

Disruption Management on Harian Jogja's YouTube Content in Post Pandemic

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ABSTRACT

In the midst of the current development of information technology, mass media is needed to make changes in meeting the need for information and news. There are many phenomena of print media companies that have closed their operations because they are not ready to face technological developments. This development encourages the growth of news media through YouTube in disseminating information, and media management in managing interesting content as a strategy to make this information more accessible to all audiences. The purpose of this research is to find out the post-pandemic management of YouTube content disruption. The theory used is the theory of media convergence. This study uses a qualitative descriptive method using data collection techniques in the form of observation, interviews, and documentation. The results of this study indicate that the application of content management using media convergence is a necessity to be faster and more effective in following current technological developments. Media convergence affects the performance of journalists in meeting the needs of companies by increasing their skills to meet the needs of media platforms as human resources (HR), by managing interesting content that is needed by the community to become a strategy so that a media can survive and develop amid the development of information technology, one of the implications the economy with media convergence is affecting companies because it changes business behavior and advances companies.

Keywords: Media convergence, digital media management, content management

INTRODUCTION

The current development of information and communication technology has brought major changes to the world in various aspects of human life to media activities, one of which is the press. The presence of the internet and new media provides a wider space that allows the process of production and distribution and the volume of information is no longer limited by time and space (Kurnia, et al, 2017). The presence of the internet brings changes to the way humans meet the need for information and news. The internet has changed the landscape of the media industry (Bahiya, 2015). Previously, traditional media such as television, radio and newspapers could be said to dominate the existing media market. However, with the emergence of the internet, the mass media industry has also undergone significant changes.

One of the most significant impacts of the internet on the media industry is its ability to provide content that can be accessed instantly. With the internet, access to information can be done in seconds, even without distance and time barriers and this allows consumers to obtain information quickly and easily. In addition, the internet has made it possible for consumers to be able to choose the content they want to view or listen to. This means that traditional media must adapt in new ways to attract consumers' attention.

The existence of the phenomenon of disruption causes the presence of the internet and the media involved in it, such

as social media, to become more dominated (Muhtadiah and Muhammad Tahir, 2017). One form of disruption is the large use of new media or social media such as YouTube, Twitter, Facebook, Tik Tok or other social media, social media is also a place for *citizen journalists* to get information very easily, making it easy to get and produce information from various points of view, and generate information on social networks, apart from that social media is also one of the sources of information that is often used by the public, because it is more efficient in use, can be accessed anywhere, and anytime. In an era of uncertain disruption, a number of surveys show that the position of newspapers is starting to be eroded by the penetration of online media (Kusuma, 2016).

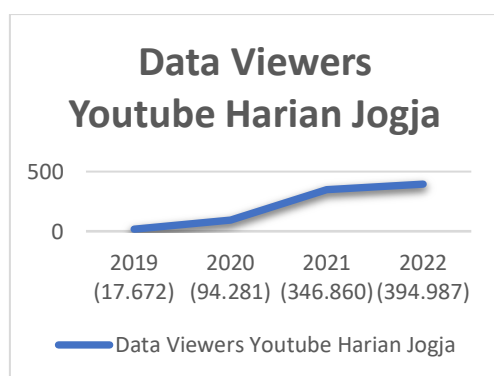
The era of media disruption, especially through the widespread spread of the internet, has had a major impact on reducing the number of readers of printed newspapers. Many consumers have started to turn to online platforms to get news and information, so that sales of print newspapers have dropped drastically. Traditional newspapers in this case have to compete with online media which offer news more quickly and interactively.

In his book *The Vanishing Newspaper*, published in 2006, Philip Meyer predicted that in 2044 the possibility that newspapers would stop printing could become a reality, if there were no new innovations from newspaper leaders to respond to existing developments (Reza, 2019). Disruption

results in extinction or change depending on how the mass media company deals with it. If you make a change, it will give birth to a more innovative and massive innovation with a wider scope of change. Several print media companies were not ready to keep up with technological developments in the era of disruption, causing them to stop publishing. Based on the data collected, there are several print media companies that have closed their operations and stopped publishing, such as Tabloid Bola, owned by Kompas Gramedia (KG), which stopped publishing in 2018 (Muria Endah and Fajar Junaedi, 2019). The weekly magazine Tempo will stop operating in 2021 (tempo.com). And the Republika newspaper stopped operating selling printed newspapers in December 2022, after 30 years of the journey of Republika's new daily giving a new color to journalism in Indonesia (Tvonenews.com accessed December 31, 2022).

The many disruptive phenomena that occur require the mass media to participate in facing these challenges by responding to these challenges in the form of solutions for the mass media to continue to have an existence in society. The mass media is the same as living things which must survive (Junaedi, 2017). Following the pattern of information flow in the face of disruption can keep a print media company afloat and still exist today. Jogja Daily is an example of a mass media company that is participating in the challenge of disruption. One of the ways that Harian Jogja carried out an innovation was by starting to create a YouTube account in 2008, and starting to inspire in 2019 Harian Jogja started uploading news and *live content*, *stream* via YouTube media, and continue to increase the amount of content containing news, information, live broadcasts, and public service advertisements which have continued to this day. Based on data on the Harian Jogja YouTube *platform*, and in 2022 there will be an increase in the number of *viewers* of 48.127 thousand viewers (YouTube Harian Jogja)

Table 1. Yogyakarta Daily YouTube Viewers Data



Source: Jogja Daily YouTube Screenshot

The unification of the various media platforms is one of the media company strategies so that news content can be published on many media platforms at the same or lower cost (Dwyer, 2010). This is a challenge in itself for print

media companies, in achieving the goal of meeting market share needs, of course, requires innovation and media product management capabilities as a support in a media. Where apart from providing print media in the form of newspapers and radio, Harian Jogja also adds new media in the development of the company, such as social media, online media and news applications. In all organizations, both media organizations, the management function is always inherent in the life processes of the organization (Junaedi, 2014). Based on the background above, the researcher wants to know how the disruption management of YouTube Harian Jogja's content is post-pandemic.

LITERATURE REVIEWS

Much research has been done on how the mass media deals with periods of disruption. Some of them are research conducted by Bella Efliana. S and Yeni Yesilawati, in 2019 with the title Jawa Pos Multimedia (JPM) Stream Media Management in Facing Competition in the Disruptive Era. This study analyzes the media management implemented by JPM Stream in order to survive in the digital era, where JPM has a special place by using a national network schedule to promote the JPM stream application through the Jawa Pos Group television. This study both examines mass media companies managing existing media management in companies, but the difference is that this study uses media management theory while the researchers conducted use media convergence theory.

The second research is Danar Kristiana's research. D, with the research title Synergy and Collaboration as a Print Media Strategy to Survive in an Era of Disruption. This research examines how the Jawa Pos newspaper print media faces the era of disruption and maintains business by maintaining customer loyalty, creating new products in cyberspace, and also modifying products. by displaying quality products with a network along with share profits. This research both examines the management of mass media companies in facing the era of disruption, but has different goals, where this research focuses on the synergy and collaboration of print media while the research being studied focuses on YouTube content management.

The third research is a study that was researched by Muria Endah and Fajar Junaedi in Mojok.co digital media content production management and content mapping, where this research reveals the content production process carried out by Mojok.co in order to present a unique and interesting rubric display, the difference in this research namely focusing on rubik content management through the Mojok.co site while the research studied is content management for YouTube Harian Jogja and the similarity is that they both examine digital media management.

The fourth research is the research of Lisa Viranda et al, with the research title Kompas.com media product management to compete in the millennial generation era, where this research shows Kompas. com's efforts to maintain its existence by continuing to produce quality media products, product management capabilities carried

out being able to make the media adapt to millennial characteristics in accessing information, the difference between this research and the research being studied is the different focus points of the objectives examined and the different theories used in each study.

This study also uses several theories to become a conceptual basis for viewing phenomena. Some of the theories used in this research include:

1. Media Convergence

The presence of convergence brings technological changes in media consumption in society, to spread mass media information through new media or culture. Convergence causes radical changes in handling, providing, disrupting and processing all forms of information, both visual, audio, data and so on (Prihartono, 2016). Convergence according to Jenskin in Friedrichsen and Kamalipour (2017). Media convergence as an ongoing process where content, technology, audience and industry intersect.

Convergence according to Henry Jenskin in (Haryanto, 2014) convergence is a process that occurs which describes a technological, industrial, cultural, and social change, in accordance with the cultural development of society. This includes the flow of content across multiple media platforms, collaboration between media industries, the search for new media financing structures that are all in between old and new media, and changes in the behavior of media audiences. According to Terry Flaw in *An Introduction to Media*, media convergence is the result of three *new elements media*, which is called 3C technology (*communication, compute, and contents*) where these three are a synergistic combination of voice, data and video services that use only one type of network, which is obtained through the internet where convergence combines technology and the internet (Prihantono, 2016).

This has become a media phenomenon triggered by the birth of a new media and digital technology, which makes it possible to access information in the form of content through various media platforms. Media convergence refers to a situation where a print media company in Indonesia undergoes a transformation by establishing an online news portal to present news in an online version. Online media in general are all forms of media that can only be accessed via the internet. Whereas specifically what is meant by online media is all types of mass media that are published online via the internet, both print and electronic media (Vera, 2016). According to Gordon (2003) there are five forms of convergence in media organizations, namely ownership convergence, tactics convergence, structure convergence, information coverage convergence, and presentation convergence.

- 1) Convergence of ownership where this relates to a system that regulates a media company to encourage cross-promotion and content sharing between print, online and television media

platforms owned by the same company (Deviana, Rana. 2019).

- 2) Convergence Tactics a convergence by collaborating in the form of cross-promotion and exchanging or sharing information obtained from cooperating media.
- 3) Structure Convergence where this convergence focuses on the division of labor and restructuring of media organizations that are already part of the convergence, by changing the organizational structure and division of workplaces to suit the needs of the Convergence.
- 4) Convergence of information coverage where media companies require journalists to have multiple skills or multitasking.
- 5) Convergence Presentation or storytelling which emphasizes the work of journalists to present news or information on various platforms.

In the convergence process according to Dailey, Demo and Spillan (2005) there are five stages of media convergence based on the level of participation or convergence continuum (Convergence Continuum). The continuum convergence has five stages, namely cross promotion, which is a process of using words using image elements to promote media content that is produced to appear on other platforms, namely in visual form by displaying logos regularly or promoting counters verbally. Cloning where content produced by a media is reloaded on other platforms or newsrooms of other media with or without changes. Competition, namely where converged media work together (cooperatively), or compete (competitively competitive) with other platforms. *Content sharing* where there is an exchange of ideas and themes by each member and conveying them to each platform so as to produce reciprocity with one another, in making, planning special work or doing it together. Full convergence, namely where a platform already has an editor or manager to manage the division of the news planning process (story *planning*).

2. Media Management

Management comes from English which means management which means leading, guiding, and managing (Djurato, 2004). Management means coordinating resources, funding sources and other sources to achieve goals and objectives through planning, organization, movement and control actions. In a company, management is the main foundation for a company to survive.

Media management is a science that studies how media is managed with principles and the entire management process is carried out, both for the media as a commercial industry and social institutions (Junaedi, 2014). The media is studied in full, its characteristics, position, and role in the economic, social, political environment and system and where the media is located (Rahmitasri, 2017). Media as living beings, where the media grows and develops to sustain its life, requires management by learning how to manage media (Junaedi 2014). A media innovation becomes a supporter in the progress of media companies

in order to survive and compete with other media companies, by managing content that is of public interest without reducing the quality of the information provided, providing what is needed by business partners and the general public, using an innovation will further increase product quality so that it can attract consumers, advertisements, or customers for the company.

3. New Media

New media etymologically means new and media means intermediary, *new media* is a new means of intermediary. New media is a media that results from the integration or combination of several technological aspects including computer and information technology, communication networks and digital information media and messages (Flew, 2008). New media is used to explain media that is digital, computerized, and networked as an effect of the development of information and communication technology (Arshano Sahar, 2014). With the existence of new media, it allows the public or users to access media content flexibly anywhere and anytime by using technology, the development of new media in society is very large, especially in the use of the internet, but the influence of new media also follows, both positive and negative influences.

Social media is a medium that is produced from new online-based media that is used to share communication networks such as talking or communicating and participating (Hamidati, 2011). Social media is a source of information that is often used by the public because it is more efficient in use, can be accessed anywhere and anytime which causes the media in it, such as social media, to become more dominated (Muhtadiah and Tahir, 2017). One of the social media that is widely used by the public is YouTube. YouTube is a medium that can display pictures, moving images, sound, and writing together and clearly when watched, with flexible use and can be accessed at any time using the internet.

METHODS

In preparing this study, researchers used a type of qualitative research. According to Sugiyono (2021) the qualitative research method is a naturalistic method because the research is carried out in natural conditions where the researcher is the key instrument. This type of research is descriptive qualitative which focuses on post-pandemic management of YouTube Harian Jogja content disruption, to find out how Harian Jogja conducts content management, especially during a pandemic. Where this research is carried out on natural objects, or objects that develop as they are, not manipulated by researchers and researchers do not influence the dynamics of these objects. This research will be conducted at the Jogja Daily Office, which is located at Jl. AM Sangaji No. 41, Cokrodiningratan, Kec. Jetis, Yogyakarta City, Special Region of Yogyakarta.

The time of the research conducted by the researchers to compile this research began in 2023. Starting from the beginning of February, the duration that I will take in conducting this research is 3 months to collect data and process the data presented in the form of a thesis. The data collection techniques in this study are:

1. Observation

The purpose of carrying out observation activities is to find out the management of Jogja Daily YouTube content by making direct observations, at the Jogja Daily office to find out the actual conditions in the field, then the results of the observations are recorded in a note.

2. Interview

Interviews are used as a data collection technique if the researcher wants to know and find problems that must be examined from more in-depth respondents with a smaller number of respondents (Sugiyono, 2016). According to Sugiyono (2017) an interview is a meeting of two people to share information and ideas through questions and answers, so as to get an arrangement of meaning in a topic of conversation. In this case the researcher as the interviewer, interviewed the informant to find out about the management of YouTube Harian Jogja and to get additional information and ideas related to supporting the primary data.

The informants in this study are senior content managers, managing editors and photographers of the Jogja Daily, who have continuity with content management, and are related to the management, production and publication of news content, *live streaming*, YouTube public service ads, social media and online. According to the researcher, he is the one who knows the management of digital media content and publications.

3. Documentation

Documentation is a record of events that have passed, documentation can be in the form of writing, pictures or momental works of a person, with documentation it can be a support in a study so that it is more credible if it is supported by photographs, or existing academic and artistic writings (Sugiyono, 2021). This documentation is like previous research, a review study of literature, records, pictures, books, notes, and reports that are related to this research and can assist in supporting this research.

Data Validation Techniques

Data validation in this study uses the triangulation method as data collection, which combines various data collection techniques in various ways and times (Sugiyono, 2021). The triangulation used in this research is source triangulation. Data validation uses triangulation of significant sources in this study comparing and checking back the degree of trust in information obtained through time and different tools by (1) Comparing observed data with interview data, (2) Comparing what people said in front of in general with what was said privately, (3)

Comparing one's circumstances and perceptions by sharing opinions and views.

Data analysis technique

The data analysis model in this study follows the concept given by Miles and Huberman. Miles and Huberman revealed that the activities in qualitative data analysis were carried out interactively and continued continuously until each stage of the research was completed. Components in data analysis:

1. Data reduction

The data obtained from the report is quite a lot, for this reason it needs to be recorded carefully and in detail. Summarize, choose the main things, and focus on the things that are important, look for themes and patterns.

2. Data Presentation

Presentation of qualitative research data can be done in the form of brief descriptions, charts, relationships between categories, and the like.

3. Data Verification or Inference

The initial conclusions put forward are still temporary, and will change if strong evidence is found to support the next stage. And if the conclusions put forward at the initial stage are supported by valid and consistent evidence when the researcher returns to the field, in collecting data, then the conclusions put forward are credible conclusions.

RESULTS AND DISCUSSION

Changes in digital-based technology are very fast, resulting in a convergence faced by mass media companies, by carrying out media transformation, where the media must be able to survive or maintain its existence so that it is not inferior to other online media, in facing these challenges Jogja Daily faces technological challenges by carrying out business transformation in the media industry in the form of online media, digital media such as social media YouTube, Instagram, Facebook and Twitter.

In 2020, when the world was experiencing the COVID19 pandemic, at that time activities were limited and required people to carry out all activities at home. Jogja Daily continues to innovate so that companies can survive by looking for opportunities that are different from other mass media, where activities during a pandemic are limited, unlike journalists who are required to provide information to the public, this makes Jogja Daily move to combine news platforms into one in the form of images, writings and videos uploaded on Jogja Daily youtube by providing *talk show* or outreach services in online and also *hybrid forms*.

According to Gordon (2003) there are five forms of convergence in media organizations, namely ownership convergence, tactics convergence, structure convergence, information coverage convergence, and presentation convergence.

1) Ownership Convergence

Jogja Daily which was founded on May 20 2008 is one of the Bisnis Indonesia Group owned by PT. Dynamics Character, Harian Jogja, which used to only be print media, then developed by providing online media, creating social media accounts, and then over time, developing into online media and continuing to innovate to expand the mass media business by expanding into event organizers, social media such as Facebook, YouTube, and Twitter.

Digital media Harian Jogja started its work in the digital world by creating simple content on YouTube in 2019. This process became one of Harian Jogja's starting points for the process of finding identity by building it in the internal environment first as a form of "habitation." The appearance of the Jogja Daily digital media can be seen in figure 1 below.

Figure 1. Display of Jogja Daily Digital Media



(Source HarianJogja.com, Picture 3 YouTube source Daily Jogja)

2) Tactics Convergence

Jogja Daily cooperates (cooperatively) by exchanging and sharing information obtained from and to media that work together in one company. Based on interviews conducted with the Jogja Daily Digital Team, by maximizing existing content to be broadcast on various other existing media, Jogja Daily is a media that is different from the others. This can be seen in the following interview excerpts

"For example in making news talk shows via YouTube, and the output is also broadcast in other media such as print, online and social media so that it becomes an added value for harian Jogja and that is also what distinguishes it from other media companies" (Harian Jogja digital team, April 10, 2023).

The convergence of tactics carried out by Harian Jogja apart from fostering an atmosphere of cooperation between internal media, also fosters a competitive atmosphere (competitiveness) between one platform and another which of course can improve existing performance. This is done by exchanging ideas and working together to create, plan special work or do it together, as in *talk shows the show* digital content team is responsible for the continuity

of the talk the show, and the editorial team serves as a moderator in the event if needed as a supporter in creating the content. In addition, each media promotes media in one company, such as displaying media accounts in Jogja Daily on the account screen display.

3) Structure Convergence

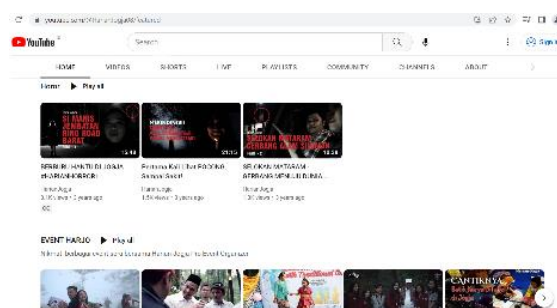
At this Convergence, the Jogja Daily divides tasks and re-actualizes the media by changing the organizational structure, where each division has different tasks. Here a platform is in charge of assigned tasks by having editors or managers to manage news planning sharing. The Jogja Daily Digital and Photography Team revealed this in the following interview excerpt.

“By nature, Harian Jogja content is produced by two teams in one division. News content that is hot news and daily is produced by the Editorial Team, while feature news, talk shows, podcasts, public service announcements, short films and other soft news are produced by Harian Jogja's strategic digital content team. (April 11, 2023).”

4) Information Coverage Convergence

Convergence of information coverage that requires journalists to have a lot of expertise, where at the beginning of the development of social media and YouTube Harian Jogja at the beginning of the formation of digital media all journalists were required to have video recordings when reporting news. Each division cooperated with each other in creating YouTube content. At first, journalists only had journalist skills, they had to learn independently to be able to use *basic broad casting*. The process of change in the face of digitalization, such as the beginning of the Jogja Daily YouTube content which contains news that is widely watched such as content looking for ghosts, football, and disasters, and currently changing the content of the YouTube account by returning to provide news information with a different view, and more recent. The visualization can be seen in figure 2 below.

Figure 2. Display of Jogja Daily YouTube



(Source: Youtube Daily Jogja)

5) Convergence Presentation or storytelling

Journalists or journalists at Jogja Daily are asked to include information not only in the form of notes but also in video form so that the news information obtained can be published not only in newspapers but can also be uploaded to other media in Jogja Daily.

The management of Harian Jogja's YouTube account itself has several stages in determining sources and planning flow of activities where the digital team submits proposals to the intended client such as government offices, or related sources, who are related or have the authority to act as a bridge in conveying information to be appointed. Apart from that, Harian Jogja provides short films as a bridge to provide information to the public in the form of short film shows. The visualization can be seen in figure 3 below.

Figure 3. Display Youtube Daily Jogja (Short Film)



(source: Youtube Daily Jogja)

There are several stages in the production of short films carried out by the Harian Jogja digital team with several stages in management. The Jogja Daily Digital Team conveys this in the following interview excerpt

“Submission of narratives, content discussions, talent selection, venue selection, location surveys, shooting, editing, product evaluation, and launching, this flow is also used in public service advertisements, talk shows and film event organizing activities” (Jogja Daily digital team, 10, April 2023).

According to data quoted from Reportal.com, YouTube usage in Indonesia alone reaches 139.0. YouTube makes it easy and easy for information to be given by displaying images, sounds, and writing that are combined into one. The management of YouTube content is carried out by Harian Jogja by carrying out media transformation, and highlighting issues that are of great interest to viewers, such as disaster information, toll road construction, football, or information that is currently popular with the public by referring to a journalistic code of ethics. YouTube is currently in great demand by the public because it is more efficient where YouTube itself can display data in the form of images, sound and writing as well as providing services that other competitors do not yet have, such as providing talk shows, podcasts, short films, public service advertisements, live *streaming*. directly or online or carried out in a hybrid manner, combining off air and live streaming activities by providing services with two choices of places, namely indoors and outdoors, accepting client access outside the Special Region of Yogyakarta such as in Magelang and Kebumen. Harian

Jogja prepares activities and results in great detail, creates news content every day, where the news content is published in approximately two to three news videos.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research conducted by Harian Jogja YouTube content management, the researchers concluded, every activity carried out within the company needs a change by making better innovations, being sensitive to the environment by highlighting issues that are popular and needed by the community, always uploading content every day and continue to provide the best service to the public by continuing to look for opportunities so that the company can continue to grow. Apart from that, managing varied content and understanding what audiences want can help in increasing the number of viewers.

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1. Suggestions that can be given by researchers regarding "Post-Pandemic Post-Pandemic Management of YouTube Content Disruption of harian Jogja " are expected to continue to advance with new innovations without eliminating the code of ethics, continue to add supporting facilities so that the news information displayed is even better and continues to be
 2. Be more active in providing information through social media, in order to be able to reach a wider audience that is used by Harian Jogja. This is done consistently, by continuing to innovate and continuing to try to add relevant teams to support and advance the digital team.
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