CONVERGENCE-BASED ADAPTATION MANAGEMENT IN COSMOPOLITAN INDONESIAN IN AN EFFORT TO SUSTAIN BUSINESS (CASE STUDY 2024)

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Abstract. In the digital era, media convergence is crucial for media organizations to survive and compete with other media. The convergence process itself, which has become an obligation for conventional media, cannot just happen once but must be continuous, which means that media must continue to adapt, as done by Cosmopolitan management. This research was conducted to understand how Cosmopolitan Indonesia magazine carries out adaptation management based on convergence in an effort to maintain its business in 2024. This qualitative research uses a case study method, within a constructivist paradigm. To obtain primary data, semi-structured interview techniques were used with five informants who are the main decision-makers at Cosmopolitan Indonesia. In addition, observation was also conducted through digital media. As an analysis tool, the theories of Media Convergence, CMC, Change Management, POACE Analysis, and SWOT Analysis were used. To adapt to the digital age, Cosmopolitan Indonesia has implemented a convergence-based strategy. This involves leveraging digital technologies, such as social media, to engage a younger audience. The magazine has also focused on creating relevant content, collaborating with influencers, and integrating campaigns across platforms. However, challenges remain, including resistance to change among senior staff and limited resources. To overcome these obstacles, Cosmopolitan Indonesia has adopted a collaborative approach involving management, editorial, and business teams. Additionally, SWOT analysis is used to identify strengths, weaknesses, opportunities, and threats, helping to guide strategic decision-making.

Keywords: Media Convergence; Online Media; Media Broadcasting; Adaptation Management; Media Production; Cosmopolitan Indonesia

INTRODUCTION

By integrating print, digital (social media and websites), and offline events, cosmopolitan Indonesia has effectively adapted to the digital age. Since digital media generates the most income, it is currently the main focus. Managing the distinctions between print and digital media as well as making sure that material can be converted to different platforms are challenges. Among the tactics used are: Content innovation is the process of creating content that is appropriate for the target audience on each channel. Platform integration is the process of integrating several platforms to reach more people, and Developing the team's ability to adjust to innovations and changes is known as team adaptation.

Maintaining the company and achieving steady revenue growth are the primary objectives of this strategy.

This study intends to investigate in greater detail how Cosmopolitan Indonesia uses convergence-based adaptive management to get past.

The question arises: what is the implementation of convergence-based adaptation management at Cosmopolitan Indonesia in an effort to sustain its business, including its obstacles, particularly in the year 2024?

1. What is the implementation of convergence-based adaptation management at Cosmopolitan Indonesia in an effort to sustain its business in 2024?
2. What are the obstacles to convergence-based adaptation management at Cosmopolitan Indonesia in an effort to sustain its business in 2024?

LITERATURE REVIEW

Media Convergence. There are many definitions of Convergence, as seen in several opinions as follows:

1. Convergence is when two or more objects meet or unite at a point; the focusing of the eyes on a very near point (Khomsarial Romli, 2016).

2. Convergence according to Jenkins is a word that describes changes in technology, industry, culture, and society in the way media circulates in our culture. Some common ideas referenced by the term include content flows across various media platforms, collaboration between various media industries, the search for new media financing, all of which are between old and new media, and the migration behavior of media audiences who will go anywhere to find the type of entertainment experience they want (Haryanto, 2014: 210).

3. Convergence according to Burnett and Marshall is the merging of media, telecommunications industries, and all forms of communication media into digital form (Fransisca Hana, 2017).

Based on the explanation above, it can be concluded that convergence is the merging of media, telecommunications industries, and all forms of communication into digital form, which changes the way media operates and interacts in society.

There are several definitions of media, as seen in various opinions as follows:

1. Media is a means that can be used to convey information to students. Media originates from the Latin language and is the plural form of the word "Medium," which literally means "intermediary," namely the intermediary between a message source (a source) and a message receiver (a receiver) (Heinich et al. in Hermawan, 2007:3).

2. Media, according to McLuhan, are all message channels that can be used as a means of communication from one person to another who is not present (Wibawa, 1991:7).

3. Media is a message carrier originating from a message source (which can be a person or object) to a message receiver (Wibawa, 1991:8).

Based on the above opinions, it can be concluded that media is a means or intermediary in conveying information from one person to another. In this case, the information refers to the content of Cosmopolitan Indonesia magazine. Media convergence is a term used to describe the phenomenon of integrating various forms of media into one through digitalization. This integration is done with the aim of producing or providing diverse media content to audiences through technological devices. With this convergence, audiences can enjoy various forms of content, such as text, audio, images, and audiovisuals through the same electronic devices. (storyteller, 2023).

Computer Mediated Communication (CMC). Various studies and theses state that Computer Mediated Communication (CMC) utilizes the internet to mediate human communication. This complex medium has such a profound influence, to the extent that dependence on computers and other communications also affects human psychology.

Computer Mediated Communication is a general term that encompasses various forms of human communication through computers connected to networks, which can be synchronous or asynchronous, and involve the exchange of messages, text, audio, and/or video one-on-one, one-to-many, or many-to-many." According to Spitzberg in Greiffenstern (2010:34-35), CMC refers to human interactions conducted and facilitated through digital technology. This definition includes the internet; text messaging, instant messaging (IM), multi-user interactions (MUDs & MOOs); internet, email, and video conferencing. (Puspita, 2015) Based on various existing facts, computer-mediated communication can be referred to as a communication process that exists in the cyberspace domain, which is an absolute space where CMC occurs, thus depicting that humans actually virtually exist in that space even though physically, they are in the real world.

Various forms of human communication through computers connected to networks, which can be synchronous or asynchronous, and involve the exchange of messages, text, audio, and/or video one-on-one, one-to-many, or many-to-many. Media convergence also influences the production and distribution of news. CMC theory allows an understanding of how digital platforms affect news presentation, including narrative formation, news selection, and their impact on public perception.

POACE Analysis. POACE is a step or strategy that must be undertaken when conducting communication activities in managing social media and websites (digital marketing). POACE consists of Planning; Organizing; Actualizing; Controlling; Evaluating. (Rismel, 2023). POAC is an acronym for the series of processes Planning, Organizing, Actuating, Controlling (POAC) or planning, organizing, implementing, and controlling, which are management functions that form a series of processes that need to be passed to achieve the desired goals (Terry&Rue, 1982). Meanwhile, George R. Terry in his book Principles of Management divides management into four basic functions, namely

Planning, Organizing, Actuating, and Controlling. These four management functions are abbreviated as POAC. (Merdeka, 2022).

Here is an explanation of these principles in outline form:

Planning: It involves selecting facts and establishing relationships between them, as well as making and using forecasts or assumptions for the future by describing and formulating the activities needed to achieve desired results.

Organizing: Organizing cannot be realized without a connection to others and without assigning specific tasks to each unit. It involves determining, grouping, and arranging various activities necessary to achieve goals, placing individuals (employees) in these activities, providing suitable physical factors for work needs, and assigning authority relationships to each expected activity. Terry also presents the principles of organizing, including:

1. The objective or goal
2. Departmentalization or division of work
3. Assigning personnel to tasks
4. Authority and responsibility
5. Delegation of authority

Actuating: According to George R. Terry, actuating is the process of stimulating and motivating all group members to willingly and diligently strive to achieve goals sincerely and harmoniously with the planning and organizing efforts of leadership. The achievement of goals depends not only on good planning and organizing but also on implementation and supervision. Planning and organizing are merely strong foundations for directed movement towards the intended goal. Implementation without planning will not be effective because planning determines the objectives, budget, standards, and work methods, procedures, and programs. Factors required for movement include:

1. Leadership
2. Attitude and morale
3. Communication
4. Incentives
5. Supervision
6. Discipline

Controlling: Control plays a crucial role in management as it functions to test whether work execution is orderly, organized, and directed. Even if planning, organizing, and actuating are good, if work execution is not orderly, organized, and directed, the set goals will not be achieved. Thus, control functions to monitor all activities to be directed towards their targets, enabling the achievement of set goals. To complement the above understanding, according to George R. Terry, control can be formulated as the process of determining what needs to be achieved (standards), what is being done (execution), assessing execution, and whether improvements are needed, so that execution aligns with plans, i.e., is consistent with standards. Terry presents the control process as follows:

1. Establish standards or criteria for control.
2. Measure performance.
3. Compare performance with standards and identify differences.
4. Correct deviations with appropriate actions.

SWOT Analysis. SWOT analysis is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats occurring in a project or in a business endeavor, or to evaluate one's own product lines as well as competitors. To conduct the analysis, business goals are determined or the object to be analyzed is identified. Strengths and weaknesses are categorized as internal factors, while opportunities and threats are identified as external factors. (Rangkuti 2002: 19)

Pearce and Robinson explain that SWOT stands for strengths and weaknesses internal to the company as well as opportunities and threats in the company's environment. SWOT analysis is used to systematically identify the most suitable factors and strategies. This analysis is based on the assumption that effective strategies will leverage strength and opportunities while minimizing weakness and threats (Robinson 2013: 229).

This analysis logically facilities decision-making processes related to the company's vision, mission, and objective. Thus, SWOT analysis can serve as an effective tool for evaluating factors

affecting the company in determining strategies.

METHOD

This research employs a case study methodology. A case study is a better method when the research issue is about how or why, according to Robert K. Yin (Yin, 2019); the researcher has little influence over the events under investigation, particularly when the research is on current phenomena in real-world settings. Numerous academic fields, including psychology, sociology, political science, planning, and economics, heavily rely on the case study approach. The case study research approach is employed in this study. This is due to the fact that a case study can be construed as a comprehensive investigation of al bounded system that is founded on the gathering of copious amounts of data.

RESULTS AND DISCUSSION

Based on the data obtained from interviews and also observations conducted, researcher will discuss how does the adaptation process from conventional media to digital media unfold, and how does the adaptation process continue to occur to sustain the business, ensuring its continuity and profitability? Many learning and experimentation processes are constantly being conducted from all angles with the same goal. Certainly, all teams are willing to change their mindset and continuously learn new trends that will keep evolving.

CONCLUSION

Cosmopolitan Indonesia has successfully adapted to the digital era by integrating print, digital (website and social media), and offline events. The primary focus is now on digital media, which contributes the most to revenue. The strategies implemented include several aspects. Starting with Media Integration, by combining various platforms to reach a wider audience, Content Innovation: adapting content for each platform, SWOT Analysis, by regularly evaluating strengths, weaknesses, opportunities, and threats, and Collaboration by working with influencers (KOL) to increase reach. The challenges faced include changing team mindsets, limited resources, and intense competition. Therefore, it can be said that Cosmopolitan Indonesia has demonstrated its ability to adapt to the changing media landscape. By continually innovating and leveraging technology, the magazine has successfully maintained its existence in the digital era.

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