

# Economy Media Strategy of Kompas TV Facing Digital Era

Journal of Communication and Public Relations  
Vol. 1, No. 2, June 2022, 1-12  
P-ISSN: 2809-6940  
E-ISSN: 2809-9087  
DOI: 10.37535/105001220221

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## Abstract

The transition from analog television to digital is not the end of television evolution. People no longer consume traditional media as much as they did in the past, moreover audience members are more empowered than at any other time in media history. Audience members no longer just consume content—they can also make content in a multitude of ways, whether through blogging, podcasting, uploading videos, or social networking. The market became the determinant of the death of the media industry. This condition allows the industry to become “cannibal”. Media industry must be supported by strong capital for infrastructure, highly competitive human resources (professional for production and distribution) and professional management. The amount of advertising spend are affected. The growth of advertising spends in 2017 were positive but slowly, it decreased by 2%. Ad spending has a downward trend, in 2017 growth was only 8% compared to the previous year’s growth of 20%. The way Kompas discover this challenge by set a new strategy, known as economy media theory. Media economics referred to business operation and financial activities of companies that produce and sell their products to media industries.

**Keywords:** digital, technology, media industry, economy media

## Introduction

The internet era become a new challenge in media industry. People no longer consume traditional media as much as they did in the past, moreover audience members are more empowered than at any other time in media history. Audience members no longer just consume content—they can also make content in a multitude of ways, whether through blogging, podcasting, uploading videos, or social networking.

The data showed the consumption of television in Indonesia is decreasing year by year. Although the survey of Nielsen Consumer Media View conducted in 11 cities in Indonesia showed that television penetration is still leading with 96%, followed by outdoor media (53%), internet (44%), radio (37%), newspaper (7%), tabloid and magazine (3%), the existence of the internet as a medium with a high penetration rate, became an indication that the people of Indonesia increasingly like to accessing various content through digital media (Micom, 2017).

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**Submitted:** June, 2022; **Reviewed:** June, 2022; **Published:** June, 2022

Based on the data from Nielsen Consumer View in 2016, this report also shows that among respondents in Indonesia aged 18 to 34, the use of smartphones, tablets and TV-connected devices such as streaming or console games has exceeded 25 percent in May compared to the same period of the previous year, about 8.5 million people per minute. In the same category, watching TV fell 10 percent to 8.4 million people per minute.

The market became the determinant of the death of the media industry. The amount of advertising spend are affected. The growth of advertising spend in 2017 were positive but slowly. Based on the rate cards processed by research firm Nielsen Indonesia, grossly, the growth of advertising expenditures in three media formats, television, print and radio grew 8% or about Rp 145 trillion. However, compare from the number of advertisers over the past year, it decreased by 2%. Ad spending has a downward trend, in 2017 growth was only 8% compared to the previous year's growth of 20%.

Because of this problem, Kompas Gramedia group's income from advertising spending were decreased. To solve the problem, the company was looking for the substitute, because in business point of view, it means the business is shrink. Stated from CEO Kompas Gramedia Andy Budiman (personal communication, 2018) digital content product is the easiest way to substitute the amount of that lost.

The aims of this qualitative research are: (1) to discover the impact the digitalization of television, (2) to investigate how Kompas TV survive in global media era, (3) to understand how the urge of transformation also become a threat and opportunity for Kompas TV.

## **Literature Review**

Media economics referred to business operation and financial activities of companies that produce and sell their products to media industries (Owers, Carveth & Alexander, 1998). Media economics combine the basic studies from media communication and economic studies. Media economics reviewing how media industries allocate their resources to build information, content, and entertainment to fulfill public needs, advertisers, and other social institutions. (Picard, 1990). Albarran (2002, p. 5) defined media economics as "the study of how media industries use scarce resources to produce content that is distributed among consumers in a society to satisfy various wants and needs".

Kompas is grown and thrive along with Indonesian history. During the 1960s and 1970s, the Indonesian government has banned Kompas for two times. As a newspaper brand that still survived, Kompas is one of few examples that privately owned media that could balance their economies as well as their ideology. Kompas daily newspaper is using tagline "Amanat Hati Nurani Rakyat – (The Mandate of the People)". The value of news at Kompas is based on public. This value drives Kompas to capture more about human interest point of view. In a condition of limited press freedom in the New Order era, Kompas daily is known as "jurnalisme kepiting - crab journalism". There is a time forward, there are times sideways, there is a time to pull back. This way is difficult and disappointing, because it is easily labeled as a coward, and somehow the business tagline "Kompas mata hati kata hati" was once spoofed into "Kompas hati - hati" (Sularto, 2011). Kompas Gramedia founding father, Jakob Oetama stated, "Rather than the role of Kompas taken over by another media that may not necessarily improve the Indonesian press, preferably the requirements (from the government) are fulfilled."

Kompas is known as a leading news company in Indonesia with a good reputation for objective and independent reporting (Dahlan, 2011) while the other organizations in broadcasting industry tend to take stake in political area of the country. Since the early 1990s, Kompas became the parent company of more than 30 subsidiaries and disclosed their institution as Kompas Gramedia (KG) Group. The domination of KG in media business made KG entering the list of top forty conglomerates in Indonesia (Hill, 1994). Since the 1960s, no titles can beat 'Kompas' as a national daily newspaper with the biggest circulation and influence (Ambardi et al, 2013).

Beside it business in media, Kompas Gramedia group also has several business unit. Kompas Gramedia Group as a holding company, through its subsidiaries, also operates in construction, and real estate sector. The company owns and operates bookstores. The company also provides construction and development of hotel, convention and exhibition hall. Kompas Gramedia also provides event organizer and expand the business into education sector with Universitas Multimedia Nusantara (UMN) in Gading Serpong. From these businesses, Jakob Oetama and his son who also the CEO of Kompas Gramedia Group, Liliek Oetama is in the list of TOP 25 richest people in Indonesia Globe Asia version with USD \$ 1,65 billion (Fiansyah, 2018).

### History of Kompas TV

Kompas TV was an entertainment-based channel when it was first launch. The response was good in the beginning, but it decreased gradually. Then, in 2015 Kompas TV agreed to turn the ideology in to news channel television. *Suara Indonesia* was a program that on aired on January 28th 2016. On this program, Kompas TV declared that it transformed in to news TV channel. Vice President Indonesia, Jusuf Kalla mentioned on his speech, "Kompas TV kembali ke khittah." From this statement, JK was trying to show the public, that Kompas TV should represent the image of *Harian Kompas* or *Kompas Newspaper*, as a leading newspaper in Indonesia.

Based on the research interviews, elites in Kompas TV claimed that they had set its news values by mirroring one that applied in Kompas paper. Using tagline "Amanat Hati Nurani Rakyat – The Mandate of the People" – the value of news at Kompas is people centric. Events, incidents, affairs are framed from the perspective of vulnerable people and for the interest of the people. Editor in Chief in Kompas TV was using the terms "human interest" to draw on the core value of Kompas' news.

All programmes in Kompas TV should contain the following values: human interest, making people headline, proximity, optimistic authoritative; inspiring; smart; adventure; independent; and reliable. These values are also applied to news content. Moreover, programme proportions in KompasTV consist of 70% news and sports; 25% information and knowledge; and 5% entertainment.

Kompas TV is targeting 15+ (core 20 – 45) with social economic status as "middle 1 to upper class". The audience target and segment of Kompas TV is situated in the niche market. Before newscast became the core of Kompas TV business, it has to struggle many years to define its 'identity' as well as the struggle to penetrate Indonesian audience, which is dominated by middle-class TV consumers.

## Methods

This paper is using qualitative research with interview method. The author will conduct open-ended interview with several Kompas TV workers who has been involved in digital division.

## Result and Discussion

Kompas TV's mission was "to become a leading independent news television station in Southeast Asia, which serves ranges of attractive news and entertainment programme - and delivered through the multiplatform distribution channel". The word "multiplatform" shows a desire of this organisation to entering the digital platform, including the utilisation of social networking sites. Kompas TV presence in popular social media such as Facebook, Twitter, YouTube, and Instagram (Kompas TV overview, internal document, 2014).

The head of the digital department in Kompas TV, Haris Mardiansyah said that they officially started to maintain social media seriously in 2011, parallel with Kompas TV's official launching. In the same year, he took a role as digital department Manager, doubling his post by also being a research and development manager. He started to run the digital team with only two staffs. One was responsible for distributing news and another for promoting programmes onto social media. Initially, they worked to create a digital platform to deal with a limited reception of Kompas TV's transmission in Indonesia. Furthermore, the digital department was formed as a response to changes in audience behaviour. They referred to Kompas Gramedia's internal research in 2014, which shown an emerging trend of the audience that increasingly access news from the digital source. Therefore, today, number of staff in digital has increased by 15 people.

### Kompas TV Digitalization Strategy

The environment and character of the press is in the dramatic transformation triggered by the growing and popularity of new media, online and mobile media, and the existence of a digital generation, a moment of predicament. The rapid development of information technology influences the way people get information. Information is not only obtained through the paper platform, as presented by Kompas for over 50 years, but also over the Internet. Speed becomes the dominant character.

Such dynamic behaviour in the way people get information pushes Kompas into "revolution". Therefore, since 2010 in accordance with the corporate theme of "bringing Kompas Gramedia to the digital world", Kompas implement 3M Strategy (Triple M, multimedia, multichannel, multiplatform).

Kompas brand with a strong character must be maintained, strengthened and always updated according to the needs and behaviour of people in obtaining information. Not only preparing the content, Kompas also prepares the concept of business management, Kompas not only offers advertisements in print newspapers, but also submits proposals about multimedia solutions in multimedia, multichannel, multiplatform. Kompas saw its presence in multimedia is absolute (Sularto, 2011).

Kompas TV as one of the eldest media industry in Indonesia came with new strategy to run digital version of Kompas TV that could be access from <http://www.kompas.tv>. This website

also linked into others Kompas Gramedia group's online media, such as [kompas.id](http://kompas.id), [kompas.com](http://kompas.com), [tribunnews.com](http://tribunnews.com), [kontan.co.id](http://kontan.co.id), [bolasport.com](http://bolasport.com), and [grid.id](http://grid.id).

This platform served digital content such as videos, live streaming, interactive channel for sending comments and participate on polling, and public can also share their videos to be publish or become citizen journalism. As summarized in Sularto (2011), the development of information and communication technology is complementary in an effort to maximize the media's main mission: to brighten the lives of the people. This became Jakob Oetama's belief. Watching is not enough. The speed of information that cannot meet the depth in electronic and digital is not enough. There is need to be depth, there is need to be mutual interaction so that communication can be fulfilled more.

Media is not just an instrument of information or a way to achieve self-interest, but unites people in some form of society and gives us a sense of belonging. By manage their social media account such as twitter, google+, instagram, facebook fanpage, Kompas TV built their interaction with the audiences. Kompas TV tried to give a sense of belonging by interacting with the audiences through social media.

Until August 23, 2018, manually checked through each social media, users who joined KompasTV's account were 1,173,848 Google+ followers, 2.6 million Twitter followers, 2,052,148 likes on Facebook page, 544 thousand Instagram followers, 292,208 friends Line, and on YouTube channels 563,861 subscriber, Stand up comedy KompasTV 799,844 subscribe and Inspirasi Musik Kompas TV 174,244 subscriber.

#### Kompas TV Digitalization Process

Kompas TV realizes this reality and tries to make a faster progression in digital television. This decision comes from Kompas Gramedia Group experience in the past. Stated from CEO Kompas Gramedia Andy Budiman, he mentioned how Kompas Gramedia Group already considered the digital era since 1995. In 1995, Kompas daily newspaper launched [kompas.co.id](http://kompas.co.id), a digital version of Kompas daily newspaper that could accessed via internet. Meanwhile, [detik.com](http://detik.com) launched in 1998. There was a big different between [kompas.co.id](http://kompas.co.id) and [detik.com](http://detik.com). [kompas.co.id](http://kompas.co.id) is just a Kompas print newspaper that can be accessed through internet, on the other hand, [detik.com](http://detik.com) came with an idea of online journalism. Detik.com produces a short, fast, and sensational title. This kind of journalism became a serious discussion inside Kompas Gramedia Group. The online journalism was not in line with Kompas daily newspaper vision and mission. The ideology that Kompas Gramedia Group carried for many years, "enlightening people" became a point that consider about. "Are we sure to produce that kind of news? Are we sure to publish a short news like that? We have a Kompas brand to carry. We have to think about the Kompas readers."

Stated from CEO Kompas Gramedia Group, Andy Budiman, "Kompas Gramedia Group is facing a dilemma, is it necessary to improve in technology, but in the same time it can also disrupted the billion rupiahs business that already existed for so many years?" (personal communication, 2018). Kompas daily newspaper must dealing with this problem for many years, until in 2001, Kompas Gramedia Group decided to divide between Kompas daily newspaper with the online media of Kompas into two different newsroom. This move was made to cut the dilemma. So, [kompas.co.id](http://kompas.co.id) daily newspaper journalist could work on their routines, without worrying their integrity while produce online journalism. Started in 2001 [kompas.co.id](http://kompas.co.id) rebrand into [kompas.com](http://kompas.com).

Because of this digital era, *kompas.com* invested more money in technology aspect. Realizing the failure of *kompas.co.id* that using the same human resources from Kompas daily newspaper newsroom, *Kompas.com* started to recruit human resources that technology savvy. In 2001, KG Group recruit digital talent, such as people who especially work for digital advertising, online journalism, website and application developer, and so on. The new people that *kompas.com* recruit helped the newsroom build a new culture of working, brought a new knowledge in digital perspective, and understood the new business model in digital era.

After cut the dilemma with the rebranding of *kompas.co.id* into *kompas.com*, the fact is not all of the readers of Kompas daily newspaper accessing *www.kompas.com* when they choose to find information from online media. They tend to access *detik.com*. *detik.com* became the top of mind for public when accessing online media. KG Group realize the dilemma that Kompas daily newspaper faced in the past, put them into this situation.

Based on this experience, Kompas TV does not want to trap in the same dilemma. Kompas TV put digital phenomenon as a serious fact to consider about. Since that launch of Kompas TV in 2011, the youtube channel of Kompas TV also launched. In 2015, Kompas TV also build a digital division in organization structure of Kompas TV. The head of the digital department in KompasTV said that they officially started to maintain social media seriously in 2011, parallel with KompasTV's official launching. In the same year, he took a role as digital department Manager, doubling his post by also being a research and development manager. He started to run the digital team with only two staffs. One was responsible for distributing news and another for promoting programmes onto social media. Initially, they worked to create a digital platform to deal with a limited reception of KompasTV's transmission in Indonesia.

Stated from the townhall meeting that held in 2018, CEO Kompas Gramedia Group mentioned how important for television going digital in this era. Initially, social media used to distribute and promote content. Then, KompasTV also adopted content from social media to use as a newscast. However, information on social media typically spread fast but sometimes inaccurate. Therefore, the newsroom was expecting their journalist to contribute by sending pictures, videos or texts via social media, directly from the field. But somehow the journalist considers this job desk as an extrawork with no additional training nor additional fee. As mentioned from Sultoni, a cameraman who working for the last five years in Kompas TV.

"It is not clear, too, we are asked to make a vlog, sometimes we are busy with the professional a camera, but we also have to take the same moment with a cellphone too. As we know the cameraman isn't used to appearing in front of the camera. There was no training for us, how come, suddenly it become the annual work assessment points. At least one vlog a year for all the employees."

Content Distributor of Digital Kompas TV Harris Mahardiansyah mentioned how the producer in Kompas TV argue about their content that publish in Kompas TV digital platform. They prefer to publish the content in free to air television first, then republish in digital platform. In addition, Harris mentioned, "In fact the the viewers of Kompas TV digital platform and Kompas TV free to air are different. When the content were published in digital platform first, it does not mean we take the free to air audience. Basically we complete each other." Implementation strategy is to manage the power that manages all things during the action run. The strategic management process does not just end when the company decides what strategy to take. There must be a translation from strategic thinking to strategic action. It will be easier to do if all employees in the company understand the business, feel as a part of the company.

Multi-platform media enterprises have been experimenting with different business models, including the advertising-based model, the subscription-based model, and in some cases a pay-per-use model (Albarran, 2010). In Kompas TV digital, the business model that been using is advertiser – supported model. This model based on click – through advertising. Another business model has been implemented in other countries, such as the presence of Netflix with a monthly payment system. Video series content produced by Netflix can only be consumed for customers who pay monthly. While iTunes has also appeared for a long time with both monthly and pay-per-use subscription systems, where a number of content can be accessed with a single pay.

A new study by The NPD Group revealed that there are more subscribers to Netflix today than ever before. (“Netflix subscription model keeps Americans happy”, n.d). The NPD Group revealed that approximately one in every four U.S. households now subscribes to Netflix. The growing number of users suggests that consumers are finding the subscription commerce model appealing, as the strategy enables people to invest smaller recurring payments over time instead of large upfront fees. Prior to the announcement of raised prices last year, Netflix had an extremely high customer satisfaction rate, as 82 percent of subscribers said the company provided “excellent” or “very good” value.

By using a subscription business model, Netflix is able to meet specific user demands and appeal to a wide range of consumers, which will help boost adoption of the service. By leveraging an innovative subscription management platform, companies like Netflix may be able boost user satisfaction by having the unique ability to monitor customer usage more effectively. As a result, decision-makers can make on-the-go changes to enhance client experience.

The success of Netflix is a concern for Kompas Gramedia Group. Kompas considers whether it is possible to apply subscription models to Kompas digital products, just like in the era of print media. When people pay subscription fees to be able to consume the news in the newspaper. CEO Kompas Gramedia Group, Andy Budiman convey how this phenomenon become Kompas Gramedia Group concern, (personal communication, 2018),

*“Can't we bring all Kompas TV viewers on YouTube to our platform?, we monetize everything, advertisers if you want to advertise must be on our platform. It's smart youtube makes special arrangements for us, deals so that we can use the free youtube player, we still have to have hundreds of hours of content on YouTube, the content on our platform, there is also on our youtube channel. If we build our own multimedia platform, there are also investments that come out. There is a technology fee that comes out. We depend a lot, Google and Facebook control 70 percent of digital adv in Indonesia. And it grows faster than those of us in the media.*

*For us, 200 times people see ads, just 1 click. 0.5% click to rate, if on google or facebook it is up to 5-6 percent, one hundred times see the ads that are likely to be clicked 5-6 on the click. They have the audience, they deliver better performance in advertising. What's more.*

*Netflix model, they have their exclusive content, huge amount of investment, not only invest in technology, content that is not on other platforms. On US, YouTube has youtube rad, it's paid youtube to watch youtube programs that are not available on youtube for free, more premium, only watch that subscribe. If you see youtube revenue, there is also access to Kompas TV from the subscriber YouTube Rad.”*

So far Kompas TV digital has targeted 4 billion rupiahs revenue per year. This number is increased from last year target, and until July 2018, the income from digital division is already 2,3 billion rupiahs. Since Kompas TV youtube channel established in 2011, Kompas TV already got 8 billion rupiahs from youtube viewers royalty.

The Kompas TV sales marketing also offering bundling advertisement slot to clients, which is they also sell advertisement slot in Kompas TV digital platforms, such as on *kompas.tv* website, instagram, youtube, twitter and facebook. This advertisement appeared after Kompas TV marketing sales selling ad slots to clients not only for free to air advertisements on television but also advertisements in the form of digital content or in other words bundling advertisement package (I. Natalie, personal communication, 2018).

There are some challenges that occurred during the digitalization process in Kompas TV, there are challenges in human resources, in content, and also in profit. Making employees feel more useful and important by giving them meaningful jobs and by giving as much autonomy, responsibility and recognition as possible as a mean of getting them involved in their work. In digital division, since the day it established, the workers under digital division have autonomy to build their content differently with on air content. This autonomy brings creativity to the workers to explore their content in to several digital platforms that Kompas TV had.

Since it was formed into a special division, Kompas TV Digital has also encountered a number of problems in human resources, including the difficulty of finding workers in accordance with this field of work, there is no special training for employees under the digital division, some employees are withdrawn from the news gathering department must be taught the work system without a definite module. In human resource management, it is important to have job enrichment.

Human resource is one of important thing in the mass media organisation. Since established in 2011 the recruitment of Kompas TV journalist is through the selection process at HRD which includes psychological tests, health tests and interviews with users. After passing this stage, new employees (which is mostly fresh graduate student) will enter the BMT (Basic Management Training) program for one month. However, the need for ready-to-work employee, making Kompas TV opens direct recruitment without held BMT for new employees.

One way to increase employee skills in the digital division is to organize digital training without being charged or free, such as "youtube certification day" which is held free of charge by youtube, which through its official website, YouTube requires 75 percent of digital content practitioners in a media company to pass the youtube certification test. This training is not only given to online media that has both news and entertainment channel youtube accounts, but also to youtubers and influencers. This form of training lasts for five hours, with three hours of training classes, two hours of testing to get certification. Three hours of this training, youtube gave a number of information about the use of YouTube correctly and how to attract many viewers, the youtube team also gave a number of cases of violations that might occur such as the copyrights and how to handle them properly. After the training, the youtube team will give a written test in multiple choices format to the participants as much as 50 questions. If they can answer correctly 70%, they will be passed.

Another problem that occurs in Kompas TV's digital division is the recruitment process. The recruitment process for digital employees is somewhat different from that of most employees



in Kompas TV. As a new division that specifically handles digital content, not many prospective employees are able and understand the job desk. Even if there is a potential employees, but they ask for a high salary. (I. Natalie, personal communication, 2018). What has been done by the digital team in recruiting is directly interviewing prospective employees and giving them a number of challenges, "Sabrina is a new employee who previously was a journalist on another TV, she was a producer. Then I said, there are already people making vlogs here, some are repacking on air content to digital content. What can you do? Now that's the IGTV trend, can you create a content for IGTV?" Haris added that employees who want to enter the digital division must be active in social media.

According to Margianto (2017), Jakob Oetama, the founding father of Kompas Gramedia Group mentioned that: *Jati diri lembaga media massa, termasuk surat kabar - sebagai bagian dari ekstensi masyarakat (de Volder) - adalah berubah. Tidak hanya berubah dalam cara, menyampaikan kritik with understanding, teguh dalam perkara lentur dalam cara (fortiter in re suaviter in modo), juga dalam sarana atau alat menyampaikan.*

In this text, Jakob Oetama believed that the identity of mass media institutions, including newspapers - as part of the men extension (de Volder) - is changing. Not only changes in how to deliver criticism with understanding, but also become firm in flexible cases (fortiter in a suaviter in modo). This ideology became the strength of Kompas Gramedia Group to survive in media industry since 1965.

This ideology also applied in Kompas TV. The news from Kompas TV refers to Kompas TV's tagline, "Independen, Terpercaya", where Kompas TV employees are not affiliated with or active in any political party, so news that is reported is balanced and covers both sides. Despite having the same value as Kompas daily newspaper, Kompas TV has a different style of news delivery. The delivery style in Kompas TV is more dynamic and varied.

In Kompas TV digital, Kompas TV's leaders and editors gave freedom to their digital divisions to determine the content to be produced. Digital division also produces exclusive digital content that exclusively posted in Kompas TV social media. Although digital division of Kompas TV has the authority to produce specific content that different from the free-to-air content, they are very careful in publishing the content, considering that social media can make the news become instantly viral.

A statement "content is the king" transform in to "context is the king". Managing director of Kompas TV Rikard Bagun, said that in this digital age online media are growing massively, at least 43,000 online media operating and reporting similar information. In reality, the public only accesses information from certain online media that is considered credible and has context. Context makes an information can be presented differently from other media (R. Bagun, personal communication, 2018). Beside that, the ability of the human resources to produce a content for digital platform are limited. The number of Kompas TV digital employees is also limited.

According to Andy Budiman (personal communication, 2018), Journalism is still there just change in to another platform. Switch to another platform. The problem is how flexible we adapt to the existing changes. There is a book that talks about mindset, growth mindset, we should no longer be driven by success, if we are motivated to be success, if we fail and cannot learn from that failure, it will be done quickly. It's difficult if we use the same pattern, the same way, it is useless, it's done. But if we have a growing mindset, driven by learning (it is going to

work out). Because the old way no longer works. Google, Facebook is still looking for business models. Always experimenting, although experimenting means fail.

## **Conclusion**

Implementation is a set of activities carried out following a decision. A policy is always intended to achieve certain goals. In order to realize the achievement of targets, a series of activities is needed. So, implementation is the operationalization of various activities in order to achieve a particular goal. In the Higgins formula, implementation is a summary of various activities in which human resources use other resources to achieve the goals of the strategy. This activity touched all levels of management, from top management to bottom line employees.

To ensure that the new strategy will succeed, it requires the wisdom of the organization that will prepare all the facilities needed to solve problems that arise during implementation. The policy relates to implementation guidelines, work methods, procedures, regulations, forms, and everything needed to provide motivation and motivation for employees to succeed in achieving organizational goals (Salusu, 1996).

This policy will be important, when in the implementation of the strategy works. So, as a policy that is as a tool, it should be not bureaucratic. In addition, this policy is also needed to prevent the emergence of contradictory practices.

If a strategic decision produces a master strategy or master strategy, Higgins (in Salusu, 1996) tries to offer an implementation system that he considers to be able to solve various problems in its implementation. First, integral planning and control systems. This activity starts from understanding the master strategy, then formulates all plans that are raised from the parent strategy. The goals to be achieved by the strategy are elaborated in detail then intermediate planning and operational planning are made.

Intermediate planning is the link between strategic goals and operational planning. While operational planning generally applies for a certain period, for example one year. The task of operations planning is to translate the intermediate planning into a definite plan which is the activity that gives the desired results.

Second, leadership, motivation, and communication systems. It is an obligation for top management from managers to CEOs to continue to provide endless support and motivation to all lines of employees to equalize their vision and mission to build a brighter future through strategy implementation. The leadership style is also a very important factor for the success of this grand strategy.

Third, management of human resources and organizational culture. This component is usually handled by the human resources and training education (education and training) section. Its main function is to place employees who are preceded by employee mapping, employee recruitment, training, employee orientation. Another function is when employees have joined and worked, namely payroll, remuneration, gratuity, evaluation, performance, productivity, and communication improvement.

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