyuwangi can also benefit from off-air work such as graduation documentation, dangdut stage documentation, participating in competitions, and whatever is done to gain profits and a brand image of a good company in the eyes of the people of Banyuwangi.

Human Resources JTV Banyuwangi. JTV Banyuwangi. not founded with a large capital so everything must be adjusted to the capital provided by the center. For all JTV bureaus in East Java, economic principles and cost efficiency are highly emphasized in carrying out production operations, including at JTV Banyuwangi. The first few years were able to make JTV Banyuwangi have its own income from the inclusion of advertisements so that it could little by little buy cheap but standard equipment used in the broadcasting world.

Upgrades were also carried out by the management of JTV Banyuwangi to their human resources, at the beginning of the establishment of the bureau at JTV Banyuwangi until now it does not have many employees, only 13 people are official. It is divided into several teams, namely the transmission team, reporters, marketing, presenters, production teams, and editorial teams. But they have above-average abilities which are formed from the economic concepts applied by the company. Where every employee at JTV Banyuwangi must have many abilities.

Each employee does not have special training, they only have to understand and understand the concepts formed by the company on the performance of each of its human resources with the company's goals, in the beginning, there was good capital capability because most of the employees at JTV Banyuwangi had worked at JTV central Surabaya, the foundation is obtained from Surabaya, at JTV Banyuwangi just need to be sharpened to be in harmony with the company's character, and can have many abilities above the average of other employees, and need to share a lot with fellow employees and that is what makes them develop by themselves and shape their character accordingly. with what the company wants. There are also freelancers, only 3 people in the marketing department. The payroll model is obtained from the percentage of the number of ad transactions obtained.

The management of JTV Banyuwangi realizes that a few human resources can hinder the company's development, and it's no secret that television is a company with a dense workforce. Achievements that should be achieved quickly because of having a lot of professional and human resources have become sluggish due to the economic conditions adopted by the company.

Digital Television Market. The changing trend in local communities where they are more inclined to install digital television and begin to abandon analog television, can not be separated from several strong reasons, such as the geographical location of the area which still has many hills and high mountains, thus disrupting the frequency signal emitted from the tower. -tower belongs to the analog television company.

People who install digital television have to pay a fee to be able to subscribe for 25 thousand-35 thousand rupiah per month via fiber optic cable (FO) which is distributed from the center to the house to house. This is also the reason why most people prefer cable television instead of just installing analog antennas.

Of course, this nominal is considered very small compared to digital television in urban areas. If in a big city, the subscription fee can reach a minimum of 350 thousand rupiahs to more per month. Regardless of whether the digital television system in the area offered is legal or not, it is not a focus that the researcher will discuss, but a phenomenon that occurs because most

people have left digital television.

How can JTV Banyuwangi not be eroded in the current trend and continue to capital dominate? JTV Banyuwangi does not make digital television their competitor but makes digital television a new strategy implemented by the company in reaching its market share which is starting to shift. So, JTV Banyuwangi can still continue to "communicate" with its audience through digital television. JTV Banyuwangi did research, which digital television company is the most people interested in, and it was found that one of the largest digital television stations in the entire region, namely Ravi Vision.

In the end, JTV Banyuwangi collaborated with Ravi Vision in terms of broadcasting programs that were intended to be able to reach its market share. So if the trend has changed, but JTV Banyuwangi does not go against the flow but prefers to merge with the flow, that is one of the strategies used by the management of the JTV Banyuwangi company in an era that has begun to move.

With this collaboration, the management of JTV Banyuwangi is also strengthening its goals and setting the company to be the main source in terms of providing information needs for the community. The positioning of JTV Banyuwangi makes JTV Banyuwangi out of the existing media competition zone. In addition, JTV Banyuwangi is also a portal for the surrounding community regarding news, as indicated by their active social media, and also being active on various youtube platforms so that their audience does not have to wait for the broadcast hours provided by JTV Surabaya center so that they can be enjoyed up-to-date. It is also the opening of a new market for Banyuwangi youths, where at this time the digital world is being intensively developed, JTV Banyuwangi is required to enter and merge into it in order to prepare a strategy to be able to reach its audience with a wider market and can be a differentiator between other local television stations.

### 3. Perspective of Media Economic Theory

According to Robert G. Picard, "*media economics is the study of how economic and financial pressures affect a variety of communications activities, systems, organizations, and enterprises, including media and telecommunications*"<sup>25</sup> How economic and financial pressures affect various communications, systems, organizations, and business activities, including media and telecommunications.

In this study, the theory used is the theory of media economics which is divided into several branches, namely: a) Production System, the program production chain consists of 6 aspects and production values, each of which must have a balanced composition, through these 6 aspects and production values. can produce media products that can satisfy consumers (audience).

If consumers are satisfied, it will produce good ratings and ratings, and if the rating is good it will be able to attract advertisers. These six aspects and production values are 1) Infrastructure. The existing infrastructure at JTV Banyuwangi is already qualified in terms of broadcasting because from the very beginning, JTV Banyuwangi has been accompanied by complete supporting tools for production and broadcasting. JTV Banyuwangi only upgrades its facilities and infrastructure according to the company's needs and due to the times. 2) Contents. The content of the program owned by JTV Banyuwangi is divided into 50% for news and 50% for entertainment, this is one strategy whereas the base of local television, namely about culture, the programs on JTV Banyuwangi also require information. So that the public as the audience also feels entertained while getting information that they will not directly get, this is also what makes it different from other local television. 3) Target Marketing. Marketing carried out by JTV Banyuwangi to its advertisers is to free advertisers to conceptualize for themselves how advertisements will be included in the program. This makes the advertising target of JTV

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<sup>25</sup> Robert G. Picard. Handbook of Media Management and Economics. (London: LEA Publishers, 2006), h. 23

Banyuwangi always on target, even once every 3 months the company always benefits from the sales of the advertisements they do, always exceeds the target set by the company and every year it always increases from the beginning of the company's establishment. 4) Deployment. At the time this research was conducted, JTV Banyuwangi had 3 strategies in marketing its products to the market. The first is with analog transmitters, especially for people who still use television antennas. Second, the company's active social media as well as YouTube which every day always presents the latest news and program productions. With this media, JTV Banyuwangi opens a market for young people to always know and be up-to-date on the news that is happening in their home base. And the last is the collaboration with other media, namely digital television, namely Ravi Vision which is the largest digital television company in the region, with this strategy, JTV Banyuwangi can still embrace its market, where people have started to switch to analog television due to geographical reasons. where they live. 5) Addressed directly to consumers. With the production of news content every day, making JTV Banyuwangi the latest media that is always up to date on the company's operational home base problems, which they will broadcast every day at effective hours, namely at 6 am and also at half past 5 in the afternoon. This makes the public still able to enjoy the latest shows broadcast by JTV Banyuwangi every day at effective times, before and after the community works. 6) Attracts attention. The strategy that JTV Banyuwangi has in terms of being a differentiator with other local television is about the programs they have. The percentage of program content distribution that has been carried out has proven to be effective in attracting the attention of the community. The entertainment program accompanied by this information is something that other local television stations do not have. With the strength and mature strategy, JTV Banyuwangi is still in demand by the public even with changing conditions of the times.

b) Marketing JTV Banyuwangi. The targeted strategy carried out by JTV Banyuwangi has had many effects on its advertisers. Where JTV Banyuwangi will always prioritize advertisers as the main point in conducting a collaboration. Shown by the freedom that advertisers have in determining their desire to advertise. Starting from the packages that have been provided by JTV Banyuwangi to the freedom of advertisers which of course will be merged into existing programs. This is done because advertising is the only source of life from the rotation of the economic wheel in a media company, with the strategy used so far to reap profits by cooperating with advertisers, JTV Banyuwangi can still position its existence and be able to meet the needs of the community in the availability of information. So that a sense of satisfaction and trust will arise to return to do other collaborations with JTV Banyuwangi, a strategy that is currently being carried out by the company.

c) Banyuwangi JTV Resources. The program is a product that will be sold to the market, namely the audience and advertisers. The formation of a program cannot be separated from the creative process carried out by competent people. In this case, JTV Banyuwangi takes advantage of the existing pressure, namely due to the lack of employees, only 13 employees, giving birth to a new strategy in an effort to maintain the quality of its programs. The effort is to upgrade the skills of each employee-owned by the company. This happens because of economic pressures that make it impossible for companies to add other employees like national television. Creativity is the main key in terms of building the ability of its employees, with the lowest possible production costs if touched with quality it will form a unique program and attract the attention of the community so that there is revenue in the form of ratings and can get advertisers.

#### **4. Islamic Perspective**

Islam has basic points or ethics in carrying out a good business by involving humans with other humans. According to research conducted by researchers, JTV Banyuwangi has made every effort to run its business well, this is of course reinforced by the ethics and business norms in Islam that they have also applied. So that the business strategies they run can be successful

and make it easier for their company to reach their goals. This is in line with the ethics exemplified by the Prophet Muhammad in carrying out trading or business activities at that time, and he was one of the businessmen who could be considered successful in running his business.

The following is a guide to business ethics exemplified by the Prophet Muhammad, namely:<sup>26</sup> Honesty, A television market its products in the form of programs to two different types of markets, namely to the public and also to advertisers. With this, JTV Banyuwangi has responsibility for the satisfaction of the two markets, as evidenced by the increase every year and the existence of JTV Banyuwangi to date cannot be separated from efforts to provide good quality for the products made. So, the honesty that exists in the media industry is to make the market believe and believe in the capabilities of the media company itself.

Help and benefit others. Because the pressure that the company has is to fulfill all the needs for information to the public, this requires JTV Banyuwangi in terms of providing all the information they always provide every morning and evening according to the broadcast hours they have, they also provide information on social media to help the local community in terms of getting real information.

Not to slander, the media industry is filled with various media companies with different backgrounds, including local television as well as digital television. JTV Banyuwangi as one of the competitors from other media companies such as digital television even collaborates with its competitors, because the existing pressure makes JTV Banyuwangi not carry out activities to reduce the existence of other media companies such as slandering or other activities. Not hoarding goods, television companies have products that can be enjoyed by all levels of society, the advantage is that the products sold to the market are products that can be enjoyed by all levels of society at the same time and will not be able to run out if enjoyed by all people on earth.

Halal, The key to the existence of media companies in order to continue to exist is to hold a sense of trust in their advertiser clients. Because of this sense of responsibility, JTV Banyuwangi always prioritizes satisfaction by advertisers, if a sense of satisfaction by advertisers has been obtained, then all products sold by JTV Banyuwangi are halal products that all people can enjoy with pleasure.

Not usury, the products sold by JTV Banyuwangi are service products where advertisers and television companies both find an agreement on all the collaborations carried out. So, the benefits obtained by JTV Banyuwangi are in the form of money, so on the advertiser's side, they will get the same benefit in the form of public interest in the advertised product. Voluntary, With the existing economic pressure, JTV Banyuwangi makes this as their basis in collaborating with advertisers, in order to gain profits and also a sense of trust in the company, then what is done is reaching an agreement for both parties, there is a growing sense of volunteerism between the two cooperating parties.

## **E. Conclusion**

Basically, JTV Banyuwangi is not a television company that was founded with a large capital, because of its status as a bureau. Because of that, the company's resources are not much. With the condition of the company that does not have many employees, it makes JTV Banyuwangi difficult to develop, which ultimately has to force the company to have a strategy that always upgrades the capabilities of all its employees, so that they have good abilities on the outside, and can think creatively on the inside.

Because it is the creative process that makes all programs at JTV Banyuwangi begin to be structured by applying the concept of entertainment content interspersed with information about regional culture with a percentage of 50% entertainment and 50% news in each program. With a program concept like this, JTV Banyuwangi is ready to have a good product to sell to its

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<sup>26</sup> Yosi Mardoni, "Etika Bisnis dalam Perspektif Islam".

market.

However, another obstacle is the change in the direction of the media where analog television has begun to be abandoned due to digital television. With the erosion of the analog market due to Banyuwangi's inadequate geographical location people prefer to subscribe to digital television. In the end, JTV Banyuwangi also cooperates with one of the largest digital television stations in Banyuwangi and several other cities, namely Ravi Vision, so that the digital television market is also they can reach easily. In the end, with all the phenomena and problems that exist, JTV Banyuwangi is still able to survive and be able to reach all of its audiences, where the audience will also affect the rating which can bring advertisers to cooperate with JTV Banyuwangi so that the economic cycle within the company can run well and further strengthen its position as a local television with a large audience.

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