

Strategy Media Print Banten Raya Maintaining Its Existence Amid The Dominance of Social Media

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Abstract.

The development of digital technology has had a significant impact on the media industry landscape, particularly local print media. This study aims to analyze the media convergence strategies implemented by Banten Raya print media in their efforts to maintain their existence amidst the dominance of social media. This study also examines the challenges and obstacles faced by Banten Raya print media in responding to changes in public information consumption behavior. The approach used in this research was a qualitative case study. Data collection techniques included in-depth interviews, observation, and documentation of Banten Raya editorial staff. Data analysis was conducted using data reduction, data presentation, and conclusion drawing techniques. The research results show that Banten Raya implemented a convergence strategy through three aspects: (1) content distribution to various platforms with differentiation of writing styles (formal-in-depth for print, light-efficient for online, casual for social media), (2) collaboration with Citizen Journalism and local information accounts and the development of community columns, and (3) adaptation to the migration of cross-generational audiences who prefer digital platforms. The main challenges include limited human resources with the burden of multitasking journalists, obstacles to adapting to technology in news verification, differences in time management between platforms, and difficulties in producing social media content. The convergence strategy succeeded in creating value differentiation: digital excels in the speed of breaking news, print provides in-depth analysis, and collaboration increases public awareness of local issues. The research confirms that media convergence is a comprehensive transformation in organizational structure, workflow, and collaborative culture, providing practical contributions for local print media in designing survival strategies through platform differentiation and continuous adaptation.

Keywords: Media Strategy; Media Convergence; Print Media; Social Media and Greater Banten.

I. INTRODUCTION

The Indonesian print media industry is facing a fundamental transformation that is completely changing the mass communications landscape. This phenomenon is inextricably linked to the digital technology revolution, which has transformed how people access, consume, and interact with information. Conventional print media, which for decades has been a key pillar of the information ecosystem, is now facing a new reality in the form of the dominance of social and digital media platforms that offer distinct characteristics in terms of speed, accessibility, and interactivity. In Banten Province, this media transformation phenomenon is reflected in the conditions experienced by the local print media outlet Banten Raya. Operating since 2006, the outlet has been under significant pressure due to a shift in public media consumption preferences from print platforms to social media platforms like Instagram, TikTok, and Facebook. This decline has not only impacted circulation but also threatened the sustainability of the local journalism ecosystem, which has long been a crucial pillar in providing contextual information to the Banten community. The phenomenon of media convergence has become a strategic response implemented by various national print media outlets to address the challenges of digitalization. Leading media outlets like Kompas have integrated their digital platform, Kompas.com, with their print editions, while Republika has developed a multimedia ecosystem through Republika.co.id and Republika TV. Tempo has even introduced a digital subscription model, Tempo Premium, to diversify its business model.

The success of these national media outlets in implementing a convergence strategy indicates that digital transformation is not simply a platform migration, but rather a fundamental reconstruction of the media's operational model. The concept of media convergence, as explained by Dwyer (2020), encompasses

the integration of various media forms and channels into a cohesive content delivery system. García-Avilés et al. (2021) expand on this understanding by identifying four dimensions of convergence: technological, economic, socio-cultural, and regulatory. In the context of local media, these dimensions provide an important framework for understanding the complex adaptations required by print media in the digital era. However, in-depth studies of media convergence strategies implemented by local print media in Indonesia, particularly in the context of maintaining their existence amidst the dominance of social media, are still limited. Previous research has focused more on the transformation of national print media or a general analysis of the impact of digitalization on the media industry. Suryawati et al.'s (2023) study of the Solopos Daily and Novita et al.'s (2022) study of local media in West Java provide initial insights, but do not yet provide a comprehensive picture of the specific strategies implemented by local print media in facing the challenges of social media. This research gap is significant given that local print media have unique characteristics that differentiate them from national media, both in terms of resources, audience reach, and the dynamics of the communities they serve. Local print media, such as Banten Raya, operate within a more intimate ecosystem with their audiences, enabling the implementation of more personalized and contextual strategies.

However, limited financial and technological resources present unique challenges that differentiate them from national media in implementing convergence strategies. The urgency of this research is further strengthened given the vital role local media plays in maintaining the health of democracy at the grassroots level through public oversight and providing forums for community discussion. Nielsen (2022) asserts that the sustainability of local media is directly correlated with the quality of democratic participation at the community level. In this context, a thorough understanding of local print media adaptation strategies is crucial for developing policy interventions that support a healthy local information ecosystem. This study aims to comprehensively analyze the media convergence strategy implemented by Banten Raya to maintain its existence in the era of social media dominance. Specifically, this study identifies and analyzes the implemented adaptation mechanisms, examines the challenges and obstacles faced in the transformation process, and evaluates the effectiveness of these strategies in the context of media operational sustainability. Through an in-depth qualitative approach, this study seeks to generate theoretical and practical understanding of the dynamics of local print media transformation that can contribute to the development of local media adaptation strategies in Indonesia more broadly.

II. THEORETICAL STUDY

Henry Jenkins' Media Convergence Theory

Media transformation in the digital era requires a theoretical framework capable of explaining the complexity of changes occurring within the mass media ecosystem. One of the most relevant theories for understanding this phenomenon is Media Convergence Theory, developed by Henry Jenkins in his work "Convergence Culture: Where Old and New Media Collide" (2006). Jenkins conceptualizes media convergence as a new paradigm that goes beyond mere technological integration to encompass fundamental transformations in the production, distribution, and consumption of media content. Jenkins defines media convergence as "the flow of content across multiple media platforms, the collaboration between different media industries, and the migratory behavior of media audiences who will do anything to find the kind of entertainment they desire." This definition emphasizes that convergence is not simply a technological phenomenon, but a cultural shift involving complex interactions between old and new technologies, media industries, and consumer behavior. Jenkins's theory is highly relevant in the context of local print media like Greater Banten because it provides a comprehensive framework for understanding the adaptation processes necessary to navigate the digital era. Unlike traditional media theories, which tend to view media as separate entities, Jenkins offers an integrative perspective that recognizes the reality that modern audiences are no longer tied to a single media platform.

a. Content Distribution Through Various Media Platforms

The first dimension of Jenkins' theory emphasizes that media content is no longer confined to a single distribution platform, but rather spreads across multiple media channels simultaneously and in an

integrated manner. In this context, a news story originally published in print can be disseminated through websites, social media, podcasts, and even video, with format adaptations tailored to the characteristics of each platform. This concept of content distribution presents both challenges and opportunities for local print media. On the one hand, print media must develop the capacity to produce content in various formats suited to different platforms. On the other hand, distributing content across multiple platforms allows print media to reach a broader and more diverse audience, including segments previously difficult to access through conventional print media. Research conducted by García-Avilés et al. (2021) shows that media outlets that successfully implement a multiplatform content distribution strategy experience a significant increase in audience engagement. The study found that content distributed across three or more platforms generated 40% higher engagement rates than content published on only one platform. This finding indicates the importance of adopting a multiplatform strategy in the context of print media seeking to maintain their relevance.

b. Inter-Media Industry Collaboration and Internal Team Integration

The second dimension of Jenkins' theory underscores the importance of collaboration, both at the industry and internal organizational levels. In an industrial context, Jenkins identifies that media convergence is driving strategic alliances between traditional media companies and technology companies, digital platforms, and even the entertainment and telecommunications industries. These industry collaborations can take various forms, from content partnerships and technology joint ventures to mergers and acquisitions. For example, collaborations between print media and e-commerce platforms to develop integrated marketing content, or collaborations with technology companies to develop mobile apps that can expand distribution reach. Lawson-Borders' (2020) research on integrated newsrooms shows that media outlets that successfully implement an integrated editorial model experience productivity increases of up to 35% in multiplatform content production. The study also found that effective internal collaboration requires significant investment in human resource training and the development of a technology infrastructure that supports integrated workflows.

c. Migration and Evolution of Audience Behavior

The third dimension of Jenkins' theory focuses on fundamental changes in media consumption behavior. Jenkins argues that modern audiences are no longer passive consumers receiving media-provided content, but rather active "prosumers" who not only consume but also produce, distribute, and modify media content. This shift in audience behavior is characterized by several key characteristics. First, fragmented media consumption, which refers to the tendency for audiences to access information from multiple sources simultaneously. Second, on-demand access, which refers to the expectation of being able to access information anytime and anywhere as needed. Third, interactive participation, which refers to the desire to actively participate in the communication process through commenting, sharing, and content creation. Jenkins also identified the phenomenon of "participatory culture," where audiences not only consume content but also contribute to the creation of meaning and the dissemination of information. In the context of local media, this means audiences can become news sources, information validators, and even content co-creators. Research conducted by Bruns (2021) shows that media outlets that integrate audience contributions into the news production process experience a 50% increase in reader loyalty.

Print media

Print media, as an institution delivering written information, has unique characteristics that distinguish it from electronic and digital media. Khaer et al. (2021) identified print media's competitive advantages as documentary-like, in-depth presentation capabilities, high credibility through a rigorous editorial process, and a tangible reading experience that cannot be replicated by digital platforms. The historical evolution of print media began with Johannes Gutenberg's innovation in 1455, which revolutionized the distribution of knowledge through printing technology. The transformation of production technology from manual methods to modern digital systems has altered the technical aspects while maintaining the essence of comprehensive, informative content. Within the theoretical framework of mass communication, Sumadiria (2006) identified five fundamental functions of print media that reflect its social responsibility. The information function (to inform) emphasizes the delivery of accurate and relevant facts.

The education function (to educate) positions the media as an agent of value transfer and literacy improvement. The social control function (to influence) reflects the watchdog role in a democratic system. The recreation function (to entertain) provides constructive entertainment content. The mediation function (to mediate) facilitates communication between stakeholders in the public sphere. Andreas Harsono emphasized that predictions of print media's demise are premature simplifications, given the complexities of the ongoing media revolution that are not yet fully understood. Print media maintains an advantage in accuracy and comprehensiveness over digital media, which prioritizes speed of publication.

New Media

New media, in the context of contemporary journalism, refers to digital infrastructure that facilitates the collection, processing, and distribution of information through multiple channels. McNair (2020) emphasizes that the media's role is not limited to conveying information, but also serves as an institution that monitors power and an arena for public discussion in democratic life. The digital transformation of the past two decades has shifted the paradigm of news consumption from conventional media to internet and social media platforms. Villi & Picard (2020) identified that this adaptation requires media outlets to revise their business models, editorial processes, and presentation standards to respond to the digital needs of audiences. While social media offers speed and interactivity, the role of conventional media as a watchdog remains irreplaceable. Social media tends to prioritize sensational or viral content over accurate information, making the integration of digital technology into journalism practice a strategy for maintaining relevance and audience reach.

The main social media platforms that dominate news consumption in Indonesia include Instagram, TikTok, Facebook, X (Twitter), and YouTube, each with specific characteristics and content strategies.

- a. Instagram optimizes visual storytelling through its Stories, Reels, and IGTV features. Hidayat & Hidayat (2021) identified that infographics and short video content are more effective in audience engagement due to their digestibility and visual appeal.
- b. TikTok, with its short-form video format and sophisticated recommendation algorithm, reaches a younger generation difficult to access through traditional media. Pratama & Hastuti (2023) found that news content integrating personal storytelling and music trends received a positive response from Gen Z and Millennial audiences.
- c. Facebook, with its mature ecosystem, offers multiple features for news distribution, although algorithm changes prioritizing personal content pose challenges to organic reach. Firdaus & Panuju (2022) identified that content that sparks discussion, touches on emotions, and relates to local issues has higher engagement.
- d. Twitter (X) maintains its position as a real-time information-sharing platform characterized by speed and facilitation of public discussion. Rizqi & Heriyanto (2023) emphasize X's role in breaking news and shaping opinion through its threads and Spaces features.
- e. YouTube offers a long-form content format suitable for investigative journalism and in-depth analysis. Handayani & Merdekawati (2020) identified that the platform not only supports quality journalism but also provides a viable monetization model through the Partner Program and paid memberships.

Strategic integration between traditional print media and the new media ecosystem requires a deep understanding of each platform's characteristics and dynamic audience preferences. The success of media convergence depends on media organizations' ability to optimize the strengths of each platform while maintaining the journalistic integrity and content quality that are the primary differentiators of print media.

III. METHODS

This research uses a qualitative approach with a case study design to analyze the phenomenon of print media transformation in the context of digitalization. A qualitative approach was chosen because of its ability to explore the complexities of social, organizational, and work culture dynamics that cannot be quantified numerically. Creswell & Creswell (2021) assert that qualitative methods enable researchers to capture the deep meanings individuals or groups attach to the social phenomena under study. The case study design was chosen to provide intensive exploration of a specific and bounded research subject. Yin (2023)

explains that case studies are effective for understanding the context of phenomena within a limited system, while Stake (2020) emphasizes that this approach facilitates comprehensive data collection from multiple sources. The selection of a single case study in Greater Banten was based on its representative characteristics of the conditions of local print media in Banten Province facing the pressures of digitalization. Silverman (2020) argues that a single case study can make a significant scientific contribution if it has representative value and theoretical relevance. Greater Banten was chosen because it demonstrated remarkable adaptability in implementing media convergence strategies, making it a suitable case to explore the dynamics of local print media transformation in depth.

IV. RESULTS AND DISCUSSION

Media Convergence Strategy Implemented by Banten Raya Print Media

Local print media in Indonesia have faced significant pressure from digital transformation over the past decade. This study analyzes the adaptive response of Banten Raya, a local print media outlet in Banten Province, through the implementation of a media convergence strategy. The findings indicate that the convergence process is not merely technical but involves comprehensive structural, cultural, and managerial transformation. The analysis is based on Henry Jenkins' theoretical framework of media convergence, which identifies three main aspects: the distribution of content across platforms, collaboration between media industries, and audience migration in seeking information. These three aspects form the basis for understanding the dynamics of convergence in local journalistic practices.

A. Content Spreading Across Multiple Platforms

The first aspect of Banten Raya's convergence strategy is implementing content distribution across multiple media platforms with a structured differentiation approach. The transformation from a traditional print media model to a multi-platform ecosystem includes diversification across websites, YouTube, Facebook, Instagram, TikTok, and e-paper.

Content Differentiation Strategy The key to this strategy's success lies in content differentiation tailored to the unique characteristics of each platform. Print media employs a formal, standardized writing style, presenting in-depth information supported by comprehensive data. Online platforms employ lighter, more flexible language with an informative yet efficient structure for readers seeking quick information. Meanwhile, social media adopts a casual writing style with humorous elements to increase engagement.

Platform-Specific Adaptation The content presented on each platform is not uniform, with the exception of mirror content between Facebook and Instagram. This strategy allows for optimization of each platform's unique characteristics while maintaining brand consistency and information quality.

Impact on Audience Reach Implementing a multi-platform strategy successfully expanded audience reach by creating multiple touchpoints for news consumption. Each platform offered distinct added value: speed of updates on digital platforms and depth of analysis on print media.

B. Media Industry Collaboration

The second aspect of Jenkins convergence implemented by Banten Raya is the development of a collaborative strategy involving various media entities and local information communities.

Partnership with Citizen Journalism and Local Media Banten Raya has established extensive collaborations with citizen journalism and local news outlets such as Info Serang, Info Cilegon, and Info Pandeglang. This strategy is based on a "compete while collaborating" philosophy, replacing the traditional competitive model with a synergistic approach to provide valid and reliable information to the public.

Integrated Community Collaboration The evolution of the marketing strategy involves collaboration with various communities, including campuses and schools, realized through dedicated sections. This approach creates differentiation through more specific audience segmentation and relevance to local community needs.

Internal Organizational Synergy Internal collaboration between divisions (print, online, and social media) creates organizational cohesion with mutually supportive teams. This synergy enables resource optimization, brand consistency across platforms, and effective content delivery.

Strategic Benefits of Collaboration Collaboration has positive impacts in the form of expanding

audience reach, increasing credibility through collective information validation, and creating a more robust and trustworthy local information ecosystem.

C. Audience Migration in Searching for Information

The third aspect of Jenkins' convergence seen in the Greater Banten case is the pattern of audience migration across platforms based on information consumption preferences and demographic characteristics.

Generation Z Preferences Generation Z shows a significant migration from print to digital platforms, with consumption patterns: Instagram is the primary platform accessed almost daily, TikTok for viral content, and Twitter for quick updates. Facebook is declining due to its perceived outdatedness. Print media is consumed only once a week, indicating a clear shift in preferences.

Millennial Generation Consumption Behavior Millennials exhibit similar migration patterns, with Instagram as their primary platform due to its ease of access through a scrolling timeline. This shared preference indicates the success of convergence strategies in accommodating the characteristics of a digital native audience.

Differentiation of Content Value Across Platforms Audiences across generations recognize the different value propositions offered by each platform: digital platforms excel at speed and breaking news, while print media offers in-depth analysis and comprehensive features. This understanding suggests that audience migration does not completely replace traditional media, but rather creates complementary consumption patterns.

Flexibility of Information Access Convergence creates flexibility for audiences to choose platforms according to their specific information needs: quick updates via social media, in-depth analysis via print media, or a combination of both to gain a comprehensive perspective.

Increasing Awareness of Local Issues Audience migration to digital platforms increases awareness of local issues due to easy access via mobile devices, which ultimately increases the overall frequency of local news consumption.

Challenges and Obstacles in Implementing Media Convergence

The transformation process toward media convergence presents a complex set of challenges that require strategic and sustainable management. An analysis of the obstacles facing Greater Banten identified four main categories of interrelated challenges that impact the effectiveness of convergence strategy implementation.

A. Human Resources (HR) Challenges

The human resources aspect is the most significant obstacle in implementing media convergence, including the dimensions of quantity, quality, and adaptability of personnel. **Increased Multitasking Workload** Contemporary journalists are required to possess multitasking skills far beyond those of traditional media. They are not only responsible for writing news stories but also must master photography, videography, self-editing, and adapting content for various platforms. The transformation of the role from single-skill journalist to multimedia content creator places significant pressure on productivity and output quality.

Talent Recruitment and Retention Difficulties Interest in journalism has declined, with most communications graduates opting for careers as civil servants (PNS), considered more stable and prestigious. This situation has created a talent shortage in the local media industry and complicated the recruitment process for qualified journalists with the skillset needed in the digital era.

Internal Barriers and Personal Ego Internal team dynamics are often hampered by personal egos that disrupt work cohesion. Resistance to change, territorial behavior between divisions, and a lack of collaborative mindset hinder optimizing team synergy in effectively implementing convergence strategies.

Limited Specialist Technical Skills Multimedia content development requires specialized skills such as voiceover for video content, graphic design, and advanced video editing. The limited human resources with these technical competencies hamper the realization of creative ideas and content innovation, especially for social media platforms that demand high levels of creativity.

B. Obstacles to Adapting Digital Technology

The digital era presents technological complexity that requires continuous learning and adaptation from all elements of a media organization. The Challenge of Information Verification in the Digital Age The explosion of information and the sophistication of manipulation technologies like artificial intelligence create increasingly complex verification challenges. Although Banten Raya has a robust verification system through a network of journalists and direct confirmation with authorities, the rapid spread of hoaxes and advanced manipulation techniques requires enhanced verification protocols and collective verification approaches.

The Technology Gap of Journalists Senior journalists face a steep learning curve in the transition to digital formats. Adapting to digital tools, platforms, and workflows requires substantial mentoring and continuous training programs. The digital competency gap between generations of journalists creates inefficiencies in workflow and potential quality gaps in digital output.

C. Time Management and Deadlines

Print newspapers have a fixed schedule with a submission deadline of 8 p.m. Digital platforms, on the other hand, require a fast response time, a maximum of 30 minutes for urgent news. This difference in pace requires management that can accommodate both needs.

Digital platforms prioritize speed in delivering news, but accuracy and journalistic standards must still be maintained. Striking a balance between rapid publication and thorough verification is a challenge that requires careful editorial consideration.

Multi-Platform Publication Coordination. Producing content for multiple platforms with varying timelines requires complex coordination. Simultaneously scheduling content for print newspapers, websites, and social media without sacrificing quality is a major operational challenge.

D. Difficulty Creating Content on Social Media

Social media allows for coverage of a wide range of topics, from local to global, including viral content. However, brand consistency and editorial standards must be maintained across all types of content. This requires careful editorial curation and a well-thought-out content strategy.

Personal Ego Barriers to Creativity. Creating engaging social media content requires collaborative creativity and a willingness to experiment. Personal egos and a reluctance to accept creative input from other team members hinder the development of innovative and consistent content.

Lack of Human Resources for Specialized Content. Multimedia content like video requires specialized skills like voice-over, video editing, and graphic design skills. A shortage of personnel with these skills hinders the realization of creative ideas and the implementation of a comprehensive social media content strategy.

Each social media platform has unique needs, different audience behaviors, and optimal content formats. Instagram, TikTok, Facebook, and Twitter require different content approaches, different posting schedules, and different engagement strategies. This requires platform-specific expertise and the right allocation of resources.

V. CONCLUSION AND SUGGESTIONS

Conclusion

Based on an in-depth analysis of the media convergence strategy implemented by Banten Raya, it can be concluded that local print media is able to maintain its existence amidst the dominance of social media through the implementation of a comprehensive convergence strategy. This success is reflected in the application of three main principles of media convergence according to Henry Jenkins (2006), namely the distribution of content to various platforms through content differentiation and presentation styles adapted to the characteristics of each media, strategic collaboration with industry and local communities to expand the reach of information, and a deep understanding of audience movement patterns in accessing information by adjusting communication strategies based on user preferences and characteristics on each platform. This transformation process has not been without challenges. The main obstacles faced include limited human resources, characterized by journalists' dual workloads in multitasking, and difficulties recruiting younger

generations interested in journalism. The challenge of verifying information has become increasingly complex, with the threat of hoaxes and the rapid pace of news distribution in the digital era demanding a balance between speed and accuracy. Adapting to technology also faces obstacles, particularly related to the limited digital skills of older journalists and the complexity of time management, which must accommodate differing deadlines across platforms.

Suggestion

Based on the findings and analysis conducted, several recommendations can be put forward for further development, both from a theoretical and practical perspective. From a theoretical perspective, further research is needed to examine how converged print media can maintain and strengthen their credibility amidst the flood of information and disinformation on digital platforms, including identifying factors that build audience trust. Empirical studies on changes in audience preferences and consumption behavior along with the adoption of media convergence are also important to test the effectiveness of various digital engagement strategies from the perspective of audience reception theory. Expanding the research object to other local print media will provide a more comprehensive and generalizable comparison of survival strategies. Practically, strengthening coordination and collaboration between print and digital teams through regular meetings and shared work platforms is a priority to ensure synergistic content production and effective distribution. Internal coordination needs to be strengthened through a participatory leadership approach and structured team-building activities to minimize personal egos and enhance team solidarity. Investment in technology development and ongoing human resource training will be key to long-term sustainability, while developing a cross-platform performance evaluation system will help optimize the implemented convergence strategy.

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