

Report On
Down Falling of a Rising FM Radio Industry and How Radio
Foorti 88 FM Mitigate Crisis and Overcome Situation

By

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Internship report submitted to BRAC Business School in fulfillment of the requirements
for the degree of
Masters of Business Administration

BRAC Business School
BRAC University
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Declaration

This is hereby declared that

1. This internship report submitted Brac University with my own original work for the completion of MBA degree.
2. The report does not have any material that was previously published or written by any other party, where it is clearly cited through complete and accurate referencing.
3. The report does not have any material which has been granted, or accepted by any university or institution for any other degree or diploma.
4. I am gratefully acknowledged all those main sources that I look for help.

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Letter of Transmittal

Zaheed Hosein Mohammad Al-Din

Senior Lecturer

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Subject: Submission of Internship Report

Dear Sir,

With due respect and humble submission, I would like to state that, I am Md. Rayhan Alam, student of the MBA Program of BRAC Business School at BRAC University. I have completed this report for my internship on Down Falling of a Rising FM Radio Industry and How Radio Foorti 88 FM Mitigate Crisis and Overcome Situation.

As a leaner, through this work, I got the opportunity to know the present and past situation of the Media Industry specially for the Radio Foorti and its future strategy to hold the position. I am really grateful to you to help me through the period of doing this report. It was not possible without your support and guidance.

Finally, I will be grateful if you could give your feedback and advice on my report.

Sincerely yours,

Md. Rayhan Alam

Student ID: 17364065

BRAC Business School

BRAC University

Date: April 21, 2020

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between **Radio Foorti Limited 88.0 FM** and the undersigned student at BRAC University

Acknowledgement

I am showing my thank and pay my deep gratitude towards the almighty Allah at the beginning because without the blessing I wouldn't have been this fortunate to finish this report. There are a lot of people whom I have to thank too. First of all, my cordial thanks go to Mr. **Zaheed Hosein Mohammad Al-Din** Sir as my intern supervisor to provide me this great opportunity to work in this project and giving me the such privilege to learn thereby. A huge gratitude goes to the **Senior Manager, Mr. Mahfuz Reza Farhan Ahmed Shahed Bhai** (Radio Foorti limited) who has helped me to finish this project from the beginning. Finally, I thank my family to continuously support me through and through.

Executive Summary

Since the inception of broadcasting medium, Radio technology was the earliest development that used for military or defence people to communicate with longer distance. In the earliest twenty century radio became one of the major communication channels for mass people via a transmission station. In Bangladesh, during liberation war, Radio was the only medium of news broadcasting and entertainment. It plays a great role to motivate our freedom fighter and helpless people of Bangladesh in 1971. By the development of human civilization, this technology has replaced by the digital medium. In today's world this digital technology is controlling various types of media platforms. In our country, Bangladesh Betar that is a Government owned station started with several broadcasting stations from the Capital of Bangladesh namely Dhaka as well as Port City Chittagong. After launching private station, in 2006 Radio Foorti became one of the largest and biggest name in the FM industry. Radio Foorti in Bangladesh shows an immense growth in this sector. Bangladesh government has allowed many licenses to new parties for radio stations where 60 community radios established by 2013. Popular stations are Spice, Dhaka FM, Jago FM, Radio Bhumi, Radio Amber became most famous to the young generation in Bangladesh. In today's world, Facebook, YouTube, Instagram or Spotify provided a convenient service to the users and this has an impact on the Radio Industry. In addition, now young people want to spend their time with their MP3 or iPod for music. Moreover, mobile applications, games and other digital platform create an impact on the listener. All these creates a huge challenge to the FM Industry and Radio Foorti took the challenge and they always come up with a new solution.

Keywords: Radio Foorti, FM Industry, MGH Group, Music, RJ, Bhoot FM

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List of Acronyms

FM	Frequency Modulation
RFL	Radio Foorti Limited
MGH	Mohammed Gaziul Haque
RJ	Radio Jockey
RDC	Radio Commercial
RJE	Radio Jockey Endorsement
BTRC	Bangladesh Telecommunication Regulatory Commission
MOI	Ministry of Information
DESCO	Dhaka Electric Supply Company
CAAB	Civil Aviation Authority Bangladesh
IVR	Interactive Voice Response
SMS	Short Message Service
Tx	Transmitter
BE	Broadcast Electronics
FMCG	Fast Moving Consumer Goods
P&G	Procter and Gamble Company

Glossary

RJ	Radio jockey, who hosts any radio show is called RJ.
RDC	Radio Commercial, Radio commercial or advertising that allows an advertiser to purchase airtime on different radio stations, where advertisers can broadcast their products or services via a commercial advertisement.
RJE	Radio Jockey Endorsement is a unique type of advertisement of products or goods that a Radio Jockey talks about the products or goods of an advertiser; it is a source of revenue of any radio station. It is non-profitable announce from RJ whether if is it from Government issues or any awareness news for the listener.
FM Radio	Radio broadcasting method that used by Frequency Modulation Technology. Frequency bands are fixed by the local Government agency or authority for the private
Bhoot FM	It is a Radio Show name hosted by renowned RJ Russell, this very famous show is relayed supernatural or paranormal activities around the society and story teller can explain his life experience to the audience in this live show. This show became of the famous hunted show around the world and it is the first supernatural radio show in the world. Thousands of listeners around the world join this show via mobile radio application, FM radio or Radio Foorti mobile application as well streaming channel.

Chapter 1: Internship Overview

1.1 Student Information:

My name is Md. Rayhan Alam (Pikul), Student ID: 17364065, Major: Finance

1.2 Internship Information:

1.2.1 Company Information:

I am doing my internship at Radio Foorti Limited (MGH Group); Office Address: Landmark Floor- Eight (8), 12-14, Gulshan Commercial Area, Gulshan 2, Dhaka, Bangladesh. Period of Internship: Since September 01, 2015 I am working for MGH Group, Currently I am responsible for Transmission and Broadcast and Technical Operations. I also taking care of Government Regulatory Affairs since May 2017, Since September 2018 I am working as a Head of Transmission for 10 Stations. In addition, I have to work with Radio Foorti/MGH Group Finance Team for Technical Operational Issues. Hence for my MBA degree and internship experience, I am showing my working place as my intern institute.



Figure 1. 1 Radio Foorti 88 FM Limited

1.2.2 Company Supervisor's Information:

Mr. Mahfuz Reza Farhan Ahmed Shahed, Head of Business, Sales & Marketing - Radio Foorti Limited, Senior Manager - MGH Group.

1.2.3 Job Scope:

Technical Team: I am working under technical department, currently as a Head of Transmission of 10 stations; previously I was responsible for only East Zone Transmission;

Sales & Brand Team: 4 months working experience with Foorti Sales Team. Several campaign with Brands Team as well. Since the beginning, working with Finance team as well procurement team New Construction, Project. Leads 2 projects such as Brand New Noakhali Station & Dhaka Relocation for Foorti, Renovation of Sylhet & Chittagong Station, Electrical Rectification Work at Chittagong, Bogura and Barisal Station.

1.3 Internship Outcomes:

1.3.1 Contribution to the company:

Serving Technical Team for 24/7 smooth On Air for 10 individual Transmission Office, Government Regulatory Affairs Dealing such as BTRC, Bangladesh Betar, Desco, Civil Aviation Authority Bangladesh, Ministry of Information. Leading 10 stations operational and administrative work.

1.3.2 Benefits to the student:

Experiencing multi-dimensional work module, gathering experience by working with Government authority, handling critical situation in transmission center, facing and overcoming situation like natural disaster, load shedding, power disruption, technical fault, connectivity lose and running 24/7 smoothly and spontaneously even though all these have to face simultaneously.

1.3.3 Problems/Difficulties:

Difficulties are to run 24/7 without disruption and maintaining such huge network with a very less human resource. Have to face autocratic decision from Top Level Management. Have to sacrifice Festival vacation like Eid or Puja or any government vacation. Very less scope of personal life, hangout, though I have to visit 10 different places of Bangladesh frequently, sometimes twice or thrice in a month.



Figure 1. 2 Foorti Boishakhi Greetings with “Covid-19” Awareness

1.3.4 Recommendations:

As a Super Brand, Radio Foorti is a great place to work. No one is allowed to work in single dimension at Foorti. So who knows, you might be their Future RJ, even though if you join Foorti for your real time internship. Just remember – Don’t Stop the Foorti; Do Foorti & Join the Party!!!

Chapter 2: Organization Part: Overview, Operations and Strategic Audit

2.1 Introduction:

Radio Foorti Limited is the number one FM radio station in Bangladesh with the largest FM Radio network around the country. Basically, Radio Foorti is an entertaining music channel and plays a wide variety of music, categories from old classics to most released song of Bangladeshi artist, plays most released Hindi movie song along with various the hottest international songs in the Foorti music list. Radio Foorti started on airing from September 22, 2006 in Dhaka as 98.4 MHz frequency along with other two stations from Chattagram and Sylhet on the following year. At present this channel is broadcasting under FM 88.0 MHz nationwide and broadcasting across 10 cities and their adjoin areas in Dhaka, Chattagram, Sylhet, Khulna, Rajshahi, Barisal, Mymensingh, Cox's Bazar, Noakhali and Bogura. Foorti has two separate studios in Dhaka and Chattagram, where Dhaka Studio airwaves nationwide programs and Chattagram airwaves regional program.

Radio Foorti limited is owned by the MGH group and their slogan has been revised from "Don't Stop the Foorti" to "Do Foorti" at their one-decade celebration in the FM industry. Along with the most popular programs like "Bhoot FM", this channel is the number one is its technical advancement with Mobile application for Android and IOS, which allow a listener to listen Bangla, English or Hindi music across the world with song title, artist detail, cover photo and lyrics through the mobile application. It also introduces listener's live communication with RJs through mobile application as well as telephone IVR technology. Radio Foorti also has the largest community engagement over 4.4 million follower in its official Facebook.

2.2 Historical Background of The Radio Industry & Foorti:

Radio Foorti grown in such a way so that they become the strongest FM brand in Bangladesh since the beginning of their journey started on September 22, 2006 and initially able to started with across Dhaka, Chittagong and Sylhet. Radio Foorti spread operation very vigorously and now broadcasting in total of Ten (10) different district to cover whole country. This is how day by day they expand and maintained the country 's Largest Private FM network with around 77% coverage area of geographically location, having 83% country population coverage till 2020 April. Till the year 2016, Radio Foorti is leading as a leader of total market share of 81% (in terms of listener). Foorti is competing with Radio Today and ABC Radio where their market share is 45% and 42% of each respectively. According to Nielson data of FM Industry listener-based market share within the time period 2010 to 2016 shows an exponential rise for the Foorti in terms of total market share. In 2020 this data changed a lot, but the position of Radio Foorti still in the number one. Foorti goes behind to achieving a respectful growth of average rate of with at least 5% per year. As the target audience is mostly youth since its born and Foorti has been very successful with the inception and still holding the position. Radio Foorti booms with a motto which is called — Don't Stop the Foorti" and with this hip hop and happening music, charismatic Radio Jockey and playing up-to-date music for the youth of Bangladesh. For their day and night struggle they became best brand and got the award from Super Brand as Best Brand Award 2015 organized by Bangladesh Brand Forum. In 2014, Foorti also win 2 COMM awards in two different categories. Foorti has change the definition of the FM in Bangladesh and became an ushered in a completely different way for listener of Bangladesh as well as world FM industry. Radio Foorti is now the market leader as per revenue and as per listenership.

2.2.1 Radio Foorti 88 FM with Mission and Vision:

Radio Foorti 88 FM Limited strongly believe that to fulfill the eternal peace in human mind music is essential and thus Foorti is encouraging youth with musical talents in national boarder as well international boarder.

Radio Foorti team working with numerous artists to build a one stop music & entertainment platform of the national and international stage & compete vigorously with the international community to hold the number one position always.

2.2.2 Radio Foorti Tag Line – Join The Party:

Don't Stop the Foorti – it was the very famous Tag line of Radio Foorti during its beginning period. With the time horizon and technological advancements, perception of human, Radio Foorti had to change their tagline again and now it is “Do Foorti”. Pleasure and satisfaction are the everything that makes the content of Foorti. Thus, Foorti always related their tagline with the of happiness of human life and the keep them always alive.

In 2020, Radio Foorti Limited reached in a platform where they redesign their whole brand and welcoming everyone participate their new platform. And thus, the Top management decided to establish a new Tag Line and it is yet not published which might be – “Join the Party!!!”

2.3 The Management Practice and Functional Areas:

The functional role of the management of radio station is consist with the both simple and complex way. Radio Foorti management is very dynamic, talent and very visionary. Their mother concern MGH Group is very strictly observed every individual people in the Foorti. All the decision that needs to improvise comes directly from the Top management. Though it

is an entertainment channel but every step is marked by the Group decision. A logistic oriented management body decided for each and every single plan. Foorti has a very good strategic team along with technical genius for the technological development. Foorti Finance team is very strict and strictly handled by the Group Finance team. All the events and programs are monitored by the Group. So, there is no scope to do anything without their notice. Foorti Headquarter is full of around thirty people from different sectors and communities. The most attractive thing that catch my eyes about Foorti is that diversified people that they bring together for the same ground. Foorti consists of mainly Four departments which are -

1. Music and Schedule Team
2. Radio Jockey, Sound engineering and Content development Team
3. The Engineering & Administration Team

These Three major teams are organized by the Foorti Business head and leads by the own team manager as well as team leaders. Team leaders are basically MGH Group appointed stuffs who are usually ranked by Management Trainee, Executive, Senior Executive, Assistant Manager, Manager, Senior Manager, Deputy General Manager, General Manager, Associate Director, Executive Director and Director. All these appointed people are obliged to report the Managing Director either directly or indirectly. Foorti has a HR unit. These unit closely observe the functional work as well as goals that needs to be fulfill by each individual of the Team. Foorti Engineering team has contractual electrician as well as Diploma Engineers who are appointed to run 10 transmission centers across the Bangladesh.

2.4 The Marketing Practices & Strategy:

FM industry is overcoming initial phase and within a short period of time already we have 23 FM stations are running by private organization and 4 FM stations by Bangladesh Betar at present. Now the market profile of this industry is recapping in short.

2.4.1 Market Profile:

- Industry is overcoming the introduction stage.
- In this present situation it is possible to create a listener group. People take this media as a pure part of entertainment in their life.
- This media also proved itself as a User friendly & portable amusement.
- By giving quality entertainment as well as our product, it's possible to establish a good Brand in this industry

2.5 Financial Strategy

Radio Foorti follows the following financial plan to maintain smooth cash revenue and cash flow:

- 1) RDC (Radio Commercial/Advertisement) for on airing request from clients/agencies must be reported to Foorti Commercial department before 24 hours of on-air time
- 2) Advance 50% payments before on-air from premium clients
- 3) Advance 100% payments from the new/periodic clients before on-air
- 4) No penalty in terms of missing on airing (Foorti reserved all rights of on airing)
- 5) Submit revenue report to the Group Finance team weekly, monthly and yearly basis

2.5.1 Review and Control:

Radio Foorti consider the following issues very strictly with high priority:

- 1) 24/7 on airing, so that every hour can create scope of revenue generation
- 2) Revenue and per unit (minutes) sales
- 3) Media Expenses (Operational and Administrative)
- 4) Listeners feedback on shows, songs and RJs
- 5) Clients feedback on shows quality, on airing, sound quality and service provided by the employees
- 6) Market log (Mother Concern-MGH Group, Self and competitive other major activities)

2.6 Operation Management and Information System Practices

Radio Foorti 88 FM Limited follows certain operation plan which is unique and very dramatically changed with the time horizon. Foorti designed its shows and production in such a way the all age group can be their listener.

2.6.1 Shows and Production

“Bhoot FM- The Night Comes Alive – Friday 11:59 PM, welcome all to Bhoot FM” – this line represents not only Bhoot FM shows, but also Radio Foorti. FM industry in Bangladesh became popular to the local community by this show named “Bhoot FM”. It is the first show which represent horror and suspicious events of human life. Victims and guest came to this live show to share their stories with the help of very famous RJ Russell. If you ask any FM listener of Bangladesh, they will certainly talk about Russell Bhai. However, beside this famous show, Foorti had some other very renowned shows across these 12years of journey specially Dhaka Calling, Hello Dhaka, Foorti On the Rocks, La- La- La, Talking Tom etc. Besides these shows, Foorti organized many celebrity shows like as “52 Shades of Tahsan”, “its complicated with John”, “On the Rocks with Zohaad”. Foorti music schedule was

designed by very famous music compositor “Fuad Al Muqtadir”. Also very renowned celebrities were born by the hand of Foorti such as Today’s actress Nusrat Faria, Actor Arefin Shuvo, Actress Nowshin, Model Sara Alam, Singer Amid Hasan. Foorti sounds has a great reputation which start with the hands of Mr. BJ, later with Shaker Raja (Former Guitarist – Shunno Band), Chintu Bhai as well other musician. Foorti redefine the music in a different level with all these very talented people. It’s a work place of talent and delegated team members.

2.6.2 Media Communication

Radio Foorti’s success is defined the media communication. Foorti has an extended communication skill with entire media related to music and artist. Maximum Spenders: Not everyone is the client of a FM Radio Station. Among the thousands national and international companies, there is three broad category spenders in the FM channel which are 1) Telecommunication Industry like as Grameenphone, Banglalink, Airtel, Robi 2) FMCG like Unilever, P&G, Square, Pran 3) Beverage Company like as Coca-cola, Pepsi, Akij Beverage - Mojo, Globe Soft Drinks- Tiger, Uro cola etc. In the picture we will show the images of maximum spenders in the FM channel in Bangladesh.



Figure 2. 1 Image of Maximum Spenders Company Logo in the FM Industry

2.7 FM Industry of Bangladesh:

Till 2015, Bangladesh government allowed 28 private organizations to setup FM broadcasting by providing license from the Ministry of Information. Bangladesh Telecommunication Regulatory Commission is assigned for providing FM broadcasting spectrum to the license holder and among all those license holders, 25 of them got the spectrum allocation from BTRC. There are two generations of FM Radio in Bangladesh. Below chart will provide the detail of all stations with their coverage area around Bangladesh.

Name *	Area Served *	FM Frequencies (MHz) *
Radio Footi	Dhaka, Chattogram, Sylhet, Mymensingh, Barisal, Rajshahi, Khulna, Cox's Bazar, Noakhali, Bogura	88.0
Radio Aamar	Dhaka	88.4
ABC Radio	Dhaka, Chittagong, Cox's Bazar	89.2
Radio Today	Dhaka, Chittagong, Cox's Bazar, Khulna, Bogra, Sylhet, Mymensingh, Barisal, Kushtia, Comilla	89.6
DhakaFM	Dhaka	90.4
Asien Radio	Dhaka	90.8
Radio Dhoni	Dhaka	91.2
Peoples Radio	Dhaka	91.6
Radio Shedin	Dhaka	92.4
Radio Bhumi	Dhaka	92.8
Radio Next	Dhaka	93.2
Radio Din-Rest	Dhaka	93.6
Radio Dhol	Dhaka	94.0
Jago FM	Dhaka	94.4
Capital FM	Dhaka	94.8
Bangla Radio	Dhaka	95.2
Radio Edge	Dhaka	95.6
City FM	Dhaka	96.0
Spice FM	Dhaka	96.4
Radio CIUS	Dhaka	96.8
Times Radio	Dhaka	97.2
Desh Radio	Dhaka	98.0
Radio 71	Dhaka	98.4
Radio City	Dhaka	99.6
Radio Active	Dhaka	100.4
Colours FM	Dhaka	101.6
Radio Amber	Dhaka	102.4

Table 2. 1 BTRC Annual Report 2017

2.7.1 Agencies & Category:

There are two types of customer relationship with the FM stations. 1) Direct client 2) Agency Based. Usually while any company wants to promote their product through the media, they communicate with the agencies to get the ease to communicate with several media at a time. Thus, agencies played a great role in between Client and the FM Station. There are several renowned agencies but their task is not same at all. There are several types of agencies those provided different types of service categories and thus client and FM station get a good communication channel.



Figure 2. 2 Agency and Category for FM Industry

2.8 Industry and Competitive Analysis:

One of the directors from mother concern will be responsible for the marketing activities, supported by Radio Foorti CEO and Marketing team which consists of 1 Senior Manager-Marketing, Sales and promotion, 2 Manager for Sales, 2 Assistant Manager-Partnership & Branding as well Digital Marketing.

2.8.1 SWOT Analysis of FM Industry

In the following, an environmental analysis considering the external and internal an issue of the company is performed through a SWOT analyzing tool.

Strength

With a vibrant slogan “Don’t Stop the Foorti!” Radio Foorti had become the strongest brand among 23 private stations in Bangladesh. By gaining listenership in the leader mode, Radio Foorti is dominating in the country’s social classes irrespectively. And, as a result Foorti achieved a remarkable growth since the inception with the double digit of major market share of the FM industry (Brand Forum, 2016). In addition, Foorti’s official Facebook page is gathered with 4.4 million followers with the most interactive social media of Bangladesh. The communication and promotional strategy of this service firm is another big success story. The company focuses mainly on billboards and print media maintaining strong brand awareness in the customers’ minds. The image of the company is further strengthened in a positive manner with the company’s initiative to social welfare and philanthropic activities. Foorti creates several social impact in Bangladesh such as Concert of Flood Victim where many rich and popular person give their donation and according to the famous newspaper The daily Star, Radio Foorti is not only a FM Radio, it is a media for the people of Bangladesh.

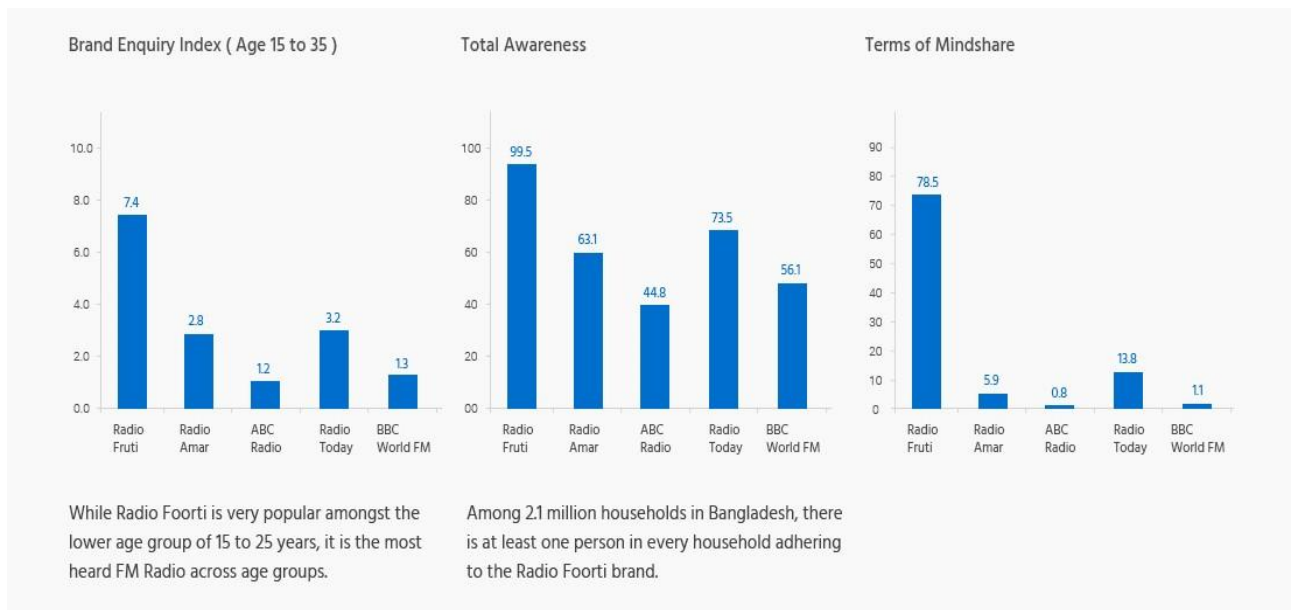


Table 2. 2 MGH Group Profile of Radio Foorti Market Stand

Radio Foorti has a natural and local feel which makes it more flexible to interact with the listener. In below, I have discussed about the strength of Foorti in briefly:

- Radio Foorti is completely free for their audiences, you do not have to pay them like as other platform like Spotify or Netflix.
- Foorti has their own fan based that is the great strength of Radio Foorti. Specially the educated people of Dhaka city like Foorti as they love to listen song.
- Foorti is the only station who strictly control commercial timing. Only 90 to 120 seconds commercial on-aired in an hour. It makes the listener more interactive to the shows.
- RJs has great impact on its strength. RJs are highly popular among the mass community thus Foorti is carefully control RJing while they are on live shows.
- “Bhoot FM” famous Radio Show in the history of Bangladesh, it also creates a huge fan base in Kolkata, Middle East, USA, UK and Australia via their Mobile Application and streaming Server.

- The greatest strength of Radio Foorti is, while asking common people of Bangladesh regarding FM Radio, almost 58% of them replied, “Oh, Bhoot FM!!!” that is FM is defined by a show name which is remarkable. Note that, their Mother Concern, MGH Group successfully able to established a unique Branding technique which is people get used to with the products commercial name rather than the product itself. For Example, we used to call Pampers, rather than Baby Diaper even though it is from different brand. Similarly, we used to call Gillette rather Razor. All this is for extreme branding capacity of MGH Group. Even sometimes, people doesn't know about MGH Group whereas they are using MGH products in their house.

Weakness

In spite of being the most tuned channel, Foorti is not beyond its criticism and challenges. The language used by radio jockeys are criticized by even Government authority. Few of the jockeys are complained to be mixing English and Bangla unnecessary and thus making a bad impression to the customer base. Few are lack of professional training of speaking fluently and sensibly in Bangla language. Though, Foorti is continuously trying to improvise this problem but still RJs are not following the rules as people used to listening these tones. Another issue that is also concerning for Foorti is voice modulation. Voice modulation signifies the quality of service while providing as an audio broadcasting tools. Some RJs are making voice unnecessarily chirpy thorough voice modulation. Sometimes it gets noisy and creates harsh sound while listening from a mobile phone FM radio. Another important lacking is, music is often played without announcing and without mentioning the singers/composers name. Without Bangladesh Betar, rest of the FM channel doesn't mention the composers' name. Though Radio Foorti claimed that they are covering the whole nation, but still it is not clear outside city area specially in the rural area and some of the areas are not

actually covered, Foorti though claimed to use their Mobile Application, if somebody faced problem in their Radio receiver or their handset with earphone. Foorti claiming that, they could cover each point of the country but the Government has restriction about new station and binding not more than 10 stations at a time. As a result, Radio Foorti constantly updated and upgraded its network and try to serve better service as they promised.

Opportunities

It is obvious that Radio Foorti employees and management team are constantly working on the new development and new scope. Considering the blends of programs, some new segments can be added by the popular celebrities. For example, a large portion of the listeners tune to FM radio for news updates. Foorti can establish new shows hosted by popular celebrities and famous or renowned face. Some listeners are willing to know the news update. In that case, BBC has no match for it. Radio Foorti can proceed for this segment of consumer base who are looking for news updates. With a strong passive influence over the market, Radio Foorti along with other music dedicated FM stations is contributing to the sales growth of CD music. FM radios are making people more music-aware. The station has a strong mindshare of different classes of people of the society. Consumers range in different status in terms of age, profession and social class.

Threats

Due to some misinformation often provided by the Radio Jockeys, namely the one in Dhakar Chaka providing traffic news on main Dhaka streets, the reputation and brand image of the company is deteriorating. As a result, the station may lose considerable number of

listenership. In below, I will discuss about so many threats that Foorti has to face from the outside:

- It is very difficult to keep all the famous RJs. Sometimes RJs are not highly educated and thus they have switching behavior for more flexible work environment.
- Competition is very high in this field thus always have to be very careful regarding the competitors' behavior and plans.
- Other Entertaining channels like digital platform is very influential and have more control now a days to the youth.
- Foorti takes longer time due to bureaucratic problems to adopt any new innovation or any decision

2.8.2 Competitive Analysis

Since its inception Radio Foorti is mainly focused on mainly to the young people and able to meet their demand and desire of music very successfully. At present, considering the market leadership in category of FM Industry, Foorti controlled 78.6% according to the report of NMDS-2014, posted by AC Neilson which was 72.3% than that of the year 2013. At present this competition is higher among the other competitors with Foorti. Radio Foorti got the highest engagement in their YouTube channel and Facebook Fan page. In terms of other competitors, this is very remarkable for Foorti. Almost 4.4 million people follow them on Facebook. Foorti now very popular on the Facebook Story as well. Foorti creates an impact on their Instagram network. However, Foorti Mobile App for Android as well IOS version is very popular inside as well outside the country. Almost 400+ downloaded their mobile App. Foorti is now developing a new App for their listeners. Foorti still holds the greatest network channel which is covering almost 88% of area of land of Bangladesh. With the technological advancement, Radio Foorti throw challenges to their competitors

cause Foorti always believes in innovation and very eagerly accept the modern technology.

This technology makes them different.

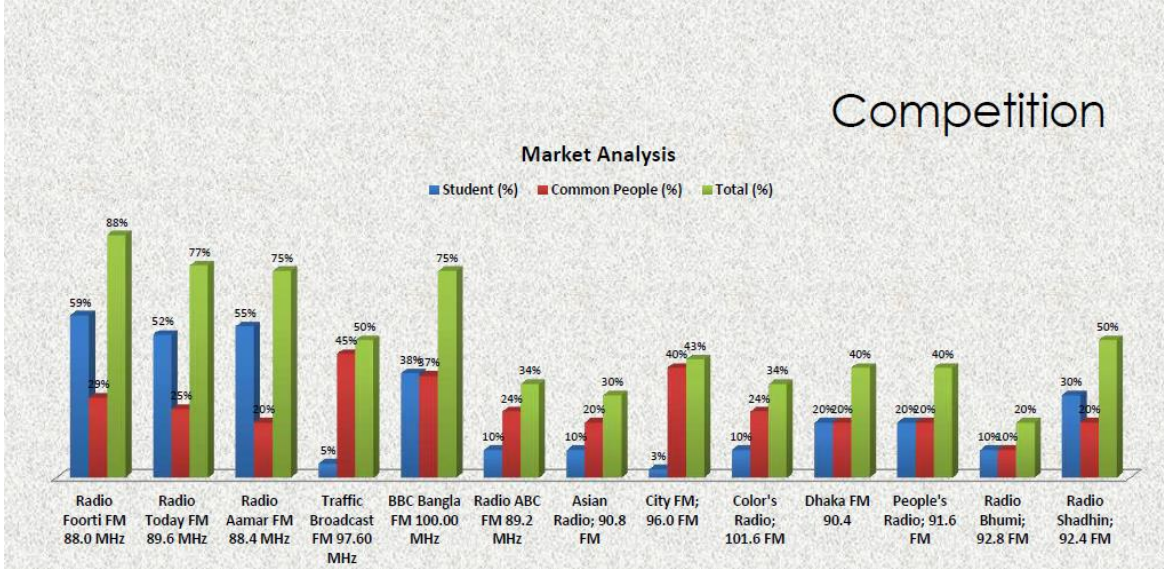


Figure 2. 3 Market Competition of FM Industry 2018 June

Chapter 3: Down Falling of Industry and How Foorti Overcome

3.1 Down Falling of Rising FM Industry

FM Radio industry passed a decade only in Bangladesh and within 4/5 years of new born industry, Government allows 28 private organizations to buy license of frequency. It was the rising of the industry. But like every other industry, this entertainment industry saw the down falling within the next 8 or 9 years. From my point of view, it was due to the lack of regulation and lack of initial investment. Most of the Radio owners are politically healthy or their root is highly ties with political personal. As a result, they use this medium only to protect them. Another important reason behind this down falling is, this industry could not able to hold its activeness as well glitters like as its inception period. Industry greatly lose its support as music is the main part of the radio. Music and radio both are suffering stage in Bangladesh in recent years. Though many rising stars came into the field but they came like as lightening. Suddenly appeared and then vanished rapidly. In addition, threats became obsolete while the technology became more aggressive on it. After the revolution of Android phone, people become addicted on phone mostly. Music became more accessible by any user of android phone. Without a phone and internet connection, one can download thousands of songs. Thus, Radio became unwanted item to those who carried an android or IOS phone or so-called smart handset. Only thing that keep the audience still alive is live shows and RJs talking. People loves to listen to their favorite RJs shows regularly. But due to Facebook live streaming, it is also under threats. So, RJs also facing trouble to do live shows. All these creates a trouble to the entire industry and advertiser became more cautions about Radio while they have opportunity to do the marketing over digital platform.

3.2 Social Media and Digital Platform Impact:

Digital media or social media creates a huge impact on the human behavior in today's world. We slept by checking our Facebook homepage, Instagram images or saying goodnight to our beloved over messenger or WhatsApp. All these are becoming a part of our lives. As a result, people even stop watching news over TV. Impact of these media plays a very negative role on Radio as well. People used to listen different shows on Radio while they travelling or while they working at home or outside. But social media strongly change the human mind and people now loves to chat with others rather than listening to their favorite artist. Moreover, digital platform like Spotify, Netflix and well prime movies also let the people to turn their faces. All these issues make the Radio industry more sufferer. Now it is high time to move around and let the music station live again. Otherwise, most of them will die before even their growth.

3.3 Initiative Taken By Foorti:

To overcome such situation Radio Foorti has taken several steps to overcome the down falling of this rising industry and to hold its position in the market as well to keep their status as a Super brand. Foorti initiatives are describe in below:

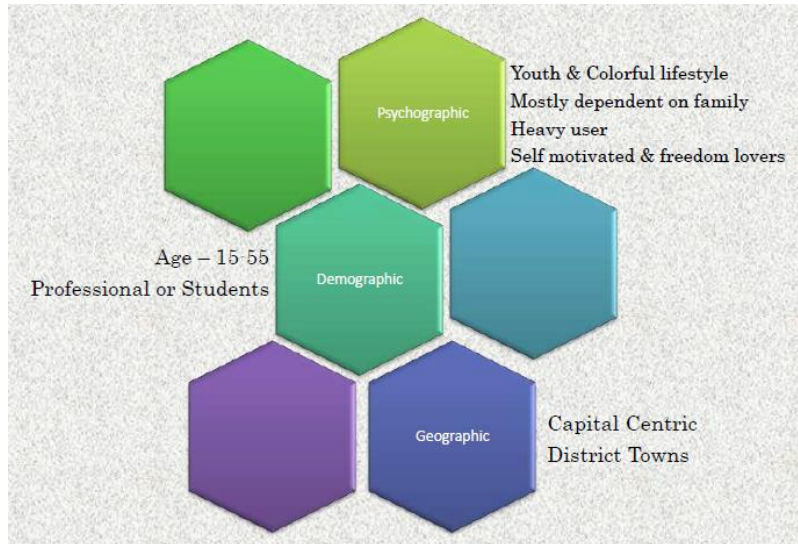


Figure 3. 1 Radio Foorti Strategic Planning Team Side share

3.3.1 Strategy Development:

The directors and the management of Radio Foorti Limited emphasis on the strategic development to retained their position in the market year after year by developing strategic plan on target market, market segmentation, positioning, pricing and branding.

3.3.2 Improvise Target People:

Target Market is a set of people who are aimed by any company accordingly to their business modality. Company aims to captured all those listeners who can be plays a positive role on their products like Rjs, Shows or Music. Such as, Radio Foorti focus on the young generation and thus young people are the target market for Foorti. Similarly, Foorti encouraged to deal with college and university students as a target audience. Also, mass people are their target audience for different shows.

FM Station	Student (%)	Common People (%)	Total (%)
Radio Foorti FM 88.0 MHz	59%	29%	88%
Radio Today FM 89.6 MHz	52%	25%	77%
Radio Aamar FM 88.4 MHz	55%	20%	75%
Traffic Broadcast FM 97.60 MHz	5%	45%	50%
BBC Bangla FM 100.00 MHz	38%	37%	75%
Radio ABC FM 89.2 MHz	10%	24%	34%

Table 3. 1 Daily Star News on FM Industry

3.3.3 Segmentation

Foorti segmented their target market (listener) in the three major segments. These are:

- 1) Psychographic: Youth and colorful life style, mostly depend on family, heavy user, self - motivated
- 2) Demographic: 1) Age 13-18, 18-24, 24-40, 40-60 2) Professional or Student
- 3) Geographic: Capital centric, district town

3.3.4 Positioning

To stay in the first position in the market, Radio Foorti is maintaining the following positioning in the market:

- 1) Premium Service
- 2) Premium Price
- 3) Strong Brand Value
- 4) Powerful and Fun promotional
- 5) Prestigious Market Presents

3.3.5 Pricing

Pricing is strictly controlled by the collaboration of MGH Group finance department and Radio Foorti Finance and Marketing Department. Radio Foorti management focus on the two major issues on pricing their products:

- 1) Competition based pricing
- 2) Penetration or aggressive pricing

3.3.6 Branding

Foorti follows umbrella branding and ingredient branding strategy. For example: Foorti promotes a show which contains all listeners from all groups together to enjoy active interaction with famous celebrity Tahsan Khan.

Foorti Gop Stop

Foorti Gopstop : This one show will bring all listeners of all age together to enjoy active interaction in the Mushkil Asaan segment with Once a month show down of a promising new Artist chosen by the one and only. The Social causes will be focused in the Megaphone segment, and Old and New song, a very popular phenomenon will be showcased in the time machine segment with one aspiring interview, once a month. A complete package to get Tahsan up close and somewhat personal. The Show will Air every Wednesday - 11 PM to 2 AM

Tahsan Khan is a Bangladeshi singer-songwriter, composer, actor, model and TV personality – he was a member of the band Black from 2000 to 2005. Since 2005 he has been working as a solo artist. From 2006 he has pursued teaching as an avocation. Currently he teaches at BRAC University as a part-time faculty of Marketing.

radio foorti 88.0 FM

The 59th GRAMMY

Figure 3. 2 Radio Foorti Brand and Partnership Slide Presentation

3.3.7 Marketing Mix

Under consideration of 4Ps and 3Cs that is Product, Price, Place and Promotion and Clients, Communication and Convenience Radio Foorti tied up there marketing plan. Strategic management team defined marketing plan by designing advertising and promotion plan.

3.3.8 Strategy of Advertising and Promotion

1) Buzz 2) Launch 3) Keep Reminding

3.3.9 Media

Though Foorti itself a communication media, however, Foorti use some other resources for their own advertising and promotion such as Social media like Facebook, Instagram, Media Partner, outdoor live, Bill Board etc.

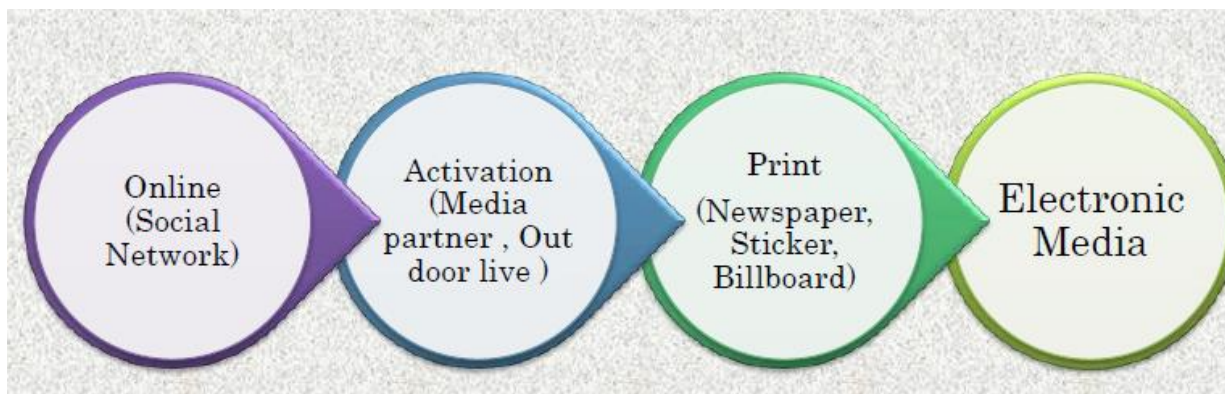


Figure 3. 3 Radio Foorti Strategic Planning Team Slide Presentation

3.4 Foorti Mobile Applications

Radio Foorti Limited launches their Mobile Application (Android & IOS Version) for their listener. This mobile application plays a 360 degree role in terms of

- 1) Broadcasting song all over the world
- 2) Connecting listener directly with RJs
- 3) Creating scope for sponsors/clients for giving their products advertise through this app

- 4) Creating another field of revenue generation through mobile application
- 5) Played a significant role in digital marketing
- 6) Client, Company and Listeners all are getting benefits through app
- 7) Easiest way of branding, promoting, communicating and entertaining mass people.
- 8) You will get the opportunity to see the lyrics of the song that you are listening



Figure 3. 4 Extract Image from Radio Foorti Mobile Application (IOS Version)

3.5 Strategies Required to Develop for the Relevant Listener:

New strategies need to take to keep the Radio relevant to the audience. Company should move on what new generation is demanding and what audience wants to listen as well what captured their mind. Industry must undertake few strategies to survive and stand again in the future shown in below:

- 1) Marketing Services such as new promotional campaign
- 2) News Broadcasting and Direct Contact Initiative
- 3) Live Studio Shows like Coke Studio, MTV, Red FM (India)
- 4) Interactive Show like Love Birds Show
- 5) Celebrity Hosted Radio Shows like 52 Shades of Tahsan,

3.6 Actions and Strategies Needs to Mitigate the Down Fall:

Considering the previous analysis, some of the following recommendations may be taken to mitigate the risk and come into effect if carried out appropriately.

- Innovation is the one great way to mitigate such risk and down fall at this moment. Radio Foorti already took several steps which will bring them in a new stage again. Foorti will rely on innovation and Foorti believes that, innovation for life, for more fun and entertainment, for the listener and for survive in such pandemic situation of this industry.
- Radio Foorti can introduce new shows with live guest engagement that will help them to share their true stories by introducing a show that may create huge impact mass people's true feelings and their lives as well as advertisers mind.
- Foorti should look for more interactive promotional ideas and campaign. Brand and promotion need to be more digitalized than that of before.
- SMS Panel utilization: Foorti has its own short code 16688, which they can use for interactive communication with listener. They can arrange quiz context as well as funny content for listener engagement.
- Through SMS Panel, Foorti can also connect advertiser and consumer in a same platform. It will create a huge impact on both advertiser and audience side. Both will be benefited and Foorti will be able to establish their stand in the market.

- Foorti should start their own Foorti Band again as they have very genius team member. It is very essential to tell that, among 20 employees from Technical, Finance or Programs, almost 18/20 employees directly involve with music apart from their specific job description in Foorti. Foorti started a live show called “Foorti Band”. Management should start this show again as they have their own talent team inside office.
- Bhoot FM should be sell in CD, though Foorti sold Bhoot FM special episodes in Bangla Academy Book Fair as supernatural story book.
- Foorti shows should be in YouTube and Facebook live to creates more consumer demand.

3.6.1 Contingency Plan

- 1) Delay in on-airing for technical difficulties
- 2) Delay in placing RDC (Radio Commercial) in schedule
- 3) Delay in payments from clients, resulting in cash-flow problems
- 4) Equity share of owner disseverment
- 5) Profit share with Mother Concern-MGH Group which is considered as a worst case risk.

3.7 Conclusion

FM Radio has been facing so many threats since the history of its invention and has a strong power of adapting to new technologies. Since its inception, Radio had to fight with TV channel, then satellite technology, cable network, internet and finally in this era fighting with digital media as well as social platform. Especially after the availability of Android phone, audience started to move on social media, specially to Facebook and YouTube and start

avoiding the most traditional way of listening music via radio. It is already proven via studies that traditional media like Radio needs to go parallel with the modern technology. If we look on the neighbor country like India, who develop their FM industry with the help of technology and people loves Radio in their country even in 2020. India could able to do that because they took the right decision on the right time. So, it is high time for our FM industry to décor it again with the new technology and reshape its patterns by taking immediate actions before the merging into the waves of digital platform.

It is obvious that those who could adopt the new technology and embrace with new ideas they can only survive in the race of competition. In today's world, Radio Foorti have to fight with the own industry as well as all those digital media to retain their position as well as brand image. Foorti is struggling with revenue fall in recent year, but as their blood inside vein is by born glorious and vigorous, so they are coming up with so many new tools to change the audience mind and will start a new era again. They believe that they are the role model of this industry and they will do exactly what needs to establish to fight back with digital platform along with their traditional transmission and broadcasting system. Foorti believe that, youth never failed in any war and youth will dominate this world. Even in the lockdown situation, Foorti is working day and night to establish a new era and wish very soon audience will understand why Foorti is going to change their tag line to "Join the Party".

3.8 Recommendation

Radio Foorti is the sister concern of MGH Group and MGH itself doesn't believes in standing without any ground. It is obvious that a good plan can save thousands and Foorti can be a true leader of the industry. Foorti can take the following recommendation for the grater benefit:

- Foorti Mobile app should include more features like Spotify so that listener can be more attractive to their mobile app.
- Foorti can utilize their mobile App for revenue source.
- Radio Foorti can invest on new artist to create a musical hype for the audience.
- Visual productions can be more effective right this moments for digital platforms.
- Foorti Facebook, Ingtagram, YouTube channel can be more powerful and more interesting.
- Foorti should start new campaign in University, Institutes or corporate place to arrange interactive live shows. RJs can be used as a host of any comedy show.
- Awareness Program as well Government partnership can be the attractive way to reach the audience market again.
- Analytical data can be used for the audience choice and preference and to understand the market and consumers demand.
- SMS Panel, IVR can be toll free to retain the customer and listener trust again towards Foorti.
- Foorti App can be used as a live session with audience and celebrities directly.
- More focus on visual tools like funny stories on Facebook page, Instagram Stories, Video, RDC, Radio Sweeper, RJE all can be in visual mode for listener.
- Social services should increase to get the opportunity to be closer to the audience. CSR activities also can be jointly done with Government.
- Organize big events like Cricket Tournament, Sponsoring on Local Football, Kabadi, or Boishakhi events as well Eid Festival, Iftar or Puja coverage.
- Technical development to reduce noise, to ensure coverage 100% inside Bangladesh and high gain with highest listenership and biggest network.

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