

Digitization Local Media in Java, Indonesia, as Survival Strategy in Disruptive Era: Will it be a Success?

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Abstract. Sunset industry is an economical phenomena faced by local newspapers in Java Island, Indonesia recently. It is a consequence of the development disruptive era which be signed by digital technology. How do the local papers's leaders comprehend the problem? This research problem is solved by a phenomenology research design in interpretive paradigm. The phenomenology theory and leadership theory in media are used to understand this phenomena. In the leadership phenomenology, the meaning and essence of leadership experience become the main objective of the study. Chief executive officers and editors of iconic local papers in Java Island were interviewed to get the data. It was analyzed by phenomenological procedures. The result showed that to be survived, the local papers developed a new platform in digital format such as pikiranrakyat.com, suaramerdeka.com, jawapos.com and krjogja.com. It was part of the strategy to survive in the middle of new communication technology's attack such as social media. All local paper created a community service strategy to keep their readers stay with them. Developing a virtual newsroom was part of the strategy. The paper used new platform to get benefit from internet. All papers have new version in online media and try hard to persuade their readers to consume the online version.

Keywords: Local Paper; Digital Platform; Leadership Phenomenology

1 Introduction

The future of the print media is going to die. There are practitioners in media that call this situation as a sunset industry. It means the industry will disappear from our reality and be substituted by other media format digitally. Disruptive era is signed by the development of digital technology and it gives serious problem to many organizations, including to local papers companies [1]. In fact, there were print media in global, national and local context had to be shutted down because could not survive economically [2][3][4].

There were several factors that influence the future of print media, namely: development of digital technology, slow down of economical growth, shift of reading habit from print to online media, and the future reader of print media among youth generation did not be formed yet [5]. World Association of Newspaper (WAN) gave a prediction of the future print media. According WAN, print media would never die to face internet if they have close relationship

to its reader communities. Besides, it should develop professional talent and delete the bureaucracy. Credibility of reporters in society should be kept. Others suggestion related to: the unison between editorial and bussines unit, creating new reader among women and youth generation, supporting the research and development might, getting into multimedia, performing content that easy and delightful to be read, making a plan, anticipation, and preparation. By not letting a vision to be in the middle of society to help people to solve their problem is other's thought that should be done by the print media to be able to survive economically [6].

One factor that gave more influence to solve the problem was depend on the leader of print media. Kasali said, normatively, leadership competency of media management had to be adapted with the given situation to solve the current problem. The leader had to focus to the progresiveness of its media industry, not to other things outside of media bussiness. This leadership model should transform barriers to opportunities [7]. According to Sylvie, Wicks, Hollifield, Lacy, and Sohn [8], Bell [9], Lewis [10], Singer [11], Fetscherin and Knolmayer [12], the leadership model of media management must be capable to make the development of technology not as barriers but as tools to push the progressiveness.

Considering the condition, the main objective of this research was to portray the substance of knowledge of media local leaders in Java Island, Indonesia, to solve their media economical problem to adapt with the current condition. The scope of this study was only print media in Java Island such as *Pikiran Rakyat* (Bandung, West Java), *Suara Merdeka* (Semarang, Central Java), *Jawa Pos* (Surabaya, East Java), and *Kedaulatan Rakyat* (Yogyakarta). All the local media are the icon of local paper in each region because of its history.

According to Jensen [13], research in media has several topic related with its content, audience, organization, and context. This study focused on organization media and give attention to leadership on management media. The study of media management is dominated by three approaches, namely classical school management, human school of management, and contemporary approaches to management [14]. The number of researches on media industry context are limited. There are many research of leadership do not focus yet on media management. The research are still emphasized on general organization, relation between leadership and reporters in newsroom, organization problems, priority and organizational values, work motivation in general, and reporters motivation [15]. Researches on media that used phenomenological perspective especially are limited [16]. Many of research on media economic and media management use positivism approach [17] and qualitative approach [18].

Phenomenology as a theory and a method are seldom used in local media research. Such of many research were done by Ashmoore, Evensen, Clarke, Krakowe, and Simon [19] that focused on local media reportage of shale gas development. Hayes and Lawless [20] studied citizen commitment with local media. Graham and Greenhill [21] compared between print and online news. Demirsoy, Dikener, and Karakoc [22] observed local media in democratic setting. Crow [23] studied basis of environmental rule commencement. Graham and Smart [24] researched connection of local paper and internet. Keeble [25] enquired inclination of local and national paper and new crunch of trust. Umuerrri [26] studied effect of development messages in newspaper.

An important matter in phenomenology is the substance of experience. Every individual experience is unique. The uniqueness is caused by intentionality and intuition in every individu. Consciousness and internal experience are the source of intentionality. Meanwhile, natural competency to produce a solid and right judgement is source of intuition [27][28]. According to Carnegie [29], Northouse [30], and Herrick [31], both the aspect, intentionality

and intuition, have significant influence to leadership to develop innovations and creativities to get the goals of media organization.

Successful leaders have several characteristics. One of the characteristic relates with creative and innovative such a manner that be needed in disruptive era [29][30]. According to Kasali [32], disruption is an innovation. It will substitute the old system with new one. It has the potential to replace old player with the new one. It also will change old technology that emphasize on physical elements to digital technology that may create something really new, more efficient, and more useful. In the disruptive era, it needs a leader that may think disruptively. Meanwhile, according to Schwab [33], leaders in disruptive era should has contextual intelegent (thought), emotional intelegent (heart), motivational intelegent (soul), and physical intelegent (body).

2 Method

This research used a descriptive type of research in a qualitative approach with phenomenological design [28]. Interpretive paradigm was used to guide data interpretation [34]. Sites of research were iconic local paper in Java Island namely *Pikiran Rakyat* (Bandung, West Java), *Suara Merdeka* (Semarang, Central Java), *Jawa Pos* (Surabaya, East Java), and *Kedaulatan Rakyat* (Yogyakarta). CEOs and Editors of the local paper were interviewed to find the data and be analyzed in the phenomenological procedures. The procedures analysis includes the epoch process, transcendent phenomenological reduction, imaginative variation, textural and structural analysis to find the essence of experience.

3 Results and Discussion

Servicing local and hyper local community using current techology was the substance of experience for all leaders of local paper in Java Island. They used new technology to expand their product to its audience trough digital platform. Media convergence was a term to be used to explain what they did recently. They tried to create digital engagement with its audience through the technology. To get attention of their audience, they changed the content format from talking news to story news. Optimalization of new technology to support relevant business was another strategy. Virtual news room was a tool to improve their process to serve their communities. All the local paper have digital format for their product such as *Pikiran Rakyat* daily creates *pikiranrakyat.com*; *Suara Merdeka* daily developes *suaramerdeka.com*; *Jawa Pos* daily generates *jawapos.com*; and *Kedaulatan Rakyat* daily makes *krjogja.com*. The online version of the media presents its content just like print format but in different style.

3.1. Media Convergence

Media convergence was a general strategy to adapt with new technology that be applied by all the local papers. Traditional and new media incorporated characteristics of and influenced each other, that is, media converge [35]. The important of media convergence was said by an informant as a CEO when asked about the future of local paper. "My prediction about 7 until 8 years in the future, we are talking about media convergence. It must be runned. Up to now, not only media that talk about simple, but everyone want to do something be simple in the future. We are developing digital division to adapt with current condition," said the informant.

Media convergence involves the combination of computing (digital media and information technology), communication (network, artefact, and practice), and content (media and information) [36]. According to Schwab [33], convergence of physic, digital, and biology is in the heart of the fourth industrial revolution. It offers significant opportunity to the world to get a huge benefit in using and getting efficiency of resources. It is a time to change business men and consumers from a linier model of businnes to use resources 'get it-use it-through it' that rely on a big resources to a new industrial model which flow of raw material, energy, man power, and information can interact each others that be supported by a prototype of restorative, regenerative, and more productive of economical system.

3.2 Digital Engagement

Digital era is about accessing and using data, improving product and experience, and walking to a new world that contains of adaptation and improvement continuously and making sure that humanism dimension is still in the heart of its process [33][35]. Relevant with the new phenomena, local papers have a closer relationship to its local community than national papers. Readership engagement with local communities were the actualization of the relation. The local papers did activities offline and online to get the engagement. According to Owens, in the future the impact of digital (social) media on the news environment has generated unique levels of engagement both between consumers and media entities and among consumers themselves [37]. This phenomena it seems not only happened in media environment but also in government either. It was like a strategy that used by local government to create citizens engagement to support their system [38] and to involve in democratic forum [39].

“Digital engagement in my paper is done by giving an opportunity to students who wants to get internship in my company. We ask the student to get involved online when doing internship in this company. We do not ask the students get together with our reporter anymore. They may collect information by themselves and publish the information directly to online format after be checked by our editor. We provide the student two pieces empty space in our paper to be filled with their information in digital format,” explain an informant as a Chief Editor a local paper from West Java.

A local paper from East Java used hyper community strategy to keep its readers. It means that this paper served its reader not only through its direct print and digital product, but also served in offline activities. Its leader got actively in community organization such as bicycle community. It was very usefull to get young readers to get closer to local media. This strategy is relevant with the characteristics of millenial generation that can not be separated with new technology. According to Schwab, in general, millenal generation determines consumers's trends. Recently we live in the world that be decided by corresponding demands where more than 30 billion WhatsApp messages were sent everyday and 87 percent of American youth generation said that they never released their smart phone and 44 percent of them used camera function everyday [33]. The same condition also found in Sri Lanka where the young generation was the main consumer of online newspaper [40].

Digital engagement was also happened in internal local paper. It happened when using new technology to support their daily activities in their company. It might be seen from experience of an informant from East Java to change their organization interaction. “We use online forum to communicate all things among management level related with editorial process. For instance, when I went to Melbourne and wrotte about Ryo Haryanto, I sent my writing to the forum. In the same minute all papers in our group may get the information to be

publish in each edition. This online forum is very helpful for us to coordinate each others in our group efficiently considering we have many papers that spread in many region in Indonesia,” said an informant as a Chief of Editor a paper from East Java. Using technology to support their professional operation in newsroom is described by Shangyuan Wu and colleagues in their research [41].

3.3 New Content Format: Story Telling?

Since there are many information gotten by readers from many online media, local media must work hard to create its content differently. Indepth information and creative writing become strategy that be used to defeat information from online. In the word of a Chief Editor from Central Java, because speed is not its advantage of local media, it might publish indepth information in story telling genre to explain a case. “I have to remind my reporter to write news more indepth and creative. Feature type writing becomes our advantage comparing the speed of online information. By feature we mean a story to raise human interest aspect of an event. Besides, we also develop special reportage. This is indepth information of stright news or talking news,” said the informant.

Based on its how to be presented, news may be divided to several kinds namely straight news, features news, in-depth news, and investigative news [42]. Coping with new technology to get a digital competence, the informant also emphasized the important of retraining for journalists to adapt with new condition. Mastering new digital tools to support journalists’s profession is the heart of the retraining. It was like journalists in Nigeria to master softwares such as graphic design progammes, infographics, video editing/ graphics, photoshop and social media such as Facebook, Twitter, Google+, Youtube in their effort to adapt with new development in media industry [43]. If journalists can not manage the technology to support their skill in news writing, they will be defeated by robot in future [44].

3.4 Learn of New Business Model: Free Media Strategy?

If we look to current condition with all of the new technological development, it seems there is no room for print media to defend its format. It must converge or die! Unlucky, the current fact shows that the print selling is decreasing gradually. Report of Association of Press Companies (*Serikat Perusahaan Pers*) showed that since 2014 until 2018 the number of ravel print media in Indonesia decreased gradually from more than 9 million to 6 million [45]. It seems rational for the leaders of local paper to apply the convergent strategy to defend their paper. The problem is all the paper which apply the strategy do not show yet the positive effect for its selling from advertising. According to Kelana [46], research showed that revenue from print advertising tended to decrease and revenue from digital advertising in Indonesia was growing up continuously although not significant. In general, revenue from online advertising was still little. Media which had print and online platform its revenue was still be supported by print advertising. We do not know yet when the revenue will be positive to the paper.

A Chief of Editor of local paper in Central Java had an idea to make cost free of print format. According to him, “A cost-free model may be apply to make print media more competitive comparing others platforms that more cost-free. It may be done with several strategies, such as using technology to layout content, diseappering advertising cartel, and cutting distribution channel”. We are still waiting to see the result economically of digital platfom of all the local papers in Indonesia. There is a potential benefit economically from the

new platform but it is not effective enough to replace old revenues from print advertising. We may learn from others country to see the future of digital paper economically.

How Indonesia's newspaper will stand the abundance era is going to be the next exciting discussion for the journalism world. It can be the initial step of foreseeing the future of local journalism in Indonesia. After the big hit of Disruption Era leads by the technology, some researchers and experts will jump into the next era known as The Abundance Era. In Disruption Era is showing the process of major disruption by technology to many industrial practices. Meanwhile the Abundance Era will be the settle down condition after the great process in which serving the society with 'free things' caused by the technology business practice. This discussion can be concluded by studying the cases of several foreign newspapers that already established for the free media. A culture of the "free" has consolidated on the web, making news content accessible without payment and making users increasingly resistant to paying [47][48].

As for the print newspaper, the revenue can be earned from the advertisement and subscription business model. Nevertheless, the way of this profit making has changed into newer style. Taking the payment-free dichotomy as a starting point, the digital environment allows for the configuration of a variety of business models such as free content, all paying, metered model, freemium, and donation [48]. The previous study conducted to Spanish Newspaper Industry in 2015 by Anredu-Casello by similar methodology. It shows that the Spanish's newspapers employs the *freemium* business model, it combines free content on less elaborate last-minute news with payment for higher value-added content [49].

We may also learn from others media to adapt in new condition economically. *The Guardian* in the mid of 2018 going through a milestone in which their digital revenue is higher than the print newspaper. It is possible because of the business model practiced by *The Guardian*. It decides to ask donation from the reader and online advertisement. It aims to get bigger by depending on the editorially, commercially and financially on the 10 million people who read and donate. The strategy of this crowd funding type is by stating the purpose of donation for the independent journalism [50]. The business model employs by *The Boston Globe* is based on the subscriptions. It has experieiment with the meter model, offering the mobile versions on IOS and Android Apps, as well as the introductory offers. In the end, it is revealed that the subscriptions has arised rapidly during the spotlight series on Aaron Hernandez [51]. The subscription as the source of revenue also can be found in the case of *Tribune Publishing*. The *Tribune Publishing* earned its digital based subscribers from 195.000 to 283.000 since the end of the first quarter in 2018 to the first three months of 2019. It shows 45% increase [52].

Besides the strategy, there is also other model to keep survive that be done by local paper namely branding strategy. It means to use local media brand to serve other bussiness outside of media matter such as event organizer, trainer, etc. "In the future we will change our core strategy not to emphasize on print media but the brand of media. By the brand we will create other business such as event organizer, training institute in public relations, and others," said a Business Consultant of a local paper when discussing about the future of local paper's strategy to be survive in disruptive era. It is the same strategy that be used by a national paper in Indonesia. Some media change their strategy. From selling news, recently they also become event organizer working together with big companies. There are also some media gradually improve their portfolio to new bussiness out side of media such as in hotel services. It seems local paper needs to change its business strategy from product orientation to service orientation and become a marketplace. Local paper is not only selling print media but also selling others business like what Gojek did. In Achtenhagen, Vos and Singer term [53][54],

local media need to transform themselves as media entrepreneur to get capital for their economical progress.

4 Conclusion

Digitalization of local papers seem a necessary condition that must be done by local papers to survive in disruptive era. All the local papers use the new platform to serve their readers as part of their convergence strategy. They use also offline and online events to engage its readers through local communities activities. Story telling, indept news and investigative reporting genres become news writing strategy. A free and subscription model business are applied by local papers to its new platform to persuade its potential readers. Brading strategy becomes a general business choice to keep its media brand may run the whole business in media and others. It is suggested to get research much more in business media topics and its content that really be needed by its potential consumers. Besides, also important to prepare and to train members of local papers whether in leaders level or general employees to change their mindset to face and to involve productively in disruptive era. Without the disruptive mindset, it is not surprising if the death of local papers become a reality.

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