

Sustainable Competitive Advantage Through Strategic Agility at the Radio of Suara Surabaya

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ABSTRACT

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The purpose of this study is to identify the implementation of strategic agility that contributes to Sustainable Competitive Advantage at the radio of Suara Surabaya (SS). The phenomenon of SS's competitive advantage is manifested as a leading radio media in Surabaya and far beyond East Java. SS radio's reliability has been lasting for more than 42 years of broadcasting until now. The study discovered a uniqueness of applying strategic agility by the SS radio in responding and acting quickly to anticipate business obstacles faced. A qualitative descriptive analysis approach is used to obtain an overview of the implementation of strategic agility at SS Radio. The implementation carried out by the management results in business innovation and differentiation as a strategic model used in maintaining its competitiveness. This study collects the data by employing interviews, observations and documentation of three sampling subjects namely Human Resource managers, senior broadcasters and radio audiences. Source triangulation and technique triangulation were applied to ensure the validity of the data. The study found that SS radio demonstrates strategic agility through innovations focused on upgrading technological devices on broadcasting so that the radio is capable of synergizing *on and off air* platforms such as facebook, twitter, website, instagram and radio streaming. The radio also increases audience involvement in supporting broadcast programs, through the so-called citizen journalism model. As a result, SS Radio has been admittedly able to overcome business obstacles with agility in its business strategies. The radio has proved to have a wide market share reaching 25.000 dial callers per month and 21.000 internet audiences in 25 countries. It shows that the SS radio will always sustain this competitive advantage.

1. Introduction

Radio exists as a non-visual audio medium with auditory properties in disseminating information. Its advantage is that it is the fastest means of conveying information to the public without the complicated processes and time-consuming nature of television broadcasts or print media (Romli, 2009: 19). This is what drives people to continue to need and consume radio today. Support for radio technology, such as the availability of in-car radios and streaming, and other continuously evolving technologies, allows radio listeners to listen and obtain information easily and for free. To this day, radio remains a mass media actively providing information and entertainment to its listeners. The information and entertainment presented by radio are packaged in a way that is engaging and targeted at specific audience groups.

The number of broadcasting radio stations in Indonesia recorded by www.id.wikipedia.org is around 53 radio media with each having member stations so that the total reaches around 1,288 radio stations. As public broadcasting media, including RR1 pro1, RRI pro2, RRI pro3, RRI pro4 and Suara Surabaya where each has member stations so that in East Java there are around 210 radios that are included as public broadcasting radio. Radio media in East Java, both public, community and independent broadcasting, is around 372 radio stations while the number of radios in Surabaya is

around 43 radio stations or around 11.6% of the total number of East Java radios and around 3.3% of the total number of national radios. The number of radio broadcasts shows the level of competition in the radio business. Meanwhile, the number of radio listeners according to Kompas in early February 2023 showed low interest of listeners in accessing off-air radio, out of 1000 people who accessed off-air radio, only around 1.3% or only around 13,000 people from 38 provinces in Indonesia, while television was watched by around 53.2%, social media 20.9%, online news sites 13.1%, print media 4.2%.

Another business challenge is the COVID-19 pandemic, which has created a disruptive business environment. Chaiprasit & Swierczek (2011) and Sambamurthy et al. (2003) describe unique obstacles for business organizations in achieving competitive advantage in the digital economy, characterized by a disruptive business environment characterized by high levels of uncertainty. SS management has responded quickly to these business obstacles by anticipating and solving them through the use of digital technology, which has subsequently become a focus for SS management in supporting the radio technology used.

According to <https://databoks.katadata.co.id/>, in January 2023, the number of internet users in Indonesia has shown a continuous increase over the past 10 years, reaching 213 million people. This figure represents 77% of Indonesia's total population of 276.4 million. This demonstrates the behavior of Indonesian consumers, particularly radio users, who use the internet to access radio. For radio businesses, the use of digital technology presents a significant opportunity for radio media to expand market share and increase audience/listener numbers.

SS Radio is a radio with FM frequency since its establishment, radio broadcasting entered mass communication marked by the first characteristic of the large number of regulations, control, licenses by the authorities which initially came from technical needs, a mixture of democratic choices, state interests, economic comfort and free institutional culture; the second characteristic of radio and television is a centralized distribution pattern with supplies from the center without any reciprocity Mc Quail (2010:24) in Sampoerno et al (2018). In developing its business corporation, SS radio refers to the business innovation version, namely: 1. SS as a quality-based organization, 2. Information technology plays a role in business development, 3. Leadership in the community realm (Surabaya), solving community problems through radio. Effendy, 2002:122 states that the function of radio as mass communication has the function of information, socialization, motivation, debate and discussion, education, advancing culture and entertainment. Another function of radio is interpretation related to presenting facts, data and information along with interpretations regarding a political event in the form of criticism (watchdog function) and entertainment function, radio provides entertainment to the community where entertainment is one of the needs for the community.

The opportunity to gain consumers/audiences/listeners through the use of digital technology is a primary need to maintain a business where off-air broadcasts receive very low responses from listeners. On-air broadcasts are a solution so that SS management responds to consumer tendencies in using the internet through digital technology in the form of a streaming radio platform. Suara Surabaya Management, through its technical competencies, utilizes digital technology for its broadcasting performance as an agility that it has in supporting business performance. The ability to respond quickly to market changes driven by customer-based product and service assessments is an agility (agility), Coming & Workley 2018 views agility as a dynamic organizational design that can sense the need for changes in internal and external sources, make periodic changes, maintain above-average performance. Nagel & Babargava, 1994 in Riawan et al 2022 stated that the scope of agility

includes competency agility, integration of people and information, value-based competitive ability. Kale et al 2019, agility in a dynamic environment contributes significantly to business success.

SS radio broadcasts make it easy for people to access radio via mobile phones, FM radio channels and social media, besides that listeners can communicate via WA, telephone which provides closeness between SS radio and its listeners. For listeners no longer need to listen to radio with antennas while for SS radio no longer need to provide high antennas in supporting off air broadcasts even though finally both are used by SS, namely synergizing between off air and on air in supporting its broadcast performance, Sampoerno, 2018. Another innovation carried out by SS is media convergence such as mass media and new media (a combination of various media such as Facebook, Twitter, websites, Instagram, and streaming radio) as media under the Suara Surabaya flag. Yang et al 2012 Chene & Simmons, 2018; Khin & Ho 2019, stated that digital technology provides convenience for organizational services to consumers, Whitelaw et al 2020, digital technology creates innovative behavior

The implementation of digital technology used in broadcast media is considered a technical capability of information technology (Lu & Ramamurthy, 2017), while Tallon (2008) utilizes information technology infrastructure to support organizational goals as a managerial capability of information technology. S. Liu et al., Tseng et al., 2011 stated that technical capabilities of information technology consist of IT flexibility and IT integration, which influence organizational agility. Riawan et al., 2023, stated that digital technology enhances strategic agility.

The above phenomenon is assessed by researchers that in terms of capability, SS has technical capabilities that are developed into innovation. In addition, considering the sustainability of the Suara Surabaya media business for more than 40 years, it shows that the sustainability of the radio business has sustainable competitiveness. Therefore, this study will identify based on the concept of strategic agility as a strategy that produces innovation through existing capabilities, creating sustainable competitiveness. Therefore, the problem-solving approach of this research is qualitative descriptive to further expand the discussion on how Suara Surabaya can synergize its innovation capabilities into strategic agility that can support competitiveness and maintain its competitiveness sustainably.

This study, using references from research by Riawan et al. (2023), Lu & Rmamurthy (2017), and Tallon (2023), demonstrates that SS's strategic agility is supported by innovation capabilities through the use of digital technology, resulting in innovations that sustainably enhance organizational competitiveness. The concept of strategic agility, implemented in the service business, has a positive impact on organizations in maintaining sustainable competitiveness. The implementation of strategic agility and innovation capabilities is the focus of this research, which will be discussed to generate propositions.

Strategic agility, as a dynamic organizational capability, fosters strategic commitment, agility, and flexibility. Dos & Kosonen (2010), Gligor et al. (2016), and Chan & Muthuveloo (2020), high strategic agility can support business performance. Strategic agility, as a business's ability to anticipate, align, and respond quickly to market needs, and respond effectively and efficiently, enhances competitive advantage. Strategic agility emphasizes high speed and flexibility as key attributes in adapting to increasingly dynamic environmental changes. Strategic agility requires an organization to continuously transform to face economic innovation and the turmoil of business competition through quality products and services (Guesalaga, 2016). This strategic agility can rapidly improve performance with a differentiation strategy through readiness in the process of adopting social media technology innovations.

The use of off-air and on-air synergy, media convergence, and Citizen Journalism strategies can be viewed as an organization's ability to deploy tangible and intangible resources to improve business performance, thereby supporting competitive advantage. Teece, 1997 in Riawan et al. 2022, Inan & Bitici 2015 stated that competitive advantage is the ability of an organization to respond quickly to the business environment, Bobe & Kober 2015 stated that competitive advantage is associated with unique, valuable, inimitable, and non-substitutable resources. Various factors as determinants of a company's competitive advantage according to Lenggogeni (2016) include the environment, organization, or personnel who play a role in determining strategic steps, interacting and influencing each other, then encouraging the company to make innovative breakthroughs in terms of organizational structure, processes, corporate culture, technology, and human resources. Ferdinand (2008) (Desembri, 2017) stated that sustainable competitive advantage is the result of the formulation and implementation of appropriate strategies as a basis for competencies that are rooted in appropriate capabilities in utilizing competencies. By taking various efforts to develop organizational capabilities, develop resources and innovation by quickly responding to the disruptive business environment through strategic agility, Suara Surabaya has been able to survive for 42 years of broadcasting. As a radio media that holds a position as a market leader and has a sustainable competitive advantage.

Research into the concept of Agility remains a topic of ongoing development. Agility, or agility, in business organizations is crucial as a management response to various challenges in both the external and internal environments. The concept of Agility has evolved into research concepts covering several organizational elements, such as Organization Agility, Innovation Agility, Marketing Agility, and others. Several studies related to the concept of Strategic Agility have yet to reach a consensus regarding the indicators and factors that shape strategic agility, as stated by Nejatian et al. (2019). Therefore, conducting a theoretical review of previous research and comparing business phenomena empirically is expected to contribute to the development of strategic Agility concepts and theories.

This research identifies how Suara Surabaya is able to maintain its business in a disruptive business environment through agility, which then becomes strategic agility and gives Suara Surabaya Media sustainable competitiveness. The results of this study formulate a conceptual framework that can be used as a reference by media business people in designing agility factors that can support the achievement of sustainable competitive advantage for media businesses so that the focus of this study is to identify various strategic agility that is synergized with existing innovation capabilities to become a strategic model in media businesses that contributes to encouraging innovation and maintaining sustainable competitive advantage.

2. Literature Review

Suara Surabaya Media

Suara Surabaya first broadcast during the total solar eclipse on June 11, 1983. Originally located in Bondowoso under the name Radio Fiskaria, it was established in the 1970s. According to frequency reports from 1981-1982, it broadcast on AM 936 kHz and was located on Jl. Veteran, Bondowoso. Initially, Suara Surabaya's frequency was FM 100.55. On August 1, 2004, Suara Surabaya moved from 100.55 FM to 100.0 FM in line with the government's reorganization of all radio frequencies. In 2000, Suara Surabaya launched suarasurabaya.net, allowing users to enjoy streaming radio. Suara Surabaya has several affiliate channels in the Suara Surabaya radio network located in East Java, Boyolali, Solo, and Bali. Suara Surabaya Radio was the first radio station in Indonesia to implement an interactive, solution-oriented news radio format or road information. The profile of Suara Surabaya

is described according to (www.suarasurabaya.net): Suara Surabaya (Suara Surabaya PM6FJK) under the auspices of PT Radio Fiskaria Jaya Surabaya with the logo



Broadcast Area covers Surabaya, Surabaya City, Gerbangkertosusila, Pasuruan, Tuban, Bojonegoro, Jombang and surrounding areas with the slogan "News, Interactif, Solutif" with a frequency of 100.0 FM (since 2004 until now, while the previous frequency was at 100.55 FM in use 1983-2004). Broadcast formats include music, news/talk shows, infotainment, reports and economics, licensing through the Ministry of Communication and Information of the Republic of Indonesia. As the owner is Suara Surabaya Media and has sister stations including She Radio 99.6 FM, Surabaya M-Radio 98.8 FM, Surabaya Maja FM 100.7 Mojokerto, the published website is www.suarasurabaya.net. Suara Surabaya has a radio network with other radio stations in the East Java region to Solo and Bali which allows for wider dissemination of information and a wider audience reach to expand Suara Surabaya radio's market share in addition to the use of the Suara Surabaya web streaming platform which can be reached by listeners in up to 25 countries with the support of collaborative cooperation with VOA (Voice of America) which routinely broadcasts various situations in America every Wednesday once a week.

Sustainable Competitiveness

SS Radio has been in existence for 42 years and continues to operate in the broadcasting industry. According to several experts, competitive advantage indicators include competitive pricing, management capabilities, profitability, strategic positioning, and location, all factors that contribute to a company's survival amidst increasingly fierce competitive pressures. Furthermore, the company is able to take actions to maintain and strengthen its unique competencies (Reed and DeFillipi, 1990). Bharadwaj et al. (Victor, 2018) also point to the company's ability to maintain and strengthen its unique competencies.

SS Media has managed its unique competencies through the support of innovative human resources, regular training on media development, and reliable funding. This allows Suara Surabaya to remain competitive among existing radio competitors. Suara Surabaya's competitiveness is evident in its high advertising rates, representing a key advantage. The impact of advertising through Suara Surabaya yields significant results, reflecting the advertising budget. SS's potential audience responds positively to the information presented in each advertisement, resulting in significant product offerings.

Based on data collected by researchers from various sources and web links of several radio stations, such as Suara Muslim (<https://suaramuslim.net/iklan/>), Radio Suara Surabaya (<https://www.suarasurabaya.net/info-iklan/>), and Radio Mitra Adi Swara (MAS) on the website (<http://www.radiojatim.com>), the following table shows that prices for spot, adlib, and talk show programs are the highest compared to other radio stations in East Java.

Table of Comparison of Spot, Adlib, and Talk Show Prices

Stasiun Radio	Harga Spot (primetime)	Harga Adlib (primetime)	Harga Talkshow (45-60 menit)

City Guide 91.1 FM	500.000 (60 detik-prime time)	500.000 (120 kata)	4.500.000 (48 menit)
Suara Surabaya 100 FM	1.050.000 (60 detik)	40.000.000 (flashnews durasi 30 detik, 120 kali-1bulan)	25.000.000 (60 menit) kelana kota
Radio Mitra Adi Suara 104,5FM	600.000 (60 detik)	600.000 (60 detik)	10.000.000 (45 menit)
	500.000 (60 detik)	550.000 (60 detik)	10.500.000 (60 menit)

Source: www.suarasurabaya.net

The data in the above table compares prices for the same program on several radio stations, with Radio Suara Surabaya (SS) offering a higher price point than the others. Radio SS offers pricing differentiation for its programs through affordable packages. According to Radio SS management, advertising is more effective when it is conducted over a longer period of time. The goal is to build consumer awareness of the advertised brand, making the advertising more effective and having a tangible impact on consumer response.

Radio SS is positioned as a market leader through the value it delivers to listeners, as reflected in its tagline: "A radio station that provides news, solutions, and interactive content." These promised values have delivered tangible benefits to listeners. SS's news comes from reliable sources. SS collaborates with city and provincial government institutions, and with VOA (Voice of America) via streaming media, providing global and constantly updated data. As a solution-oriented radio media, it is demonstrated by broadcast programs that always provide solutions for listeners, such as the Suara Surabaya City Tour, which provides updated information regarding traffic jams in the city of Surabaya and its surroundings. In addition, it can also provide solutions for missing people and lost vehicles quickly through the distribution of radio information.

The interactive nature of SS in each broadcast fosters closeness between the media and its listeners. Listener involvement in broadcasts fosters listener loyalty to SS. This phenomenon suggests that SS Radio is top of mind for Surabaya residents. This means that for Surabaya residents, Suara Surabaya is their first choice for listening to radio. The value provided by SS Radio has built a loyal following among listeners over the years, enabling it to maintain a sustainable competitive advantage. Therefore, the research framework for forming a conceptual framework is described as follows:



3. Methodology

The research on Suara Surabaya Radio was conducted using a descriptive qualitative approach. The phenomenon obtained in the initial survey contained some information that the researcher needed that could not be described quantitatively. Therefore, the research used a qualitative approach and design to obtain information and data to support the findings of the Sustainable Competitive Advantage study at Radio Suara Surabaya in greater depth. Sandelowski (Seixas, Smith, Neale, and Mitton, 2018) stated that the basic characteristics of a descriptive qualitative approach encourage researchers to focus on describing the process itself. This qualitative research aims to observe the behavior, interaction processes, meanings, values, and experiences of individuals and groups intentionally sampled in their natural activities (Cooper, 2006; Kitto et al., 2008).

Research Subjects and Validity

Bungin (2007) stated that qualitative research aims to obtain in-depth data regarding the research target. According to Kim, Sefcik, and Bradway (2017), a descriptive qualitative approach is an appropriate technique for answering research questions focused on the who, what, and where of a phenomenon that is not yet widely understood, to obtain in-depth and relevant information. This research was conducted in Surabaya by interviewing Suara Surabaya Media stakeholders as research sources. Informants were selected using a purposive sampling technique, where the researcher determined specific criteria to obtain information/data in accordance with the research objectives. The criteria were:

1. Suara Surabaya Media stakeholders who have been active in Suara Surabaya Media for more than 10 years.
2. Internal stakeholders were selected by the Director of Operations & HR, senior broadcasters.
3. External stakeholders were loyal listeners/audience members.

The phenomenon observed by the researcher is the existence of Media Suara Surabaya, which has been operating for approximately 42 years and has survived the COVID-19 pandemic crisis, still existing as a media outlet positioned as a market leader. Primary data was obtained through interviews and observations. In-depth interviews were used by the researcher to obtain a comprehensive picture of the research object.

To ensure the objectivity of this research, data validity was achieved using source triangulation, which involves using two or more sources and asking the same questions to informants (Bungin 2007), to obtain answers that align with the research objectives. Triangulation is a comprehensive approach to conducting research based on theory, data, and methods (Kitto et al.). Technical triangulation was conducted through interviews, observation, and documentation. Observations of informant activities and documentation were conducted to supplement the data and strengthen the validity of this research. Kitto et al. (2008) stated that qualitative research requires transferability or relevance, which refers to how important the findings are to the phenomenon being studied.

Data Analysis

According to Kim, Selfick, and Bradway (2017), descriptive qualitative research encompasses six steps in the research process: 1. describing and analyzing the phenomenon; 2. employing a qualitative descriptive approach using a theoretical framework in designing and implementing the research; 3. collecting data using purposive sampling techniques to obtain sufficient data; 4. analyzing the content and presenting the study findings in a clear and concise manner; 5. creating a comprehensive

summary of the descriptive explanation with detailed supporting data; and 6. presenting the findings in a way that is easily understood by the reader. Based on this, the researcher took the following steps:

1. The initial step in the research was collecting secondary data, visiting the research object, and collecting data through in-depth interviews to describe and analyze the phenomenon being studied.
2. Based on the data collection results, the researcher performed data reduction by selecting important points as main ideas to facilitate the identification of findings according to the phenomenon being studied.
3. Data reduction and data comparison. Researchers look for common threads and similarities to achieve data validity using the triangulation method.
4. The final stage is interpreting the data. Drawing conclusions to answer the research formulation.

4. Results and Discussions

Implementation of Strategic Agility Based on Vision and Mission

Weber & Tarba (2010) describe strategic agility as the activities undertaken by a company to create value when faced with disruptive and unpredictable situations. To enable continuous organizational change and make a company agile, it requires dedicating a diverse set of resources to maintain the level of flexibility and speed necessary to proactively address unexpected changes (Weill et al., 2002; M. Ohman and Worley, 2009). Strategic agility, as a meta-capability, involves allocating adequate resources for deployment and development, as well as dynamically balancing them over time (Weber & Tarba, 2014).

The concept of strategic agility, as expressed by Elali (2011; Doz and Kosonen, 2010), defines an organization's ability to continuously adjust its strategic direction and develop innovative ways to create value nimbly and flexibly through three capabilities: dynamic capabilities, strategic sensitivity, leadership unity, and resource fluidity. This concept is the basis for thinking in this research, which according to the researcher is in accordance with the phenomena found at Suara Surabaya Media.

Suara Surabaya's human resource capabilities are developed through various training programs tailored to needs, such as broadcasting technology development, media IT development, and broadcasting enhancements. Strategic sensitivity is a strategy for crew and stakeholders to develop awareness of social conditions fraught with various issues, which Suara Surabaya can address through its programs, such as Kelana Kota, a radio station for public complaints. The Leadership Unity aspect is implemented by all leaders at SS, emphasizing the importance of leadership involvement in every organizational change process, consistently providing direction, coordination, and support for any issues that arise. The final aspect is Resource Fluidity. Suara Surabaya management provides adequate financial support, particularly for innovation and renewal in various broadcasting and technology sectors, as well as development support for human resources who continually require upgrades.

Suara Surabaya relies on organizational resources in building its media business through the active and dynamic involvement of all internal and external stakeholders, as well as adequate budget support (resource fluidity), as stated by Rudy Hartono, HRM Manager, in an interview. Building a continuous commitment to providing benefits to the people of Surabaya is believed to provide value to the community with the presence of SS as an information media, this is an organizational strength and is consistent with the vision & mission that is firmly held by all stakeholders. The Vision and Mission of Suara Surabaya as conveyed by Mr. Errol as Director of

Operations in 2000 as quoted by Sampoerno et al., 2018 as follows: Vision of Suara Surabaya (SS): as a source of empowerment and democratization activities for the Community, Mission of Suara Surabaya (SS): 1) SS as a mass media company that is required to develop by relying on advances in communication & telecommunications technology. 2) SS as an information center about Surabaya and East Java. 3) SS organizes various empowerment activities for the democratization process for the Community and (4) SS as a source of life and welfare for all elements of employees who work for mutual progress. In its development, SS in 2005 developed a corporate spirit based on the business innovation direction awards version, including: (1) SS is an organization based on quality; (2) strengthening the role of information technology in business development; (3) leadership in the community sphere.

IT Agility

Radio Suara Surabaya (SS FM) is a private broadcasting institution actively adopting new technologies to meet the needs of its listeners. SS FM's news, interactive, and solution-oriented broadcast format (Hadi, 2014) propelled SS FM into a radio station that promotes community empowerment and democratization (B.H. Arifin, 2010). This format not only produces information for listeners but also allows them to respond through interactive communication activities, resulting in beneficial solutions for listeners. This has given rise to the dynamics of interactivity at SS FM. The presence of digital technology enables a new model of interactivity that meets listeners' expectations for interactivity and increases radio media choices (Fleming, 2010). SS FM adopts the concept of Computer-mediated Communication (CMC), a form of communication mediated by digital technology (Littejohn & Foss, 2009:161), enabling simultaneous online and offline broadcasts and media streaming. This allows SS FM to develop both content and media interactivity. Bucy, 2004; Stomer Galley, Mc Millan (2004) stated that content interactivity allows SS FM to control information consumption in the selection and appearance of editorial content, while interpersonal interactivity is able to involve person-to-person conversations mediated by technology as user-to-user interactions or interactions between humans.

Agility of Organizational Culture

An organizational culture embraced by management and applied to all crew and leaders characterizes Suara Surabaya, a commitment to ensuring the media provides the greatest possible benefit to the people of Surabaya. This organizational culture is reflected in Suara Surabaya's daily broadcast programs. As stated by Ms. Wismanti, a senior broadcaster, in an interview, the importance of preserving Suara Surabaya's organizational culture has contributed to the organization's reputation over the years. As a media outlet that consistently provides the latest and most up-to-date information, the crew has extensive networks with various institutions, is responsive and responsive to various community issues, and possesses adequate broadcasting capabilities. An agile organizational culture is supported by various factors, such as:

1. Leadership Agility

Suara Surabaya's leadership culture is consistently involved in every organizational movement, overseeing each program, providing direction and support to operational staff, granting full authority within each department's responsibilities, while maintaining oversight mechanisms. Leaders are quick to respond to any issues and provide immediate solutions. Leadership's entrepreneurial role is clearly evident in supporting programs that incorporate input from subordinates to contribute to Suara Surabaya's sustainability. Leadership empowers employees to support added value for the media's

sustainability through various programs such as Jazz Traffic, Berani Tampit (Dare to Appear), and other media-based training programs.

2. Resource Funding

Suara Surabaya's management is committed to providing budgetary support for the implementation of work programs and funding for innovations to improve IT equipment that support IT-based media services. In addition, it provides funding for human resource development through training courses, both domestically and internationally.

3. Innovation Capability

Human Resources, as Suara Surabaya's assets, are open to innovation, enabling human resources to develop capabilities that improve over time. The organization's vision, which encourages the realization of human resource capabilities through funding support, enables the development of human resource capabilities to realize new ideas on an ongoing basis.

4. Networking

Suara Surabaya has a radio network spanning from Bali to Central Java. This network allows for wider listener interactivity, even though collaborations with the Voice of America (VOA), enabling Suara Surabaya to offer world-class information and support the development of a global industry. Suara Surabaya listeners working in various countries remain loyal to the program's interactive channels. One loyal listener working in Philadelphia frequently participates in interactive channels to share information on a wide range of topics, broadcast via streaming media.

5. Customer Agility

The use of interactive formats supported by communication technology allows for direct listener involvement in contributing to the production of news content. Any incident occurring in the listener's environment provides an opportunity for listeners to report it to SS FM. Topics covered by listeners include accidents, natural disasters, robberies, muggings, and other unique and interesting topics, as stated by a loyal listener, Mr. Teguh, in an interview conducted in April 2025. SS FM through this format indirectly empowers its listeners to faithfully contribute and communicate directly during the broadcast. This unconsciously becomes a win-win solution for both listeners and SS FM where listeners get solutions to problems conveyed through the media for free while SS FM also gets broadcast material from listeners. SS FM accommodates this interactive through the citizenship journalism program. This has been going on since 1994 in the interaction process, the control function is carried out based on the SOP (Standard Operational Procedure). This is intended that information coming from various media must have value for listeners, Astuti & Aritonang, 2019. The interactive media used are local telephone lines, SMS, online media such as websites, emails and social media Facebook and Twitter. The value felt by SS FM listeners by getting various solutions to problems that occur in the daily environment over the years is able to build listener loyalty in a sustainable manner. Listeners create positive word of mouth about SS and recommend other listeners to faithfully listen to SS FM with updated and trusted news.

5. Conclusion

Based on the phenomena observed, researchers can conclude that Radio Suara Surabaya can be described as a business that demonstrates operational agility. Agility has become a culture that fosters a shared commitment to providing the best programming for its listeners. In addition to agility in organizational culture, it also utilizes agility in information technology, supporting broadcasting technology in both software and hardware. Interestingly, the use of agility in empowering listeners creates a win-win solution for Suara Surabaya and maximizes listener benefit. Suara Surabaya's

transition to a public complaint radio station has impacted listener loyalty over the years. Radio Suara Surabaya's implementation of IT Agility, Organizational Culture Agility, and Customer Agility serves as an agility strategy for survival and sustainability in the media business

6. Research Implication

The results of this study provide a discussion on the implementation of strategic agility in the media business, which can serve as a reference for business owners and other researchers on the same topic. The implementation of strategic agility impacts business sustainability. The results of this study can serve as a preposition for future research by linking the same variables or other appropriate variables to build sustainable competitive advantage.

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