

CHALLENGES RELIGIOUS TELEVISION, BETWEEN BUSINESS AND DA'WAH: STUDY OF TV9 NAHDLATUL ULAMA INDONESIA

Daniel Handoko¹, Andi Muhammad Tri Sakti², Bambang Suhartono bin Mohd Said³

¹Communication department, Faculty of Social and Political Sciences, University of Muhammadiyah Jakarta.

²Centre for Research in Media and Communication, Faculty of Social Sciences and Humanities, Universiti Kebangsaan Malaysia, Bangi 43600, Malaysia

³Department of Language and General Studies, Faculty of Humanities and Social Sciences, Southern University college, Johor, Malaysia

e-mail: ¹daniel.handoko@umj.ac.id, ²P108203@siswa.ukm.edu.my, ³Bambang@sc.edu.my

ABSTRACT

Television has the advantage that it is audio-visual (seen and heard), it can depict reality and also present events that are happening. TV9 Nahdlatul Ulama is a television station based on religious values. This TV was founded by the largest religious organization in Indonesia. As an economic institution, television is not only used as a means to spread organizational ideologies, but also takes into account business aspects to do well. This study aims to examine the performance of a religious television station amidst the intense competition in the television industry in Indonesia, and how media performance is affected by financial sources. By conducting in-depth interviews with key informants and direct observation, this research found that TV9 practices management principles in media management, even though there are several considerations for Nahdlatul Ulama management, TV9 involves personnel from Nahdlatul Ulama members in aspects of its management so that ideological transformation can run well. From the aspect of broadcast media performance, TV9 benefits from the very large mass base of Nahdlatul Ulama members in Indonesia. TV9 focuses on including Kiayi and Bunyai as inspiration for television program design and also includes Islamic boarding schools. In the culture of NU, Kiayi and Bunyai have a strategic position in the religious tradition of Nahdlatul Ulama.

Keywords : *Islamic Television, Islamic Broadcasting, Nahdlatul Ulama.*

INTRODUCTION

The rapid progress of technology requires a da'wah model through various way. Technology has created a new space without borders, both geographically and in terms of economic, educational, religious, political, and sociocultural differences (Choliq et al., 2020) . Technology has created a new space without borders, both geographically and in terms of economic, educational, religious, political, and sociocultural differences

Thus, the selection of media should be selective, referring to several criteria. These include suitability for the purpose of the da'wah, the cost factor, the suitability of the method, the characteristics of the audience, practical considerations, and the availability of the media itself (Fauzi, 2020).

The Islamic media themselves have criteria: Firstly, to be called Islamic media, they must be owned by Muslims. Or, if they are collectively owned, the majority of the shares must be owned by Muslims. This condition is very logical. Secondly, the media must more or less fulfil the mission of promulgation, which is to glorify the religion of Allah, spread the values of Islamic teachings, and so on. The existence of this da'wah mission does not mean that the media must be filled exclusively with a collection of religious lectures or quotations from the holy book of the Qur'an and the hadiths of the Prophet. The embodiment of the mission of "dakwah" can be very broad. For example, the mission to educate and promote Muslims can be implemented through various media formats. This is where the creative element of the media manager comes into play

in packaging the da'wah mission. Thus, the Islamic media is free to present and explore any topic. Starting from specific topics related to religion to topics related to science, technology, literature, art and culture, socio-economics, politics, defence and security and others. All of these can be used as topics as long as everything is based on the intention of Da'wah. So the mission of Islamic media is not only commercial, not only to make as much profit as possible. Third, Islamic media must apply Islamic rules, ethics and values in conducting the business and editorial activities of media companies. (Aziz, 2018).

TV9 is an Islamic television station operated by the largest religious mass organization in Indonesia, Nahdlatul Ulama (Choliq et al., 2020; Fadilah & Yohandi, 2021; Handoko et al., 2021; Supriadi dkk, 2002) in a study of TV9 conducted by Supriadi (2002), he attempts to examine TV9's efforts to maintain local culture and its relationship to the Islamic values that are being built. He found that the local culture has similarities with the Islamic values that TV9 upholds. This cultural similarity makes it easier to shape themes and programs from TV.

Then, Cholid et al. (2020) discussed in his article the competition of TV 9 as an Islamic TV with other local TV stations in Surabaya region, Indonesia. He stated that TV9 as a company also seeks profit. TV9, as a medium managed by Nahdlatul Ulama, has a fairly clear market, namely Nahdliyin (the designation for Nahdlatul Ulama members). It is also able to design programs with the characteristics and requirements of the Nahdliyin circles, so that they are positively received and influence the increase of the performance share and audience share. First, TV9 as a religious TV prefers a dominant star by presenting sources from Nahdliyin circles that have Islamic boarding schools. Second, the factors that determine the production of Da'wah broadcasts are i) to attract public interest, ii) to increase ratings and market share, iii) to attract advertisers who socialize

their products through Da'wah broadcasts. Meanwhile, Fadillah & Yohandi (2021) prove that TV9 consistently spreads the values of *ahlusunnah wal jamaah* through its TV programs. Through its study to design its flagship TV, Kiswah Female, TV9 is able to maintain the quality of its Islamic programs and consistently spread Da'wah messages through creative shows.

Tv9 is known as TV of the Santri and this TV was founded by one of Indonesia's largest religious organizations, Nahdlatul Ulama, which has more than 30 million members throughout Indonesia and even has branches in parts of the world. This TV seeks to develop religious Da'wah broadcasts typical of Nahdliyin residents (a designation for members of the Nahdlatul Ulama religious organization). So far, the santri community (a term for students attending Islamic boarding schools) and the Nahdliyin are still mere objects of the broadcast media and have not become media actors themselves. As a form of public participation in broadcasting, TV 's mission is to return the exemplary orientation that has begun to shift as a result of previous mainstream television broadcasts. TV9 wants to invite its viewers to turn the ulama into role models, rather than idolizing infotainment celebrities and soap operas as they have in the past.

TV9 was officially established on January 31, 2010 at the initiative of East Java Nahdlatul Ulama Regional Management, Indonesia and inaugurated by Prof. Dr. H. Muhammad Nuh, DEA. With the establishment of Nahdlatul Ulama dakwah media, TV9, the mission of Nahdlatul Ulama's diniyya-ijtima'iyah has been elevated. TV9 is now accepted by the wider community, especially by Nahdlatul Ulama members. It is believed that its presence brings the cool air of East Java and the courtesy of television broadcasts. This santri television is located in the Nahdlatul Ulama building in the city of Surabaya. TV9 is here for the benefit of the Nahdliyin community

and citizens in the midst of a libertarian media system. In a situation where the heavy streams of the media industry are stifling, NU has become a pioneer of the rise of civil society, balancing information for the *mashlahatul 'ammah*.

TV9 tries to stay true to the character of the sermon and will not deviate from its path. To increase its reach, TV9 can broadcast throughout Java. The principle license has been acquired, and now the station has entered the digital television era. TV9's coverage will later cover Zone 4 (DKI Banten), Zone 5 (West Java), Zone 6 (Yogya and Central Java), and Zone 7 (all of East Java), and will gradually reach national broadcasts.

This study attempts to further examine the performance of a television station in the midst of intense competition in the television industry in Indonesia, which has resulted in the management of television stations in the regions having to face the dilemma of business interests and idealism (*dakwah*), particularly with regard to the role and function of local television stations in the regions. The question of how the performance of the media is affected by sources of funding, etc., is an interesting aspect to explore in this study.

Broadcast Management

Management is the process of planning, organizing, directing, and monitoring the efforts of organizational members and the use of other organizational resources to achieve stated organizational goals. The definition of management itself places more emphasis on human and material factors: the process of planning, organizing, influencing, and controlling to achieve organizational goals through the coordinated use of human and material resources (Morissan, 2008, pp. 135-136). Broadcast media management is the process of planning, organizing, influencing, and simultaneously supervising the entire broadcasting process, beginning with the preparation of the material and ending with the

broadcasting and reception of the broadcasts for the public at a particular location.

There are four pillars in broadcast management. According to Willis and Aldrige (1991), the four pillars involve technology, programming, marketing, and administration. The technical area plays a role in maintaining the continuity of television broadcasts. Broadcasts can run smoothly if the equipment meets the minimum standards of television. For example, the range of the transmitter, master control, camera equipment and other tools to broadcast outside or in the studio.

The program section has rather the task to produce or create interesting programs. This department also includes the program department, whose task is to select, plan and evaluate programs already in progress. The marketing department has the task of selling broadcasts in order to receive advertising. If the quality of the broadcasts is good and the programs are good, it will be easier for marketing to get advertising. At certain moments, the marketing department can even work with the program department to sell special programs to attract advertisers.

The Administration Department plays more of a role in managing human resources. The duties of this department also include the performance of financial management functions and cooperation with other parties.

Media economy

Operating mass media is expensive. Equipment and facilities require large investments. To cover operating costs, mass media sell their products in two events. They generate revenue by selling products directly to the mass audience, or they generate revenue from advertisers who place ads for the mass audience provided by the media (Vivian, 2008).

The media economy is related to, first, advertising revenue: advertisers pay the mass media to gain access to potential consumers. Advertisers buy media space and time. Generally, the more potential consumers a

medium can provide to an advertiser, the greater the cost in space or time.(Komalawati, 2018).

Economics is the study of how humans use limited resources to produce commodities and distribute them to other humans or other human groups. There are three concepts that emerge from the definition above: resources (everything that is used to produce goods and services), production (the creation of goods and services for consumption), and consumption (the use of goods and services to satisfy wants and needs).(Usman, 2009)

Alan Albaran defines media economics as the study of how the media industry uses limited resources to produce services that are distributed to consumers in society to satisfy various wants and needs.(Albarran, 1996). In the economic context, the media is a business or economic institution that produces and disseminates information, knowledge, education, and entertainment to targeted consumers.. McQuail (2011) sees political-economy media theory as an approach that focuses on the relationship between the economic structure and dynamics of the media industry and the ideological content of the media. This theory explains the dependence of ideology on economic power.

Gillian Doyle (2002) states that to understand what is interesting about the study of media economics, one must consider the characteristics of the media as a whole that can differentiate it from other areas of economic activity. Gillian at least mentioned that there are three key characteristics of the media economy.

First, media companies often sell or pitch their products to two separate and distinct types of markets. This is because media companies are unique companies. As is well known, the main commodities of media companies are content and audience. The content consumed by the audience can form the "first output" that can be sold, and then the audience feels interested, which makes it easier for media companies to form the mindset of the

audience, which forms the mindset that will be sold to advertising companies. For media companies to attract advertising companies, the audience is capital.

Second, media content can be classified as cultural values. Films, television broadcasts, books, and music are not merely commercial products, but they also add value to the cultural sphere. Most cultural values are easier for viewers to grasp than information that is actually the content of a broadcast or news report.

Third, media companies are public goods. This means that when someone enjoys television programs, newspapers, magazine articles, and so on, it does not mean that other people cannot enjoy them because a show or article, and so on, will not be finished if several people watch or read it at the same time. In contrast to personal items such as bread, if someone has enjoyed the bread, then others cannot enjoy it. For this reason, private goods, which use limited resources, need to be rationalized through markets and prices. In almost all economically developed countries, television is the largest component of the media industry. In England, television accounts for 28 percent of total advertising spending. In America, it accounts for more than 20 percent of all media revenue. The amount could be even bigger because it could be divided into broadcasting and program production components, although some television stations carry out both activities (Doyle, 2002, p. 59)

RESEARCH METHODOLOGY

In this study, we used a qualitative research approach. That is the method used to explore and understand the meaning that a number of individuals or groups of people ascribe to social or humanitarian issues.(Creswell, 2010)

In qualitative research, more emphasis is placed on the depth (quality) of the data than on the amount (quantity) of the data. In this study, researchers actively participate in

determining the type of data desired. Thus, the assessor must go directly to the field. (Kriyantono, 2006)

In this study, the researchers also conducted field observations and conducted interviews with key informants, namely those in top management positions.

FINDING AND DISCUSSION

Tv9 management activities between business and dakwah

Overall, the results of observations and in-depth interviews shows that the management of TV9 is the same as the management carried out by other companies. As said by Hakim Jayli, media management on TV9 uses business management and also implements management functions.

The first function is planning. This function is a business plan that is made using implemented plans and targets. The second function is organization, where TV9, like other media in the company, has: directors, managers, finance managers, office managers, production managers, program managers, and marketing managers. This clear and professional organizational structure aims to advance the company. The third function is directing or actuating. This function acts as an effort made to motivate employees to achieve the targets of the company. The fourth function is controlling. In this case, it is necessary to supervise every effort made so that it is in line with the company's vision and mission.

The opinion of the informants has the same answer: that there is a division of tasks and authority. As stated by M. Sururi, this is supported by the opinion of M. Said Hudaini, who stated that there are departments such as the news department, the program department, the production department, and others. In this way, professional media management will be able to generate profits to ensure sustainability as a television medium.

On the other hand, the pesantren (Islamic boarding school) culture is still embedded in TV9's media management. This is because TV9 is part of the media, whose spirit comes from members of the Nahdlatul Ulama Organization (NU). TV9 uses the pesantren culture as religious content on television.

With the existence of a pesantren culture on TV9, there is a tendency for media management activities to be oriented towards da'wah interests. This can be seen from all the programs owned by TV9; most of them are da'wah programs. Even so, the business element itself cannot be ruled out, because this element is needed to support the da'wah. Even so, the business element is not the main element because if the business element cannot contribute much, the da'wah element continues. This is because preaching is the main mission of TV9.

Meanwhile, the activities of TV9's management, as a television station that is so strong at earning large advertising revenues, are indeed quite reasonable. That is roughly 70% of gross revenue, so with an average advertising revenue of 400-600 million IDR per month, it is still unable to cover operational costs, which reach 600-800 million IDR per month, with the highest fixed cost of 200 million IDR per month for employee salaries.

Furthermore, the magnitude of an advertiser's contribution to a TV station's gross revenue has an impact. This is related to the relations that exist in the media, such as the relationship between the media and the audience and advertisers' views of news coverage products as a public good (Jhon, 1994, p. 61). In a context like this, TV9's management relationship, which is quite strong with sponsors or advertisers, sometimes makes it stand out as an economic institution.

The normative theory and various experiences that connect media organizations with their funders elaborate a lot on media relations, especially media relations with owners, clients, and sponsors. In other words,

the main source of normative issues related to media finance is primarily from owners, advertisers, and sponsors (McQuail, 1992, p. 84). Most market-oriented media have various sources of funding, from investment, advertisers, consumers and sometimes subsidies from the public. This, in certain situations raises a central issue regarding independence in determining television programs and program content without the influence of commercial interests or sponsor advertisements.

Regarding the aspect of public interest, TV9's management has quite a big commitment to presenting polite and appropriate programs. However, simply presenting polite and cool content, as well as the religious genre, is not enough; a dissertation must deal with issues that can warm up various issues or are desired by the community. Ideally, television programs must represent the public interest in terms of elements of diversity, be it content diversity or perspectives and sources. Public interest refers more to the parameters that indicate what the mass media should do to serve the public interest (Croteau, 1996, pp. 33-34). These parameters are achieved by increasing diversity, avoiding homogeneity, and providing substantive information and innovative entertainment.

Furthermore, the public interest built by the media system must be based on the values of diversity and balanced perspectives (Gurvitch, 1991, p. 103). The media should enable individuals to interpret their social experiences and be critical of the dominant cultural ideas. In the context of democracy, society wants the media to act as a representation agent that presents alternative views of groups or organizations in society. High commitment to the public interest is not only shown by how far the TV9 media highlights issues of public interest. However, it is even more important to present a proportional duration and frequency of broadcasts that can

be well received by the public. with a total of 22 hours of broadcast per day.

Tv9 broadcasting media performance : between business and dakwah.

Conceptually, TV9's vision and mission are quite clear and show how TV9, as a commercial television broadcasting media company, still has a social responsibility to the community, especially in East Java. Nevertheless, TV9's management seems serious about developing its broadcast media and wants to become the best religious television in Indonesia.

Furthermore, to maintain the continuity of its programs, TV9 cooperates with several sponsors or advertisers. This was confirmed by M. Sururi, who stated that the continuity of the programs on TV9 was related to advertising and sponsorship services as well as businesses that were run in a healthy manner. So, if there are no sponsors or advertisers, it will be difficult to maintain a program on TV9. On the other hand, if sponsors or advertisers support an existing program, it will have more hours of broadcast and a higher quality because it is seen as attracting the attention of viewers or the public. Therefore, every program that will be produced is as attractive as possible to advertisers while at the same time attracting the attention of the audience. Thus, the most important thing to do to maintain the continuity of programs on TV9 is to increase the commitment of human resources, broadcasting equipment, and coordination in all sectors and lines.

Regarding specific and general goals, TV9 has decided on the vision and mission it wants to achieve, namely, to make TV9 the best religious television station in Indonesia. Nevertheless, TV9 is committed to maintaining the program; according to M. Said Hudaini's opinion, the program made by TV9 must maintain its quality, improve, and get better. These goals must be known and understood by all TV9 media workers to be implemented together in TV9 teamwork. This is very important to do to avoid organizations that use

resources in an ineffective and inefficient manner. Therefore, good coordination of various activities within each division in the TV9 organization must be carried out, and all of this is aimed at achieving the main goals of TV9 itself. This is of course without ignoring the commitment to TV9 to present programs that are liked by its quality viewers in the East Java region, Indonesia. Therefore, to maintain program quality, TV9 designs programs that are needed by viewers, especially residents of East Java.

Regarding the TV9 *dakwah* program, namely the *shallu alan nabi* program, it does not merely follow the trend of popular music carried by artists whose poetry and stage actions contradict religious lines in many ways. Meanwhile, the *Kiswah* program on TV9, which provides correct religious direction, is sourced from *alkutubul mu'tabarah* and delivered by *kiayi* (a title for men who are elders or respected in the field of Islam) and *bunyai* (a title for women who are elders or respected in the field of Islam) who are competent and spread the ideas, thoughts, and practices of *Ahlu sunnah wal jamaah*, not only among the *santri* but also *Kiswah* is a portrait of routine recitations or recitations for holidays that are usually held by the *Santri* community and *Nahdliyin* circles. Thus, TV9, in addition to other methods that were previously available in society, is a new force (*aljadidil ashlah*) for the Islamic *Da'wah* movement *Ahlu sunnah wal jamaah*. Also, through this program, *Nahdlatul Ulama* can directly and massively respond to various oblique attacks carried out by a group of Islamic currents such as *Wahhabism*, *Salafism*, and radical-fundamental Islamic groups, both against the *amaliyah ahlu sunnah wal congregation* and against the national attitude and nationalism of *Nahdlatul Ulama* (NU).

In developing the *Kiswah* program, TV9 uses the basic concept of NU preachers carrying out their *da'wah* in an entertaining and comfortable way. By calling it an entertained

conception of *da'wah*. This concept is different from *Dakwahtainment*, where *da'wah* is only used as the theme of the entertainment concept that has been prepared by television stations. In other words, *da'wah* is only content for certain moments such as *ramshan*, celebration of religious holidays or other religious moments. This is what happened to the existing mainstream television stations, so that seeing the Ramadan broadcast program on TV, actually contradicts the substance of the religious message that should be carried and disseminated.

Entertained *Da'wah*, on the other hand, makes *da'wah* the substance. Entertainment is a way, method, and strategy so that *da'wah* reaches the heart and is of interest to the audience. Isn't this what the priests do when they are preaching? Humor, funny stories, parables, songs, poems, or other activities that provoke laughter and joy are just ways to make people understand the message of *da'wah*, which is actually very deep and dense. *Kyai* and guardians in preaching prefer to simplify religious messages into a package that is easy to understand and implement in society.

Furthermore, to determine the success or failure of a television media company, look at how it markets its goods and/or services to obtain optimal profit, where the greater the profit the company gets, the greater the company's ability to finance its operations. TV9 management is required to improve the company's performance from all existing divisions, be it the finance department, the production department, or the human resources department, so that truly good company performance will be formed. The synergy of all parts of the television media organization will be able to support the smooth running of the company's operations, which in the end is expected to achieve the goals of the television media company.

Meanwhile, to find out the condition of a broadcast media company, look at its financial statements. The prepared financial statements

are intended to provide quantitative financial information to interested parties in decision-making, one of which is management. Management is required to be able to allocate all organizational resources effectively and efficiently.

Every television media organization that carries out its operational activities requires a system and implementation procedures that can facilitate internal control to improve the quality of employee performance and carry out good management functions. A television media organization certainly has a special system for carrying out their respective business activities, where one system has a continuous relationship with the other systems. The system is a collection of several procedural networks, so a good procedure will affect the formation of a good system as well. With the existence of a well-integrated system, it is hoped that the goal of a television media company is to increase the company's profit as much as possible. Profit occurs when the income received exceeds the costs incurred, and loss occurs when the costs incurred exceed the income received. Income is very influential for the survival of the company; the greater the income earned, the greater the company's ability to finance all expenses and operational activities. Revenue is the most important element of a company and can be likened to the heart of a company's life. Without revenue, there will be no profit, and without profit, the company will not stand.

Meanwhile, TV9's average advertising revenue from year to year has increased by 1 billion IDR per year. shows that the programs that are owned are of good quality, and the number of loyal and increasing viewers is increasing so that many advertisers are interested in sponsoring programs that are on TV9. However, economically, even though advertising revenue on TV9 itself averages around 70%, the target for advertising revenue in 2017 is IDR 9 billion per year. Then, with an operational cost of up to 600–800 million IDR,

it seems that TV9's management has not been able to maximize efforts to overcome limitations or obstacles related to the lack of quality and quantity of human resources, as well as the technology of broadcasting equipment that is still simple.

Furthermore, advertising revenue in one period in 2017 was IDR 6,365,133,265 Whereas the total advertising revenue in 2018 was IDR 8,243,279,429, the total advertising revenue in 2019 was IDR 10,438,447,800.

With the increasing cost of revenue each year, TV9 is also working together to reduce operational costs with several investors, namely: PT NUS (Nusantara Utama Sembilan), which includes NU, which started at the inception of TV9 in 2010. Furthermore, PT STV (Siantar Top Televisi), which started working together in 2013 until now

Furthermore, from the point of view of public servants, TV9 used to be analog television, which changed its concept to become multiplatform by keeping up with technological developments and advances in the media industry, so that the content on TV9 can also entertain or provide information and is even closer and easier to access via the internet by the public or TV9 viewers.

Finally, the wider coverage area is not only in East Java but can be accessed throughout the archipelago. With so much interest from the audience, it also attracts advertisers, resulting in national advertisements appearing on TV9 services.

From the results of research in the field, researchers have found some data regarding TV9 media management, including business interests and da'wah, which are then analyzed in relation to media economic theory. According to Henry Faizal, the "media economy" is the result of economic activities in the media sector or media activities in society that affect various other activities. Thus, the media economy is also related to various business aspects, such as business strategy, pricing policy, competition, and aspects that

influence the media industry and business.(Noor, 2010, p. 13)

Based on this theory, the media emerges and develops in human life according to the level of technological development achieved by their civilization. Thus, in general, the media cannot be separated from human life, both individually, in the family, in the community, in the nation, and in association between nations. The two words, namely economy and media, seem to have integrated into people's lives. The facts show that the media has grown not only as a social, political, and cultural tool but also as a company that emphasizes economic gain.

Media institutions must be assessed as part of the economic system, which is also closely related to the political system. This is what is meant by saying that the media has an inseparable dual character, namely a socio-cultural-political character and an economic character. Nahdlatul Ulama (NU) used this as a forum or organization that has millions of followers to expand its wings by establishing TV9 as a religious television medium while at the same time reaping the maximum profit by making the media business a support for its da'wah activities.

The economic factor has become a determining factor in influencing all the behavior of the modern mass media. Media economics is the study of how the media industry uses limited resources to create content and distribute it to audiences in order to meet a variety of information and entertainment demands. The media is the main advertising medium and therefore the link between producers of goods and services and the public. The media economy is concerned with how humans fulfill their needs and desires through business or the media industry.

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advertising tool and therefore a link for consumption between producers of goods and services and society. The media economy is concerned with how humans fulfill their life needs (needs and desires) through the media business or industry. Therefore, this theory of media economics is used as a basis for relevance by researchers with several findings based on predetermined subject matter, which will be analyzed in accordance with the specified theory, which is also used as a basis for comparison and suitability between the findings and the theory. The findings, along with the analysis and confirmation of the theory, are as follows:

TV9's media management activities regarding business interests and da'wah are more inclined towards da'wah orientation because da'wah itself is the vision of TV9 and most TV9 programs themselves are da'wah programs. Meanwhile, the dilemma experienced by TV9 sometimes makes it seem as if business interests are prioritized to support the needs of companies that are oriented towards the interests of da'wah itself. This relates to the theory of media economics, in which media economics studies how the media industry utilizes limited resources to produce content and distribute it to audiences with the aim of meeting various demands and needs for information and entertainment (Doyle, 2002, pp. 11-13)

The quality of a TV9 program is determined by its ability to sustain and grow its viewership. This program also affects previously broadcast commercials, as indicated by an increase in income from existing advertisements. So, if a new show is to be created, it must be developed in such a way that it is appealing to new sponsors while simultaneously capturing the attention of a larger audience.

This relationship shows its relevance to media economic theory as described by Robert G. Picard (Picard, 1989, p. 18) as "an explicit exchange," where advertisers pay attention to

public audiences that are "sold" by the media through television program ratings. Thus, economically, although the average advertising revenue reaches 70% of the advertising revenue target, with an operational cost of around Rp. 600–800 million IDR, TV9's revenue target in 2017 reaches Rp. 9 billion IDR per year. With good management, TV9 will be even better in the future than in previous years.

Even so, the media business manages two different market groups at the same time, namely the product market (readers, listeners, and viewers) and the advertiser market. The media business, especially television, is the media business that earns the largest amount of advertising. In a television marketing strategy, it is how a company can market its production to consumers. In this case, TV9 consumers depart from their middle-down segmentation, so advertisers are also advertisers who meet the requirements for this segmentation.

As a media company with religious content, TV9 is inseparable from advertising. The mass media is the link between consumers, namely advertisers, and the public. Viewed from this context, the media company here is TV9, which runs its media business. TV9 with religious content tries to be different and has a strategy of getting away from the same crowd by fighting over consumers, most of whom watch entertainment television. With the segmentation and content that TV9 carries, it can easily reach its consumers, namely the public (student viewers) and advertisers.

To compete with other television stations, TV9 is trying to be different by presenting more dominant religious content. This affects the production process, where if TV9 maintains the initial concept by maintaining Maslahah content for the people, then the required production costs are greater than those of news program products.

One of the characteristics of the media economy is that it produces products that do not run out or decrease after being consumed by consumers, whether readers, listeners, or

viewers. If a person or several people watch television or listen to the radio, this does not eliminate the opportunity for other people to do the same thing, either at the same or different time and place. Thus, this media product is included in the classification of public goods. This is like what TV9 is doing, which tries to show something that always wants to inspire with polite and cool programs.

CONCLUSION

TV9, as a da'wah media, faces quite tough challenges between carrying out its mission as a religious proselytizing media and the demands of the media business. TV9, as a contestation space, is at the crossroads of pro-market and pro-public (ummat) actors' interests. As da'wah TV, it is very close to religious social missions (dakwah), while as corporate media, it also has an obligation to be able to generate profits.

In this situation, TV9 is envisioned as an Islamic da'wah movement (ahlusunnah wal jamaah) based on the spirit of nationalism. The TV9 broadcast program has a soothing nuance by instilling Nusantara Islamic values in the local media business. TV9 is intended to be an anti-mainstream television channel that encourages viewers to make ulama their role models and encourages young people to find artistic expression in favors and religious symbols.

To sustain media survivalism, the management tries to make out-of-the-box shows with cool and fun taglines while communicating religious lessons to viewers in a positive and Ahlusunnah wal Jamaah-inspired manner. The Sholawat ceremony is meant to redirect popular programs for the younger generation from glorifying artists to science and artistic expression. TV9's broadcasts attempt to go beyond simply entertaining by demanding and providing coolness in accordance with the rahmatan alamin philosophy. Da'wah is the substance, while amusement serves as a method

and complement. TV9 attempts to repeat its preaching strategy with cultural lines from the past.

Apart from that, in order to strengthen the benefit of the ummah, TV 9 also tries to present "benefit journalism," namely, presenting news and focusing on conversations and reporting angles that enlighten, empower, and enable people who are oriented towards realizing the benefit of society.

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