



## INTISARI

*MNC Group meluncurkan iNewsTV sebagai stasiun TV dengan format program siaran berita dan informasi dalam industri media penyiaran televisi Free to Air (FTA) analog terrestrial Indonesia, walau menurut hasil survey Nielsen week 1522 - Juni 2015, total audience share stasiun-stasiun TV berita yang sudah lebih dahulu bersiaran adalah 5,5%, sementara 94,5% lainnya didominasi oleh stasiun-stasiun TV yang memiliki format program siaran hiburan.*

*Penelitian ini bertujuan untuk menganalisis posisi daya saing iNewsTV dalam menghadapi persaingan dan memformulasikan alternatif strategi bersaing iNewsTV. Analisis kondisi lingkungan internal perusahaan dengan menggunakan analisis Value Chain, sedangkan analisis kondisi persaingan dan industri media penyiaran televisi FTA analog terrestrial sebagai lingkungan eksternal perusahaan dengan menggunakan analisis karakteristik industri, analisis Porter's Five Forces Model of Competitive, analisis Driving Forces, analisis Key Success Factors, analisis Strategic Group Maps.*

*Hasil penelitian menunjukkan bahwa strategi yang diterapkan iNewsTV dalam periode bulan Februari hingga September 2015, belum memberikan hasil yang efektif berdasarkan parameter-parameter kinerja audience share, jumlah advertiser dan brand yang beriklan serta penyerapan Adex. Hasil penelitian juga menunjukkan bahwa iNewsTV memiliki keunggulan kompetitif dalam aktifitas operation dan sales marketing dibandingkan stasiun TV pesaing. iNewsTV direkomendasikan untuk menerapkan a best-cost provider strategy sebagai strategi bisnis perusahaan dengan melakukan perluasan coverage siaran dan peningkatan penerimaan signal siaran, melakukan integrasi sales dan marketing program news 4 TV MNC Group dan meningkatkan produksi program siaran news yang mengacu pada minat dan keterlibatan masyarakat, sehingga memiliki daya saing yang lebih dibanding stasiun TV pesaing, yang pada akhirnya dapat meningkatkan pendapatan perusahaan.*

*Kata kunci: analisis strategi, karakteristik industri, value chain, Porter's five forces model of competitive, driving forces, key success factors, strategic group maps, audience share*



## ABSTRACT

*MNC Group launched iNewsTV as a TV station with news and information related as broadcast format program in industry of television broadcasting Free to Air (FTA) analog Indonesia. Although according to the Nielsen survey result week 1522 - June 2015, total audience share news TV stations which had already operated were 5.5%, while another 94.5% are dominated by TV stations with entertainment as broadcast format program.*

*The purposes of this study are to analyze the iNewsTV competitiveness and to formulate iNewsTV alternative competitive strategy in the face of competition. Value Chain Analysis is used for analyse internal environment of the firm and industrial characteristic analysis, while Porter's Five Forces Model of Competitive, Driving Forces analysis, Key Success Factors analysis, Strategic Group Maps analysis are used for analyse external environment of the firm or industry of television broadcasting FTA analog terrestrial.*

*The study results showed that strategies which have been implemented in the period of February until September 2015, does not give sufficient effective result that be measured by performance indicator such as audience share, the number of advertiser and brand who advertise, and advertising expenditure. Then, the result also showed that iNewsTV have a competitive advantage in operational activities and sales & marketing activities compared than rivals. iNewsTV is recommended to implement a best-cost provider strategy as company business strategy with expanding the broadcast coverage area and upgrade the transmitter power in order to improve the reception quality, sales and marketing integration of news content for 4 TV stations under MNC Group and increase production for news content that refers to interest and involvement of the audience, with the result that improved competitiveness compared with their rival, that could ultimately improved revenue of the firm.*

*Key words: strategy analysis, industrial characteristic, value chain, Porter's five forces model of competitive, driving forces, key success factors, strategic group maps, audience share*