

THE DEVELOPMENT AND TRANSFORMATION OF RADIO BUSINESS ADMINISTRATION HISTORY IN TURKEY

RADYO İŞLETMECİLİĞİ TARİHİNİN TÜRKİYE'DEKİ GELİŞİM VE DÖNÜŞÜMÜ

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ABSTRACT

Radio companies are among the service companies in the broadcasting sector. Radio companies, which have similar characteristics to other companies in terms of their business objectives, organizational structures, operational processes and control mechanisms, also have some differences due to the nature of the work they do. This research aims to analyze the development and transformation of radio companies in Turkey over time. In the study where the qualitative research method was used, literature review and document scanning were used to collect data. The findings determined in relation to the subject were analyzed with the historical research method. The research questions aim to analyze how radio companies in Turkey progressed and how the main breaking points were shaped. As a result, it is predicted that digitalization has great effects on radio companies in Turkey and that digital progress will continue in the future. It can also be stated that the state's influence will always be felt through legal regulations. This study, which examines radios from a management perspective, looks at the field of business history from the perspective of radio companies, which makes this research original. In addition, the findings and suggestions obtained in the study are also important in terms of being a source and giving direction to future studies in the field of radio companies.

Keywords: Radio Business administration, media management, historical development, radio business transformation

ÖZ

Radyo işletmeleri yayıncılık sektörü içinde yer alan hizmet işletmeleri arasındadır. İşletme amaçları, organizasyon yapıları, işleyiş süreçleri ve denetim mekanizmaları ile diğer işletmelere benzer nitelikler gösteren radyo işletmeleri aynı zamanda yapılan işin doğası gereği birtakım farklılıklara da sahiptir. Bu araştırma Türkiye'deki radyo işletmelerinin zaman içinde gösterdiği gelişim ve yaşadığı dönüşümü analiz etmeyi amaçlamaktadır. Nitel araştırma yönteminin kullanıldığı çalışmada veri toplamak için literatür incelemesi ve doküman taramasına başvurulmuştur. Konu ile ilişkili tespit edilen bulgular tarihsel araştırma yöntemi ile analiz edilmiştir. Araştırma soruları; Türkiye'de radyo işletmeciliğinin nasıl ilerlediği ve ana kırılım noktalarının nasıl şekillendiğini çözümlemeyi hedeflemektedir. Sonuç olarak Türkiye'de radyo işletmeciliği için dijitalleşmenin büyük etkilerle sahip olduğu ve gelecekte dijital olarak ilerlemenin devam edeceği ön görülmektedir. Ayrıca yasal düzenlemeler üzerinden devlet etkisinin her zaman hissedileceği ifade edilebilir. Radyoları yönetim perspektifinden ele alan bu çalışmanın, işletme tarihi alanına radyo işletmeleri özelinden bakması bu çalışmayı özgün kılmaktadır. Ek olarak çalışmada elde edilen bulgular ve öneriler radyo işletmeciliği alanında gelecekte yürütülecek çalışmalara kaynak olması ve yön vermesi anlamında da önemlidir.

Anahtar Kelimeler: Radyo işletmeciliği, medya yönetimi, tarihsel gelişim, radyo işletme dönüşümü

1. Introduction

Radios are service businesses where audio outputs are prepared through people whose inputs are sound, music, news and information. In this sense, radio businesses can be defined as organizations that use their resources to prepare broadcasts, provide broadcasting services to listeners, and aim to reach their target audience and generate income in return (Kıyık Kıcıır, 2024). Radio broadcasting in the world started in 1917 with educational broadcasts in the United States of America. The first continuous radio transmitter was launched in a station called KOKA in Pittsburg in 1920. Afterwards, in 1921, the WHR station of the University of Wisconsin was switched from test broadcasts to normal broadcasts (Ünsal, 1971). After the USA, the BBC was established in England in 1922 and radio broadcasts began to be realized. In the same year, radio broadcasts begin in France and the Soviet Union, and in 1923 in Germany. They were followed by Argentina, Australia, Italy, Japan, Japan, Norway, New Zealand, the Netherlands, Sweden, Switzerland, Czechoslovakia, South African Union and other countries until 1927 (Uyguç, 1987). Looking at the development process of radio, Kocabaşoğlu (1980) points out that radio stations were established in almost every country in the 1930s, except for some countries in Asia and Africa. In Turkey, radio broadcasting became official for the first time with the "Wireless Law" enacted in 1925. When we look at the course of development in our country, we can talk about the influence of many actors both at the level of state institutions and private enterprises (Kıyık Kıcıır, 2024). This study aims to examine the historical development of radio enterprises in our country in relation to the field of management. The results of this study are considered important since there are limited studies that address the development of radio enterprises from a management perspective. In addition, the fact that the research provides ideas and resource support for new studies in the future is among the aspects that make the article valuable. In the conceptual framework, radio business, historical periods through the development of radios in Turkey and the ownership structures of radio enterprises are discussed. Thus, the steps for the historical research method are also established. There are many reasons for choosing the historical research method in the study. These can be listed as the method's ability to observe situations that cannot be captured in the natural environment, its ability to access meaningful information from the past and make inferences about the future, and the flexibility it provides to the researcher.

2. Conceptual Framework

2.1. Radio Business Administration

Radio enterprises, which work with the principle of delivering lyric and music content broadcasts to the audience, are one of the actors of the service sector operating in the media field. As with other enterprises, radio enterprises that carry out broadcasting activities are also divided into types according to various characteristics. Aziz (2002) groups the types of radio enterprises according to characteristics such as private or public ownership, transmitter power, coverage area, number of employees, financial means, and most importantly, the purpose of the broadcasts and the weight of the types of programs that will achieve this purpose. According to the coverage area, radios are divided into local, regional, national and international radios, while according to their ownership structure they can be classified as public, private and community radios. According to the technology used, they can be classified as terrestrial, satellite, cable, internet, platforms and digital broadcasting, while

according to the content produced, they can be divided into general purpose and thematic radio enterprises (Kıyık Kıcıır, 2024).

When the situation of radio enterprises in Turkey is analyzed, it is seen that many national radio stations are partners of large capital groups and television enterprises. In this context, it can be stated that radio enterprises in Turkey are part of media management boards and operate in a manner that is dependent on large corporate groups. However, there is a smaller organizational structure in smaller radios or in enterprises whose main capability is only radio broadcasting. In radio stations, there is a general manager who coordinates the work and under him/her there are technical managers, production teams, administrative managers and employees. The general manager especially supervises production teams, news staff and presenters (Yaylagül, 2013).

Radio enterprises are subject to the same laws and regulations as other businesses in the entire workflow, from the installation process to the supervision of the broadcasts produced. General obligations are similar in terms of frequency allocations, professional laws, permits and documents required for establishment. Resting rates, which determine the success of radio businesses, are not only a ranking but also an indicator that determines who will get the biggest shares of the advertising pie in the market. The content produced in radio businesses is legally controlled both inside and outside the business by listeners and state institutions. Another law-related issue that radio businesses need to consider is copyright and intellectual property rights. The use of works in broadcasts depends on compliance with the legislation on this subject (Kıyık Kıcıır, 2024).

2.2. Development Periods of Radio Business Administration

2.2.1. Pre-TRT Period

The first radio in Turkey started broadcasting in 1926 within the scope of the Turkish Wireless Telephone Corporation. In this context, as in the UK, France and Germany, our country established radio broadcasting in the hands of a private company and started broadcasting activities. TTTAŞ is a commercial enterprise where the primary objective is profit, as in every private enterprise. It was not expected that a mass communication tool that would be broadcasting for the first time and was not yet recognized by the society would find a large capital in the first stage (Ökçün, 1971). Seventy percent of TTTAŞ's founding capital belonged to the Anadolu Agency and İşbank, which were under private law and completely under the command of the state. The remaining 30% belonged to private individuals who were shareholders of the company. From this point of view, TTTAŞ's equity capital was considerably less than the state support. Thus, the state, by providing an important incentive at the time, aimed to realize broadcasting through private enterprise (Kocabaşoğlu, 1980).

In time, due to the financing difficulties TTTAŞ was experiencing, a cooperation was made with the General Directorate of Post, Telegraph and Telephone (PTT) and the broadcasting responsibility was transferred to PTT. With the Law No. 3222 on Radio, radio was transferred to the General Directorate of PTT and thus began to be organized as a government department. Whereas in the previous period, which was organized as a private enterprise, there was an understanding of free work and advertising in broadcasting, under the General Directorate of PTT, a form of organization similar to that of other government offices came to the fore. Government supervision of publications, broadcasting policies



aimed at legitimizing the government, and a bureaucratic functioning process are among the organizational forms of this period (Boratoğlu, 1982).

In the late 1930s, the General Directorate of Publications was established with the view that radio, which could not develop in the hands of three different authorities such as the General Directorate of PTT, the Ministry of Interior and the Ministry of National Education, should be brought under control, especially after the Second World War. The Law No. 3837, which entered into force in 1940, regulated the organizational structure and operations of the institution (Çakır, 2005). During this period, radio maintained its effective position in mass communication (Çetinok, 2007).

2.2.2. TRT Period

By the 60s, according to Article 121 of the 1961 Constitution, it was deemed necessary to transfer radio and television broadcasts in Turkey to an impartial, autonomous public institution and to enact an appropriate law for this purpose. Law No. 359, which entered into force on May 1, 1964, allowed for the official transfer of radio and television broadcasts in Turkey to the Turkish Radio and Television Corporation (TRT) as a "monopoly" (Türkmen, 1994). Thus, TRT has been undertaking radio broadcasting activities since 1964. Increasing the broadcasting hours over the years and making full day broadcasting of radios broadcasting at certain hours of the day are among the steps of this development process (Cankaya, 1997).

With the establishment of TRT, a period in which broadcasting activities in Turkey were carried out under state monopoly began. During this period, there were organizational developments such as the renewal of the technical infrastructure for radios, the restructuring of channels, the establishment of regional radios and the centralization of program planning. The 1960s are the golden years of radio broadcasting in Turkey. On September 9, 1974, with the participation of Ankara, Istanbul, Izmir, Erzurum, Diyarbakır, Antalya, Antalya and Çukurova radios, Radio 1 channel started to broadcast uninterruptedly all day long. Radio 2 and Radio 3 channels were established in 1975. In 1987, Radio 4 was put into service (TRT, 2024). In Turkey, the public-oriented broadcasting approach, which started with PTT and extended to TRT, constitutes the foundations of radio activities. These institutions carried out broadcasting activities with a flow similar to the functioning of state institutions and formed the first examples of today's radio broadcasting in our country (Ural, 2010). In this process, TRT has also continued its broadcasts for purposes such as training human resources for the broadcasting sector, supervising broadcast content and providing educational support to the society.

2.2.3. The Period of Private Radio Enterprises

Radios, which gradually left their golden age behind with television, which became active after the 1960s, started to gain momentum again for listeners with the entry of private radios into broadcasting in the 90s (Çakır, 2005). Cankaya (1997) attributes the entry of private radios into the market to their lower establishment costs compared to television and cheaper broadcast production stages. It is also thought that the Prime Minister of the period's opening of the transmitters required for broadcasts to different institutions had an impact on the opening of private radios. Therefore, after 1989, despite TRT's broadcasting monopoly, radios such as police radio and meteorology radio started to broadcast (Yazıcı, 1999).

Those who argue for a distinction between public and private radio criticize the restriction of broadcasting activities to TRT, while arguing that listeners' right to choose should not be restricted. Those who advocate state monopoly, on the other hand, point out the drawbacks of allowing private organizations to broadcast in terms of national security and integrity. Instead of granting broadcasting rights to private enterprises, proponents of this view stated that only public institutions such as universities, municipalities and foundations could be granted broadcasting rights (Cankaya, 1995). Thus, many university and municipal radios started broadcasting in this period and constituted a transition for private radios.

In the 1990s, private radios started broadcasting off the record, which led to the questioning of whether these organizations were pirate radios or not. Among these radios, political organizations aiming to make dissident voices heard were called clandestine radios, while those aiming to entertain were called Pop-Pirate radios. When we look at the radios established in Turkey in the 90s, we see that most of them were in the Pop-Pirate group (Akarcalı, 1993).

The nineties are an important turning point in the development of radio business in Turkey. Because, as Cankaya (1997) points out, many private radio enterprises started broadcasting in this period after being capitalized by various individuals and organizations. The first Istanbul-based private radio station was Kent FM, owned by Mehmet Duru, which started broadcasting on 101 FM on June 4, 1992 (Gökmen, 1993). The most well-known private radios that first started broadcasting in Turkey are Süper FM, Best FM, Show Radyo, Power FM, Number One, Energie FM and Radyo Tek (Cankaya, 2000). Apart from these radios that started broadcasting in Istanbul, the 90s was a period when local radios started broadcasting in many cities in Anatolia (Kaptan, 2002). The spread of neo-liberal economic policies, whose impact was felt all over the world in the 80s, was effective in the establishment of private capital enterprises in the field of radio broadcasting. Thus, while the monopoly of public broadcasting was broken, polyphony in the media started to increase (Kuyucu, 2013).

When private radios started to attract the attention of listeners with different music genres and programs in Turkey in the 1990s, the state tried to prevent them. In the face of direct or indirect interference of private broadcasting organizations in politics, the Ministries of Transportation and Interior started various closure attempts in 1992, resulting in conflicts and reconciliation negotiations between private radio and television stations and government officials (Avşar & Öngören, 2003). Despite the efforts, a decision was taken in 1993 to close down private radios that had created a market for themselves through illegal methods. After this decision, there was a nationwide reaction. Private radios were supported by emphasizing the characteristics of the state monopoly as "official", "closed to certain music genres" and "the voice of the government" (Cankaya, 1997).

As a result of all these reactions, the Law on Radio and Television Establishment and Broadcasting came into force in 1994. With this law, private radios were allowed to broadcast freely and common rules were set for public and private radios. The law assigns the Radio and Television Supreme Council (RTÜK) as the supervisory body (Cankaya, 2000). During this period, 1186 radio and 261 television organizations applied for licenses according to the conditions specified by the law. Organizations other than these were taken off the air. As a result, 814 radios and 239 televisions that did not comply with the legal requirements were eliminated in this process (Gener, 2008). Thus, it was observed that many

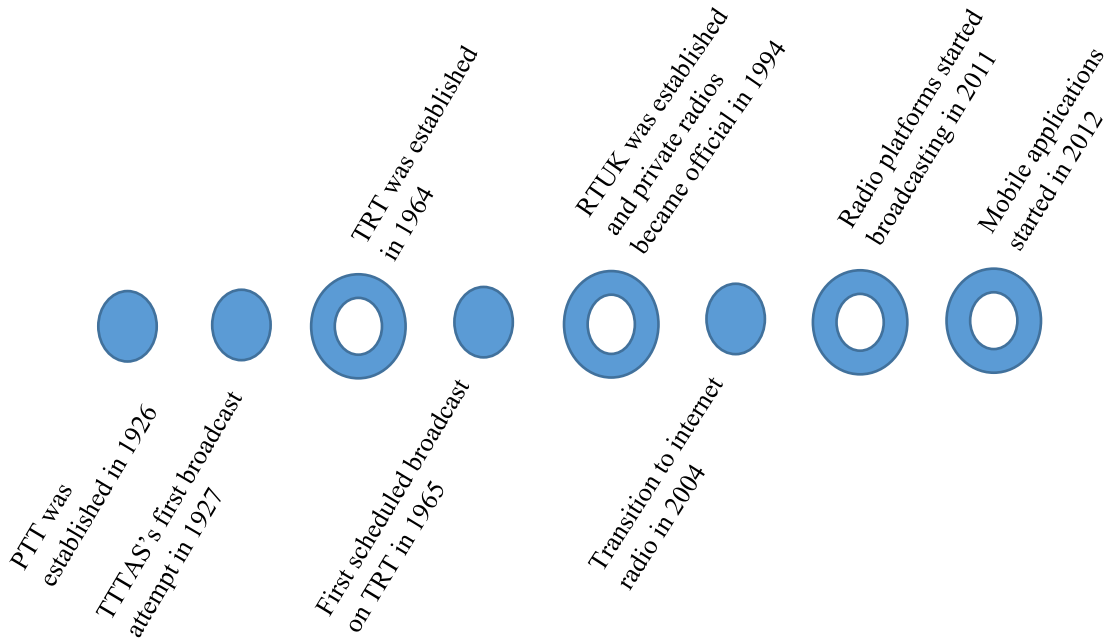


radios that applied to RTÜK to benefit from frequency allocation could not continue broadcasting (Aziz, 2002). However, despite the closure of many radios, the radio broadcasting industry changed its dimension with the rapidly increasing number of private radio enterprises. As a result, while public broadcasting lost its popularity, the structures formed by privately owned radio enterprises started to come to the fore in terms of organizational structure and functioning. Thus, new employment and administrative approaches have been put into practice within the broadcasting medium in which radio enterprises operate (Kuyucu, 2013).

Another development that has recently come to the fore in radio operations in our country is digitalization and internet broadcasting. This development is pioneered by university radios. Internet radio broadcasting has opened a new era, especially in terms of thematic broadcasting (Tekinalp, 2003). With applications such as web radios, mobile applications, DAB technologies and platforms, both public and private radios continue their broadcasts and reach their listeners using the most advanced technological opportunities (Kasım, 2009). Today, there are digital radios as well as radio enterprises that operate both terrestrially and digitally. This transformation in broadcasting technologies has brought adaptation difficulties to radios due to infrastructure costs and changes in business methods. However, with the change in listening habits and the emergence of new access channels, the share of radios, whose advertising pie has shrunk, has increased today. In other words, the power that revives radio enterprises from their ashes can be expressed as technology. The prominent developments in the historical flow of radio broadcasting in Turkey are summarized in Figure 1.

Figure 1.

Main Breakpoints in Radio Broadcasting in Turkey



Source: Kıyık Kıcıır, 2024,

2.4. Ownership in Radio Businesses in Turkey

According to Article 29 of Law No. 3984, broadcasting licenses for radio and television are granted to joint stock companies established in accordance with the provisions of the

Turkish Commercial Code for the sole purpose of radio and television broadcasting, communication, education, culture and arts (Avşar & Öngören, 2003). In the first years of the establishment of private radios, radio enterprises were from different business areas, but there were also radios established by newspaper and television enterprises. Radio stations such as TGRT FM, Radyo D, NTV Radyo, Show Radyo can be given as examples (Cankaya, 2000). The majority of private radios prefer music-oriented broadcasts. On the other hand, lyric-oriented broadcasts are less common compared to the other group. Radios such as NTV Radio and CNN Türk Radio can be given as examples of radios with a high number of programs with lyrics. When we look at the music formats of private radios, it is noteworthy that Turkish music genres, arabesque and Western music genres, which do not find a place in public broadcasting, have started to be included in the broadcasting lists (Aziz, 2002). When the weight of these music genres is analyzed, it is seen that Turkish pop music and arabesque music take the first place (Kasım, 2009).

When we look at the ownership structures of private radio enterprises established in the 1990s, it is seen that the actors that take the main share of the advertising pie in the sector are the radios within the large media organizations affiliated with newspapers and televisions. Examples of these are Radyo D, Show Radyo, Süper Fm, Kral Fm. In terms of capital structures, private radio enterprises with religious content are in another ownership group. Burç Fm, Dünya Fm, Akra Fm, Mesaj Fm, Moral Fm are among these radios. Another capital group is private radio enterprises owned by political views. Üsküdar Fm, Marmara Fm and Radyo Mozaik are examples of these radios. The last capital group is private radio enterprises established by private individuals and institutions with the aim of making commercial profit. Radios such as Metropol Fm, İstanbul Fm and Best Fm can be listed in this group (Cankaya, 1997). It is noteworthy that the ownership structures of the first private radios established in the 1990s were differentiated according to the size of their capital, the content of their broadcasts and their business purposes. The radio ownership structures shaped by the conjuncture of the period and the conditions of the country have also formed a framework in which the main actors in the private radios that have existed in Turkey for many years have been determined.

In the 2000s, apart from the radios owned by TRT, it is seen that the general weight in private radio enterprises is still in the hands of large media conglomerates that include newspapers and televisions. Doğan Holding, Çukurova Holding, Doğu Holding, Çalık Holding, İhlas Holding are the companies that took on the role of owners in the radio enterprises of the period. In radio business ownership, radios with religious content continued their existence by increasing their number in this period. İhlas, Samanyolu, Zaman, Yeni Dünya and Dünya Media groups continue their broadcasting activities in the 2000s among private capital owners producing broadcasts with religious content (Cnbc-e, 2008). Another important issue that draws attention in the 1990s in terms of the ownership structure of radio enterprises is the fact that radios operating under different companies changed hands over time. For example, while the Star group withdrew from the market, media groups such as Doğu, Çalık and Ciner started to be active instead. While it is noteworthy that the number of radios with political content, which was observed in the 1990s, has decreased in this period, it is noteworthy that especially the big radios in the mainstream capital have started to move away from news broadcasts and have started to adopt a more apolitical outlook. In this process, many radios reduced the number of news bulletins and removed the news from the broadcast generation (Kıyık Kıcı, 2024). It is also



observed that in the 2000s, small capital radio enterprises started to withdraw from the market gradually and had a very small share in the market's listening rates and shares in the advertising pie.

When we come to the present day, it is noteworthy that there has been an increase in the change of hands in terms of radio enterprises in the hands of the leading large capital groups in the market, new companies have been added to the companies in the market, and some enterprises continue to operate within new media groups. The transfer of the Doğan group to the Demirören group, the transfer of the Çalık media group to the Kalyoncu group of companies, the transfer of broadcasting enterprises, and the transfer of the radios in Çukurova media to the Sancak group can be given as examples of these change movements in the sector.

When we look at the radio stations in the top twenty in terms of listening rates, we see that the market is dominated by radio enterprises with large capital. When we look at the media groups that own many media companies, including newspapers and television channels, we do not encounter an organization whose main orientation is media. Media businesses, which are a business area added to the group of these companies operating in many business areas such as energy, petrochemicals, food and retail, cause the ownership structure of radio stations to be predominantly composed of businesses from different sectors. Demirören and Doğuş Group of Companies are examples of these organizations. The Vakko Group of Companies within the Power Media Group, which owns Turkey's leading radio businesses, Çam Group, which includes Pal Medya radios that started broadcasting in the 2000s, and Saran Holding, which owns Saran Media radios, are also in the category of companies that operate in different sectors but own radio businesses. Therefore, there are hardly any companies in Turkey whose core competence is radio and which rank in the top 20 in terms of market share. One of the rare organizations that can be given as an example in this context is Kafa Radio. The fact that it does not come from different sectors, that it focuses only on radio broadcasting, that it has achieved good shares in listening figures despite being newly established, and that it is not a part of large corporate groups puts Kafa Radyo in a different position in terms of business ownership and organizational structure.

Another important development affecting radio enterprises and ownership structures in Turkey was the legal decisions taken at the end of 2020 regarding the collection of national broadcasts and frequency cleaning on the transmitter tower in Çamlıca in Istanbul. Many radio stations were affected in this process. While small radios withdrew from the market, powerful actors consolidated their position (Kıyık Kıcıır, 2024).

Looking at digital media, which is one of the new generation access areas of radios, it is seen that there are 18 digital media companies registered with RTÜK in Turkey today, 12 of which are engaged in radio broadcasting activities. When we look at the top 20 radio companies in Turkey, it is noteworthy that TRT, which represents public broadcasting, maintains its place at the top, but the number one position is occupied by private radios (RİAK, 2024). It has been observed that all of these radios, which take a large share of the revenue pie, continue their internet broadcasts via platforms and web pages in addition to their terrestrial frequency broadcasts. It is noteworthy that only TRT is working on digital broadcasting technology, which many countries abroad have adopted, due to costs and infrastructure requirements (Kıyık Kıcıır, 2024). Finally, an analysis of the country's major radio enterprises reveals that in addition to their terrestrial broadcasting and well-known

radios, many thematic channels, which are only available on platforms, have recently come to the fore. These platforms, which provide an alternative medium for radio listeners, tend to focus on a specific area, sometimes in terms of music genres (art music, latin music, etc.) and sometimes in terms of broadcast content (baby care, traffic, travel routes, etc.).

3. Conclusion and Discussion

When we look at the first of the main questions of the research, which is how the radio business has progressed in Turkey, it is seen that contrary to popular belief, the process was not initiated within the state, but within TTTAŞ with the support of private capital due to capital inadequacies and with a business understanding under the influence of the state. Afterwards, the years of PTT, General Directorate of Publications and TRT, in which the state influence gradually increased, were the periods when the state monopoly was felt. In the 1990s, when private radios started to become active, first with pirate broadcasts and then with the RTÜK law, many private radio enterprises started to broadcast in addition to public broadcasting. As Cankaya (1997) points out, the prominence of radios in this process can be attributed to the fact that market entry and establishment costs are lower than television, and that broadcast production stages are cheaper. The rapidly increasing number of radios after private radios ensured that public radios were left behind in terms of listening rates and increased the influence of private radios in the market. Kuyucu (2013) attributes the entry of private radios into the sector in the 90s to the spread of neo-liberal economic policies that were felt all over the world at that time. Thus, he states that public broadcasting lost its popularity, structures formed by privately owned radio enterprises came to the fore in terms of organizational structure and functioning, and brand new employment policies and administrative approaches were put into practice in radio enterprises. As important as the transition of private radios to broadcasting, another important turning point for the radio business in Turkey was the internet and the digitalization process. Thus, radio enterprises were able to create new channels for themselves outside of terrestrial broadcasting.

Another research question seeks an answer to the question of how the main breakpoints in the development of radio enterprises in Turkey are shaped. Accordingly, the most influential factor was financial inadequacies. As the economy was recovering and new investments were being made in a newly established country after the War of Independence, it is considered as a normal result that broadcasting was initiated through private enterprise. State influence is another important factor. Public broadcasting, which was a monopoly for many years, is proof of this. However, in our country, the state has also been effective in the process of breaking this monopoly effect. For example, in the 1990s, it is thought that the Prime Minister of the period opened the transmitters required for broadcasts to different institutions in the opening of private radios. Because at that time, despite TRT's broadcasting monopoly, radios such as police radio and meteorology radio started to broadcast (Yazıcı, 1999). Similarly, if the state had not liberalized the entry of private radios through the RTÜK law, it would not have been possible for radio enterprises to have a legal basis. One of the best examples of state influence in the recent period has been the legal decisions taken at the end of 2020 regarding the collection of national broadcasts and frequency cleaning on the transmitter tower in Çamlıca in Istanbul. In this process, while small radios withdrew from the market, powerful actors consolidated their position (Kıyık Kıcı, 2024). Since radio businesses have always felt the influence of the state, it has been observed that private radios in particular have displayed a more apolitical stance in historical development. In the 1990s,



the political organizations among private radios were called clandestine, while those aimed at entertainment were called Pop-Pirate radios. When we look at the radios established in Turkey in the 90s, we see that most of them were Pop-Pirate (Akarcalı, 1993). In the 2000s, as this effect continued, it is noteworthy that radio enterprises reduced the number of news bulletins or completely removed the news from the broadcast generation (Kıyık Kıcı, 2024). In this period, the impact of state practices is as important as financial reasons in increasing changes in radio ownership structures. Another main factor that had an impact on the historical development of the radio business in Turkey was the technological transformation. The transformation in broadcasting technologies, infrastructure costs, new technologies that change the way of doing business and listening habits have offered new channels of access to radios, but have also brought with them challenges of adaptation and adaptation.

Today, public radio enterprises are one of the strongest actors in the field of radio broadcasting due to their state support, technical infrastructure and strong know-how. However, in numerical terms, it is seen that private radio enterprises own much more radios. Kuyucu's (2013) research supports this view, stating that more than 95% of the radio broadcasting sector in Turkey is shaped by privately owned radio enterprises. Looking at the historical flow of radio business in Turkey, it can be concluded that digitalization will continue in the future, the potential for change in ownership structures is high, and state influence will always be felt through legal regulations.

At the end of this article, which focuses on the historical development of radio business in Turkey, some suggestions are offered for radio businesses. The most important factor that will affect radios in the future is considered technological transformation. It is predicted that there will be radio businesses that will be able to switch to full automation systems in the future as a result of artificial intelligence, software and applications. It is important for radio businesses, which will become increasingly unmanned, to adapt to this transformation and to survive. Therefore, infrastructure preparations for digital technologies can be started. Employees can be prepared for these technologies through training. Connections can be made with financiers to cover investment costs. Partners from abroad can be found and strategic collaborations can be established. Another important influence is the determining power of the state over radio companies. At this point, not only public radios but also privately owned radio enterprises need to closely follow the laws, regulations, regulations and rules. Being an implementation representative in law drafting processes should not be avoided. Additionally, supporting processes such as incentives and grants should be followed.

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Genişletilmiş Özet

Bu çalışma radyo işletmelerinin Türkiye’de zaman içindeki gelişimi ve yaşadığı dönüşümü analiz etmeyi amaçlamaktadır. Nitel araştırma yöntemi kullanılan makalede doküman taraması ile veri toplanmıştır. Veriler tarihsel analiz metodu ile analiz edilmektedir. Bu yöntemin adımları arasında; radyo işletmeciliğine dair konunun kavramsallaştırılması, tarihsel ilerleme süreci içindeki gelişim dönemlerinin saptanması, işletme sahiplik yapılarının sınıflandırılması ve araştırma soruları üzerinden çıkarımların yapılması yer almaktadır. Araştırma soruları; Türkiye’de radyo işletmeciliğinin nasıl ilerlediği ve ana kırım noktalarının nasıl şekillendiğini çözümlemeyi hedeflemektedir.

Söz ve müzik içerikli yayınları dinleyiciye ulaştırma prensibi ile çalışan radyo işletmeleri hizmet sektörünün medya alanında faaliyet gösteren aktörlerinden biridir. Diğer işletmeler de olduğu gibi yayıncılık faaliyeti yürüten radyo işletmeleri de çeşitli özelliklere göre türlere ayrılmaktadır. Aziz (2002), radyo işletmelerinin türlerini özel veya kamu mülkiyetinde olması yanında, radyoların verici güçleri, kapsama alanları, çalışan eleman sayısı, parasal olanakları, en önemlisi yayınların amacı ve bu amacı gerçekleştirecek program türlerinin ağırlığı gibi özelliklere göre gruplandırmaktadır.

Türkiye’de radyo işletmeleri üç dönem üzerinden bir gelişim seyrine sahiptir. Bunlar; TRT öncesindeki dönem, TRT’nin tek başına yayın gerçekleştirdiği yıllar ve özel radyoların sektöre giriş yaptığı dönemden oluşmaktadır.

TRT öncesi döneme bakıldığında, Türkiye’de ilk radyonun 1926’da Türkiye Telsiz Telefon Anonim Şirketi kapsamında yayına başladığı görülmektedir. Bu bağlamda, ülkemiz İngiltere, Fransa, Almanya’da olduğu gibi radyo yayıncılığını özel şirket elinde kurup, yayıncılık faaliyetlerine adım atmıştır. Zaman içinde TTTAŞ’ın yaşadığı finansman güçlükleri nedeniyle Posta Telgraf Telefon (PTT) Genel Müdürlüğü ile iş birliği yapılmış, radyonun biraz daha devlet eliyle işletilmesi sürecine girilerek yayın sorumluluğu PTT’ye devredilmiştir. 1930’ların sonlarına gelindiğinde, PTT Genel Müdürlüğü, İçişleri Bakanlığı ve Milli Eğitim Bakanlığı gibi üç ayrı otoritenin elinde gelişim gösteremeyen radyonun, özellikle İkinci Dünya Savaşı’nın sonrasında denetim altına alınması görüşü ile birlikte Matbuat Umum Müdürlüğü kurulmuştur. 1940’da yürürlüğe giren 3837 Sayılı Yasa ile kurumun örgütsel yapısı ve işleri düzenlenmiştir (Çakır, 2005). Bu dönem radyo kitle iletişiminde etkin konumunu sürdürmektedir (Çetinok, 2007).

TRT döneminin başlangıcı 60’lı yıllara gelmektedir. 1961 Anayasasının 121. Maddesine göre Türkiye’deki radyo ve televizyon yayınlarının tarafsız, özerk bir kamu kuruluşuna devredilmesi ve bunun için uygun bir yasanın çıkarılması gerekli görülmüştür. 1 Mayıs 1964 ‘te yürürlüğe giren 359 sayılı yasa ile Türkiye’deki radyo ve televizyon yayınlarının “tekel” olarak resmi bir şekilde Türkiye, Radyo ve Televizyon Kurumu’na (TRT) devredilmesine imkân sağlanmıştır (Türkmen, 1994). Böylece TRT 1964 yılından itibaren radyo yayıncılığı faaliyetlerini üstlenmektedir. Yayın saatlerini yıllar içinde artırma, günün belli saatlerinde yayın yapan radyoların tam gün yayın yapması bu gelişim sürecinin adımları arasında yer almaktadır (Cankaya,1997).

1960’lı yıllardan sonra aktif olmaya başlayan televizyon ile birlikte altın çağını yavaş yavaş geride bırakan radyolar, 90’larda özel radyoların yayın hayatına girmesiyle birlikte dinleyici için tekrar ivme kazanmaya başlamıştır (Çakır, 2005). Özel radyolar 1990’lı yıllar Türkiye’inde farklı müzik türleri ve programlarla dinleyicilerin yoğun ilgisini çekmeye başlayınca devlet tarafından engellenmek istenmiştir. Engelleme çabalarına rağmen 1994 yılına gelindiğinde, Radyo ve Televizyon Kuruluş ve Yayınları Hakkında Kanun’un

yürürlüğe girdiği görülmektedir. Bu yasa ile birlikte özel radyolara yayın serbestliği getirilirken, kamu ve özel radyolar için uyulması gereken ortak kurallar belirlenmektedir. Yasa denetleyici birim olarak ise Radyo Televizyon Üst Kurulu (RTÜK) görevlendirilmektedir (Cankaya, 2000). Böylece Türkiye’de radyolar için yeni bir periyot olan özel radyo işletmelerinin dönemi başlamıştır.

3984 sayılı Kanun’un 29. maddesine göre, radyo ve televizyonlara ilişkin yayın izinleri, Türk Ticaret Kanunu hükümlerine göre sadece radyo ve televizyon yayıncılığı, haberleşme, eğitim, kültür ve sanat amacıyla kurulmuş anonim şirketlere verilmektedir (Avşar & Öngören, 2003). Özel radyoların ilk kurulduğu yıllarda radyo işletmeleri değişik iş alanlarından olmakla birlikte gazete ve televizyon işletmeleri tarafından kurulan radyolar da bulunmaktadır. TGRT FM, Radyo D, NTV Radyo, Show Radyo gibi radyolar bunlara örnek verilebilir (Cankaya, 2000). 1990’lı yıllarda kurulan özel radyo işletmelerinin sahiplik yapılarına bakıldığında sektördeki reklam pastasından ana payı alan aktörlerin gazete ve televizyonlara bağlı büyük medya kuruluşları içerisinde yer alan radyolar olduğu görülmektedir.

Ülkemizde radyo işletmeciliği için yakın geçmişte öne çıkan bir diğer gelişme ise dijitalleşme ve internet yayıncılığıdır. Bu gelişimin öncülüğünü üniversite radyoları yapmaktadır. Özellikle tematik yayıncılık açısından internet radyo yayıncılığı yeni bir çığır açmıştır (Tekinalp, 2003). Web radyoları, mobil uygulamalar, DAB teknolojileri ve platformlar gibi uygulamalarla hem kamu hem de özel radyolar en ileri teknolojik olanakları kullanarak yayınlarını sürdürmekte ve dinleyicilerine ulaşmaktadır (Kasım, 2009). Günümüzde dijital radyolar olduğu gibi hem karasal hem de dijital alanda birlikte faaliyet sürdüren radyo işletmeleri de vardır. Yayın teknolojilerindeki bu dönüşüm, alt yapı maliyetleri, iş yapma biçimlerinin değişimi nedeniyle radyolara adaptasyon zorluğu getirmiştir. Bununla birlikte dinleme alışkanlıklarının değişmesi ve yeni erişim mecralarının oluşması ile reklam pastası daralan radyoların payı günümüzde artmıştır. Diğer bir ifade ile radyo işletmelerini küllerinden yeniden doğuran güç, teknoloji olarak ifade edilebilir.

Sonuç olarak araştırmanın temel sorularından ilki olan Türkiye’de radyo işletmeciliğinin nasıl ilerlediğine bakıldığında, bilinenin aksine devlet bünyesinde değil sermaye yetersizlikleri nedeniyle özel sermaye desteği ve devlet etkisindeki işletme anlayışı ile TTTAŞ bünyesinde sürecin başlatıldığı görülmektedir. Sonrasında devlet etkisinin gittikçe arttığı PTT, Matbuat Umum Müdürlüğü ve TRT’li yıllar devlet tekelinin hissedildiği dönemler olmuştur. Özel radyoların aktif olmaya başladığı 1990’lı yıllarda önce korsan yayınlarla, sonra RTÜK yasası ile birçok özel radyo işletmesi kamu yayıncılığına ek olarak yayın faaliyeti sürdürmeye başlamıştır. Bu süreçte radyoların öne çıkışı Cankaya’nın da (1997), belirttiği üzere pazara giriş ve kuruluş maliyetlerinin televizyona göre düşük olması aynı zamanda yayın üretim aşamalarının daha ucuz olmasına bağlanabilir.

Diğer bir araştırma sorusu, Türkiye’deki radyo işletmelerinin gelişimindeki ana kırılım noktalarının nasıl şekillendiğine yanıt aramaktadır. Buna göre en başta etkili olan unsur maddi yetersizliklerdir. Kurtuluş savaşı sonrasında yeni kurulan bir ülkede ekonomi toparlanırken ve yeni yatırımlar gerçekleştirilirken özel teşebbüs üzerinden yayıncılığın başlatılması olağan bir sonuç olarak değerlendirilmektedir. Devlet etkisi bir diğer önemli unsurdur. Uzun yıllar tekel olarak sürdürülen kamu yayıncılığı bunun kanıtıdır. Ancak ülkemizde devlet bu tekel etkisini kırma sürecinde de etkili olmuştur. Örnek vermek gerekirse 1990’lı yıllara gelindiğinde özel radyoların açılmasında dönemin başbakanının yayınlar için gerekli vericileri farklı kurumlara açmasının etkisi olduğu düşünülmektedir.



Çünkü o dönem TRT'nin yayın tekeline rağmen polis radyosu, meteoroloji radyosu gibi radyolar yayın yürütmeye başlamıştır (Yazıcı, 1999). Benzer şekilde devlet, özel radyoların girişinde RTÜK yasası ile serbestlik getirmese radyo işletmelerinin yasal zemine kavuşması mümkün değildir.

Radyo işletmeciliğinin Türkiye'deki tarihsel gelişimi üzerinde etkisi olan ana unsurlardan bir diğeri yaşanan teknolojik dönüşümlerdir. Yayın teknolojilerindeki dönüşüm, alt yapı maliyetleri, iş yapma biçimleri ve dinleme alışkanlıklarını değiştiren yeni teknolojiler radyolara erişim anlamında yeni mecralar sunarken, uyum ve adaptasyon zorluklarını da beraberinde getirmiştir.

Sonuç olarak; sektörle ilgili gelecekte dijitalleşmenin devam edeceği, sahiplik yapılarında değişim potansiyelinin yüksek olduğu ve yasal düzenlemeler üzerinden devlet etkisinin her zaman hissedileceği ifade edilebilir.

Türkiye'de radyo işletmeciliğinin tarihsel gelişimine odaklanan bu makale sonunda radyo işletmelerine yönelik bazı öneriler sunulmaktadır. Radyoları gelecekte etkileyecek en önemli unsur teknolojik dönüşüm olarak değerlendirilmektedir. Yapay zekalar, yazılım ve uygulamalar sonucunda gelecekte tam otomasyon sistemine geçebilecek radyo işletmeleri olacağı öngörülmektedir. Gittikçe insansızlaşacak olan radyo işletmelerinin bu dönüşüme adapte olabilmesi ayakta kalabilmesi için önemlidir. Dolayısıyla dijital teknolojilere alt yapı hazırlıkları başlatılabilir. Çalışanlar bu teknolojilere eğitimlerle hazırlanabilir. Yatırım maliyetlerinin karşılanabilmesi için finansörlerle bağlantılar sağlanabilir. Yurt dışından ortaklar bulunup, stratejik iş birlikleri kurulabilir. Önemli diğeri bir etki devletin radyo işletmeleri üzerindeki belirleyici gücüdür. Bu noktada sadece kamu radyolarının değil özel sermayeli radyo işletmelerinin de yasaları, düzenlemeleri, yönetmelik ve kuralları yakından takip etmesi gereklidir. Yasa hazırlayıcı süreçlerde uygulama temsilcisi olmaktan kaçınılmamalıdır. Ayrıca teşvik, hibe gibi destekleyici süreçlerin takibi yapılmalıdır.

Ek bilgiler

Çıkar çatışması bilgisi: Bu çalışmada çıkar çatışması yoktur.

Destek bilgisi: Çalışmada herhangi bir kuruluştan destek sağlanmamıştır.

Etik onay bilgisi: Çalışmada kullanılan veriler için etik onayı alınmasına gerek bulunmamaktadır.

