

Strategic Transformation of Media Television to Manage Disruptive Change

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Abstract. *The mass media industry is facing a very tough challenge of change with the emergence of various disruptive innovations as a result of the digital technology revolution. Adequate strategy and management are needed so that the conventional media industry can survive amid the pressure of disruptive change. This study aims to describe the strategic transformation efforts made by television broadcast media in Indonesia to face disruption. Using a qualitative method, this study observed various television broadcasting industries with categories including public television broadcasters, network television and local television. Interviews were conducted with media leaders and managers, with analysis using mediamorphosis theory. The results show that the media try to adapt to changes, develop various innovations, as a form of strategic transformation in order to continue to exist and be sustainable.*

Keywords: *Media, Strategic Transformation, Mediamorphosis, Disruption*

1. INTRODUCTION

The industrial revolution and information technology have influenced the occurrence of massive changes in various sectors of human life. Entering the Industrial Revolution 4.0 with the speed of the presence of various technological innovations, fundamentally resulted in changes in the way humans think, live, and relate to one another (Trisyanti & Prasetyo, 2018). This era prompted various disruptive changes for the incumbent industry. Disruption occurs due to changes in human behavior in various fields, including in media use patterns that are strongly felt by the traditional mass media industry.

The presence of new media technology has created a number of new threats, ranging from shifting media markets, changes in audience power and changes in media consumption culture (Permana et al., 2019), to competitive business models that are better than competitors, resulting in media displacement (Vyas et al., 2007). For example, many studies have shown that conventional media companies face a barrage of new threats, from new entrants such as disruptive online news portals and competitive displacement of newspapers (Mierzejewska et al., 2017), Netflix disrupting traditional television (Lotz, 2019), to large new media platforms such as Facebook, YouTube and others, which disrupt the traditional revenue models of media organizations. (Omenugha, 2019)

The television broadcasting media industry as one form of old media business organization, cannot be separated from the challenge of disruptive change. To survive,

television media companies must develop strategies in managing their business and adapt to changes that occur due to the pressure of technological forces, globalization, economics, regulation, and social changes that affect and disrupt the media. (Albarran, 2010)

It is interesting to observe more deeply how television media companies in Indonesia manage their survival through transformation strategies to adapt to disruptive changes. This research analysis was conducted with information sources from the managers of television media companies, namely TVRI Central Java as a public broadcaster, and 2 private television broadcasters, namely TVKU which is a local television station, and Kompas TV Central Java which is a network television station. This type of research uses qualitative analysis, focusing on transformation strategies carried out by the three media in the perspective of mediamorphosis.

2. LITERATURE REVIEW

1.1 Mediamorphosis

In media management theory, the occurrence of transformation processes is expressed by Roger Fidler as Mediamorphosis theory (Fidler, 1997). The term Mediamorphosis comes from the combination of two words, namely media and metamorphosis. Media is a means of communication, while metamorphosis is a change in form. So it can be briefly known that mediamorphosis means a change in a form of means of communication. see mediamorphosis as a method in the process of combining technological evolution in communication media. He views that the phenomenon of the emergence of new media will not always accelerate the destruction of old media. Thus, Roger Fidler introduced a process of thinking about media transformation and adaptation called mediamorphosis. Mediamorphosis is defined by Fidler as the transformation of communication media that on average arises from the existence of complex interrelationships between various perceived needs, competitive and political pressures, and various social and technological innovations. Fidler emphasized that the presence of new media does not arise spontaneously, but instead that new media emerge gradually from the existence of old media morphosis.

Mediamorphosis is not just a theory as a paradigm or mindset regarding the evolution of technology, the development of communication media. The purpose of mediamorphosis is to give impetus to the understanding of the interrelated forms and processes of past, present and future media. Fidler explained mediamorphosis into three concepts, including coevolution, convergence, complexity, and the explanation;

- a. Coevolution, is a communication medium that undergoes a cycle of change in a particular system. Despite the system changes, this media will still be a medium of communication.
- b. Convergence, is a combination of a telecommunication media and traditional media with an internet network included in it. This concept results in a transformation of each component into one and finally into a new component.
- c. Complexity, is a change due to the encouragement of situations and conditions. Where a state of creation of new ideas and ideas about transformation and advancing a system.

2.2 Strategic Transformation

Transformation is a change that is formed by being marked in aspects of appearance or nature. Pettigrew, Thomas and Whittington (2007) suggest that in understanding the strategic transformation of a media company in a dynamic environment it is necessary to understand the company's strategy and also the capability literature. The importance of designing a corporate strategy can guide the transformative process so as to provide successful strategic adaptation of a media

company (Johnson et al., 2012). JJ Oliver in his journal "*Strategic Transformations in the Media*" argues that a company's strategic transformation has historically had a competitive advantage because of the dynamic nature of the business environment. So it can be said that additional adaptation of corporate strategy, resources, and long-term capabilities can result in a company's strategic transformation (Oliver, 2018)

3. RESEARCH METHODS/METHODOLOGY

This research uses qualitative research methods to get an overview of the strategic transformation implemented by television broadcasting media in the face of disruptive change. Data collection was conducted through interviews and observations. Semi-structured interviews were conducted with media leaders in this study, namely directors and managers from media companies TVRI Central Java, TVKU and Kompas TV Central Java. In the process of analysis and conclusion-making, the qualitative paradigm uses analytical induction and extrapolation. Analytical induction is an approach to processing data into concepts and categories (not frequencies). So the symbols used are not in numerical form, but in the form of description, which is achieved by converting data into formulations. While extrapolation is a way of making conclusions that are carried out simultaneously during the analytical induction process and are carried out gradually from one case to another, then from the analysis process a theoretical statement is formulated (Murdiyanto, 2020)

4. RESULTS AND DISCUSSION

In accordance with the theory of Mediamorphosis which refers to "the transformation of communication media, as a result of the complex interaction of social and technological innovations, perceived needs and pressures of competition and politics, so is the situation of the television broadcasting industry when facing disruption and pressure of these factors. In this study, the subjects of the television media industry or companies studied conveyed the strategy carried out to respond to disruptive change is to carry out a transformation strategy in order to adapt to changes in the ecology of the media industry in Indonesia. As conveyed by a source from Kompas TV Central Java:

"Conventional media must indeed improve and adapt, so as not to be left behind and swallowed by the times. For this reason, we also carry out transformation so that it can continue to exist"

The same thing was conveyed by a source from TVRI Central Java, who stated:

"Must adjust, otherwise of course we will be crushed and when it happens in an institution then of course he will also be lost or crushed."

This is relevant to what Fidler (1997) argues regarding mediamorphosis, where new media do not rise spontaneously and independently, but older forms of media tend to adapt and develop continuously rather than die.

Fidler explained that mediamorphosis or the transformation of a mass media to another platform goes through a stage, namely: coevolution, convergence and complexity. In this study, researchers found the transformation process or mediamorphosis carried out by television broadcast media companies as part of media efforts to adapt to the challenges of disruptive change that occur.

1. The first stage that is passed is the stage of "**Coevolution**" where when a medium arises and develops, it will affect the development of every other form that exists. The results of the study show that in the era of digital disruption, television broadcasting media also developed and experienced a cycle of change from an analog system to a digital system. The process of coevolution that occurs in television broadcasting media in this study through the adoption of computerization and digital technology. Digital technology reduces the stages of production to be faster and more efficient. Among them in the process of sending data or information, which in ancient times usually television journalists needed time to move and send information materials in the form of video tapes, now can take advantage of storage technology on cloud computers, or even utilize social media such as whatsapp to speed up the process of coordination and delivery of information. Likewise, in terms of the editing process is now becoming faster with the increasingly sophisticated digital applications / software. In some television stations such as Kompas TV Central Java, for example, utilizing a technology called "Vmix" in collaboration with Google, where the tool can function like a *studio controlroom* and can be used to manage and distribute content quickly. As stated by an informant from Kompas TV:

"Vmix is like a TV studio then there is a control room with many mixers, it is broken into 1 software, and it can be carried in the field. So the working system is very simple, but the function of Vmix is the same as the studio function with many tools. open the tool directly in live right the channel can live YouTube directly, Facebook. 4 Social Media Channels can go Live"

Various other digital technologies are also used by television stations for space efficiency, beautifying visual presentation, or simulation by utilizing Computer Generated Imagery, Animation, Augmented Reality technology, etc., as conveyed by sources from TVRI:

"Virtual technology now using the background alone can be done and utilized, for example accuracy in color when adjusted he does not need to behind it by using green screen does not need to be that far now so the development is very extraordinary"

Another example is the use of computer applications such as "Zoom" which is widely used by television media since the last Covid-19 pandemic to interact with their speakers virtually.

These various things are in line with Fidler's statement in (Ramadoni et al., 2022), about the concept of mediamorphosis, which states that computers or digital technology make the greatest contribution in reducing labor-intensive production stages.

The subsequent coevolution process in this study shows the results that all television broadcasting media studied, ranging from TVRI, Kompas TV, and TVKU, as a whole have tried to develop adaptation strategies, adopt technology and equip themselves with digital systems through streaming technology or websites. The following is an example of the access site for each media in this study:

- The official website of TVRI Central Java is <https://tvri.go.id/stasiun/jateng>, and TVRI shows can be accessed via streaming via TVRI Klik.
- Kompas TV has a website with a website address <http://www.kompas.tv/com> with 24kompastv Live Streaming on YouTube account and Kompas TV news application can be accessed through Play Store on smartphones.
- TVKU has a website and streaming shows that can be accessed with the website address: <https://tvku.tv/live>.

In coevolution, every form of communication media that emerges and develops in adaptive systems will affect other forms of communication media and will continue to expand. But the nature of a medium, will always be part of the previous technological

system. The evolution of conventional television broadcasting media into a system that adopts digitalization with the development of new media technologies such as streaming and OTT innovation, is basically another form of conventional mass communication media television. Various forms of digital assets of television companies in new media continue to act as channels for delivering messages to audiences in the form of video or audio visual as the basic nature possessed by conventional forms of television.

The difference in the characteristics of digital television products in new media is that it is two-way. If in the past viewers wanted to submit direct comments as feedback on conventional media had to go through a long process, now digital media allows a process of reciprocity and fast interaction because of the availability of the facilitation of comment columns or chats that can be followed in realtime.

1. **Convergence**, is the next stage of mediamorphosis where there is a process of combining a telecommunications media and traditional media with the internet network included in it. This concept results in a transformation of each component into one and finally into a new component. The implementation of convergence in television broadcasting media under study is displayed by the media through the form of 3M strategies: multimedia, multichannel and multiplatform, as conveyed by the following speakers:

"TVRI's multiplatform strategy and innovation in new media development. Our new media is already on Facebook, WhatsApp, Twitter, there are even TVRI clicks that can be downloaded and all 32 stations can be enjoyed on TVRI klik" (TVRI Jateng)

"We use multimedia strategies in presenting, and mutliplatform, multichannel, from anywhere, anytime, can Instagram, can YouTube, can also stream and so on" (TVKU)

"Kompas TV using multimedia strategies, multichannel and multiplatform, even monetizing on YouTube and we develop Facebook, Tik-Tok etc" (Kompas TV Jateng)

The strategy of integrating conventional television broadcasting media with various complementary online media platforms is considered useful not only in the distribution of information so that it is still able to reach digital audiences, but also in terms of advertising can be a digital asset that provides a very profitable alternative source of income.

2. **Complexity**, is a change due to the encouragement of situations and conditions. Where a state of creation of new ideas and ideas about transformation and advancing a system. The main complex problem that occurs in television broadcasting media is the challenge of disruption where many new innovations have emerged that cause changes in social, political and economic aspects that require transformation in the television broadcasting mass media industry. The complexity arises with the prediction that conventional broadcast media will be eroded by disruption and die if unable to keep up with the changes. In general, there are changes in the habits of modern audiences in consuming media, where based on the results of existing data, interest in consuming conventional media is decreasing. The lifestyle habits of modern society today are very attached to gadgets, where information, entertainment and various content needed by audiences are very abundant and available on various digital platforms in gadgets that can be accessed anytime and from anywhere. This condition forces television broadcasting media to be able to adapt and be able to adopt digital technology as part of the *Transformation capability*. The speakers admitted that they continue to provide training to their employees so that they can be

adaptive to respond to changes and be able to follow complex technological developments:

“It must have changed the way it works and you have to learn training and all sorts. The change happened because inevitably, we have to understand that, we have to learn. There are trainings every week” (Kompas TV Jateng)

“We involve young people who are tech-savvy so that they can keep up with very complex technological developments” (TVKU)

“Now a digital broadcasting system is being carried out to replace all existing studios in all stations to the latest, thus the technology is not inferior. In addition, preparing adequate human resources, which are qualified, who are able to operationalize understand in accordance with existing technological developments. (TVRI)

To deal with the complexity of disruptive change, television broadcast media managers build strategies by preparing technological and human resources to have the ability to transform to adapt to changes that occur.

CONCLUSION

The television media industry faces the challenges of disruptive changes as a result of the presence of the technological revolution and industry 4.0 that affects various sectors of life. To maintain its survival, the media carries out transformations to adapt to change as a form of mediamorphosis. This research shows that the media industry develops various strategies in order to survive and exist in the face of change. Through the lens of Fidler's mediamorphosis, it was found that television media companies in this study carried out a coevolution strategy by changing the form, way of production and equipping themselves with digital systems and developing product innovations in the form of digital platforms. In terms of convergence, media develop multimedia, multichannel and multiplatform strategies. As for dealing with complexity, media companies build strategies with efforts to improve the transformation capability of their human resources.

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