

Media Convergence Strategy - A Study Case of *Kompas Group (Harian Kompas, Kompas.Com and Kompastv)*

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Abstract: *Convergence can be said as a combination process of traditional communicates media with the internet. This convergence causes a radical change in handling, providing, distributing, and processing all forms of visual, audio, data, and many others. Whenever a process of convergence happens in a media, there is also a transformation process inside the organization. If in the old time an organization at least has one editor in chief in every media platform, but by the media company this research uses qualitative approach and descriptive method with the usage of narrative and thematic analysis techniques. The result states that multimedia, multichannel, and multiplatform (3M) are one of the media convergence transformation strategies, the implementation of transformation strategy of media convergence adjusted with the ability of investing the context of needs and culture and doesn't get snare only with the technical company, contextual convergence and repacking become the new models of media convergence transformation strategy.*

Keywords: Convergence, Media Convergence, Media Transformation

1. Background of Research

Along with the increasing of era development, people demand the media to give the fast and accurate information. Especially in this moment, most of the world community depends on the internet to get the desired information right at the moment. Internet becomes the main source for the people to look for the information and be the ingrained thing in people's life.

The thing is before the internet exists, the source of information for the people to get quickly is through a daily gazette or newspaper. The first appearance of newspaper is really high in demand because newspaper becomes the main source for the governor news and other politic issues.

However, the media slowly realizes with the increasing of the era development. The mass media company especially on the printed one should improve their business to attract people to choose them as the main source to look for the news. The media combines several efforts to adapt with the surrounding's environment.

Media convergence is a policy of the institution in order to produce and distribute the message in the middle of the competition of media industry. Convergence is the content flow in the platform of several media, the cooperation between the industry and several media, and the agent of media's migration.

Media's platform in this convergence includes the printed, broadcast, or online media which are always experiencing the improvement of technology. The role of technology in the media industry in this era is really important, to keep last in the middle of the strict competition which is tend to be monopolistic, the owner of media business demanded to have the ability of using the technology which is implicated with the structure change of mass media industry that can be liable to the *cross-ownership* or the ownership. (Henry Jenkins, 2006:7).

This time, the writer focuses on this problem on *Kompas Gramedia Group* which already known by Indonesian people that this company is one of the biggest media company in Indonesia. The writer in this research will discuss about the media convergence by *Kompas Gramedia Group*.

Problems Formulation

There are several problems on this research related with the matter of how to be professional, they are:

- 1) How is the strategy of media convergence's steps and the business communication on *Kompas Group (Harian Kompas, Kompas.com and Kompastv)* in facing up the media competition in Indonesia?

Research Purposes

This research has several purposes which are to find out, to study, and to describe:

- 1) The strategy of *Kompas Group (Harian Kompas, Kompas.com and Kompastv)* in transforming itself to media convergence.
- 2) Business communication in *Kompas Group (Harian Kompas, Kompas.com and Kompastv)* which already converged to face the media industry competition.

The Importance of The Research

1) Theoretical benefit:

The result of this research is expected to give a contribution to the study of mass media related with the business communication on the media convergence which hopefully can supported various similar research in the future.

2) Practical benefit:

The result of this research is expected to be the part of the development of *Kompas Group's* Management to improve the company in order to face the competition of media convergence in Indonesia.

Previous Research

According to the title of the research which is "MEDIA CONVERGENCE STRATEGY" (A STUDY CASE OF

KOMPAS GROUP (HARIAN KOMPAS, KOMPAS.COM AND KOMPASTV)), the researcher finds out several research results that relevant to support this research, they are:

1. *Kovergensi Media (Analisis Instiusional Komunikasi Bisnis Pada TransMedia group)*

This research made by Woro Workandi, a student of Universitas Persada Indonesia Y.A.I., the faculty of Communication Studies batch 2013. The objective of this research is to study and describe the reason of the *TransMedia's* policy in doing media convergence. The approach of this research is qualitative approach which is describing the convergence in *Transmedia Group*, the method that used to gather the data is through the observation and interview. The results of this research revealed that the institutional policy of the *Transmedia Group* of doing the convergence is already suit with the vision and mission of the company. The forms of convergence that happen on Transmedia Group are convergence, technology, economic, and content convergence.

2. *Strategi Transformasi Konvergensi Media (Studi Kasus Grand Strategi Harian Kompas)*

This research made by Aritasius Sugiya, a student of Universitas Indonesia with the faculty of Communication Studies batch 2012. This research discuss about the strategy of the transformation convergence and its implementation in *Kompas* newspaper. This research uses the qualitative approach with descriptive method and uses the narrative and thematic analysis technique. The result of the research states that multimedia, multichannel, and multiplatform (3M) are one of the media convergence transformation strategies; the implementation of transformation strategy of media convergence adjusted with the ability of investing the context of needs and culture and doesn't get snare only with the technical company, contextual convergence and repacking become the new models of media convergence transformation strategy.

2. Concept Study

1) Definition of Media Convergence

The word 'convergence' is originally formed by two words 'verge' means combine, mixed with the prefix 'con-' means participate and the suffix '-ance' as a noun maker. In the conclusion, convergence means two things or more combine and meet at one point, literally. This literally definition can be related with various studies because the meaning of convergence is a multidisciplinary concept which can be used in law, social, technique, and economic study. This research is a social field that study about the convergence in media as a firm, as of the definitions of convergence in terminology used by researcher: Pavlik (1996) describes that a convergence is a communication form which mediated in electronic, digital form, which moved by computer. Convergence also refers to several combinations of technology, management, communicate, and professionalism which are connected in the media scope that continuously evolve. (Micheal Dupagne & Bruce Garrison, 2006:132).

2) The Challenge of Media Industry

Reviewed from the side of media business, technology convergence and communication already produce a product which is internet that gives a world with no limit of choices waiting to be explored and exploited. Somehow, media industry should be ready to change to maintain the intensity of the media economic activity. Several challenges in the future in media industry related to the development of information and communication technology are the readiness to face the technology alteration, the transformation of people's culture, and the practice of ethics code of the media business people. (Henry Faizal Noor, 2010:309). One of the terms for the development of media industry in the future is to change the strategy or the charge strategy. Globalization changes the style of people do their business. One of them is the need of transformation from convergence model business to e-business. In doing the transformation, the one thing to be pay attention is the risk for the company in the moment of transition, for example with the new model business that implemented. Several results of the related research show many companies start to apply e-business gradually and it is quiet effective because has relatively small risk of failure.

3) Transformation Strategy Towards Media Convergence

Generally, strategy is a process of plan deciding from the highest leader that focuses on the long-term goals of an organization, accompanied by forming some efforts to reach those goals. Meanwhile on the specific understanding, strategy is an incremental action (constantly develop) and continuously, also act based on the viewpoint of the expectation of the costumer in the future. Strategy can be defined as a way to reach long-term goals. Business strategy can be a geographical expansion, desertification, acquisition, product development, market penetration, rationalization of the employees, divestment, liquidation, and joint venture (David, 2004: 15). In the relation with this research, strategy is more accurate to be interpreted as a plan that combine, expanse, and integrate which connects the company's excellence strategic with the challenge circle that made to make sure that the main goal of the company can be reach through the exact implementation of an organization. The formulation of the strategy is the process of creating the steps for the future that intended to build the vision and mission of the organization, set the strategic goal and company finance, and design the strategy to reach the goal in order to serve the best costumer value. Several steps that need to do by the company to form the strategy are do the identification of the circle that will entered by the company in the future and set the mission of the company to reach the aspired vision in that circle.

4) Mediamorphosis: A Media Industry Transformation Strategy

As the conventional media, newspaper industry, magazine, and film do not have the ability to compete with the television that fast, new, and lovable. Nevertheless in fact the newspaper industry, magazine, and film are become more tenacious and can adapt well. In mediamorphosis, all the forms of media communication should change in order to react to the appearance of the new medium. Mediamorphosis is a media communication transformation which usually created by the complicated reciprocal relationship between

the need that should be perceived, the competitive pressure and politic, also the various innovation of social and technology. Mediamorphosis isn't only a way of thinking about the technology evolution of media communication. (Fidler, 2003:35).

5) Implementation of Transformation Strategy to Media Convergence

Implementation is a series of activity that is conducted to a certain conclusion. A policy always intended to reach certain goal. Realizing a certain goal needs a series of activity. In other words, implementation is the operationalization from several activities to reach certain goal. In the Higin's formula, implementation is a summary of several activities that have human resources use other resources to reach a certain goal from the strategy inside it. This activity conclude all the part of the management, start from the top management until the bottom line employees. Strategy implementation is a process of managing the power as long as the action is running. The process of strategic management does not end only at the moment when the company decides what strategy is taken. There is should be an interpretation from the strategic thought to the strategic action. The interpretation can be easier to do if all the employees of a company understand about the business and feel as a part of the company.

6) Business Communication

According to Soeganda and Elvinaro, business communication is a communication between human, human and institution that related to the stocks/services exchange to gain profit. (Priyatna, Ardianto, 2009:25).

- a) Public from the business communication is the company's stakeholder. The stakeholder of the company conventionally divided into two groups, which are internal and external public. Internal public consists of the employees and stakeholders. Meanwhile the external public consists of community, government (central or local government), suppliers, consumers/customers, public in general including the financial institutions, business partners, competitors and others inside it. The appearance of business communication is needed increasingly by an organization or a company, related with several things for example the dynamic of the organization or the company is getting bigger and growing.
- b) The competition between the organization and company is stricter on demands.
- c) The public's urge and expectation to the fulfilling of the information are getting higher.
- d) The public is getting more critical.
- e) The remarkable of technology development.
- f) The magnitude of the public's opinions, image, and attitude toward an organization are growing.
- g) The influence of mass media to the establishment of public's opinions or image towards a certain organization or company.
- h) The impossibility for the organization or company to stand alone without public's supports related to the activity and development of the organization or company. (Soemirat and Ardianto, 2002:1)

7) Organization Culture

Organization with the culture of participation shows an ordinary value in team work. The employees are feeling empowered in making the decision rather than just waiting the order from the one whom in power. Every department is working together. Each of their goals matches the whole goals of the organization. The main responsibility for this organization culture lays on the management, the one whom making the decision in the organization. Those managers are succeeding to create the organization culture that supports the achievement of the organization's goal. (Dan Lattimore, Otis Baskin, dkk, 2010:234)

3. Research Methodology

1) Research Paradigm

The paradigm used inside this research is the constructivist paradigm. This paradigm in social study is a critic to the positivist paradigm. This research uses the paradigm of constructivist because *TransmediaGroup* as the social institution act as an agent whom constructing the social reality. According to the constructivist paradigm, social reality which is observed by someone cannot be generalized to everybody just like the positivists use to do.

2) Research Approach

This research uses the qualitative approach. According to Bryman, the research strategy with the qualitative approach emphasizes the usage of words not the number count in the process of gathering and analyzing the data. If it is compared with the quantitative approach which beliefs are on the validity and reliability objectively, the qualitative research often doesn't based on the standard design, regular, and defined clearly the operations that need to be carried on. The qualitative approach emphasizes the criteria of the credibility as the substitute of the validity and the dependability as the substitute of the reliability.

3) The Type of Research

The type of this research is descriptive. In the descriptive research, the process is in the form of gathering and arranging the data, also analyzing and interpreting those data. In this research, the researcher gathered the data and observed the media convergence in the *Kompas Group*, then describes with the institutional analysis relating to the business communication. This research doesn't seek or describe a certain relationship, doesn't test a hypothesis or make a prediction. The objectives of this research are:

- a) Gathering the actual information in detail that describes the problem.
- b) Identifying a problem or checking a condition and applicable practices.

4) Research Method

This research is conducted to describe the media convergence to analyze the phenomenon; the research conducted a case study in *Kompas Group* as a medium in the business communication activity. A case study is one of the approaches to study, describe, and interpret a case, in the natural context without the intervention from the outsiders. The main point from a case study is that the main concern between all the studies is to highlight a decision or the series of decisions.

Data Gathering Technique

Burhan Bungin (2003:42) states that data gathering method is "in what way and how the data that are needed can be gathered as of the final result of the research can shows valid and reliable information".

Data Analysis Technique

The data analysis techniques used in this research based from the steps from Burhan Bungin (2003:70), they are:

- a) Data Collection (*Pengumpulan Data*)
- b) Data Reduction (*Reproduksi Data*)
- c) Data Display
- d) Conclusion Drawing and Verification (*Verifikasi dan Penegasan Kesimpulan*)

Data Validity Technique

The validity checking on qualitative research usually happens in the process of data gathering and analyzing data interpretation. In this research, the researcher uses trustworthiness as the checking technique of the data validity which is testing the truth and honesty of the subject in stating the reality according to what was experienced, felt, and imagined. (Kriyantono, 2006:70). This trustworthiness concludes two things, they are:

- a) Authenticity which is expanding the stated problem construction. The researcher gives the chances and facilitates the stated problem construction in more detailed, as of influences the easiness of the understanding deeply.
- b) Triangulation analysis which is the process of analyzing the answer of the subject with observing its truth with empirical data (other data sources) that available. Here, the answer of the subject can be cross checked with the available document. According to Dwidjowinoto (2009:9) there are several kinds of triangulation, they are:
 - Source Triangulation (*Triangulasi Sumber*)
 - Time Triangulation (*Triangulasi Waktu*)
 - Theory Triangulation (*Triangulasi Teori*)
 - Researcher Triangulation (*Triangulasi Periset*)
 - Method Triangulation (*Triangulasi Metode*)

Based from the classifications above, trustworthiness that usually used is the analysis triangulation which is source triangulation that compares or rechecks the degree of trustworthiness of information from some different sources.

4. Analysis Result and Discussion

Kompas Gramedia Group

Kompas Gramedia Group is one of the companies that do convergence, both horizontal and vertical convergences. This company did the convergence in order for the media product can stay exists along with the technology development.

Kompas Harian

In 1972, Almost simultaneously with the beginning of the operation of the *Percetakan Gramedia*, in the same year also built a business unit *Radio Sonora*, addressed in *Gajah Mada* street, *Jakarta Pusat*. *Radio Sonora* was built by the founder of *Kompas Gramedia* to give the information service for public through electronic media, besides through the printed media. (<http://www.kompasgramedia.com/>)

Analysis:

Based from the data, it is noted that *Kompas Gramedia* already did media convergence by combining the technology of printed media information which is *Harian Kompas* and electronic media, *Radio Sonora*, in order to spread the information to the public. The activity of convergence used is cooptation where the *Harian Kompas* and *Radio Sonora* are collaborating in producing the news even though the content that delivered is different according to each newsrooms policy. Other than that, both of the media are still under the auspices of the *Kompas Gramedia Group*.

Kompas.com

In 1998, The business journey of *Kompas Gramedia* arrives at the trend development in the society that shows the phenomenon of the rise of the internet users to gain the information, then *Harian Kompas* makes the online version from the printed *Harian Kompas* named *Kompas Online* with the address is <http://www.kompas.com>. In 1998, *Kompas Online* evolves to be a certain business unit under the auspices of *PT Kompas Cyber Media (KCM)*. Now, *Kompas Online* changes into *Kompas.com*. (<http://kompasgramedia.com/>)

Analysis:

Based from the data, it is shows that *Kompas Gramedia* already did the media convergence with combining the information technology of the printed media which is *Harian Kompas* and digital media *Kompas.com*. *Kompas Gramedia* did the convergence even before the usage of the internet becomes famous and be the current trend. *Kompas Gramedia* does the convergence from the formal analog into the digital.

Kompas TV

In 2009, Along with the development of the technology and the situation of the business circle of the media, the business of printed media is directed to transform towards the digital era. Therefore, the next forms of the media showed through the multimedia, multichannel, and multiplatform (MMM). Then on the beginning of 2009 the media of television start to be explored again. *Kompas Gramedia Television (Kompas Gramedia TV)* is the motor of the company to run the business in television started with the forming of the *Kompas Gramedia TV* project in the beginning of October 2009.

Analysis:

Kompas TV is one of the outputs of the cooptation convergence activity and also the sharing content that uses the cooperation principle and competes to shows the potential and characteristic of each media through the advertisement or the various promotion activities. *Kompas TV* is a combination from the conventional communication media and electronic mass communication which tend to be one way with its usage equipped by the audio-visual. In the content making process, *Kompas TV* cooperates with other media of *Kompas Gramedia* to repack due to the newsroom's policy and the running programs.

Tripple M Transformation Strategy of Kompas

As the popularities of new media, online and mobile, also the solidity of the digital generation are increasing, it makes the future of the newspaper be on the chasm. In fact, not only the newspaper that endangered but also the future of the

journalistic. The good advice that recently rises is writing for print and other. The content forms that show through those media are not only text and picture but also graphic, video, or the combination of all of them. (Sularto, 2011).

Kompas already succeeded to become the number one in the printed media. *Kompas* also succeeded to appear in the digital world through *Kompas.com*. Meanwhile for the television, after the *TV7* joined the *Trans Corp* in September 2011, *Kompas* launches a provider content named *Kompas* that can be accessed through the paid television network.

Also for the advertisement besides offering the consumers of printed *Kompas*, they have to be daring to propose about the media solution of multimedia, multichannel, and multiplatform. The 3M's implementation acts as the effort to catch the opportunity of media transformation from the printed to the digital.

Sularto (2011) states that multimedia are a must and cannot be postponed. *Kompas* wants to be the content provider that can be presented by the media other than *Kompas.com*, in the industry units in *Kompas Gramedia's* circle.

Kompas committed to continuously to implement the 3M strategy that it can changes the threat that comes from the technical and sociocultural to an opportunity. The next is attempt to stay as the medium of democratization in every aspect among the basic needs and the ability and chance that available and still match with the vision and mission of *Kompas*.

Kompas as the market leader set itself to be the leader in the media industry both in printed and digital. *Kompas* committed to be the first in the innovation and application of digital (internet and mobile) in Indonesia. The purpose of forming the desk multimedia is to accommodate the digital initiative by the editor.

Besides that, *Kompas* also take the lead at *KG Inc.* that includes *KGwire* and the integrated multimedia newsroom. All of this can be true with business synergy between the printed and dotcom team in commercialization the digital initiative and IT synergy between the printed and dotcom team to accelerate the digital initiative. (Sularto, 2011). With the development of information technology, not only the form and style of the printed media that change, but also the way to present it. The printed media that already becomes the only platform for the hundred years doesn't adequate.

To anticipate the development, revolution is needed in the media industry through the convergence. But to keep the productive role, those three media should work together. Digital media doesn't act as the competitor but to spread itself to the field of new media, while precedes the accuracy, credibility, and the truth that be the characteristics of printed media of all this time. Therefore, the dynamic behavior in the way of people gain the information pushes *Kompas*.

The Implementation of *Kompas'* Transformation Strategy

The strategy implementation can be running if there is a function and role of a dependable leader. For *Kompas*, a

leader should masters two things which are the ability to manage the employees and understand the technology since the strategy of implementation of *Kompas* related to the development of the technology. (Adiprasetyo, 2012). In other side in the changes of the strategy of implementation, the need of skilled, intelligence, and highly committed workforce is increasing. (Oetama, 2007). With the earnestly determined, consistent, and commitment, the sectoral arrogance or the platform arrogance that often arise or the resistance that appears because of this strategy of implementation can be solved.

Kompas' achievement in the implementation of the 3M strategy creates a special desk multimedia to realize the 3M and pushes the synergy with *Kompas.com* and *Kompas TV*. *Kompas* creates a breakthrough by producing a desertification product. For example, the printed *Kompas* can be read through the *e-Paper* platform, *i-pad*, *web*, *Samsung Galaxy Tab*, and *desktop*, finding a new standard form of cooperation between desk, unit, and platform. If this kind of process already formed and standardized, this process becomes the most significant steps to develop other form.

The ring of fire expedition (*Ekspedisi Cincin Api / ECA*) becomes the exact example as the stub project from 3M. The next implementation of 3M can create other products similar with the *ECA*. Finally, the convergence that happen is the by project convergence. The next development form is one source, many products.

Continuum convergence or repackaging convergence is already run by *Kompas*. Even though still in the project based level, but this is a fact, *Kompas* is already implemented the convergence that supported by the 3M strategy.

If it mapped further, *Kompas* is already run the convergence. In other words, the convergence is no longer a dream, but already a fact. In the concept of transformation or mediamorphosis, *Kompas* is already implemented the convergence and coevolution.

The research about the media transformation strategy towards the convergence gives a description of the face of printed media industry in our country that transformed to convergence. The result of this research also shows that convergence doesn't need to be perceived with the merging of newsroom or building a single newsroom before converging. Convergence can be implemented by any media without merging the newsroom. The more important is the feeling of become one even though the newsroom is different but still under the same vision and mission.

5. Conclusion

In the case study of *Kompas Gramedia*, it is known that this one of the biggest media company in Indonesia also applies the system of media convergence like the cooptation activity and content sharing but doesn't include as the merger step with the other company. From this activity, the media conglomeration practice also can be identified in *Kompas Gramedia* that in the production process also applying the media conglomeration practice. In the essence, a

transformation doesn't negate the previous product. In other words, the previous product keeps developing along with the new product. The new media product doesn't replace the previous product. When the newest forms of the communication arise, the previous forms don't disappear but keep develop and adapt.

The decision of doing the convergence is one of the further steps than a media that want to keep exist and struggles to fix the services towards the society. The triple M strategy (multimedia, multichannel, multiplatform) becomes one of the alternative strategies to transform itself towards a convergence. 3M strategy stated to become one of the alternatives because there are a lot of implementations of convergence.

Applying the implementation of the convergence strategy should be wise. Media convergence is implemented and adjusted with the ability to invest, the need and doesn't stuck on the technical problem only. Therefore, convergence fully can be done by the media, adjusted with the context of need and the company's culture.

Advices:

- a) There is the need to conduct a further research to evaluate the effectiveness of the implementation of the 3M strategy.
- b) There is the need to establish the similar research with the unit of observation and unit of analysis to convince the concept of 3M strategy to be able to become the transformation model of media convergence.
- c) There is the need to organize a deeper research to find out the business model for the media whom already did the convergence in digital era.

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