


The Effective Strategies To Turn Final Project Into Journal Article: Publication Transformation In Industry Trends

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Article Info	ABSTRACT
<p>Keywords: Publication, transformation, industry</p>	<p>Companies in the print media publishing industry have been encouraged to transform to new media by the changing media consumption patterns of audiences due to increasing technological developments. This condition eventually led to a series of consequences for the companies in the industry to transform their production and consumption processes in order to meet the needs of the society in the digital era. The same thing happened to Gramedia Magazine, where they adopted a digital transformation strategy through the transformation of the old production process into a production process integrated with an information system in the world of information technology. This dissertation tries to describe this transformation process, using the perspective of the theory of mediamorphosis, to give a view of the transformation taking place from the perspective of the publishing world as a response to technological evolution. This research uses descriptive qualitative research methods with data collection through interviews, observations, and literature reviews. The results of the study found that there were changes in strategies made in content production, resource empowerment, and technology systems with the aim of maintaining its sustainability in the publication industry in the digital age.</p>
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INTRODUCTION

Internet-based mass media are becoming more and more widespread as they are no longer spatially and temporally limited, and their form of information or communication has changed. Media convergence must be viewed from the consumer's perspective, as stated by Soto & Lugmayr, because convergence is the ability to communicate messages in different media channels through digital platforms. As a result of these two (two) conditions, a medium that originally presented only text in magazine or newspaper format can now be accessed in addition to information on websites, YouTube channels, and electronic newspapers, with the aim of adapting to public consumption patterns regarding messages in the media.

Adjustments to public consumption patterns can be illustrated by the fact that print media users account for only 20% of Indonesia's 276 million population, while television users account for 58% and online media users, including social media, account for 89%, according to research conducted by The Reuters Digital News in 2021 (Newman et al, 2021). This data shows that in terms of quantity, social media users are the highest, and this also shows that

the transformation of traditional media to digital media is important. These results are also consistent with the findings of (Sucisca & Gunawibawa, 2020), which found that the digital native, defined here as an Internet or social media user, prefers Internet-based news media or new media and has no interest in print media like newspapers and magazines.

The process of transforming print media is no longer just about moving text to digital, but is giving rise to a new form called convergence, which is the merging of media and technology. As (Ellestrom, 2014) puts it, the process of media transformation is characterized not only by the economic imperative to respond immediately to advertisers, but also by the readiness to facilitate the search for information content online in different ways according to the preferences of the public.

The development of the Internet has made traditional media evolve information in a very fast way and challenged the monopoly of traditional media in information dissemination. (Deuze & McQuail, 2020) state that the presence of new media has caused many conventional media to change their format by adjusting the social construction built by mass media. The digital transformation process is a process related to the combination of content, computing and communication (3C), which can be conveyed as convergence. Originally separate media, with Internet technology, different media channels can exist on one digital platform. According to (Soto & Lugmayr, 2016), content, technology, audience, and industry intersect. This means that the success of the transformation is not only about the interaction built from these different platforms, but also supported by other factors such as investors and brands.

According to (Fidler, 2003), the principle of mediamorphosis has three main concepts: Coevolution, which emphasizes change; Convergence, which is understood as a new creation; and Complexity, which provides an explanation that any change often begins with chaos before producing something truly appropriate that can revitalize and transform various systems. But the threat of the Internet, which promises fast access to information, has led many news media to make changes, presenting online versions of content to support the convenience they want to provide to their audience.

The ease of the audience in searching for information content is largely determined by how the arrangement of content distribution and keyword settings in accordance with search engines is needed and all of these processes are characterized by adaptation and understanding of the information production process carried out online. As said by (Perbawaningsih, 2019) that one of the important things for the adaptation process in the digital transformation process is innovation and an innovation certainly requires creativity.

Research on the Network itself has been conducted by (Pandrianto, 2018) which states that the formation of the Network will produce a challenge, especially in introducing media products that have turned into online versions. If the media brand does not offer something more or different, then the online version of the media brand will lose to the pre-existing media brand. Especially for online media that do not have very strong brand awareness, especially on non-news sites, it will be harder to be recognized because they have to compete with other global online sites that have already circulated.

Another study conducted by (Derviana & Fitriawan, 2019) shows an overview of how Republika Daily carries out digital transformation in its print media because there is a shift in

the behavior of society and newspaper readers that has occurred. The strategy carried out in carrying out this digital transformation is carried out as said by (Gordon, 2003) including 5 (five) dimensions, namely convergence of ownership, tactics, structure, information coverage, and presentation or story narrative. Different research was conducted by (Haq & Fadillah, 2018) on Kompas Print Daily, where in the study it was found that the digital transformation process could be well received, one of which was the acceptance of so many advertisements due to the strength factor of the Kompas brand itself. So it can be said that the transformation of Kompas print daily into the online version of Kompas.id does not eliminate the existence of the print daily, but instead expands or extends the print daily as a form of meeting the needs of its audience so as to provide different preferences. Research conducted by (Suryawati & Alam, 2022) on the transformation of Solopos Daily explains that the transformation to digital media is due to changes in the pattern of accessing information in society so that an understanding of the organization of media work must also adapt to market developments and the way to do this is to change the print media strategy to multiplatform. One way to do this is to maximize governance into a 'single newsroom'.

From several studies that have been conducted previously related to digital transformation carried out by media companies, it shows that there are similarities when carrying out digital transformation, mainly because it is driven by the desire or need of the audience for a change in habits in receiving information, competition between media in the same industry, and the distribution of information content more effectively and efficiently. However, there are fundamental differences that are carried out, especially in the transformation management strategy itself, as (Gordon, 2003) said about 5 (five) dimensions in transformation, namely ownership, content distribution, tactics, structure, and presentation where previous research shows only from a certain side, such as the Republic only in terms of ownership, presentation, and content distribution.

However, this paper will focus more on the transformation process, namely from a large number of print media to just one platform or known as a single digital platform. Why is this important to explain because technological developments encourage changes in consumption patterns that demand speed and also ease in accessing news. The strategy focused is not only on the readiness of the process of presenting information, but also the readiness of Human Resources (HR) who manage the platform, changes in thinking, behavior, value systems, and doing a different way of working from what has been done in the previous print media. As said by (Soegiharto, 2022) that the communication process is more practical when supported by cheap and advanced technology. This statement can be understood that technological advances will certainly encourage better interaction and also the dissemination of messages will be more diverse and faster.

The focus of this paper is based on the thoughts conveyed by (Pacey, 2000) who states that there is an interrelationship between technology and human civilization and the interrelationship is determined by 3 (three) main aspects, namely technique (in the form of creating tools to facilitate human life), organization (the impact on institutions or individuals in institutions), and culture (technology can shape the value system in society). These three aspects are then tried to be explained in this paper when trying to switch from print to an

online version or make a digital transformation by asking questions about how the content production strategy, using resources, and how the technology system used can support the change process in the digital era.

METHODS

This article uses a qualitative method (qualitative research) by conducting a literature review or library research. Specifically, in the context of Management Information Systems Studies / Postgraduate Master of Management Program, the literature will be reviewed according to the theories discussed. In addition, the analysis will be adapted to several reputable scientific articles. The results of scientific articles from journals that are not reputable will be combined. The results of the articles used as references are then cited from Mendeley and Google Scholar. As a result, the use of qualitative methods in research can lead to a more in-depth study of a phenomenon. Qualitative research, which pays attention to humanism or individual people and human behavior, is a response to the awareness that all consequences of human actions are influenced by the internal aspects of the individual.

Qualitative research begins with an idea expressed in a research question. Questions in this research can then be used to determine data collection methods and ways to analyze them. This method is dynamic, always open to updating, replacing, or adding data. In qualitative research, a theoretical study must be able to be used by several methodological assumptions, namely, that the inductive methods can be used, so that they do not direct the questions posed by the investigator. One of the reasons for conducting qualitative research is when the stated research objectives require a more detailed and in-depth understanding. The data collection process is divided into several types of data collection methods. These include observation, literature review, and visual analysis. Furthermore, the data or information collected is then analyzed to obtain the results of a study to draw a conclusion.

RESULTS AND DISCUSSION

The process explains 3 major issues about the strategy. It covers the content migration, learning, and e-strategies for media solutions in the digital era. Content production is moving from print to digital. It's a change in the form of the content. Changes in the form of content are made by reducing or adding words, images, photos whose ultimate goal is to be enjoyed by readers. This enjoyment includes information and articles. They can be accessed at any time through websites or social media. As shown in the image below, which illustrates the difference between print and online media. Media publications are transferring print content to digital platforms. They feel pressured by the disruption. So they have to prepare themselves more seriously to face the changes that are happening in the mass media industry today. The media is becoming a digital network. It expects that its articles can still be enjoyed by its old readers, who are changing. It also expects to reach new readers who use digital platforms. While digital media users, those who want to read quickly (skimming). They need information or article titles that make them stop among many choices. Thus, the way digital content is made must adapt to users. They are different from print media readers.

To cope with diverse content, we make new content that fits digital media's rules. These rules prize speed and brevity. We also modify old content to make it new. Then, we package it for the web and social media. All content created for online media must follow the keywords of search engines. If print article titles don't match search keywords, online users will miss them. The original process for moving print media was to move text and photos. There was no need to rework them to meet the needs of digital media.

According to (Meifitri & Susanto, 2020), p. In their research on Tempo magazine (No. 307), they found that all its content has been digitized. It can be accessed through websites and applications. This makes it multiplatform and multichannel. The transformation of GoM to digital as a whole was implemented only in 2017. It took a long time to realize that print media was no longer a priority. This was felt because the readership of print media was declining year by year. It was marked by falling circulation and advertising. The print media business was getting smaller and could not survive.

However, the migration process does not completely close down all print media. Eight print media are still being maintained. They are kept because they provide value and have good customer and advertising revenues. Today, the print media still in use are Tabloid Nova, Bobo Junior Magazine, Mombi Magazine, Mombi SD Magazine, Automotive Tabloid, and Intisari Magazine. There are also 2 licensed magazines, Bobo Magazine and National Geography Magazine. Meanwhile, print media are too small to survive. They are forced to close and become websites for digital media users.

This group of magazine and tabloid managers had a heyday. But, it has left them in a long dilemma. So, their move to digital has been slow. And they seem to have given up the websites they built. The comfort of past glories makes it hard. They do not dare to quickly realize the digitization of the publications. So, ready or not, media migration must be done to save the economic life of media. Print media's business scale is increasingly too small. They will be forced to cease publication. They will have to transform into websites for digital media users.

The process of migration to online media was not a matter of being finished and the business survived. Competition in the digital media world is getting tougher. Especially for those who came later with vertical media. Online media also have to deal with tech companies. These include Google, Facebook, Instagram, and Tiktok. They also have to deal with e-commerce companies. These include Tokopedia, Shopee, Blibli, and Lazada. They also have to deal with personal accounts and content creators around the world who can act like media. All of these can appear in the online audience measurement tool. All these companies are also competing for the same ads. So, they try to present their information on digital platforms. They use websites for digital users and social media. This lets them keep interacting with digital audiences on different platforms.

Thus, they must compete with other platforms for market share. They are in the same industry. They also have to cooperate or be a complement to ensure their existence. As said by (Aminuddin & Hasfi, 2020), The unique thing about Jateng Pos is the use of social media. It is a medium for sharing news from daily newspapers in digital form. This means that, in

addition to being an opponent, other social media platforms become friends. This is because the millennial generation now uses a lot of social media in their daily lives.

The content must work for all digital platforms. These include websites and social media, such as Facebook, Instagram, Twitter, and YouTube. It must have the potential for likes, clicks, and comments. And it must be worth sharing (shareability). This shareability parameter is closely related to programmatic advertising. It is advertising traded automatically by digital platforms. This type of programmatic advertising encourages the network to get as much web traffic as possible. It brings the transactions needed by digital platforms.

Another thing that helps with learning is the need for awareness. You should not depend on third-party platforms. (Sudibyo, 2022) says that, until now, Google's global digital platform still rules digital ads. The dependence on Google is big. This is because Google can now organize its ads from both search engines and programmatic ads (adsense). Google has also selected, curated, and prioritized content that the machine thinks the target will like. Google masters the tech. It can organize content in a way that gives it a strong position with advertisers and audiences. This is what ultimately encourages digital media to chase as much traffic as possible to get advertising deals.

When the algorithm changes, it affects website traffic. The changes made by Google never involved publishers—not even a notification. So, it takes publishers by surprise when digital platforms make algorithm changes that can affect web traffic. As said by (Sudibyo, 2022), digital platforms treat algorithm changes as strategic. They decide on them without involving others. Still, Google is a short-term help for the media. It can be a go-between for website publishers to reach their audience. The media only makes as much content as possible using Google's keywords. Google's tech system finds readers and ads.

It keeps seeking a solution: to boost the value of a brand it owns. This will lessen its reliance on Google. This aligns with (Natalia & Yoedtadi's, 2020) findings. They say grid networks must do two things. First, it must ensure reliable content. Second, it must promote itself by creating events. Another strategy is to start building communities that have been built through print media. They gather people with the same interests through activities based on each medium's segments.

E-strategy, as referred to in this paper, is a strategy implemented to create digital media capabilities in using Internet and information technology to add economic value to web by utilizing existing resources such as rich content produced by magazines and tabloids for decades. Hence, to create digital media capabilities in using Internet and information technology to add economic value to web by utilizing existing resources such as the rich content that has been produced by magazines and tabloids for decades can become intellectual property and become the common force for digital media. According to (Napoli, 2011), the reality of digital audiences is not only consuming media but also participating in the process of media production and distribution in a dynamic way that is forcing the industry to rethink how media is produced and distributed.

The implementation of the transformation process begins with defining the stages, formulating strategies, formulating the owned resources, determining the direction to go, determining who will help in the desired direction. The process of transformation into a

network is also inseparable from the strategy of placing new leaders who have experience in the transformation of 23 Tribune newspapers in different regions and now into one large portal called tribunenews.com.

The diversity of product segments requires a leader who understands the combination of digital and media strategy as a message medium, while understanding the distinctive culture of online media. Therefore, a leader with a reputation in the field of digital media, coming from within the online journal, is considered strategic enough to lead the transformation process of the network, in order to face the ever more real pressure of change and to offer solutions to the problems of the past.

The strategy of change in leadership and management was carried out in line with the changes in the organizational structure of the network. This was done by unifying all existing media into one media pillar. This media unification policy was carried out to respond to the changing development of the media business, to facilitate cooperation among media and to increase the value of media. This has benefited the network, which has mostly vertical media with a small scale.

The use of a standalone server, with considerable investment, is no longer appropriate with the growing digital media, external web services is a solution for a more efficient business, because it does not require labor and maintenance costs. Then the programming system for the web must also implement a system that can adjust the monetization of space or page by page. So that the web that is built and developed can meet the needs of the users without ignoring the efficiency of the server capacity used. Ignoring the efficiency of the used server capacity. So the web creation and development carried out by the network must carry out good web principles.

The efficiency strategy does not only occur in the field of programming technology, but also in the fulfillment of cost-efficient employees without reducing the quality of human resources. Cost-efficient HR is carried out by the Network through direct recruitment. With lower costs and quality, these quality human resources then do not have to work to Jakarta as a business center, but simply work from their respective cities, due to the nature of digital work that can be done remotely, for positions such as reporters, videographers, and graphic design.

CONCLUSION

From this research it can be concluded that the transformation process carried out is able to produce strategies as an effort made to provide solutions in dealing with the problems of the transformation process, the content migration strategy is used to make it easier to obtain information for the user audience and accelerate and enable access by users at any time and place wherever they are, one of which is producing content in such a way with keywords that can be directly accessed when users use the google search engine. Meanwhile, the learning process strategy shows how the transformation of publications into online trends encourages HR capabilities in managing the production and integration of existing media in its network. One of the things done is by restructuring the organization to make it leaner with the aim of efficiency and effectiveness in accelerating business movements. The last finding is a friend

of E-strategy, which can be explained as a way to improve digital media capabilities in utilizing information technology to add economic value. One of them is the policy of media unification so that it can facilitate cooperation between media and increase the value of the media so that in the end it can absorb users massively and with greater volume.

ACKNOWLEDGEMENT

The author expresses gratitude to all respondents, institutions, sponsors, and financial supporters who contributed to this research. No subjective evaluations were included.

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