

## KOMPAS.COM MEDIA MANAGEMENT STRATEGY IN INTERPRETING PRODUCTION CONTENT CONVERGENCE

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### Abstrak

Kemajuan teknologi secara fundamental mengubah cara industri media beroperasi. Konsumen dan platform media sama-sama sudah bergeser secara online, dengan kelebihan serta konsekuensinya. Transisi media komunikasi dari media lama ke media baru menandai terjadinya perubahan yang signifikan dalam cara kita menggunakan teknologi informasi dalam berkomunikasi. Perkembangan media online saat ini telah membuat lanskap media baru yang dinamis, di mana konvergensi media adalah pertemuan atau gabungan segala jenis media, yakni integrasi antara media konvensional dan media baru. Akses yang mudah ke sejumlah besar konten dengan kualitas tinggi menyebabkan perubahan besar dalam ekspektasi konsumen. Penelitian ini bertujuan untuk menganalisis bagaimana media online Kompas.com memproduksi konten setelah menerapkan konvergensi di era digital dengan menggunakan teori media baru, model konvergensi jurnalistik August E. Grant dengan tiga model; konvergensi ruang berita, konvergensi berita, konvergensi konten. Selain itu, penelitian ini juga menggunakan konsep manajemen media massa dan strategi media massa menggunakan teori konvergensi kontinum dengan lima tahapan; promosi silang, kloning, kooperasi, berbagi konten, dan liputan penuh. Penelitian ini menggunakan paradigma penelitian yaitu paradigma konstruktivisme dengan pendekatan kualitatif dan metode penelitian ini menggunakan studi kasus. Pengumpulan data dalam penelitian ini menggunakan teknik wawancara mendalam dan observasi. Hasil penelitian menunjukkan bahwa Kompas.com telah menerapkan konvergensi konten dengan memperluas distribusi konten ke platform media sosial. Mereka melakukan manajemen media dengan berkolaborasi antar tim dan menyesuaikan konten sesuai platform untuk meningkatkan engagement. Meskipun tak menerapkan konvergensi newsroom, Kompas.com telah menerapkan konvergensi newsgathering dan konvergensi konten dengan baik.

**Kata kunci:** Konvergensi Media; Manajemen Media; Media Baru; Media Sosial; Konten

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## Abstract

This research analyzes Kompas.com's Media Management Strategy in Interpreting Production Content Convergence. Technological advances are fundamentally changing the way the media industry operates. Consumers and media platforms alike have shifted online with its advantages and consequences. Kompas.com is an online-based mass media that has implemented media convergence by combining various communication channels such as text, images, video and sound on one platform. Content production after implementing convergence certainly experiences changes. Therefore, this research aims to find out how the online media Kompas.com produces content after implementing convergence in the digital era using new media theory, August E. Grant's journalistic convergence model with three models; newsroom convergence, newsghatering convergence, content convergence. Apart from that, this research also uses the concept of mass media management and mass media strategy using continuum convergence theory with five stages; cross promotion, cloning, coopetition, content sharing, and full coverage. This research uses a research paradigm, namely the constructivism paradigm. Data collection in this research used in-depth interview techniques. There were three informants in this research who were selected based on certain criteria in content production on Kompas.com.

**Keywords:** Media Convergence; Media Management; New Media; Social Media; Content

## INTRODUCTION

Technological advances have fundamentally changed the way the media industry operates. Consumers and media platforms alike have shifted online, with its advantages and consequences (Castell, 2010). The internet is a technology product that is widely used by society (Alyusi, 2016). As a technology product, the internet can give rise to a different type of social interaction than previous social interactions. The increase in internet broadband speeds in the early 2000s created new opportunities for media companies and advertisers to engage their audiences in new and interesting ways (Kristiyanto, 2022). The transition of communication media over the past twenty years from old media to new media marks a significant change in the way we use information technology to communicate. Easy access to a large amount of high-quality content has led to a major shift in consumer expectations. Internet users have shifted from being satisfied with simple quality videos to wanting rich content with a variety of forms and interactive. The development of online media today has created a dynamic new media landscape, where media convergence is the meeting or combination of all types of media, namely the integration of conventional media and new media (Jasafat, 185:2020).

Media convergence is not designed top-down by companies that want to expand their business reach through various media platforms, but is also designed bottom-up by the desires of consumers who want to use media wherever, whenever, and in whatever format they want (Rhamdani, 2008) in (Badri 2013). Indirectly, the media must adapt for business continuity by fulfilling the desires of the audience. Media convergence is the process of integrating new media into the traditional media system (Kristiyanto, 146:2022). For example, online media such as Kompas.com which has combined various communication channels, such as text, images, video and sound in one platform. So, Kompas.com not only provides news in written form, but also presents multimedia content such as videos, photos, and infographics. In addition, Kompas.com also utilizes the presence of social media to interact with readers and promote their content.

## LITERATURE REVIEW

**New Media.** The definition of new media can be divided into three different aspects, namely technological aspects, sociocultural aspects and environmental aspects Archan (in Nugroho, 2020). The technological aspect of new media can be defined from a technological point of view. New media cannot be separated from technological advances in the field of communication. The sociocultural aspect is that technology is developed by humans for a reason, namely development.

The main characteristic of new media is interactivity. Interactivity is a colloquial term where the use of new media involves two or more participants producing, distributing and simultaneously receiving messages with computer technology facilities. Computer-mediated communication stands on the principle of interactivity, this is the difference between new media and old media (Nugroho, 2020). The advantages of online media or new media are:

1. The process of disseminating information is very fast
2. Old information or data can be reopened easily at any time.
3. The forms of content delivered are very diverse, namely text, image, audio, video.
4. Can be accessed easily from anywhere and at any time, and its use is practical and flexible.
5. Online media users can interact with each other.

**Media Convergence.** Media convergence refers to changes in media structure due to the emergence of digital technology as the dominant method for presenting, storing and communicating information (Kristiyono, 2022). Apart from that, according to Henry Jenkins (2006) media convergence is the flow of content on several media platforms, cooperation between several media industries, and the migration behavior of media audiences. Media convergence is a development of technology that makes communication more practical with the presence of the internet which can be accessed anytime and anywhere.

Media convergence is also carried out because of user needs for the functions of several technologies. These functions were initially in different media, but to make things easier, several of these functions were combined into one media (Kristiyono, 2022). Then, according to August E. Grant in (Shohibah, 2020) journalistic convergence has three convergence models, namely:

1. Newsroom convergence. In this convergence model, journalists from different platforms such as from online media, newspapers, television and radio are brought together in one news production room. After that, they carry out assignments according to their media platform.
2. Newsgathering convergence. In this model, a journalist is required to be able to achieve multitasking levels. They are required to be able to do work done by other platforms in one group.
3. Content convergence. News in the content convergence model is presented in multimedia form, which is a combination of text, images, audio video, blogs and animation.

**Convergence Media Strategy.** Convergence is a general model of communication that focuses on the information transmission model. Convergence is a movement towards one point, towards other communicators, towards common interests, and towards greater uniformity but never reaches that point (Littlejohn, 2009: 257). For example, several print media have begun to create additional special desks for their online media divisions, creating divisions for video news, etc. (Setyawan, 2023: 112). Almost all large media companies are now entering the internet sector through medium diversification driven by convergence (Setyawan, 2023:116). As a result, convergence is important as media companies begin to enter significantly different markets.

Apart from that, in the book Grant (2009:205) explains the continuum convergence coined by Dailey, Demo, and Spillman. Continuum convergence is a model that functions as an instrument for defining and evaluating the stages of the convergence process that occurs in the newsroom (Shohiba, 2020). The five stages consist of:

1. Cross Promotion is a stage of cooperation between two media to provide space for each other and introduce each other's media content.
2. Cloning, is the stage when content is reproduced to be published in other media. News content is published in other media as is without any changes.
3. Coopetition, the stage when converged media entities cooperate with each other and are competent at the same time.
4. Content sharing, allows both media to share content in the form of repackaging. Media convergence in this case is carried out by media that are under one ownership.
5. Full coverage, the stage where different media collaborate fully in terms of data collection, production and distribution of content. This stage, the media work together to produce content and topics collaboratively by utilizing their respective media.

**Management Media.** Management of the online media industry is an online-based media process in effective and efficient ways by utilizing various available resources to achieve specified goals (Ummah, 2021: 85). Online media management activities are generally divided into three parts, namely content management, design and marketing (Romli, 2018) in (Ummah, 2021: 85).

1. Content management has the function of creating and managing content or messages delivered via the internet. This division consists of editor-in-chief, editor or editor, reporter, photographer, writer, correspondent, contributor.
2. Design management is closely related to the appearance of the website and various related elements. Several things that are important in implementing online media design are fast loading, user friendly, search engine optimizer-SEO friendly.

3. Marketing management is an important part of the broadcast media industry. Marketing can be done either online or offline. Marketing methods can be done with social media marketing, social media optimization, search engine optimization, search engine marketing, and so on.

## METHOD

The research object used in qualitative research with qualitative research methods and research methodology is a case study with the title Kompas.com media management strategy in implementing production content convergence, namely news content uploaded on Kompas.com social media to see how information is delivered to the public. post-implementation of convergence.

The research method used under the title "Kompas.com Media Management Strategy in the Implementation of Production Content Convergence" is a case study. A case study is a series of scientific activities carried out intensively, in detail and in depth about a program, event and activity, either at the individual level, a group of people, an institution or an organization to obtain in-depth knowledge about the event (Rahardjo, 2017:3).

## RESULTS AND DISCUSSION

Kompas.com has proactively implemented media convergence by developing a content distribution strategy that focuses on social media. In this effort, Kompas.com expanded its content distribution platform from its website to social media such as YouTube, Instagram, and TikTok in response to the decline in clicks on its main site. This strategy reflects an adaptation to changes in consumer behavior that increasingly prioritize audio-visual content.

Kompas.com formed a special team responsible for audio-visual content, which is divided into two divisions to maximize performance and optimize content according to the characteristics of each platform. In addition, Kompas.com adopted a newsgathering and content convergence model based on the concept of August E. Grant, which requires journalists to multitask in producing news and visual content.

In content production, Kompas.com applies the principle of positivist journalism by choosing constructive issues and avoiding content that has the potential to trigger conflict. With ongoing collaboration between divisions, Kompas.com is able to adapt to audience preferences on various platforms and gain additional benefits from advertising. Overall, these steps demonstrate Kompas.com's commitment to facing the challenges of a dynamic and ever-evolving media industry.

## CONCLUSION

Based on data obtained from interviews and observations, it can be concluded that KoThis study concludes that Kompas.com has taken significant steps in media convergence to adapt to changes in consumer behavior that are shifting to digital. Kompas.com has expanded its content distribution from its website to social media such as YouTube, Instagram, and TikTok and has formed a special team for audio-visual content to meet the needs of this social media. This step has resulted in financial benefits through Google Ads and social media advertising. Kompas.com divides its audio-visual content team into two divisions, namely the team for Instagram and TikTok and the team for YouTube. This second team

has a different focus on increasing interaction with the audience on each platform. Popular content is uploaded to attract the attention of the audience and increase the number of views.

In addition, Kompas.com integrates multi-format content by combining text, video, audio, and graphics that are adjusted to the format of each platform. There is also collaboration between the social media team and the video team to distribute content more widely. Based on the concept of journalistic convergence from August E. Grant, Kompas.com has reached the stage of content convergence and news gathering, although newsroom convergence has not been fully implemented because each division is still working separately. Kompas.com also implements a sustainable convergence strategy through cross-platform promotion, inter-division collaboration, content sharing, and full distribution to reach a wider audience.

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