

TRANSFORMATION OF LOCAL PRINT MEDIA IN THE ERA OF DISRUPTION TO MAINTAIN BUSINESS CONTINUITY

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ABSTRACT

This study aims to determine the transformation and convergence of local print media *Harian Umum Lampung Post* in the era of disruption to maintain its business continuity. In addition, it aims to find out the business strategy carried out to facilitate the dissemination of information in the digital era. The research was conducted using case studies and conducted with constructivist qualitative methodology. The subject of research or an informant is a team of editors, including company leaders, selected based on purposive sampling techniques, which are included in nonprobability sampling techniques. Data collection techniques are carried out through observation (field observation), interviews, and tracing documents related to the existence and business activities carried out by the *Lampung Post General Daily*. Data analysis is carried out by processing data, namely organizing data, sorting out data, synthesizing data, searching and finding what is important, and deciding what will be conveyed in research. The results of this study show that *Harian Umum Lampung Post* has successfully implemented the digitalization of media content production as a stage to expand information dissemination. *Lampung Post General Daily* also metamorphoses into new media to make it easier for audiences to get news content. The convergence of media applied is also able to make companies more efficient and maintain business continuity so that business continues to be sustainable or sustainable amid increasingly fierce media industry competition.

Keywords: Media Transformation; Digitization; Media Convergence; Sustainability

Introduction

The era of the 1990s is over. The digital era has emerged like today. Various media platforms collaborate. News and information that used only to be known by reading, hearing, or watching from each platform, now the old story has begun to lag. The works of each media platform can be read, heard, or viewed only from one media platform, which of course is supported by digital technology (Zein, 2019).

Technological advances are changing the way the media industry operates. Consumers and media platforms began to shift online. Internet speed in the early 2000s made it easier for the audience to get information or entertainment (Pinem, 2023). This also has an impact on the old media industry, namely newspapers, magazines, radio, and television. Because of the ease of accessing information online, audiences or consumers no longer depend on newspapers, magazines, radio, and television for news and entertainment. As a result, the existing mainstream media was forced to make changes and adapt online. Mainstream media, namely print media, newspapers, and magazines,

as well as radio and television electronic media, are now starting to transform online to get consumers (Jokhanan Kristiyono, 2022)

Jenkins (2006: 10) states there are changes in the individual communication media industry and mass communication. The individual communication Jenkins refers to is postal, telephone, telegraph, etc., and mass communication is press, radio, and television (Ginting et al., 2021). According to Jenkins, the media industry that was previously separated, in the current era can be accommodated in one medium, be it broadcasting, press, or communication through telephone devices. Jenkins called this change in the media industry "convergence" (SUPADIYANTO et al., 2020)

The picture conveyed by Jenkins is that with this convergence we can access media content that was previously separate and tied to print communication media, and broadcasting, can now be accessed through the same media device. The media industry now no longer only provides print or audio-visual content but can provide content in one online media portal that makes content material available in various formats, such as text, video, and podcasts, and provides links to related content, there are archives and users or audiences can get access to comment on the content (Jokhanan Kristiyono, 2022)

To identify what was happening to the media industry, Negroonte established two models to show the position of the media industry in 1978, and his projected vision for the industry by 2000. Negroonte noted three segments of the media business, first, print and publishing media, second, motion picture broadcasting, and third the computer industry. The first diagram in Negroonte's model shows the alignment of related media industries in 1978 showing the small number of intersecting regions. In the second diagram showing Negroonte's predictions for 2000, the three segments of the media industry completely overlap. Negroonte identified his findings as convergence theory (Osika et al., 2018).

Convergence is generally defined as the unification of various services and communication and information technologies. Convergence means the collapse of old barriers that previously separated information and communication, technology and service (ICTS) between industry and industry, between applications and applications, between producers and consumers, and between countries and countries (Suryanto, 2018).

Media convergence strategy carried out by Media Group in Jakarta, namely by combining reporters or journalists who are members of MGN Press. Reporters or journalists under MGN Press are required to produce news in format, print, television, and online.

In addition, media under the Media Group, have online platforms and in each online can be accessed news or programs broadcast by television and radio. News or information published by print media under the Media Group can also certainly be

accessed on every Media Group news portal. Thus, Media Group can be said to have converged, both for the production and distribution of information and news presented to the public.

The convergence trend is carried out by the media industry, not only by the media industries in Jakarta but also carried out by the local media industry in the regions. In Lampung Province, for example, local print media Lampung Post has transformed into an online media "lampungpost. id". However, the print edition is still published, in addition to having an online edition "lampungpost. id". The print media publishing company "Lampung Post", namely PT Masa Kini Mandiri also implements a convergence strategy by combining the production and distribution of information and news delivered to the public. The other media under the print edition publishing company "Lampung Post" are online media "lampost. co and suma. id". While radio electronic media there is "SAI Radio", and television electronic media, namely "Metro TV Lampung".

Based on the explanation above, this study aims to be able to further reveal what strategies Lampung Post has used to survive and be able to maintain the continuity of the media business that has been built for decades. In addition, we want to know whether the inter-media convergence strategy within Lampung Post can make the company more efficient, and profitable so that the media business that is run can be sustainable and sustainable or sustainability until the future.

Research Method

The research was conducted using case studies and conducted with constructivist qualitative methodology. The subject of research or an informant is a team of editors, including company leaders, selected based on purposive sampling techniques, which are included in nonprobability sampling techniques. Data collection techniques are carried out through observation (field observation), interviews, and tracing documents related to the existence and business activities carried out by the Lampung Post General Daily. Data analysis is carried out by processing data, namely organizing data, sorting out data, synthesizing data, searching and finding what is important, and deciding what will be conveyed in research.

Result And Discussion

Research Results

Lampung Post Public Daily Produces Digitally

Today's technology is developing very rapidly. The rapid development of technology even affects many aspects of the lives of the global community, including people in the country. Technological developments also directly affect various industrial activities. The media industry is one example of an industry that has been greatly affected by this technological development. For the media business industry, keeping up with technology is a must. If not, then the media industry concerned will be involved in the progress of the times which may have an impact on the content disseminated no longer

read by the audience. The effect is that the media industry concerned will go bankrupt and stop operating. There are no readers and there are also advertisements that sustain operational costs.

As a business entity, most of the media industry tends to follow technological developments to remain existing in running their business. The media industry that makes various changes due to technology is not only the media industry in Jakarta, but the media industry in the region also does not want to miss to follow technological developments. One of them is the Lampung Post General Daily, which was originally a print media industry that was published and presented to its readers in the Lampung Province and surrounding areas.

Harian Umum Lampung Post, which at the beginning of its presence in 1974 as a media industry, produced simply. The impact is also felt by readers. It was mentioned in the early period of its birth, namely 1974-1988, that the Lampung Post newspaper was supposed to be received by readers in the morning, but sometimes it was late and arrived at noon at the hands of readers. This is none other than because production is done manually and simply. Analog typewriters are still the mainstay of content production and do not yet have their printing presses. Archiving is also done analogously, namely by collecting data into one and collected in one room.

Editor-in-Chief of Lampung Post General Daily, Abdul Gofur stated, that several stages of digital content production of Lampung Post General Daily had indeed been carried out in the 1991 period, but it was only officially launched to the public on April 20, 2018, which was marked by the publication of digital newspapers *lampungpost.id*. According to Gofur, the launch of digital newspapers is not necessarily carried out when digital content production is carried out because management first makes various preparations starting and revamping several infrastructures so that digital newspaper production runs smoothly and well.

The stages carried out at first were to make various preparations, In the next stage, the management began to make dummies while preparing the editorial team and the person in charge of the printed edition page and digital newspaper channel. In this third stage, digital newspaper channels can be accessed and inaugurated. But at this time, the digital Lampung Post General Daily website is still open and can be accessed by anyone.

In the fourth stage, *lampungpost.id* digital newspaper was launched and inaugurated to the public. At this stage, it is prepared as a paid portal like other media, but can still be accessed for free. In October 2018, for the fifth stage, the website accessed *lampungpost.id* closed to the public and is intended specifically for visitors who are willing to log in first, although at this stage it can also still be accessed for free. In the sixth phase, in November 2018, all digital products, including digital newspaper e-papers, can only be opened by paid subscribers. *"So the editorial team together with the editorial board did not directly produce digitally, but we made various preparations, including*

providing training for the editorial team and other management. We socialize and provide understanding to all employees, that we must keep up with technological developments if we want to survive. Alhamdulillah, the editorial team and all levels of employees welcome the digitization of the Lampung Post General Daily”.

Editor of the Lampung Post General Daily, Imam Setiawan admitted that at first there were difficulties because it worked in a new way according to technological developments. Working in a new way in question is Working with computers, which is usually done with a manual typewriter. The editorial team at the beginning of the change had difficulty adapting. But gradually, on average, the entire editorial team was able to follow and work on filling digital content. *“Now there are no obstacles, everything is going smoothly. Friend friend editor work can be faster and easier with devices like smartphones as well. We don’t have to carry laptops or personal computers (PCs) everywhere. We send news also not limited to the place or location where the important thing is that there is the internet”.*

Research Discussion

Technological Change

Emerging and evolving technologies have made all products into services, all-digital services, and formed a new *marketplace*, a new *platform*, with a completely different society. This era is referred to as the era of change (Kasali, 2018: xix-xx).

Changes due to the rapid development of technology today are increasingly expanding to various sectors, including in the field of information and communication (Infocom), such as the media industry. Print media or what we know as newspapers and magazines is one of the oldest media in the world and we still find it today. Although, the number is now shrinking because the number of readers of newspapers tends to decrease from time to time. In fact, not a few print media industries, both abroad and in Indonesia, are forced to close and go out of business because circulation continues to fall and disrupt operational costs.

In the United States, for example, several print media closed and some transformed into *online* media. *The Tribune Co.* newspaper is one of the print media in Uncle Sam's country that chose to close its print edition and transform to *online* media due to declining advertising revenue. Even *the Tribune Co.* reportedly ran into financial problems and filed for bankruptcy protection in early December 2008. Another newspaper, *the Rocky Mountain News*, founded in 1859, ceased operations on February 27, 2009, for various reasons. *The New York Times*, *Newsweek Magazine*, and *Reader's Digest Magazine* are the print media that have switched to online media and closed their print editions. In early June 2009 alone, 40 newspapers in the United States went bankrupt due to the economic crisis and readers turned to the Internet (dunia.tempo, 2023)

The same thing happened in Indonesia, several print media chose to close because they were eroded by *online media*. The digital age and the internet make several print media lose readers. Print media that stopped publishing in Indonesia, among others, *Koran*

Tempo Minggu, Jakarta Globe, *Sinar Harapan*, *Harian Bola*, and several other print media. Dozens of print media closed and some chose to transform to online media. (romelteamedia, 2023)

History records, the first written newspaper called *Gazetta*, were published in Venice and Rome around the Middle Ages. In addition to carrying news about the cities of Venice and Rome, *the Gazette* newspaper also carried various announcements from the Venice City Government. Then came the term press or press after the printing press was first invented by Johann Gutenberg in 1450 in Germany (Nasution & Nasifah, 2016)

In the 17th century or around 1609, a printed newspaper was published in Staarsburg under the name *Relation*. The emergence of this first printed newspaper triggered the publication of other newspapers in Europe. In the Netherlands in 1618, for example, the newspapers *Courante van Uyt Italien Duytshlandt ec and Tydinghen Uytverscheyde Quartihen* (Nasution & Nasifah, 2016) were published.

Since the publication of the first newspaper, other forms of print media have also emerged, which indicates the rapid development of newspaper publishing. Thanks to technological developments, mass media experienced rapid development, until the emergence of radio and television electronic media.

The Radio appeared in the early 20th century or around 1874 when it was first invented by an Italian, Guglielmo Marconi. While film was invented before the emergence of television media under the name "movie news or newsreel. Television was first invented by John L. Baird in 1926 (Fauziah, 2018)

The media industry, in the past, around the 1990s, tended to produce separately. Print media as the oldest media in the world, produces a variety of information that will be presented to its readers, of course by the print media journalists themselves. Similarly, electronic media, radio and television. Journalists of each of these electronic media produce their information that will be conveyed to the public. There is no collaboration, all done separately by their respective journalists.

But now the situation has changed, media convergence is an alternative so that there is work efficiency that can have an impact on cost efficiency. Work can be done concurrently by one person, which requires employees or reporters to have skills and abilities that are not one. This means that they must have multi-talented abilities.

Print Media in the Age of Digitalization

In today's era, newspapers or print media that are sold at retail on the highway, are rarely seen. Even small stalls that specifically sell various newspapers and magazines on the roadside are already very difficult to find. Different from before the 1990s, print

media, newspapers, and magazines still dominate and become one of the media for the public to get a variety of information. Now that times have changed, print media, newspapers, and magazines are not the only media to get various information. In this day and age, various *multiplatform media* have emerged and become a medium for audiences to get information. There are online media, there are social media and there are also print media which are currently fewer and fewer.

Based on data, the number of print media members of the Press Company Union (SPS) in Indonesia is declining from year to year. In 2021, there were about 593 registered print media, and in 2022 only 399 print media remained. In addition to the decline in the number of print media, the tiras also decreased. In 2021, there were about 7.5 million copies published, but in 2022 it dropped to around 5 million copies (Databoks.katadata, 2023).

One of the reasons for the decrease in the number of print media in Indonesia, including in several countries in the world because most readers of print media newspapers, magazines, and tabloids began to switch to searching for news and other information online. Several surveys show that digital media readers have more than print newspapers, magazines, and tabloids.

The Nielsen Consumer & Media Views (CMV) survey for the third quarter of 2017 was conducted in 11 cities and interviewed 17 thousand respondents, print media, newspapers, magazines and tabloids in Indonesia have a penetration of 8 percent and are read by 4.5 million people. Nielsen data also said the number of digital version readers reached 6 million people with 11 percent penetration (Nielsen, 2017).

In addition to readers of print media newspapers, magazines, and tabloids who switch to digital media, advertising spending in print media also tends to be smaller than digital media. According to Nielsen data, print media advertising spending in Indonesia in the first semester of 2022 only amounted to 4.8 percent of the total advertising expenditure which reached IDR 135 trillion. The amount of print advertising spending was down 6 percent from the same period in the previous year. While the share of digital advertising spending is 15.2 percent. Meanwhile, the national radio advertising market in the first half of 2022 only reached 0.3 percent, down 13 percent from the same period last year. Different from other media, the market share of national television advertising spending increased to 79.7 percent. Nielsen also said that globally, television media earned the largest revenue compared to other media (Databoks.katadata, 2023).

Various challenges faced by print media due to technological developments in the current era of digitalization do not completely make print media newspapers, magazines, and tabloids disappear from circulation. There are still some print media that continue to publish, although most choose to stop operating or stop publishing print editions. Various reasons for the discontinuation of print edition publishing, including

paper prices that continue to rise from time to time and have an impact on increasing operating costs compared to revenues that continue to decline due to readers and advertisers who also continue to decline. To survive in the era of digitalization, most print media in Indonesia and globally make various breakthroughs and innovations so as not to lose readers. Media Indonesia, one of the national media published in Jakarta, for example, still publishes the print edition of Media Indonesia and completes it in a digital version of the *e-paper* and creates online media, namely *medianindonesia.com*. This breakthrough was not only made by Media Indonesia publishers but also carried out by other media in Indonesia and other media in other parts of the world. Meanwhile, the Republika Daily published by PT Republika Media Mandiri no longer publishes print editions and switched to digital media on December 31, 2022.

In the digital era, not only print media are affected but also felt by other media, including radio and television broadcasting media. Print media in its time dominated the dissemination of information, now it is starting to erode with the presence of the internet which gave rise to digital media. In this digital era, almost all media industries make various innovations and change their business strategies by creating online media.

The word digital itself if associated with media or communication refers to the dissemination of information through the internet. According to Terry Flew (2002), digital media is a form of media content that combines and integrates all kinds of data, text, and images, and can be distributed simultaneously to many people digitally and stored in digital format. The use of the term digital media itself to describe new forms of media, rather than multimedia or interactive media, reflects that new media are not always interactive. The emergence of digital medians is believed to always coexist and utilize other Media (Ayunda, 2023)

The presence of this new media places a collaborative, participatory, but still embracing or coexisting society with the old media (*mainstream media*). The increased participation and *feedback* of the community shows that conventional media, which were previously one-way communication and placed people as passive audiences, must now listen and respond to feedback. Even some of them are critical or negative (Jokhanan Kristiyono, 2022)

Almost all *mainstream media industries*, including print media, newspapers, magazines and tabloids in the digital age are adjusting to technological developments. Mainstream media that have been producing analog or manual have also changed to producing media content digitally. Thus, they can reach a wider audience of readers. Print media, for example, do not have to send newspapers, magazines, or tabloids produced to their readers, but can still be accessed online.

Technology Adaptation of Lampung Post Group

As a local print media industry published in Lampung Province, Lampung Post General Daily is not the only print media industry published in Lampung. Currently, there are

several print media published daily that still survive today, including Radar Lampung newspaper, Tribun Lampung, Kupeel Tuntas, Momentum, and several daily newspapers that are not published regularly according to the daily periodical. Not to mention that several online media are published and target the same target market, namely the people of Lampung.

The large number of media industries in Lampung has caused the print media manager of the Lampung Post General Daily to make various breakthroughs by adapting to new technology. Lampung Post General Daily also launched new media (*online* media) because the tendency of most people who are the target market of Lampung Post Group are also no longer rely on print media as the only source of information. They switched to finding news information digitally through online media and social media. Lampung Post Group also adapts to its consumers, namely creating online media and disseminating news information through social media such as *Instagram*, *YouTube*, *Facebook*, *Twitter (X)*, and even *TikTok* social media was penetrated to expand the market among the millennial generation.

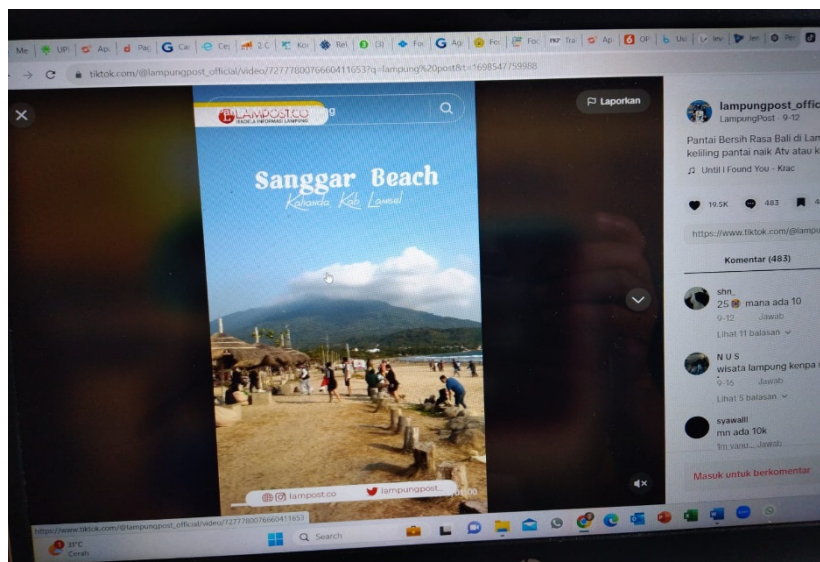


Figure 1. Dissemination of Lampung Post Information via Instagram

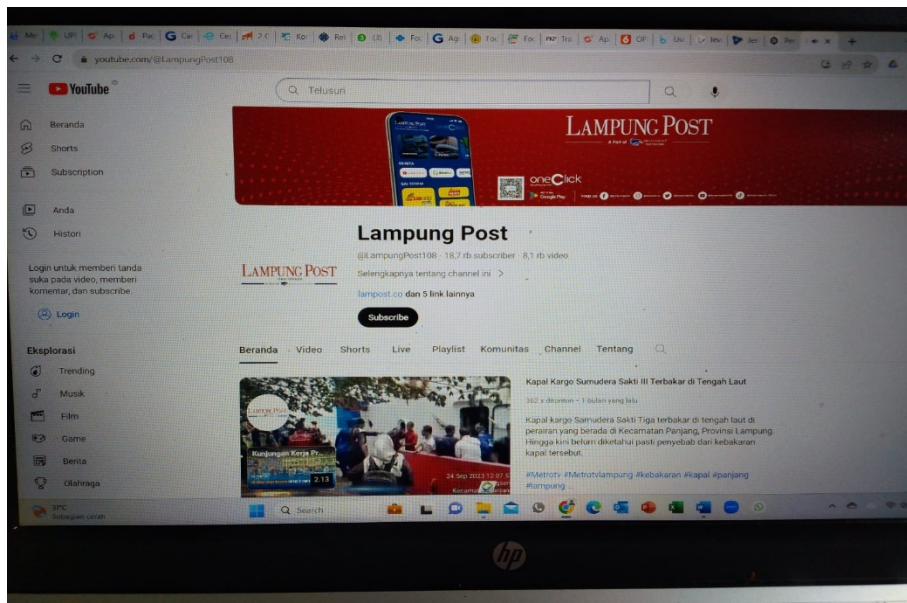


Figure 2. Dissemination of Lampung Post Information via Youtube

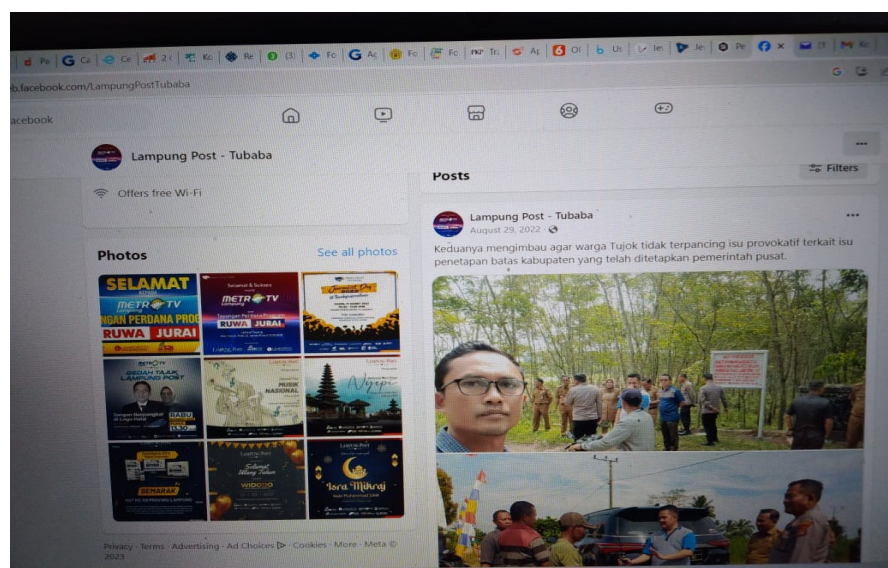


Figure 3. Dissemination of Lampung Post Information via Facebook

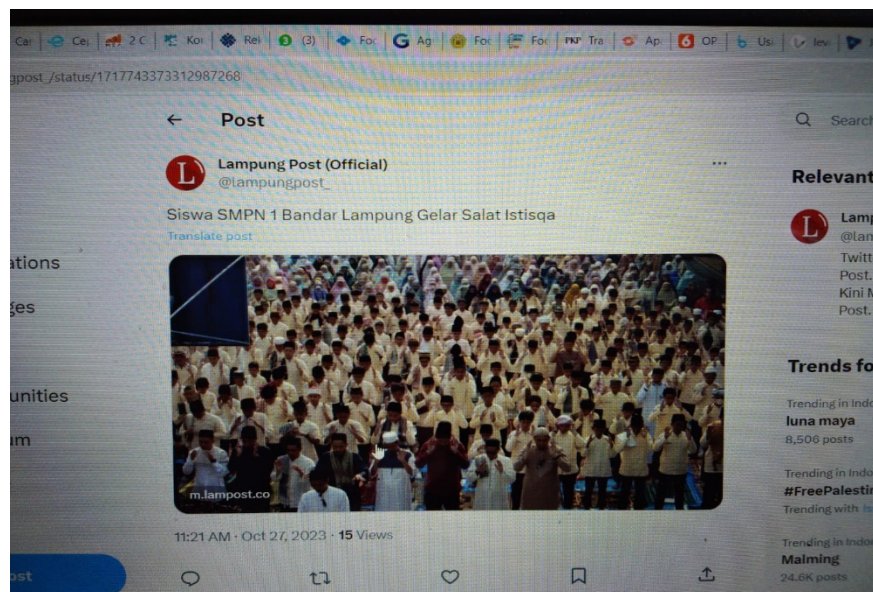


Figure 4. Dissemination of Lampung Post Information via Twitter (X)

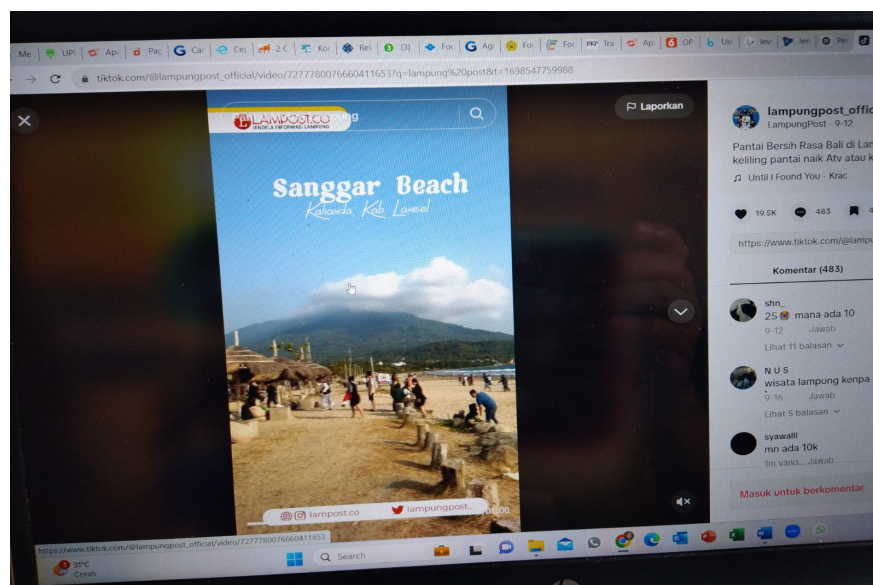


Figure 5. Dissemination of Lampung Post Information via Tiktok

Not wanting to lose print media readers, the publishing company Lampung Post also made an online portal application "Lampung Post One Click". In this online portal application, all media under the Lampung Post group can be read and heard. On *this Lampung Post One Click portal, you can read print editions published in Lampung Post print media, lampungpost.id online media, lampost. co and e-paper or digital versions of the print edition of Lampung Post. Even the broadcast of "SAI Radio" radio media owned by the Lampung Post group can be listened to through "Lampung Post One Click". No exception is the television media "Metro TV Lampung" which is under the Lampung Post media company.*

"*Lampung Post One Click*" can be obtained for free through the *Google Play Store* application on mobile phones. Editor of Lampung Post, Sobih Abdul Wahid said the creation of *Lampung Post One Click* aims to make it easier for readers wherever they are to get information and news about Lampung Province.

"Readers are not fixated on print media, which of course is limited to distribution around Lampung Province. Readers in Jakarta and anywhere can access *Lampung Post One Click* to get information and various events that occur in Lampung," said Sobih (Sobih Abdul Wahid, 2022).

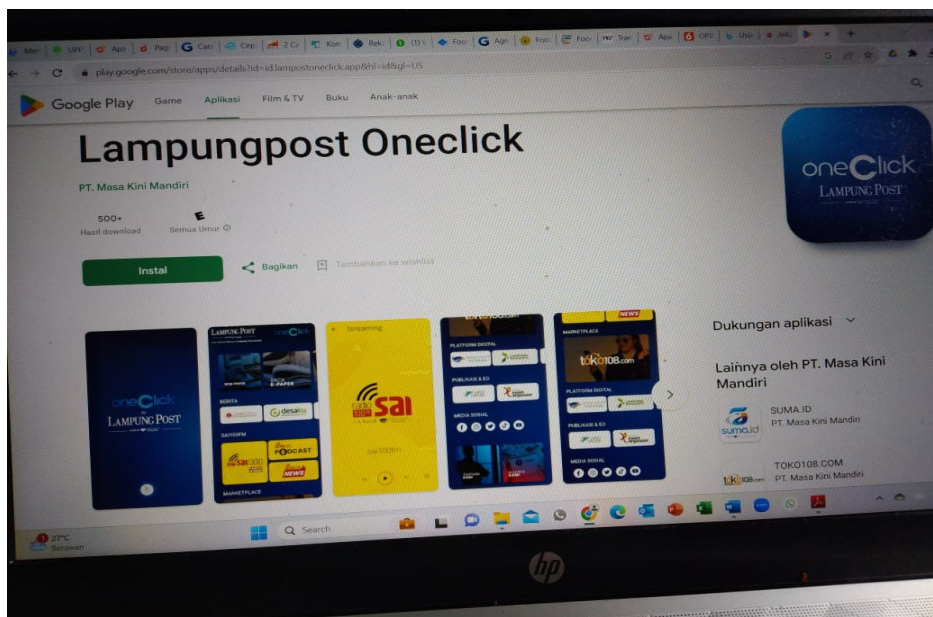


Figure 7. Lampung Post One Click application and its channels on Google Play

In addition to making it easier for readers, the transformation and convergence strategy of *multiplatform* content is applied by the national and local media industry, to make it efficient. The media industry must also defend the continuity of media businesses that have been carried out for decades, so one of the efforts made is to transform and implement a convergence strategy.

Moreover, the current economic conditions have not recovered due to the Covid-19 outbreak. The business world has slumped, including the media industry. The business world weakened due to reduced community activities outside the home when COVID-19 occurred at the end of 2019.

Senior Journalist Endy Bayuni admitted that media revenue dropped dramatically due to the COVID-19 pandemic. The COVID-19 pandemic that occurred in early 2020 has paralyzed the wheels of the world economy, including Indonesia. As a result, companies cut advertising spending in the media. This affects the media business industry (cnnindonesia, 2022).

Covid-19 is gradually recovering, but the economic impact of Covid-19 is not over yet. The business world has not recovered, including the media industry, both print media, electronic media, and online media.

Seeing the condition of the media industry that has not recovered due to COVID-19, of course, various media companies are making various savings and efficient and looking for new niches to earn revenue. Local media "Lampung Post", for example, performs various efficiencies. One of the things done is by convergence with media incorporated in the Lampung Post media company, namely *Lampost. co*, *lampungpost.id*, *Radio SAI 100 FM*, and *Metro TV Lampung*.

The convergence of news production is carried out using Lampung Post journalists, in each coverage not only making news for the print edition of Lampung Post but must make news in digital version or e-paper Lampung Post, online media *lampost.co*, *lampungpost.id*, Metro TV Lampung, and reporting news for Radio Sai 100 FM. Likewise, other reporters under Lampung Post will do the same for efficiency and maintaining business continuity.

Chairman of Lampung Post Group Company, Iskandar Zulkarnain, said, Lampung Post's main business is news distribution, through print media "Lampung Post", online media "*lampungpost. id*, *lampost. co*, and *summa. id*", while other subsidiaries are radio "SAI 100 FM and television media "Metro TV Lampung". According to Iskandar, the implementation of convergence in Lampung Post has made Lampung Post and other subsidiaries continue to grow and be able to operate and *exist* until now.

"Being able to survive in the current era of media competition proves that the implementation of convergence has a good impact on the business continuity of Lampung Post. Efficiency can be achieved because employees, including reporters, can work multi-skill so that several work activities can be carried out by one employee or reporter. This efficiency is certainly beneficial for the Company which can have an impact on employee welfare," said Iskandar.

Conclusion

Business strategies carried out by local media Harian Umum Lampung Post to facilitate the dissemination of information to the reading audience include producing content digitally and presenting multi-platform news information, namely conventional media such as print newspapers Lampung Post, Radio SAI 100 FM, Metro TV Lampung, online media *lampungpost.id*, *lampost. co*, and through social media platforms Instagram, YouTube, Facebook, Twitter (X), and TikTok. In addition to the spread of multi-platform news, the Lampung Post Group company also expands the market to the audience of micro, small, and medium enterprises (MSMEs) and other entrepreneurs by providing opportunities to make buying and selling transactions on marketplace sites made specifically in the "lampungpost One-click" application. With this strategy, Lampung Post not only targets people who want to get various news information, but extends to small and medium entrepreneurs who sell local commodities from Lampung, thus

impacting the increasing number of readers and visitors to various online sites of Lampung Post Group.

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