STRATEGY OF ENTERTAINMENT SHOWS PROGRAM ON INDONESIAN PUBLIC TELEVISION: CASE STUDY OF "KAMERA RIA" ENTERTAINMENT SHOWS PROGRAM ON LPP TVRI DECEMBER 2015 – APRIL 2016

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Abstract

Entertaintment programs on television lately become a fascination for audience and getting the highest rating. TVRI is a public television in Indonesia which also broadcast entertainment programs. Unfortunately, the program rating can't achieve the highest rate when it's compared to private television stations. This research was done in order to discover entertainment program design strategy in TVRI. Program design strategy based on Peter K Pringle are consisting program planning, production and program purchasing, program execution, monitoring and program evaluation. In this study, the researcher focused on one of favorite program in TVRI, it's called Kamera Ria. The type of this research is case study with qualitative method. It used depth interview, observation, and a number of data which obtained in a comprehensive manner for *data collecting technique. The final results of this research stated that TVRI entertainment programs haven't been effective in reaching the target audience. Therefore, rating research is the most important basic for making a program decision. A lot of things should be evaluated by TVRI in order to make better and interesting program packaging.*

Keywords: Program Strategy, Entertainment Show, Public Television, TVRI

1. Introduction

1.1 Background of Study

Television is fast and accurate electronic media in conveying information for public. Because of television has attraction such as audio and motion pictures so that it can give deep impression for viewer. Television program in Indonesia nowadays has many variation, especially private television program which is mushroomed form news program until entertainment program show such as games, variety show, talkshow, drama series, reality show, television film (FTV), comedy, singing competition, stand up comedy, etc. It's different with private or cable television, public television like TVRI is independent, neutral, not commercial, therefore the program that displayed are useful to give public service. Public television program managers organize their programs with emphasis on aspects of public education that aims to educate the audience. Programs are arranged according to the idea of preserving and encouraging the development of local culture, national history, etc. Finance source for public broadcasting media in Indonesia comes from: broadcasting fees from the public, Revenue and Government Expenditure or Anggaran Pendapatan dan Belanja Negara (APBN), community contributions, broadcast commercials. Dues and donations from public is a form of public support for the existence of public television [4].

One of entertainment show program which still exist since 1964 until 2016 is Kamera Ria. Kamera Ria was the most popular pioneer program and until the 1980s didn't change significantly. In this era, entertainment shows on television actually started from Kamera Ria on TVRI. Not only that, Kameria Ria is also publishing many famous singer who appear on television screens, one of them is Yuni Shara. Comedian, Sule started his career in this program too. Kamera Ria is a collaboration entertainment shows program between Indonesian National Army and TVRI. This show was originally intended as mere entertainment. But then it developed as a forum to convey messages from ABRI to public, with information or facility background about military. Then, those messages are packaged to be more interesting and conveyed through songs and entertainment. Each episode of Kamera Ria shows artists and singer as the guest star. The singers usually sing nationality theme songs during the show running [3].

Before making a television program show, it's needed a mature planning and communication strategy in order to make the program can be liked by viewers. TVRI is the first television station in Indonesia and also public broadcasting instution owned by government , but it's attached to the old-fashioned image and less interesting to watch. In recent years, it seems the prestige of TVRI decreased. Based on the fact, people are really need independent public television , and always sharing useful eduacation. Of course, the strategy in terms of appearance should be done, also have to think about how to market the program to be known by the public in order to make viewers become interested. In addition, strong competition in broadcasting industry , makes TVRI have to push ahead creativity and broadcast quality in order to get back the audience attention. Since the presence of private television stations, can't be dennied that the audience has been segmented. Private television isn't a rival for TVRI, because the program goal is different. TVRI still makes program in the context of education, information, and wholesome entertainment with the purpose of serving the public interest, meanwhile private television makes program with the purpose to get benefit as much as possible. Although it's not competitors, facing the private television broadcast is not easy. Moreover, audience taste changing from local culture towards pop culture. Therefore, what needs to do is improving the packaging of TVRI program.

Actually, entertainment shows program in TVRI still has opportunity to be more exist like entertainment shows program in private television. Reminding of TVRI has potential in reaching its coverage area for about 65% Indonesian population. So, it needs spesific strategies in designing program[3]. The researcher wants to know more deeply about how TVRI applied its entertainment program strategy and the cause of problems such as the low rating in TVRI. Therefore, it needs spesific strategies in designing television program. This strategy is used in order to maintain the program, so it can still exist and enjoyed by public, then able to increase its audience share. Nielsen surveyed, audience share and spesific programs in TVRI have shown improvement, although, obviously, it can be developed further.

This research is expected to be able to provide input to TVRI about how to make good program strategy, and can be increasing the rating of entertainment shows program in TVRI, so that TVRI is more known by people as public television with interesting program. Based on that background, the author is interested to do indepth researching about TVRI program strategy, through Kamera Ria show.

1.2 Research Question

Here are the questions that will be answered from this research :

1. How is the planning of entertainment program "Kamera Ria" in TVRI?
2. How is TVRI produce Kamera Ria as entertainment program?
3. How is the program execution of entertainment program "Kamera Ria" in TVRI?
4. How is the evaluation of entertainment program "Kamera Ria" in TVRI?

1.3 Research Objective

In this reasearch, there are focus goals of the problem with the final report as the end result. The purpose of this paper are :

1. Knowing Entertainment program "Kamera Ria" planning in TVRI
2. Knowing Program Production process of Kamera Ria in TVRI.
3. Knowing The program execution of Kamera Ria in TVRI.
4. Knowing The Evaluation program of Kamera Ria in TVRI.

2. Theory and Research Methods

2.1 Theory

2.1.1 Program Strategy

Strategy for essentially, is planning, and management to achieve a goal. Strategy in designing television program is a way to do so it can produce programs compatible with television station target[2]. The program strategy is viewed from the aspect of management or sometimes called strategic management of broadcast program, as described by Peter K Pringle , consisting of :

1. Program Planning

Pringle Star and associates explained that : *"Program planning involves the development of short-, medium-, and long-range plans to permit the station to attain its programming and financial objectives"* [4]. This means, program planning included a working in order to prepare short-term plan, mid-term plan, and long-term plan which allows broadcasters to get the program's goals and financial objectives. Basically, program planning has purpose to produce or buy program which will be offered to audience markets. As a result, audience is market, therefore, every broadcast media which want to be succeed, it must has a strategic marketing plan. Its function is as a guide for using the available resources. There's a few of things that must be decided in the

program planning, it consists of : 1) a decision about audience target; and 2) a decision of revenue target[4].

2. Production and Purchasing Program

If it's seen by the origin of television program, in terms of who is producing the program, then we can divide the program as follows :

- In house production program, mostly news program and program with information related, for example : special reports, crime reports, quizzes, music, etc

.- Program that created by others, are mainly entertainment programs, for example : drama program (films, soap operas, telenovelas), music program (video clip), reality shows, etc

3. Program Execution

Program execution is including established program activity accroding with the appointed plan. Program manager coordinated with traffic staff in deciding the showtime and consult with promotion manager in preparing promotion for the concerned program. Good strategy of program views is largely determined by how to organize or arrange many various program which will ready to be aired. Organizing a program is putting activities or arranging various program on a pre-determined period. An unwell program placement makes the program becomes useless. Program manager must also pay attention to various rules when managing the programs.

4. Program Evaluation and Monitoring

Monitoring and evaluation process are a key to decide how far a plan and goals have been achieved or actualized by broadcast station, departements, and employees. Evaluation activities for each individual and department is periodically allows general managers compare the actual work performance with planned work performance. If the two are not same, it's required to do remedial steps. Monitoring must done according to work result or performance that can be measured so, the monitoring function can be run effectively[4].

2.2 Research Methods

This research is a qualitative research. Strauss and Corbin in Craswell, J. (1988 :24) explained, the meaning of qualitative research is a type of research which is generating discoveries that can not be achieved (obtained) by using statistical procedures or other means of quantification (measurement). Methods that is used in this research is case study. Case study is a type of descriptive analysis research, it means the running research focused on a particular case that have to be observed and carefully analyzed to completion. Here, it's necessary to do analysis significantly against a variety factors, related to the case, so that , we will get a conclusion accurately (Sutedi, 2009 : 61). In this research, researcher tried to know what strategy that is used

by TVRI in "Kamera Ria" entertainment program design, each of episode has different themes. Researcher tried to analyze accurately, related to program strategy of "Kamera Ria" TVRI during the period from December 2015 until April 2016.

3. Criticism

3.1 The Program Planning of Kamera Ria

Program planning needs to be done before producing a program. TVRI as a public television has to arrange broadcasting that serves public necessary with roots in the wisdom of national culture. In the middle of pop culture onslaught which is presented by mass media today, TVRI has an opportunity to present alternative entertainment. TVRI tried to make program using modern packaging and close with emotion and culture of Indonesian society. That is the difference between private television and public television. Public broadcasting Institution tends to be independent, it means free, and is not bound with particular interests. Program planning is one of topic discussion in the meeting. Before airing Kamera Ria in TVRI, absolutely, it's very important to make program planning at first.

Broadcast planning generally create common policy about how to regulate time allocation and shooting materials in a day, a week, until a year. Assigning a schedule in TVRI itself is done by conducting a survey from Research and Developing or often called Litbang and assign a schedule is directly done by scheduling team after it will be submitted to The Program Director who will be involved in that program potential and whether the program is suitable for viewing on hours which is determined. Many aspects from program placement at certain times, one of it, we have to see the type of program and segmentation from that program, after we know the segmentation of that program, we can decide how many hours that fit in displaying the program. TVRI program broadcast staff is responsible to get program and deciding times or hours for displaying the program. In deciding days and time for Kamera Ria, there is a cooperation between puspen TNI and TVRI. The changing of airtime on Kamera Ria is also depend on TVRI MOU and puspen TNI. MOU is the memorandum which is contains an agreement contractual of Kamera Ria in TVRI. This MOU is made once a year and change every year. When there is a change of the MOU, there will be also a change of Kamera Ria from day, airtime, concepts, etc.

As a public broadcasting institution, TVRI is oriented on amount of how to make attention of many audience. However, to produce a program or purchase a program, of course, TVRI needs more funds, The funds obtained from the state budget funds, advertising, and KPLN for some spesific program that is cooperating with the agency. The role of advertising in TVRI are not many portions like in national private television, it because TVRI is not an profit-oriented institution, but rather put forward the content broadcasted programs.

TVRI has budgeting from APBN and non-APBN. Budget funds from non-APBN is used to pay honorary employees (LPP employees), broadcast supporting, program, because sometimes APBN funds is not sufficient to finance. Meanwhile, APBN funds is used for the assessment of employees, broadcast equipment, repair software, hardware, office equipment, and improvement of the existing infrastructure in TVRI. There are 400 transmitters spread across 28 stations, and all transmitters must be replaced in order to face digital broadcasting era. The pure revenue from APBN can be increased every year. Based on TVRI financial data which is obtained by researcher, in 2006, non-APBN TVRI revenue reached 60 billion rupiah and become 209 billion in 2009. Aceeptance of this non-APBN revenue is allocated to improve program quality, operating costs, and employee benefits. The production cost became a problem in TVRI, although it has already received funds from the government budget (APBN), amounted 1 trillion rupiah, but overall, it was not sufficient to finance TVRI. In terms of funding, TVRI is left behind one of private television budget, which has reached 2 trillion rupiah.

3.2 Kamera Ria Program Production

According to the origin of program television, in terms of who is producing, broadcasting program consits of program in house production and outsourching. Most of entertainment programs in TVRI, as well as Kamera Ria, is categorized as in house production. If purchasing a program from other production house (outsourching), it will takes a lot of funds, so, TVRI prefers to produce its own program.

Kamera Ria is one of entertainment program in TVRI, cooperation with puspen TNI. The program concept is variety show program. It's called variety show because it combines music perform, comedy, and information from puspen TNI in video tape in every segment. This program featured the information which want to be conveyed to the public, meanwhile the entertainment content is just supporting. Every its episode, Kamera Ria presents three Indonesian National Army forces, consisting of Army, Navy, and Air forces. Before that, POLRI (Indonesian Republic Police) is also joined as performer in Kamera Ria, but now, it's only three Indonesian National Army forces. The Program theme has already prepared by puspen TNI , and usually the theme is related to military celebration, for example, 70th The Air Force's anniversary. In producing Kamera Ria, there are three steps, such as pre-production, production, and post-production.

In pre-production step, before producing program, the first thing must done by Puspen TNI is found an idea, then determine the theme, theme adjusted to each forces who will appear on the episode. For example, on episode, Saturday, April 9th 2016, The Air force is the host in that episode, because the program was related to 70th The Air Force's Anniversary. Next is, make a program proposal for TVRI, then, along with TVRI do technical meeting to discuss theme, concept, artists who will perform on the episode, determining times for studio tapping, how many cameras, cameramen. After that, creative team arrange rundown adjusted to the theme and time

duration, 73 minutes. After the rundown arranged, crative team contacted the artists, bands who will be performed. In choosing performers, is adjusted to production costs which belongs to puspen TNI, TVRI does not spend costs to pay the performers and other shooting materials. Kamera Ria has had several times changing concept, similiar with Suryono, Kamera Ria producer, said the original concept was filmed outside at noon in the regions, recorded shooting or called tapping, then broadcast on TVRI at night, the next, making video clips and filming in the studio then combined in the studio. The concept subsequently changed back into a full show, no video clips. Until finally, in 2016, a collaboration concept into a recording studio and a shooting outside a recording studio in TVRI (collaboration indoor and outdoor). The recording of outside the studio contains a band and a singer who is a member of one of the TNI forces, they are singing famous pop songs, this is the new concept that is applied in 2016, at the same time wants to show the army also has a talent in music arts, and become the main attraction at Kamera Ria program.

In production step, the things should be done is checking the production equipment/ supplies before filming in studio. Filming in studio is do every Tuesday night at 21.00 PM. On the previous years, the production is done live, in the period 2015 to 2016, production is done routinely tapping in the studio at night every two weeks, because the show is aired every two weeks.

Before filming began, the crew is already setting the decor in the morning. Later in the day, they started to prepare sound system equipments and camera blocking. In the afternoon at about 17.30 PM, they began to do rehearsal. The performers such as artists, singers, bands and comedians, had come before early before filming started, first they do a briefing with the creative team, after that, they began to do the rehearsal.

At the time of rehearsal, the technician began to check the sound of microphone and music audio. The hosts were ready to read rundown and practice to host the program in order to appear on stage better in hold the program show theme, so they don't do a lot of mistakes when they are filming. Program coordinator and producer were also stand by in studio to monitor the passage of production. Letkol Gledek said, tapping filming has more advantages in the field of production, it can correct errors at filming, rather than live filming, it can't be repeated. There's a lot of challenge if it filmed live.

One of obstacles that happened when filming is audio. Sometimes, the microphone sound is inaudible, to solve it, they do tapping filming, so there is time to fix that obstacle. The reason why filming in every Tuesday night is to save the production costs. The cost of artists who take filming on Saturday turned out to be higher cost, plus they had a job in off-air.

In the post-production step, the activities which carried out is an evaluation program after filming. Program evaluation is routine to be done, before and after production. This activity discussed obstacles and lacks when filming , in order to found a solution for better the next episode and not repeat the same mistakes.

After that, beginning to editing, includes editing offline, online, insert graphic, naration (Voice Over), visual effect, and audio mixing. Editing is cutting, splicing, cutting stringing a coherent and complete picture parts and sound recording[7]. Editing techniques which is used is editing non-linear, it means program materials obtained, before edited, it captured firstly in computer with editing software technology.

. The edited Kamera Ria program must go through checking process in TVRI censors or library staff, whether the program is already eligible to be aired or not. Starting form audio checking, visual, and get rid of the unecessary contents. If it has finished, the program can be broadcast according to schedule in Saturday night at 21.00 pm.

3.3 The Program Execution of Kamera Ria

Program Execution includes run the program according to predefined plan. TVRI as a public broadcasting institution can not compete with national private television stations that has already had a name. In addition, TVRI has no intention to compete with other television stastions. Andi Fachruddin, TVRI Marcomm stated that TVRI is public broadcasting institution which is a bureucrats government-owned agency, so, it has no desire to compete, but to serve public necessary through its program. The example is, on prime time hours. When other television broadcast their featured program such as sinetron or soap operas, then TVRI didn't want to create a similiar program. However, television soap opera costs is very expensive, and also unable to compete, remembering the inadequate resources.

Kamera Ria that airs in every Saturday at 21.00 on prime time, is one of strategies undertaken by TVRI marketing program. Prime time is television broadcast time which is the most attractive to get more audience. Because of the show content needs parental guidance, then it aired at 21.00, the target audience during that time are teenagers and adults. The show is aired in the weekend where all of family members are gathering at home. Typically, a program which airing on weekends will require large production costs, and therefore, this program is not aired live (tapping). Unfortunately, this show has not reached audince maximum target , because not all of teenagers know about Kamera Ria. Another strategy is, Kamera Ria is not aired once a week, but twice a week. For example, kamera ria aired in the first week, and not aired in the next week, the program is replaced by "Cangkul" comedy night show which is hosted by comedian, Tukul Arwana.

TVRI creates rival programs that are different from other television stations. If the private television station broadcast a program which devoted to majority of women, such as soap operas, then, TVRI tried to find a gap to create a program that carry themes of social, cultural and political for men audience, such as Realitas Politik, Kamera Ria, Depalan Puluhan, etc. In the end, these programs were also liked by all adults audience, male or female teenagers.

3.4 Monitoring and Program Evaluation in TVRI

The process of program monitoring and evaluation to decide how much a plan and goal which want to be achieved by TVRI when broadcast its programs, and also actualized the program goals by its departements and employees. TVRI has four layers supervision, supervision from internal (programming division, program producer, and the person in charge of the program. Then, supervision from public, the supervision which is appointed directly by the government named Indonesian Broadcasting Commision (KPI). The last it supervision from outsiders in a special contract to monitor TVRI program..

Andi Fachruddin in interview stated, KPI holds meeting with TVRI in a certain period of time every month to monitor TVRI programs. One of program monitoring which is done by KPI is television broadcasting quality index survey. This survey has already done in three periods time : March to April 2015, May - June 2015 , and July - August 2015. The results of KPI survey was about to become an alternative for media professional in producing program. As stated in the KPI report, KPI choose to make show quality refelction as an alternative from rating which only measure the performance of television business. This survey aims to measure the average quality of television in Indonesia. KPI survey quality index measured the survey by show program category. There are at least nine categories of show program quality that are mapped in KPI survey, consisting of : child, comedy, culture, religion, teleconference, variety show, infotainment, soap opera, and news. In other words, this survey measured the quality of show program in average per category. Every year, KPI regularly presents event named "Anugerah KPI" which giving an award for high quality programs. This award regularly hosted as an appreciation form by KPI to participants who divided into two groups, they are cable networked television (public or private), and a group of radio broadcasters and local television. Furthermore, these programs are rated by the judges who are independent, credible, and expert in their study. TVRI has hosted KPI Award in 2011 and 2012. The event was held in TVRI auditorium, Central Jakarta.

Quoted from KPI official website, the central KPI has done a dialogue with TVRI about KPI Broadcasting Code of Conduct (P3) and Broadcast Program Standards (SPS) on 2012. In this occasion, Vice Chairman of central KPI, Ezki Suyanto, and member of central KPI in broadcast contents, Nina Mutmainnah. Meanwhile, from TVRI department, represented by Riyanto BR, General Manager Programming TVRI, Pipit Irianto, News Manager, Krisna, Production manager,

and Tuty P from TVRI production. During the meeting, both Nina and Ezki explained some of the rules that exist in P3SPS KPI 2012. The dialogue was also interspersed with a question and answer, discussing other issues concerning the broadcast on TVRI. KPI respond well to the program which aired on TVRI, because the programs are not exploit violence. Index which given by KPI has variation in every month, Kamera Ria rated good by KPI when it shows nationality event that can raise sense of pride and nasionalism.

Program evaluation is done not only after the program finished running, but before aired too. Program evaluation activity is more directed to program content evaluation, as well as Kamera Ria which is evaluated before and after aired. TVRI has system for evaluating at first for profram before aired. So, while having new program idea, program example made at first for one episode, it aims to monitor and evaluating whether the program is worth it or not to be aired or needs repair. The evaluated program in the early, excluding live news program. Modification will be carried out until a couple of times, but after revised for many times , it has no change, in this meaning, the rating still low and there is evaluation bad notes from the appointed program supervisor, then, the program will be stopped and replaced with a new program.

4. Conclusion

Based on the result of research analysis that has been done, the researcher concluded, In the program planning stage,at first, usually television broadcasting station do rating research and audience survey. Different with TVRI, in fact, before making entertainment program, TVRI didn't do rating research which is the based for creating a program. Research and Development Institution in TVRI just report rating data from AC Nielsen, but can't manage those data. For that reason, there's no attempt to create more interesting program in order to get audience attention. Availability and understanding about audience taste is the most important factor in determining program, as well as advertisers interest. Ads will bring benefits for the public television brodcasting, even though no ads, TVRI still can survive. TVRI has no desire to compete with private television. This makes program planning isn't maximized. In the production stage and products purchasing, TVRI produce its own program (inhouse production) include Kamera Ria. Kamera Ria encounter a few constraints like technical problem and productions day cost. This matter happens because the old shooting equipment yet to be replaced, guest star high cost if the shooting is on weekend, made kamera ria do the show by tapping every tuesday. In the stage of program execution, TVRI hasn't been achieved audience target maximally. Overall, TVRI program can reaching women audience in old range 30 years old above. The variation of education level are bachelor, diploma, and high school. The majority of proffesion are housewives and pensioners. At the stage of monitoring and program evaluation, TVRI regularly do program evaluation before and after promoting program. Program evaluation is very important to know what is lacking during the time of program production, and what needs to be fixed before the program goes into sensor

checking process in TVRI. KPI has a role to do program monitoring , if one of television station violates KPI rules, television station which is do violation, it will get sanctions. TVRI hasn't got sanctions from KPI yet. Because of entertainment program in TVRI included Kamera Ria, is guided by P3SPS (Code of Conduct of Broadcasters and Broadcast Program Standards) as its function as public television broadcasters that serves public interest as well as possible.

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