

THE MEDIA BUSINESS MODEL OF SOLOPOS IN BALANCING THE ACHIEVEMENT OF ITS MARKET PERFORMANCE WITH THE PUBLIC INTEREST PERFORMANCE

Indah SURYAWATI¹, Udi RUSADI², Umaimah WAHID³

^{1,3}Budi Luhur University, Jakarta, Indonesia

²ISIP Jakarta, Indonesia

Corresponding author: Indah Suryawati

E-mail: indah.suryawati@budiluhur.ac.id

Abstract:

The transformation of newspapers to online and multiplatform is a necessity. Solopos Daily, as a local newspaper in the City of Solo, is rapidly presenting itself on online and multiplatform platforms to survive. Placing Harian Solopos as the case, the problem in this research is formulated as follows: (1) How is the media business model of Harian Solopos in balancing the achievement of market performance and public interest performance? Moreover, (2) How can the media business model maintain printed Solopos multiplatform?; The research method used is a holistic single case study with qualitative research. This research revealed that Harian Solopos realized that the era of digitalization technology was responsible for the decrease in the number of readers and advertisers. To overcome the problems, several innovations were implemented in its media business model. The performance of public interest showed that Solopos Daily has continuously carried out journalistic principles and is committed to maintaining the practices of dignified and polite journalism. This research has formulated a media business model concept that balances market performance with public interest performance.

Keywords: Media Business Model, Multiplatform, Market Performance, Public Interest Performance, Newspaper

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INTRODUCTION

The presence of digital technology has determined the changing direction of all types of mass media, for example, radio (the presence of Podcast), television (the presence of YouTube), publishing and printing (the emergence of paperless work in the format of e-book), and including the practice of print media journalism with the presence of online journalism. This has also led some print media to stop printing and not operate.

The rapid development of communication technology based on networks and the internet has created new media and social media as interactive media that connect all parts of the world. It is widely stated that the emerging new media consists of cable television, satellite, fiber optic technology, and computers. Using these technologies, users can interactively choose and respond to various media products (Croteau & Hoynes, 1997).

The advent of digital technology raises several concerns about the integrity of journalists, the ways journalists work, and the motivation of journalists. It can change the relationship between news producers and consumers to a certain degree. It can also alter geographical boundaries in defining communities and has implications for media organizational and economic models (Kolodzy et al., 2014).

The Press Corporate Union (SPS) reported that the number of print media companies registered as SPS members continuously declined dramatically yearly. In 2021, there were still 593

print media registered in the Union. In 2022, 399 print media were remaining. It implies a decline in the number of newspaper copies circulating in the community. In 2021, for instance, there were 7.425 million copies of print media circulating per day. However, this figure dropped to 5 million copies circulating per publication in 2022 (Pratama, 2023).

Media companies are dealing with a situation where readers are only partially dependent on the process of media production and consumption that has been carried out until recently; instead, they are more active and selective in consuming through mobile devices. Therefore, the changes in the media habits and media use of consumers have pressured media companies to gain revenues.

The newspaper that still struggles to survive despite the advance of digital technology is *Harian Solopos*, published in Solo, Central Java. *Solopos* gradually structured its company into a digital platform starting September 19, 2007. The changes were made to the organizational and managerial structures and *Solopos*' workflow and patterns through convergence. The convergence strategy unifies communication data and information into a single platform (Hackley & Hackley, 2018).

The first convergence done by *Harian Solopos* was carried out by integrating itself into an online platform called *solopos.com (website)*, which has currently had 36,200,118 users with 293,941,878 pageviews as of March 2023. This media develops itself into more widely convergence, which is multiplatform media, such as *Espos Indonesia* (Youtube) with 5.7 thousand subscribers, *Espos Live* with 2.39 thousand subscribers (channel for streaming events and stakeholders' needs), *Espos Plus* for subscription premium) and *Expose* (*emagz.solopos.com*). Moreover, *Harian Solopos* has also built news media accounts on social media platforms. The first convergence done by *Harian Solopos* was carried out by integrating itself into an online platform called *solopos.com (website)*, which has currently had 36,200,118 users with 293,941,878 pageviews as of March 2023. This media develops itself into more widely convergence which they are *Fanpage Facebook* (FB) *Solopos.com* with 694.490 *followers*; *Twitter @solopos_com* with 66.309 thousand *followers*; *Instagram @koransolopos* with 105.115 *followers*, and *TikTok 3.954.399 followers* with 820 thousands *likes* (*google analytics*, February 2023), including built broadcasting media, they are *Radio Solopos 103 FM*, *soloposfm* (*radio streaming*), and *SoloposTV* (*tv streaming*).

Local newspapers can capture value and target consumers if they are carefully managed to encourage the sustainability of the local newspaper business. This research confirms the critical role of social media in supporting the local print media. The research finding of Olsen is seen in *Harian Solopos*, a local newspaper in multiplatform media. However, the point of emphasis in the research conducted by the author is how *Harian Solopos* attempts to balance market performance and public interest performance in its existence as print media on a multiplatform (Olsen, 2021).

Solopos presenting multiplatform cannot be separated from changes in the reader market (market structure). The shifting and changing of the readers' behavior as the market of readers and advertisers has forced *Solopos* to try its best to maintain and control the ongoing exodus. The readers' and advertisers' market structure determines the revenue earned. During the shift and change in the structure and performance of the readers' and advertisers' market, it is said that *Solopos*'s revenue has decreased up to 20 percent (Yustiningsih, interview on July 06, 2023). One of the factors causing the increase in online advertising is the involvement of the users or consumers in "clicking" the online advertising materials that attract their attention. This emotional touch, which is not obtained by traditional advertising, has been proven to improve advertising effectiveness significantly (Liu-Thompkins, 2019).

Since the beginning, *Solopos* has not considered itself a national newspaper but a local newspaper that mainly discusses local issues in Soloraya and maintains several Javanese-language columns. This is an ambiguous positioning, where, on one side, there is the intention to expand the

scope of business and gain broader revenue interest. *Solopos* can psychologically engage the community as part of their social identity, in addition to fulfilling the Solo community's desire for the presence of news media that has high proximity and familiarity value, without expecting too much from the news of *Kedaulatan Rakyat* (Yogyakarta), *Suara Merdeka* (Semarang) and *Radar Solo* (Jawa Pos insert from Surabaya).

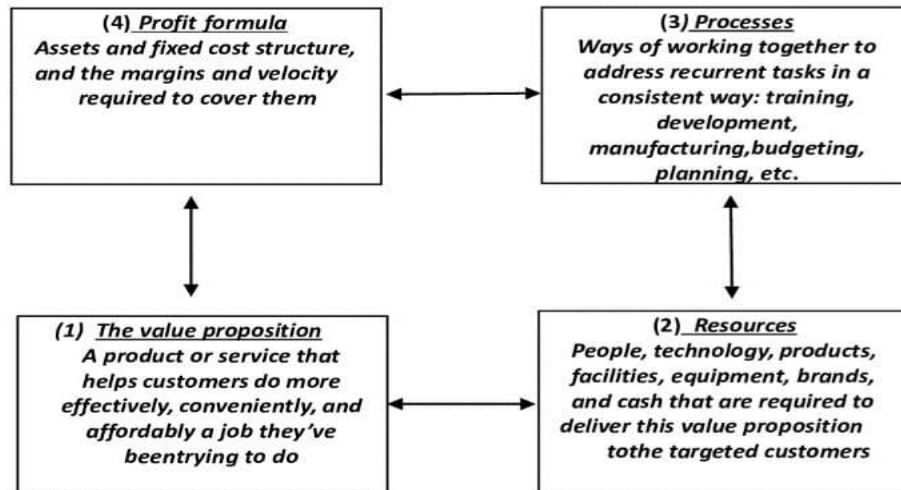
The changing responses by media companies can be taken as a sign that there are still more opportunities and appropriate ways to determine the media business model in the middle of the development of digital technology and the era of disruption for controlling the performance of readers and advertisers' market. Media economics is defined as the specific application of economic theories and laws to the media industry and companies, showing how regulatory and financial pressures direct and constrain activities and influence the dynamics of media markets (Picard, 2011).

Although print media has been transformed, it only automatically understands and controls the growing niche; even the chance of failure is still possible. The business model is a method companies use to design and utilize resources to provide better value for consumers and earn money simultaneously (Afuah & Tucci, 2003).

The success of the media is not only related to how the media presents its content media that fulfills the aspects of media performance and how the content meets the consumers' expectations but also related to how this can be closely aligned with the aspects of a business model that the media carries out. This business model involves controlling and expanding the market and advertisers. The old media is starting to be abandoned by the consumers as one of the pillars supporting how it gains revenue through advertising. This logic has shifted to the concepts of subscribers and followers and, at the same time, engagement as the basic calculation of the company's revenue as a digital media. On the other hand, the migration of technology and digital transformation is not a guarantee of the success of this media in the future because the existence of online media and news portals is still affected by digital disruption. There are two media, *Republika.co.id* and *Kompas Online*, which were born in 1995 and became the first news portals, but up to now, both of them have ever been the most significant news portals, although *Kompas Online* has changed into *kompas.com* (Kristanto, 2019).

Therefore, innovation in the media business model is necessary as a powerful instrument to create or sustain existing advantages. In the digital market, it is signed by the radical changes in reading patterns and business models; media companies must abandon the dominant logic and change the dynamics of value creation underlying their business models (Evens et al., 2017; Steensen & Ahva, 2015).

The business model that might be used holistically is *the Disruptive Innovation Model* proposed by Clayton M. Christensen, Jerome H. Grossman, and Jason Hwang (2009). This business model is a product of the synergy process of four essential elements: *value proposition*, *resources*, *processes*, and *profit formula*. Every element is closely interrelated to each other and unable to stand alone. For more details, the following figure is shown below:



(Christensen et al., 2009)

Figure 1. Elements of Business Model

The disruptive Innovation Model means journalism that is value-driven. The value proposition in this business model is the first and core component to see and analyze how value works in today's business. The value in the context of this business model is the comparison between the benefits and the price of products or services offered because the difference between those two aspects is what the consumers buy or pay for. Meanwhile, resources are the capabilities owned by the company. The resources are needed to achieve the value proposition. The resources consist of employees, technology, facilities, products, brands and equipment, including the cash required to deliver the value proposition to the company's targeted customers. Subsequently, the process element is a way or habit that has been formed in the cooperation carried out by the journalists when they are dealing with the demands of routine tasks. The processes are commonly understood as workflows and responsibilities, or within the broader perspective, they can be seen as work culture in the company. In the mass media industry, these processes are attracted between journalism and business interests. The advantages of this media business model are analyzed using the profit formula component. The essential profit formula is how the company generates its profit, similar to the management revenue model (Putera, 2022).

Media management must work hard to stabilize uncertain situations and changes and implement the proper media management model. Although the old media can technically be presented online or digitally and includes the main news menu covering sports, politics, cultures, society, economy, and entertainment, these sections will likely remain the same between the old and new media. On the other hand, the capabilities of creating hypertextual contents that combine animation, graphics, audio, data, and speed frequently prevent the success of digital transformation in the media because of the unpreparedness of the existing human resources.

The era of new media is a source of complexity and uncertainty. The media convergence has driven the evolution and brought permanent changes. Many observers in the media industry are pessimistic about the changes and the impacts on the media business model. Nevertheless, the evidence shows that the media industry fully embraces this evolution because many opportunities arise from developing the media business model, particularly for all media management in new media. Many are optimistic that in every change occurred, opportunities and probabilities can always be achieved amid the uncertain situation (McPhillips & Merlo, 2008).

The structure of positions and job desks in the old media organization is clear. Each of the sections has certain working hours according to the applicable regulations. This is different from the organizational structure of online media that emphasizes actuality and always demands to be updated to be more flexible and situational. The employees of the online media are allowed to have multiple job descriptions, unlimited working hours and always be mobile because they have to update the latest news. This correlates with the increasing need for the latest information consumers require (Pratiwi, 2014).

The employees in the Newsroom (journalists) are also aware that the media organization aims to provide the public commodity of free and impartial high-quality information that is critically needed for democratic debate. Media organizations or companies should be different from others because if they are, it could be disadvantageous to the information they provide (Cage, 2016).

Additionally, there are limitations in making news, whether it still refers to the formula of 5W+1H, the principle of covering both sides, checking and rechecking, the determination of sources, the determination of policies and news value related to the agenda of setting visa vis viral and trending. It has implications for overall media performance. Media performance is the issues concerning the media structure and performance about how media organizations are professionally managed through the principles of good management and the effectiveness and efficiency of the organization. These are all related to freedom, equality, diversity, truth, quality of information, social order, and solidarity (McQuail & Deuze, 2020). Accordingly, the media performance should be placed in the situation and condition that represents the economic circumstances and liquidity due to the control of the media market and advertisers.

Firewalls are almost extinct and can be said to have disappeared, even though some media outlets still maintain them. Following the times, media organizations are becoming more modern. Professionalism is a demand that must be addressed. The management of media organizations has drastically changed. Nowadays, the positions of editorials and non-editorials are of equal quality (Saltzis & Dickinson, 2008). In these contexts, the organization structure is bound to change; for instance, in the editorial organization, there is a unification of various types of traditional media (television, radio, website, and print media) within one organization's roof (Erdal, 2008).

McQuail uses four significant categories to operationalize the concept of public interest performance. Those categories are 1) media independence, 2) media diversity, 3) media objectivity, and 4) media contribution to the social and cultural order. The performance refers to the presentation, representation, and implementation of the situational entities and states concerning what is transmitted to the consumers, including manifestations of media content. Therefore, those four significant categories used as the parameters briefly state why each value is significant and why each category is implemented by the media (McQuail, 1992).

The potential success of the media is not only in the performance of the contents and how the contents are favorable by the consumers but also in how it is linked to the business model. The business model is based on controlling and expanding the markets and advertisers. The old media is starting to be abandoned by the consumers as the driving force behind the media's revenue through advertising. This logic has shifted toward subscribers, followers, and engagement as the basic calculation of the company's revenue as digital media. On the other hand, technology migration and digital transformation are not a guarantee that this media will continuously be successful in the future because, in reality, the existence of online media or news portals continues to face digital disruption.

The achievement of media success is not only related to the administration and ability to adapt to technological changes but also to the capability of the media to produce content that is well-received by the consumers without avoiding the principles of public interest performance. The

author intends to further analyze Harian Solopos's media business model through a multiplatform strategy approach based on a case study.

Multiplatform is defined as the emergence of new ideas for content that are considered to have many possible distributions (for example, online, smartphone, interactive games, social media, and others) instead of just one delivery platform such as print or linear television (Doyle, 2010; Parker, 2007). Another Opinion states that a multiplatform media company is a media company with the support of communication and information technology aimed at building and developing systems (Rusadi, 2012).

For many media companies, the multiplatform movement has fundamentally changed the media managers' understanding of the media business because, in many cases, this movement to a multiplatform approach would change the organizational identity of the media companies (Doyle, 2015). Some cases show that there are expectations among media managers that there is an excellent opportunity to achieve new revenue streams, improve management and cost, and more effectively exploit media resources (Doyle, 2010).

This research focuses on the case study as the specification of an event or its uniqueness (Wahyuningsih, 2013). The case study approach is relevant when *Harian Solopos* develops itself in the multiplatform concept and uses its media business model that is specific, unique, constantly looking for an established form, and integrated as a system. *Harian Solopos*, as the media company, shows its efforts to balance the market performance with the public interest performance in the middle of the information technology turbulence and information disruption.

The main question is how this newspaper can find its appropriate and suitable business model amid the internet and digital technology development to remain relevant and survive in the future. As a result, the current study of the media business model emphasizes several challenges to be faced by media companies, especially in managing their transition and transformation to digital platforms and multiplatform to run well and ensure that funding for quality journalism is guaranteed.

METHODS

This research uses a case study design. This is not a methodological choice but rather a case choice. It means that from the number of the existing events, a particular event is considered a case; the others are not.

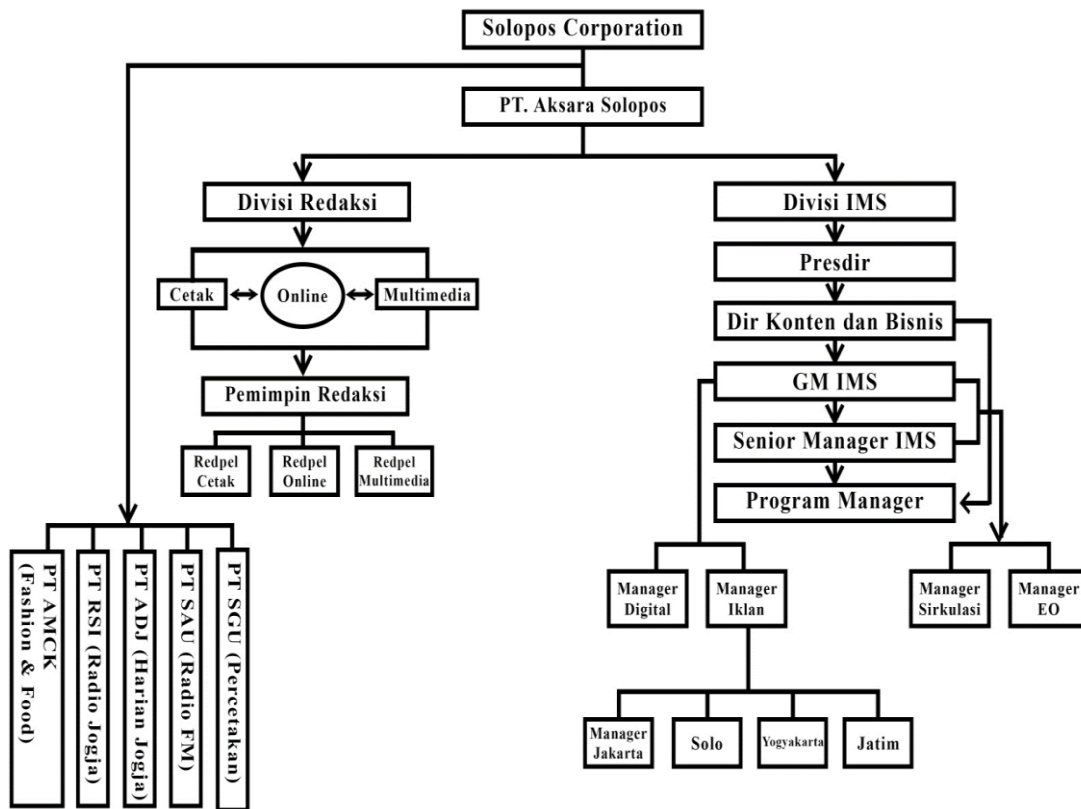
This case study is one of the designs in qualitative research, which includes both the object of the research and the result of the research. The author explores real life, contemporary restricted systems (a case), or various limited systems (multiple cases) through the collection of detailed and in-depth data involving a variety of information resources or compound information resources (e.g., observation, interview, audiovisual materials, documents and reports), and present a case description or case theme reports. The unit analysis of the case study can be either a compound case (multi-site study) or a single case (within-site study) (Creswell, 2015).

According to Robert E. Stake (1994), the object of the research as the case study has unique, specific, and system-bound characteristics. It also has excellent usefulness and benefits for epistemological thinking. It is affirmed that this case study is not a methodological choice but a case choice (Denzin & Lincoln, 2009).

Referring to the overall explanation presented, the case study in this research is a holistic single case study. In every case study choice being studied, it is the rationalization of the events that is used as a case that becomes the basis of consideration in terms of logicity and interconnection, and also, seeing this case leads to the proposition of a particular theory or conceptualization.

RESULT AND DISCUSSION

The Media Business Model of Harian Solopos. Information technology and digitalization have changed how the media industry works economically and in the public interest. These changes occurred from the 1990s to the 2000s, including organizational management and corporate information systems. In this era, several companies had opportunities to develop and generate diversification and expand business units. Some media companies were initially based on printed media; they established companies and broadcast media (radio and television), hotels, insurance companies, and hypermart. Some others develop culinary, fashion, and event organizers, as Solopos did, which is the locus of the research. This kind of expansion entirely depends on the potential and resources of the organization, as well as the company's liquidity to support business diversification and other operational units. Some have developed and become established, but others are still struggling around themselves and have yet to take the lead and serve as part of the supporting system. The findings of the media business models in this research are as follows:



(created by the author, 2023)

Figure 2. The Media Business Model of Harian Solopos

The media business model of Harian Solopos is the synthesis result of the author's description of the workflow patterns of business and economic efforts carried out by Harian Solopos in the multiplatform concept. Through a system approach, the author attempts to understand how the relationship among units is being developed, determine which units become the main business, which units become the supporting business, and then determine the results of the business, particularly to balance the market performance with the practices of journalistic that prioritize the public interest performance as the information and news media.

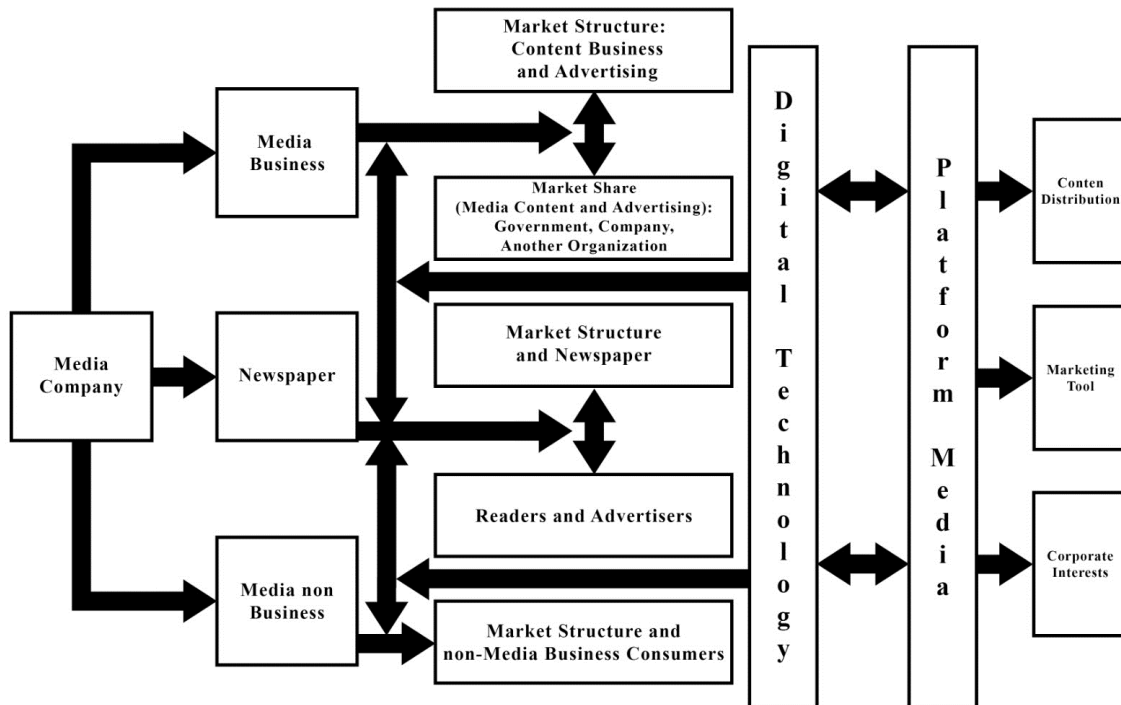
There are several significant parts of the Solopos media business model. Firstly, Solopos is the brand corporate under the Solopos Media Group Corporation (SMG). It is not solely a business identity, but it is an organizational articulation that shows the development, dynamic life, adjustment and adaptation of *Harian Solopos* despite the changes and threats to the existence of Solopos Newspaper that becomes the parts of the identity of the City of Solo, itself. Secondly, PT. Aksara Solopos is a core company that manages *Harian Solopos* and other multiplatform media developed into media business units. As the media company, PT. Aksara Solopos manages two important divisions that focus on developing and managing journalistic and advertising industries: the editorial and business. The editorial division consists of print, online, and multimedia, led by an editor-in-chief, while the marketing, advertising, and circulation divisions are in one special division called Integrated Marketing Solution (IMS), which a director leads.

Thirdly, Solopos investigates and makes breakthrough changes in market structure, making content a potential new business opportunity that can increase Solopos's advertising revenue. In this case, the elements of the contents are not in the sense of news because it has become the duty and responsibility of the editorial division. The contents contemplated in Solopos IMS division are, in a general sense, regardless of whether it is biography writing (publishing and printing business unit), advertising content design, infographics, product promotion, campaigns, promotion, or others related to advertising activities. Finally, the potential is maximally improved by the IMS division through several innovations, for example, multiplatform advertising offerings, advertising design offerings, brand content, and infographics.

Fourth, the editorial division of print Solopos, Solopos.com (paid or unpaid), and multimedia of Solopos is coordinated by an editor-in-chief (*PEMRED*). PT. Aksara Solopos started from the early establishment of Solopos.com in 2007 and did not separate the company for managing print editorial, online platform editorial, and multimedia editorial. This differs from several other media companies that separate the management of offline and online newspapers. In order to optimally maximize the completion of the tasks of the editor-in-chief, three managing editors (*REDPEL*) are assigned simultaneously: a print editor, an online editor, and a multimedia editor.

Fifth, other companies were established to manage the broadcasting media (media business unit) and nonmedia business units, such as fashion, food, event organizers, and other fields of business. The five companies are 1) PT Solo Grafika Utama (PT SGU) manages the printing business; 2) PT Solo Audio Utama (PT SAU) manages radio FM and radio *streaming* of Solopos; 3) PT Aksara Dinamika Jogja (PT ADJ) manages print *Harian Jogja* and *website* *Harian Jogja*, 4) PT Radio Suara Istana (PT RSI) manages Radio Star Jogja FM and radio *streaming*, and 5) PT Aksara Mandiri Cipta Kreasi (PT AMCK) manages the grilled chicken, a food business under the brand "*I am in Love*" and "*Batik*" business under the brand "*Pisalin*". These companies are positioned as the supporting systems for the core company, PT. Aksara Solopos (Solopos Media Group). Moreover, these companies aim to optimize additional revenues from sources other than market structure revenues, which are circulation and advertising.

The Media Business Model Balancing The Achievement of The Market Performance With The Public Interest Performance. The study of the business model has increasingly interested practitioners and academics, especially since the "dot.com" business boom in the 1990s. The research on business models from year to year shows a growth trend at the global level (Purnomo et al., 2021). This research is based on understanding, identifying, examining and analyzing business practices in the media industry in the process of transformation and adjustment to change in communication and media behavior of people who are not generally relying on newspaper and print media. The following is the finding of the media business model in this research that related to the media business model of Solopos as the local media in a multiplatform:



(created by the author, 2023)

Figure 3. The Media Business Model Balancing The Market Performance With The Public Interest Performance

In contrast to the business model of conventional media companies, the print media companies in the multiplatform concept develop three business units in their media business model they are 1) newspaper business, 2) media business covering contents and advertising, and 3) nonmedia business. The newspaper business is a business that produces and publishes content in terms of news. Bill Kovach and Tom Rosenstiel (2014) explain that the essence of news is truth. Even though the truth of news is not absolute, it may be used to provide daily information for people who want to know about a particular situation or condition that is happening or has happened elsewhere. McQuail (1992) states that content is limited: "what is transmitted to the audiences." The contents in the newspaper business are associated with the public interest performance. The basic assumption of public interest performance is the requirement for more and more attention from the media in the current information society to display matters of the broader public interest (McQuail, 1992).

As for the media business unit, content is significant. However, it is not considered to place content as news, but content in general, particularly promotion content on products and services, campaign content, or other contents related to advertising, for example, classified advertising, column advertising, display/product advertising, advertorial advertising, brand content, condolence advertising, programmatic AdSense, and others. Eventually, to keep up with the changes in people's behavior due to the presence of information technology, media companies should see it as a great potential. Although all of those cannot be controlled, the potential must be followed and become a market opportunity that must be taken seriously. Consequently, the media companies that still survive today develop their content-based business units while simultaneously

developing new channels based on online, digital, and social media (multiplatform). Nevertheless, those media companies continue to maintain and innovate for the survival of their print media.

Furthermore, nonmedia business units are business units that are not related to news content and advertising content. These business units are intentionally established and developed as the supporting system for the business sustainability of the media companies. The nonmedia business units can appear in the hospitality industries, hospitals, insurance companies, culinary industries, playgrounds, supermarkets, and fashion. This kind of expansion depends on the organizational potential and resources of the company as well as the ability of the company to meet its obligations to support its business diversification and other operational units properly. Some media companies may develop well and become established business units, but others may need help to function as parts of a supporting system.

The three business units in media companies are inseparable from the study of media market structure, which is usually shown in terms of the social and economic status of the readers, as well as the types and characteristics of the advertisers who use these media. Typically, the advertisers come from various interest and business sectors, not only from government, companies, and organizations but also from individuals who only offer their goods to products and services from major national or international companies. The segmentation of psychographics and demographics is frequently examined and integrated with the product's offerings in the advertisements.

This structuralization brings stability to the media as an industry in the market performance, covering media consumers (readers) and advertisers. It ultimately correlates with the types and varieties of news content and the programs and rubrics presented. The market segmentation aspect of the media readers and advertisers stimulates their interest in adjusting their usage behavior and the types of readings they consume on media content. On the other hand, it is also an attraction and consideration for the media management to see the reading types of the media content that are suitable and preferred for the expectations of the readers and advertisers.

Consequently, the channels in media platforms are integrated by these three functions: 1) general distribution of content, regardless of use; 2) utilized as a marketing tool; and 3) optimized for corporate interest. In the media business, the offline and online print media have positioned the media companies as the content distribution, promotion, and marketing channels, as well as corporate interest associated with the media organization management and internal organizational development. Multiplatform media will efficiently distribute their content broadly. Attempting to figure out the media users not only as the newspaper readers but also as targeting followers, subscribers, netizens, or any other terms being used all lead to managing and developing relationships with their market segments.

Discussion. The survivability of the print media is determined by its ability to adapt and adjust to changes in market behavior and market structure. The existence of technology, as McLuhan said, is that we create technology, but technology is precisely what defines social, economic, cultural, and political behavior and order. In other words, the technology has structured and configured its system.

The collapse and downfall of the print media as media companies are due to the existence of information technology and media digitalization, the birth of several media platforms and communication channels, the independence of consumption behavior, and the production of content that is increasingly getting wider, interesting, independent, and it covers the multidimensions of human capabilities and capacities. Initially, in order to continue to sustain their lives, the print media and media companies relied on the circulation, the number of printed units circulated and consumed by the readers, and the advertisement, the number of advertisers, and the types of advertisements presented in the print media or newspapers.

This interaction has been enjoyed for a long time and has allowed the company to finance its operational aspects of the media and human resources. News, information, and entertainment presented in the print media or newspapers are routine menus presented to the readers. The routine menu of news, information, and entertainment must be distinct from its importance to be known, conveyed, and presented. The principles of the news value, actualization, proximity, prominence, and sensitivity to the area of origin reported and presented have taken root and become the routine pattern of the media gaining revenue. Those who buy and subscribe to newspapers are the revenue streams, although the most significant revenue of the print media, especially newspapers, is advertising.

The interlocking of the news, information and entertainment presented in the newspapers, on one side, while on the other side, with the readers who have consumers' profiles, such as socio-economic status, the level of income, the ways of purchasing newspapers, the level of education, the place of residence, and the means of transportation, is a potential market and a separate market structure being used by the industry, stakeholders and other social organization in connection with and an effort to build an attachment to each other, through advertising, for instance advertisements, advertorials, classified ads and promotion. This situation is a mutually beneficial relationship and how the print media gains and ensures its financial results. Meanwhile, the companies and organizations introduce their products and interests to the readers who are their consumers.

Conceptually, the use of the media, specifically newspaper consumption, reflects the media use patterns from the market structure and consumers within which the reach of the media is being distributed. Naturally, each print media, particularly newspapers, has market penetration and reach. The competition among the media related to market penetration also has its direction and dynamics in newsroom management.

In the beginning, the development of technology and digitalization was viewed as an opportunity for media management to converge vertically or horizontally. The convergence is implemented to reduce costs to make the company more effective and efficient. Reducing operational costs through convergence will increase the company's profit margin, accumulating capital and liquidity, becoming smoother, smoother, sustainable, and secure. This means that the media can significantly benefit from the existence and development of the technology.

The transformation of the media organization presents the so-called media convergence. This media convergence resulted from the slight similarities in the broadcast, film, printing, and computer industries. The convergence is the crossflow or combination that transforms any centralization or unification of technology, especially the creation of the technology and new unification (Olusola et al., 2016). The emergence of the media convergence system compelled the media as the business entity to expand and develop its wings and enter the internet network as the strategy to maintain and establish its business. Media convergence is the process that occurs in the cultural development of society. It is the essence of media convergence, as initiated by Henry Jenkins (Jenkins, 2006).

The position of *Harian Solopos* as a media company has limitations. It takes a conventional position, which is not intended to do rapid and immediate expansion, but instead takes a cautious attitude and careful ways that tend to be slow. However, Solopos is a company with a local market and is designed as a small company. First, the market structure and advertisers in Soloraya are unlikely in the big cities. Solo is a small city with limited business and industry movement. Based on that situation, the market potential and structure are limited, except in Solo. Hence, by relying only on Solo, the reach and market structure are not flexible. Second, as a media company, the development of organizational resources, especially human resources, is entrusted to the individual

initiative. Except for moral encouragement, the organization's intervention and support are less tangible.

The transformation of *Solopos* from a conventional medium to a digital-based multiplatform media has not only affected its media business model but also resulted in innovations in online advertising. The presence of the technology affects the development of the online advertising. The first online advertising was published in 1994 (Li, 2019). The further growth has significantly increased since 2011 and reached its peak in 2018. As mentioned by Lee and Cho, the growth happened due to the transformation waves from analog devices to digital devices, especially video, music, books, photographs, and how consumers shop (Lee & Cho, 2020).

In the early stage, the awareness of *Harian Solopos* as a media company is inseparable from technology and is undoubtedly determined by the direction and development of the technology. The awareness and assurance only sometimes guarantee success in resisting the changes and shifts in market structure. The implications are apparent in the direction of the media business model, the ways of work dynamics, and the quality of the Newsroom.

The crucial and strategic aspects of the changes in the media business, especially as the model and patterns that have been established and produced because it has lost internal relations that are functionally capable of generating revenue, are changes in communication and media behavior and also changes in the advertisers' behavior who do not longer rely predominantly on print media such as newspapers. The system approach determines the model by the essential elements that run their roles and functions. If the system is disrupted, in the sense that it cannot control the operational function, the objective of the system is no longer reliable. This indication can be seen in the decline of circulation, the limitation of newspaper distribution, and the decrease in advertisers.

The second change is in the work dynamics and the quality of the work in the Newsroom. The primary moral and ethics standards in the Newsroom are integrity, work practices and goals. Those three will always be the standard and code of ethics or code of conduct. Integrity refers to personal, emotional, psychological, and sociological consistency and stability against all kinds of temptation and offers to undermine the norms and professionalism of journalists or media employees. This study includes the perspective and work paradigm in professionalism as journalists; for example, it is considered "illegal" if a journalist creates his reality; it is unethical and immoral to lie to the public or distort titles or facts.

In many aspects, the proliferation of information technology and communication has created and designed different practices of communication, ranging from the communication discourse, communication styles, and information massification to hoaxes, doxing, hate speech, clickbait, and others. This situational factor, in turn, disturbs all aspects of the journalistic practices, whether in the regions or Jakarta - including in Solo. The public's communication and media practices have disrupted the stability and balance of idealistic practices of journalists.

The issue is that the practices in communication and media align with the directions and dynamics of the development of the new media and social media, causing the boundaries of news, information, entertainment, fact or fiction to become unclear and blurred. The media literacy of the public and their understanding of online media usage has led to an "overlap" between news as journalistic work and news as ordinary conversation of an event. In these circumstances, some of the needs for information, news, and entertainment that were fulfilled initially and supplied by the print media and newspapers have been shifted, and the public has diverted their attention and attracted them to more personalized and narrowcast communication channels. To a certain extent, the credibility of the communicators, communication channels, and messages have all shifted to the intrinsic value and are aligned with their preferences and interests.

Therefore, the shifts and changes in communication and media behavior significantly experienced a leap when online, open source, personalized, and independent communication channels emerged. In parallel, using Android mobile phones has added fragmentation and congestion in the networks of groups and communities. This technology allows someone to reach, access, choose, select, sort, and produce particular contents or messages. It contains several media platforms that can be used for specific interests occasionally.

The changing and shifting patterns dramatically broke the chain of the previously established media business model. The market structure of the readers and advertisers has also experienced some shifts and leaps. It is approximately 30 to 40 percent of the decline in revenue from the readers and advertisers obtained from the print media or newspapers. This large number and percentage is a real threat to the existence of the print media, especially newspapers like *Solopos*. Those signs are directly apparent in the business, marketing, and finance divisions. The mathematical calculation of the company's finance and liquidity compared with the revenue in the previous, current, and future projections. The calculation of operational costs, maintenance costs, and employee expenditure is considered to determine how long the entity of the media company will survive if it does not make innovations, changes, and other anticipatory actions while there is a significant reduction in the revenue.

Furthermore, the editorial division cannot directly feel the economic threats in the company, except it observes the declining trends of the readers and advertisers. The separation between the media as a business entity and the media as a manifestation of freedom of the press and speech shows a distance between business and public interests. Fortunately, the distance is filled by the research and development division of the media concerned, which continuously tries to develop and innovate the existence of the media, both as a business entity and as a social entity for the public interest.

In each level and element of the organization, the drastic changes are related to the organizational and company management paradigm based on the Industrial Revolution 4.0, each looking for and finding its accommodating business model that can control and seize the dynamic and changing market movement. In terms of technological culture, every technology requires knowledge and procedures. At the next stage, it is at the level of utilization and the skills of experts. The potential of technology in mechanical practices and economic interests show a relationship that is only sometimes linear.

Harian Solopos started to use information technology and digitalization through a self-learning process from each personnel. The process takes lots of time until it can be said to be mastered and qualified. Trial and Error or Learning By Methods are the forms of experiments by the media personnel to thoroughly understand the technology's characteristics. Therefore, it is hard to say that *Solopos*, as a print media newspaper, has initiated the changes in such conditions. Instead, the initiation of the changes comes from experiments on mastering the technology itself. In other words, the creation of the web, in the beginning, could be seen as an experiment until it is genuinely accustomed to creating the designs, making menus, features, and infrastructure as a front office and back office in the website display of the print media.

This stage is customized technology, on the one hand. On the other hand, it analyzes the directions and shifts of the consumer behavior of the readers and advertisers in following and responding to online media usage. Gradually, in the end, *Solopos* also developed and integrated the online media platforms into an integrated messaging system. The integrated messaging system through various multiplatform media provides new opportunities and profiling of online media's market potential and structure. On the one hand, *Solopos* print media has an offline market structure

profiling, and on the other hand, it also develops and expands the online market and market structure.

It is an opportunity and chance to define the media position as a market-oriented business entity and market structure configuration. On the other hand, the media is a social entity based on public interest. The business and marketing divisions can use all media platforms for promotion, advertisement, branding, and image interests, as well as for limited publications based on ceremonials and public relations. Conversely, the editors can also use all media platforms to deliver news and other journalistic works. Online media usage can be applied in three major areas: content and message distribution, marketing and promotion channels, and other internal corporate interests.

The fact shows that some dual markets and products can simultaneously be articulated and manifested through the media seeking to balance the business model and the public interest. It means there is an unprecedentedly close relationship between the marketing, promotion and advertising functions and the public functions in freedom of expression and speech as in the era of the industrial revolution 4.0. Since the changes and shifts are so powerful and have a significant impact, *Harian Solopos* carries out nonmedia business as its supporting system. In this industrial revolution 4.0 era, it seems reasonable when media companies also appear as a marketing and advertising industry. In the previous era, the issues in marketing, advertising and promotion were handled by certain advertising agencies; nowadays (in 2023), the media companies have already been handling and working on the market in the advertising and event organizer industries.

This phenomenon is reflected in the media's organizational structure, which involves account executives, advertising and promotion managers, and integrated program and content managers. Those positions are anchored by figures with high competencies in writing, designing, and creating print, broadcast, or audiovisual content. Moreover, the position of editor-in-chief, senior editor, managing editor, reporters, and journalists remain in charge of work related to journalistic works.

CONCLUSION

Harian Solopos formulated and defined its media business model after it experienced a decline in its revenues from print media readers. In contrast, the circulation has decreased significantly from year to year. The awareness to make some changes and follow the development of technology and digitalization has been taken well in advance by duplicating publications in the form of online platforms since 2007. *Harian Solopos* takes strategy business stages as an awareness that in the industrial revolution 4.0 and digital era, all data, information, news, and entertainment are the central of economic commodities. Recently, monetization of content, news, information, and data based on online media has yet to be achieved fully. The dynamics that occur from the movement of the readers and advertisers using online and digital media are only sometimes captured by the captive markets.

This research successfully formulated a media business model for print *Solopos* in a multiplatform setting. The model describes the roles, functions, and positions that lead to operationalizing the goals orchestrated on the organizational goals as a corporation. Accordingly, the business activities of *Solopos* as parts of market performance are unlikely to deal only with producing and distributing content and news. However, the activities also involve cooperation with partnerships, marketing activities, and other activities related to organizational changes due to situational changes and technological development. In order to endure and survive, all key activities, vital organizational resources, key partnerships, and other main segments must be customized as the initial capital for adjusting to all the turbulence occurring due to the changes in public communication and media behavior.

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