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100% Great Songs, reverse positioning of Delta FM Radio, Indonesia

Amalia E. Maulana, Pandu Jati Kuncoro and Lexi Z. Hikmah

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There was an important meeting at Delta FM Radio, Jakarta, Indonesia in October 2010. On that day, Iwoch (nick name from Imansyah), the Operations Director and the highest executive of Delta FM Radio, reserved the meeting room for the whole day. The meeting was a strategic meeting that would determine the direction of change at Delta FM Radio. The meeting moderator, Tony O'Regan of Salt & Co., who served as Project Consultant, said at the beginning of the meeting that no one could leave the room before an agreement on the new positioning of The New Delta FM Radio station was reached. The target of the meeting was to find a replacement for the current tagline "The Bright Side of Indonesia", which was very familiar to the Radio Delta FM listeners but was no longer strong enough to achieve the brand's dreams.

Iwoch recalled the atmosphere in the meeting room. In addition to him, several others were present, including NurulLaily (Lelly), Program Director; Irwin Novianto (deceased), Music Director; Junas, Promotion Manager; and alongside Simon Mumford (of Radico), a Radio Expert/Consultant, who accompanied Tony O'Regan.

Tony O'Regan expressed his concerns about the existing tagline of Delta FM, which he said is no longer appropriate for the hypercompetitive radio station market. Delta FM needed a different positioning to obtain a stronger listener base:

What are you offering? "The Bright Side of Indonesia" is only suitable if you are selling a hotel or tourism. This sentence is not right to sell a radio station (said Tony, based on an interview with Iwoch).

100% Great Songs. No Commercials, Just Songs

The above sentence was the new tagline agreed upon as a substitute for "The Bright Side of Indonesia". The meeting participants initially had doubts about this sentence because it involves a significant promise. 100% Great Songs? No commercials from advertisers? How can we make sure that the songs that are played on the radio suit all the listeners' preferences? What about the business continuity revenue? The business would not be running without advertising revenue.

Tony and Simon, as Consultants, stated that they actually saw this tagline from a different perspective. According to them, the tagline "100% Great Songs" will not be a burden but serve as a goal that can be pursued by Delta FM's strong determination. Sentences in taglines are not always taken literally because ads usually use words that are exaggerated:

Initially we had some doubt about the use of 100%, we are afraid we cannot satisfy 100% of the consumers' desires, with a variety of considerations and support from the consultant finally we agreed to "100% Great Songs" to serve as the Delta FM tagline. Results of the meeting was sent immediately to Mr Malik as the CEO of Masima Corporation, one of the biggest shareholders, and finally got approval (interview with Iwoch).

Disclaimer. This case is written solely for educational purposes and is not intended to represent successful or unsuccessful managerial decision making. The author/s may have disguised names; financial and other recognizable information to protect confidentiality.

Radio as the abandoned medium

The days where radio was the most popular medium for the community are over. Radio has shifted its position in the advent of the television medium and is now increasingly marginalized. The presence of digital media has changed the lives of consumers and their behavior toward one of the oldest forms of media in the world, the radio.

Indonesia, a country in Southeast Asia, which has the largest population, has become the center of the development of digital media. The country is the third-largest Facebook user in the world and number 4 for Twitter. Furthermore, the survey of a digital agency, the International Data Effective Measure for January 2012, showed that VIVAnews.com, Kompas.com and Kapanlagi.com are three Indonesian news portal sites occupying top ten positions in Southeast Asia (SPS Media Industry Outlook, 2012).

Asia Data Media Partners (MPA) show that the share of digital advertising in Indonesia grew 19.5 percent in 2010, the highest growth rate in Asia Pacific. MPA predicts that net digital advertising revenue in Indonesia will grow 11.8 percent over the next five years. The share of online advertising in Indonesia is still relatively small compared to free to air (FTA) TV and newspaper advertising. However, according to MPA, in 2011, revenue from digital advertising exceeded that from pay-TV, magazine, outdoor and radio advertising. From 2010 until 2015, FTA, radio, newspaper and magazine ad revenues are predicted to continuously decline.

The rapidly growing and fragmented media market in Indonesia can be observed from the following statistics.

Media user profile in Indonesia

With 248.22 million people, Indonesia has 55 million netizens, ten private TV stations, 60 local TV stations, 1,178 private radio station, 415 daily newspaper publishers, 495 magazine publishers, 257 tabloid publishers, four major news portals, 4.1 million TV cable subscribers, 281 million mobile phone subscribers, 50 million Facebook users (fourth largest user after the USA, Brazil and India), and 29.4 million Twitter users (fifth-largest user after the USA, Brazil, Japan and the UK) according to the SPS Media Industry Outlook (2012).

The development of radio broadcasting segmentation

At the time when the radio was invented, news broadcasting was the most popular application. Once established as an information center, radio grew as a medium for entertainment. Broadcasting music and songs was one of the most favorite activities of this era.

As time passes, the role of radio has multiplied. Radio serves not only as a center of information and regular entertainment but also as a center of learning. Various programs were introduced through the medium of radio, such as talk shows, from serious to more casual.

Radios began searching for new positions to retain their listeners as well as their piece of the advertising pie. Radio stations segmented as follows:

- *Segmentation based on different types of favorite songs.* Western songs, Indonesian songs, Jazz songs, Keroncong/traditional songs, oldies songs, etc.
- *Segmentation based on different radio signal coverage.* Nationally covered radio, nationally and locally/regionally covered radio.
- *Segmentation based on different demographics.* Women's radio, business radio, youngster radio, etc.

With the increasing number of radio stations, the medium became more fragmented. The newly established radio stations challenged the existing radio stations by providing extra benefits for their listeners. The radio stations communicated their benefits through their taglines, leading to the appearance of many different taglines.

Many radio stations began to assume a certain position. For example, the radio station “Radio KayuManis” (RKM) plays the music genre dangdut favored by the lower-class-people of Indonesia. SMART FM radio, as reflected by its name, is a radio station that focuses on talk show programs for medium-sized businesses.

What is interesting about Indonesia, which consists of various islands, is the power of local radio. “Radio stations in every province have the power to connect with their audience by providing value”. Radio stations not only provide general benefits but also understand the needs of local consumers.

For private, nation-wide radio stations, it is more profitable to have a wider network by cooperating with strong local radio stations. In addition to lowering investments, this approach allows obtaining the power of capital as well as the listener base over a short amount of time to increase their share of the advertising pie.

Radio Delta FM and the competitive situation

In Indonesia, fierce competition in the radio station market is characterized by the presence of large media groups that have many radio stations incorporated under one management group. Companies that can be considered as core players are as follows: Masima Group, MRA Group, Mahaka Group and MNC Group.

From the total of the four media groups, Masima Group is the only group that is simply focused on radio and other related businesses. For the other media groups, radio is only one service of a portfolio of media services offered to the public. The MRA and Mahaka Groups have many magazines and other printing media in addition to radio. The MNC Group is a media conglomerate with dominance in television and online media. For the MNC Group, radio is only a complement in their portfolio. Different radio stations managed by each media group are described in Table I.

Delta FM is one of the three radio stations owned by Masima Group. The other two are Prambors and Female Radio. Prambors Radio, the forerunner of Masima Group, already has an established direction and goal; namely, to provide the best music for outgoing young people. Female Radio, however, as indicated by its name, is a special radio station for modern urban women and carries many programs and music for women.

Masima is owned by 11 shareholders with PT Masima Corp. Karya owned by Malik SjafeiSaleh being the largest shareholder, followed by HannySoemadipradja, Chandra Novriadi, Jerry Justianto and Imran Amir. Out of the three radio stations in the Masima group, Prambors Radio is the oldest one. The idea of launching Prambors Radio came from the hobby of radio communications of a community that included Malik SyafeiSaleh who was a teenager at that time (18 years old). Prambors Radio at the age of Malik (who currently is 60 years old), still maintains the positioning of a hangout for young people.

Prambors’s commitment to defend the positioning of a radio station that caters for youth aged 15-25 years was not independent from the cold hands of Malik. According to Malik, maintaining a relationship with radio listeners is not easy because a radio station is not only a means of replacing tapes, but it is also considered the listener’s friend.

Malik is a person who believes that the listener is the primary stakeholder in the radio business. At least once every six months, he conducts research to understand and

Table I Radio portfolio of several media group in Indonesia

<i>Media group</i>	<i>Radio portfolio</i>
Masima	Delta FM, Prambors FM, Female Radio
MRA	HardRock FM Radio, Cosmopolitan, i-Radio, Trax FM
Mahaka	GEN FM and JAK FM
MNC	Sindo Trijaya FM, Dangdut Radio Indonesia, V Radio, Global Radio

appreciate the tastes and desires of his audience and each month he conducts music-related research.

The slogan that he puts on the front door of his office at Prambors Radio is “Age is just a number. Young is forever”. From the beginning, he understood that “young” is not a matter of age (age/demographic) but of behavior (behavior). People’s demand for a certain type of music, not their age, segments a group.

After nearly 40 years of experience in the world of teenagers, Prambors can still maintain its position. Prambors still positions itself as a friend who wants to learn about the dynamic sounds of the young, fulfills their needs, and does not patronize them. Prambors Radio today plays not only in Jakarta but is also a teenage friend in different cities: Bandung, Makassar, Medan, Semarang, Solo, Surabaya, and Yogyakarta.

Compared to the other two radio stations, Delta FM Radio has not had a stable personality. This fact could be observed from the continuous changing of the target listeners and positioning. When established in 1994, Delta was targeting radio listeners aged 40-50 years, who considered themselves as “elegant and intellectual”. This radio personification is represented by Emil Salim, the Minister of the Environment. Emil Salim is a well-established middle-aged intellectual figure. The positioning of the radio at the time was “favorite oldies song”.

In 2006, the advertising spending pie of radio was getting smaller due to competition from new media, and a shrinking market share forced Delta FM radio to review once again its marketing strategy. The evaluation results illustrated that the original personification represented by Emil Salim was no longer relevant.

Listeners feel the need for refreshment. Therefore, the age of the target audience decreased slightly, and the personification of Emil Salim converted into Tantowi Yahya, a TV presenter who is mature but youthful. With this new strategy, Delta FM advertising revenues increased, and the number of listeners grew as expected.

Challenges for Delta FM

Slowly but surely, the emergence of the new GEN FM Radio and JAK FM Radio from Mahaka Media Group altered the competitive radio landscape of Indonesia. In 2006-2007, GEN FM and JAK FM were still under the radar; however, in 2008, these radio stations suddenly rose and assumed their place in the radio market.

The format of GEN FM and JAK FM is different from most traditional radio stations, allowing people to mostly enjoy songs with a very low number of ads. Listening to songs only with minimum advertising is a dream of radio listeners because they are bored and tired of too many radio ads.

GEN FM and JAK FM solved the “problem” of the radio listeners. The idea of the new format is derived from an experienced radio development consultant, Tony O'Regan from Salt & Co. (later hired by Delta FM). GEN FM, slowly but surely, managed to win a significant number of listeners and to beat some of the other already established radio stations.

Masima recognized GEN FM as outstanding; a Nielsen survey showed a dramatic increase in listenership in all demographic segments. The number of GEN FM listeners once reached 4 million while the other new radio stations had only 2 million listeners on average. However, in the beginning, the Masima Group (Delta and Prambors) did not consider the newcomers as threats because the numbers of advertising clients of Delta and Prambors were still stable.

The management was alerted when some clients of Radio Delta FM began moving most of their advertising budget to GEN FM. At that point, the management of Delta FM Radio realized that something must be done to lift its image once again or at least to win back the hearts of clients/advertisers.

In early 2011, the consultant Tony O'Regan from Salt & Co. had completed a contract with GEN FM and JAK FM and started a new chapter with Radio Delta FM and Prambors from

Masima. In addition to Toni O'Regan (Salt & Co.), Masima also hired Simon Mumford (Radico) as a partner. These people were selected because of their experience in many Asian countries and Australia and because of their understanding of the dynamics of the local radio business.

Delta FM and Prambors, which were still trying to ensure the customer satisfaction of both the listeners and the advertisers, are now required to pay more attention to the listeners' than to the advertisers' needs. Changes began to happen at Delta FM.

The tagline "100% Great Songs" was selected as a positioning statement of The New Delta FM because the radio station wanted to clarify that its new focus is playing the best, easy listening music for all music enthusiasts.

Listener vs advertiser driven

Apparently, the listener-oriented style adopted by The New Delta FM is not entirely new. Radio programs entitled "Just request and we will play it for you" are well known in various radio stations, designed in accordance with the listeners' requests, sometimes live via telephone. Thus, in the past, broadcasters and owners of private radio stations have developed the substantial understanding that interaction and engagement with the listener is paramount for the sustainability of a radio station.

Listener oriented is one dimension that the broadcasting program division focuses on. However, sometimes listener-oriented is translated by the music director or the program director into what is preferred by listeners. They rarely conduct thorough research on the actual needs of listeners. The music/program director has full power to choose the song mix to be played on the radio.

In determining the type of program and the right music to play, the program director also receives input from the marketing and sales division that is responsible for revenues, which includes revenues from advertisers. Consequently, a variety of new programs that accommodate the demands of brand exposure are introduced. Talk shows circuits, various infomercials and "ad lips" (advertising read directly by the radio presenter), started to become an integral part in designing radio programs. The more active and aggressive the sales division at a radio station, the more the programs are designed to the benefit advertisers.

One of the hurdles of being fully listener oriented is the fact that the program/music director as part of the radio production is not integrated with the marketing program. The interests of the listeners are considered after the interests of the advertisers. The audience is becoming "tired" of listening to many programs with so much advertising. Moreover, if ad lips increasingly show "sponsored links", the listeners become annoyed because it is considered as advertising in disguise. This is a limiting factor that makes radio stations become increasingly "alien" to the listener:

Sometimes there is a conflict of interest between Division of Marketing/Sales and Production. On the one hand, the Program Director wants a program that is really loved by its customers, but lost by pressure of the Division of Marketing/Sales who want to impose their client interest. So, it is like the two Divisions are working in their own way, no synergy. Moreover, Marketing/Sales put too much energy to win the heart of advertisers by conducting many off-air programs (interview footage with Iwoch).

The operational side of selecting the songs to be played also experienced significant changes. NurulLaily (Lelly), Program Director, explained that the major change in their work is to reduce the play list of 3,000 songs down to 300 songs. Nevertheless, some great songs were played repeatedly during the same day because of listener demands. The listener-oriented style began to be implemented at The New Delta FM Radio.

Lelly, who was recruited by The New Delta FM radio to help develop the future repositioning, expressed her opinion as follows:

Imagine if a listener likes a song and this song is queued for the 3000 songs in the list, then the opportunity to listen to this song is just once a year! We need to understand that the nature of the

listener in liking a song is they want to be played repeatedly. Cutting the list of songs from 3000 to 300 is the solution for the unnoticed problem faced by this radio station. Listeners now like hearing their favorite song several times a day (Interview with Lelly, Program Director).

Another significant change at New Delta FM is the reduction of the unilateral power of the music director and some founders in determining what songs should be played and which should not be played (as they sometimes did in the old era). The song mix is now strictly determined by listener demand, identified through research. The program director should follow the research result, which cannot be overruled by judgments of internal key persons:

Since the song was selected by the listener using research system, it is no longer experimental. Basically the company has commissioned a high consulting and research cost – so words such as “I feel”, “To my knowledge”, “According to me” cannot be used anymore in making the selection of the song (Lelly, Program Director).

There's one song that happens to be less favored by higher-ups in Masima but because it demands the listener, then clearly the decision is still playing the song (Iwoch, Operation Director).

It requires strength and determination to change the old style of judgments toward accommodating the wishes of consumers. Krisna Julio, the Research Assistant and Research Software Expert at The New Delta FM expressed that there are sometimes large gaps between what listeners want and what the music/program director want. In this gap situation, research needs to be conducted and executed in a disciplined manner. Julio started his career as a Prambors broadcaster and later moved to a research position at The New Delta FM:

Though the songs that are asked are very boring, but what is there to do? If the listeners want “Maroon 5 One More Night”, even though I personally have been very tired of this song, then we know we still have to play that song, because the research shows it is still 80% preferred. I have no comment or say about it (Julio, Research Division).

Research conducted by The New Delta FM through their consultants:

- major listener research; twice a year: auditory music test (AMT);
- online research by Gizmo using a special campaign: “Great Songs Jury”; and
- continuous research conducted every two weeks for real time adjustments to listener requests.

Integrated listener orientation

According to Tony O'Regan of Salt & Co., the number of radio listeners in a country decreased because general players in the industry have lost touch with their listeners as the result of paying too much attention to their advertisers. Too many commercials and unwanted programs make the audience uncomfortable such that listeners are trying to fulfill their needs through other media sources such as the internet. Social media such as YouTube, Facebook and Twitter are relatively “free” from advertising and have gained momentum.

Tony found that the radio industry in developing countries such as Indonesia could be revived if most of the radio management members are aware that listeners are the number 1 priority and advertisers the number 2, not vice versa.

As a consultant who has been working with many radio stations in Australia, Malaysia and even in Indonesia itself (GEN FM Radio and JAK FM from the Mahaka Group), Tony reminds the Delta FM team that if they want to succeed in this industry, the benefits they offer should be communicated to the audience clearly and convincingly. Although radio is an information and entertainment medium, it is not a supermarket, where everything is available. Radio stations have to focus their offerings.

The radio content does not necessarily have to be music. Regardless, the content, whether it is music, news, religious propaganda, a business matter or another topic, is not a barrier for a radio station to win the hearts of the target audience. What is considered a barrier is that

radio managers are less faithful to what has been promised to the audience. If that promise is music, then most focus should be given to music. If news is promised, then they need to provide news. Do not make advertising the dominant content.

Tony saw that the strengths of the Masima Group are being a community radio based on lifestyle. Therefore, he advised the group to focus on music as its core program to make a great connection with radio listeners.

It takes willpower to change the mindset of managers and owners who still believe that radio advertisers are stakeholders that must be satisfied because they depend on their advertising spending. These people forget that for the advertiser, a radio becomes very important if many radio listeners can identify with the radio station. When a radio station loses its listeners, then the advertiser will switch to a different radio station.

The conflicts of interests of listeners and advertisers has always been a barrier in achieving a strong position for radio stations. Who has to be satisfied the most, listeners or advertisers?

However, with the ever-expanding target audience of The New Delta FM, the chances of getting ads from various sectors are much greater. However, because advertising has a smaller portion, The New Delta FM should be more creative in developing programs.

Behavior-based segmentation and reverse positioning

Manufacturers have long exhibited the erroneous habit of segmenting their market based on demographic characteristics: age, income level, gender, race and psychographic profiles such as lifestyle and values. As we can see in the case of Delta FM, groups with the same socio-economic background, lifestyle and profession (professional/executive office) do not necessarily have the same radio needs. In fact, segmentation is determined by a group of consumers with homogenous needs (Kotler, 2001).

Most groupings are based on demographic segmentation because this approach is the easiest way of grouping to attract advertisers. So far, the question of advertisers still revolves around the demography of the radio audience. Therefore, it is easier to sell advertising space by displaying the demographic and psychographic variables of radio listeners.

Unfortunately, groupings that are mainly based on demographic or lifestyle variables are not a sharp segmentation strategy. Such misperceptions are prevalent not only in the radio industry but also in many other consumer-related industries.

The changes of Delta FM's targeting and positioning strategy over the years are shown in Table II.

Old Delta FM

The selection of the target audience is still based on demographic variables: the age group and socio-economic class, coupled with the psychographic dimension of lifestyle. The positioning of Delta FM in the beginning was based more on functional benefits (favorite oldies songs) and then moved to the theme of emotional benefits (The Bright Side of Jakarta and then The Bright Side of Indonesia).

Table II Audience targeting and positioning of Delta FM

Year	Positioning	Target listeners
1994	"Favourite Oldiest Stations"	<i>Demography and lifestyle based.</i> Age: 40-50 years, mature, intellectual, elegant (mirror: Emil Salim, Ministry of Environment, Lecturer)
2004	"The Bright Side of Jakarta"	<i>Demography and lifestyle based.</i> Age: 36-45 years, mature, intellectual, elegant. Modern lifestyle
2006	"The Bright Side of Indonesia"	<i>Demography and psychography based.</i> Age: 36-45 years, established executive, lively, confident (mirror: Tantowi Yahya, presenter in his early 40th)
2010 – present (The New Delta FM)	"100% Great Songs"	<i>Behavior based.</i> Not bounded to demography nor psychography. It is for everyone who loves music, great songs or easy listening songs

New Delta FM

The selection of the target audience is no longer focused on a specific demographic profile. Now, the selection shifted to focus more on needs or behaviors. The New Delta FM is targeting anyone who loves good music; it is not focused on people's demography. The audience could be a woman, a man, or any socio-economy class, provided they have access to the radio. The target audience is still segmented; however, the segmentation is based more on homogeneous needs or behaviors.

It is interesting to observe that what The New Delta FM did in marketing apparently is called, "reverse positioning". Usually, a brand progresses its positioning from functional to emotional. However, what Delta FM did was the opposite; the radio station moved back from an emotional to a functional approach, eventually returning to basic functional benefits expressed by the new tagline "100% Great Songs".

Before The New Delta FM's relaunch in early 2011 with the tagline "100% Great Songs", there were many different programs such as news, talk shows, songs, comedies, and quizzes. All these programs were designed to meet the needs of a targeted professional audience that is mature, well established and upscale.

Reverse positioning is a method that removes "sacred" product attributes. The decision to cut many programs to plays songs is a brave decision, however, "this approach makes the positioning of the radio station more clear." Many features become less important in reverse positioning, and the focus is more on the core offer of a product/service (Moon, 2005).

It turns out that in the hyper-competitive radio market, a new cycle has begun. Initially, positioning was based on functional needs, then on emotional needs, and ultimately radio stations should now return to focus on functional benefits because they are losing "touch" with the main function of their offer. In marketing, this process is called "reverse positioning". In an industry with too many players, reverse positioning is the solution to stand out from the crowd.

Competitive positioning by emotional benefit

- Smart FM – The Spirit of Indonesia.
- Mustang FM – The Rhythm of the City.
- Hard Rock FM – Lifestyle & Entertainment Station.
- Cosmopolitan FM – The Most Intimate and Personal Station for Modern Women.
- Trax FM – Brings Out the Coolness and Goodness in You.
- Delta FM – The Bright Side of Indonesia.

Competitive positioning by functional benefit

- Ramako Kis FM – We Play the Best Music, from the Nineties and Today.
- GEN FM – "Suara Musik Terkini" (translated as "The Music of Today").
- JAK FM – "Memainkan Musik Terbaik" ("Play the Best Music").
- New Delta FM – "100% Lagu Enak" (translated as "100% Great Songs").

Another interesting aspect of repositioning is the different language radio stations use in their taglines. The taglines of the new generation of radios (GEN FM, JAK FM, New Delta FM) are expressed in Bahasa Indonesia (local language); thus, the taglines are more down to earth. Previously, virtually all radio taglines were in English to reflect sophistication and cause certain emotions. Now that taglines are in Bahasa Indonesia, many people feel more "connected" because they truly understand the meaning of the taglines.

Radio station redefined

In terms of advertising revenue, the target has been reached. However, how about the portfolio of advertisers of The New Delta FM? Are the advertisers the same or different than those of the Old Delta FM? How different are they?

The portfolio of advertisers may change; however, this change is a positive consequence of the changes due to The New Delta FM's reverse-positioning strategy. It is time to develop a strategy for new clients while retaining old clients that are still relevant and suitable for the new radio.

One way to stand out from the crowd of radio stations full of radio advertising is to still display ads but in a new, unusual format. Advertisements at The New Delta are no longer designed like normal ads; instead, it is carefully considered how a campaign can be beneficial to both parties.

One example of an effective way to promote the advertiser brand is through co-branding activities such as the one between 99.1 Delta FM Jakarta and Blue Bird Group taxis (Plate 1). During the promotion period, Delta FM held a quiz "Fun Bird or Lucky Bird". The Blue Bird prize voucher worth Rp 250,000.00 (approximately US\$25) was given to several winners every day. The event was taped on the morning talk show (from 6 to 10 a.m.) "Farhan & Asri in the Morning". This show was one of the major contributors to the success of The New Delta FM. Both presenters were very talented in attracting people to listen to the radio every morning during traffic time (Figure 1).

Closing

With the rise of the new generation of radio stations such as The New Delta FM and GEN FM, there will be a renaissance for electronic media. Stations are returning to the basic radio functions but with widespread penetration. Iwoch, in an interview, expressed his hopes regarding the development of radio in Indonesia, which is in line with what was projected by Tony O'Regan. When the radio becomes a more favored medium, the total revenue from radio ad spending will increase, which will save the radio industry in a country.

The number of listeners has increased; however, what about revenues? The tagline "No Commercials, Just Songs" is a hyperbolic promise. Another hyperbolic promise is "100% Great Songs".

Over time, both the listeners and advertisers understood that these promises are not meant literally but are merely an expression that describes goals. However, The New Delta FM should not be complacent. There should be a special study of listeners' interests and

Plate 1 Co-branding strategy: The New Delta FM and Blue Bird Taxis



Figure 1 Marketing communication of The New Delta FM



feedback from them. Is it true that in the eyes of the audience, The New Delta FM has become the best provider of great pop songs? Is it true that the new format of creative commercials does not interfere with the music and disrupt the listeners?

The New Delta FM proved to win the competition with its new tagline 100% Great Songs, which significantly increased the number of listeners. Radio Delta FM listeners, who originally were an exclusive group, now can be found everywhere, in all walks of life: young executives in the car, in a taxi, at the salon, in cafes, etc. The New Delta FM has proved to be a soul mate of the listener.

Keywords:

Market segmentation,

Customer-centric organization,

Reverse positioning

Iwoch is very grateful. The number of listeners is booming. Now, the next task is to carefully consider the revenue side. The next task of transforming advertisers into Delta FM soul mates will require strong synergies between the divisions within the company.

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