

## INTISARI

Sebagai konsekuensi perubahan status persero, TVRI Stasiun Ambon tidak lagi mendapatkan pembiayaan operasional dari APBN. Pembiayaan tersebut harus diupayakan secara mandiri melalui produksi siaran, iklan dan non-siaran. Sementara sajian program, harus pula menyesuaikan selera dan kebutuhan pemirsa. Sejalan dengan konteks tersebut, dalam penyelenggaraan operasionalnya TVRI Stasiun Ambon masih dihadapkan pada permasalahan berupa ketentuan penyiaran, program masih bersifat seremonial, pengelolaan organisasi masih tertutup, sumber daya personal dan peralatan terbatas, disamping pengaruh faktor dari luar organisasi.

Penulisan tesis ini, bertujuan merumuskan strategi TVRI Stasiun Ambon untuk mengoptimalkan pencapaian tujuan organisasinya sebagai perseroan terbatas, melalui penerapan langkah-langkah perencanaan strategis/manajemen strategis. Prosesnya dilakukan dengan menilai kekuatan dan kelemahan, mengestimasi peluang dan ancaman guna menemukan permasalahan pokok yang dihadapi. Berdasar isu penting tersebut, direkomendasikan alternatif strategi yang relevan guna menunjang misi dan mengoptimalkan pencapaian tujuan organisasinya.

Metode penelitian, adalah metode deskriptif melalui pendekatan kualitatif. Responden meliputi sejumlah aktor kunci pada TVRI Stasiun Ambon. Lingkup penelitian, diarahkan pada isu strategis yang dihadapi dengan menggunakan prosedur pendekatan langsung, yang mengacu pada mandat, misi, serta hasil pengidentifikasian isu strategis. Metode pengumpulan data melalui studi dokumenter, wawancara dan observasi. Sementara, analisa dan interpretasi data menggunakan analisis SWOT, serta Tabel Litmus untuk menentukan isu strategis utama sebagai dasar bagi penetapan strategi inti.

Dari hasil penelitian menunjukkan, upaya TVRI Stasiun Ambon untuk memandirikan pembiayaan operasional dan menyajikan program berorientasi pada selera dan kebutuhan pemirsa belum dapat diwujudkan oleh penyiarannya. Berkenaan dengan itu, permasalahan utama yang diidentifikasi adalah; (1) Mengupayakan status atau badan hukum yang sesuai dengan penyiarannya, (2) Pengembangan dan pemberdayaan sumber daya personal, (3) Meningkatkan mutu program siaran, (4) Membenahi dan menyesuaikan kinerja pelayanan, (5) Mengoptimalkan fungsi sejumlah satuan transmisi, (6) Menata profesionalisme kinerja pemasaran, (7) Mengoptimalkan layanan penjualan dan pemasaran.

Berkenaan permasalahan pokok tersebut, sejumlah strategi yang direkomendasikan untuk mengoptimalkan pencapaian tujuan organisasinya sebagai perseroan terbatas, yaitu; (1) Mengajukan dan memperjuangkan peninjauan ketentuan penyiarannya kepada DPR, (2) Meningkatkan kualitas sumber daya personal, (3) Membuat program unggulan yang berorientasi pada selera dan kebutuhan pemirsa, (4) Mengupayakan komitmen dan konsistensi pelayanan, (5) Mengajukan upaya perbaikan satuan transmisi kepada Direksi TVRI, (6) Memberdayakan tenaga penjualan dan pemasaran, (7) Memperluas jaringan penjualan dan pemasaran.

## **ABSTRACT**

As consequences of the change its new status being persero, TVRI of Ambon has got no revenue from APBN. It has to be attempted by itself either from maintaining program production, advertising and others. In spite of that, there has been about the program services, which are much more being oriented to its audiences. In relation to this, TVRI of Ambon still faces many kinds of problems where as its aired regulation, ceremonially program services, closed organization system, personal skills and improperly appliances, and either the external influences.

This thesis, however, was intensely aimed to formulate The TVRI of Ambon strategies in gaining objective of perseroan terbatas by implementing the strategic planning step/strategic management concept. The step is progressed by either appointing out some strengths and weaknesses, estimating opportunities and threats in finding out the strategic issues that are significantly used to form relevant strategies either to succeed mission and also in gaining its organization's objective.

The research was supported by a descriptive method through qualitatively approached, whereas the respondents were taken from some of those key actors. The activities were significantly focused on to identify strategic issues using the direct procedure that corresponds to the mandate, mission and also the identified strategic issues. Meanwhile, maintaining documentary study, gaining to the interview, and also the observation, carried out the method of collecting data. Respect to the data analysis used the SWOT analysis, instead of Litmus Table to determine primarily strategies reproduced from mainly strategic issues.

The research results show that TVRI of Ambon could not had been affordable earning its operationally revenue and neither had the orientation program services. In respecting to these matters, the mainly identified strategic issues were considered, (1) keep on progressing the relevantly status or regulation, (2) developing human resources, (3) improving program services, (4) maintaining the service performances, (5) developing the functionality of transmission networks, (6) improving marketing performances, (7) Improving sales and marketing services.

Concerning to the mainly identified strategic issues has been carried out of primarily strategies to be offered in gaining TVRI of Ambon objective of being perseroan terbatas. Those are such as (1) complaining for its aired regulations to the parliaments, (2) improving human resources, (3) progressing good program based on the audiences' qualifications, (4) affordable to commitment and services consistency, (5) confirming the reparation of the transmission network to the executive director of TVRI, (6) improving salesperson skill, and (7) expanding sales and marketing services area.