

Transformation and diversification of Banten TV business as local television industry in the digital era



Amin Aminudin ^{a,1,*}, Ana Nadhya Abrar ^{a,2}, Novi kurnia ^{a,3}

^a Fakultas Ilmu Sosial dan Ilmu Politik Universitas Gadjah Mada, Yogyakarta, Indonesia

¹ aminaminudin@mail.ugm.ac.id *; ² ana.abrar@mail.ugm.ac.id; ³ novikurnia@ugm.ac.id

* corresponding author

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ABSTRACT

The digital era has changed all aspects of life, including the aspects of the broadcasting industry. The presence of Internet technology also presents a new system in the broadcasting industry. changes in the broadcasting system have also resulted in business diversification in the broadcasting industry. in this digital era, it has also tightened the business competition in the broadcasting industry, such as Banten TV. The formulation of the problem in this study is how to transform and diversify Banten TV's business in maintaining the broadcasting industry business. The method used in this study is a qualitative method with a case study approach by exploring the transformation and Diversification of the Banten TV Business; the paradigm used is constructivism with the theory of media ecology from Marshall McLuhan. Hasi research shows that Banten TV, as the largest local television in Banten province, transforms broadcast content by broadcasting entertainment and local wisdom, such as the local culture and religion in Banten province. With broadcast coverage using a 5000-watt transmitter, it certainly has a potential role in raising local wisdom with a very wide radiance; the transformation of Banten TV broadcast content is carried out by raising a religious superior program with the name of the Sholawat program (Solusi Tepat Per erat Umat) as a superior program in raising local wisdom in Banten which is religious and also the exploration of tourist destinations in the Banten region. In addition to transforming content, Banten TV also diversified its business by creating television program programs in collaboration with the Banten provincial government as a strategy for increasing the company's economic value.



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1. Introduction

Digital technology has changed how we communicate and access information over time. Once seen as a utopian vision with numerous benefits, the internet now poses some troubling realities. Internet technologies have led to increased surveillance, the potential for personal data collection, data breaches, the spread of false information, and uncontrolled data commercialization. On the other hand, technology also plays an essential role in fulfilling our needs for information, education, and cultural advancement [1]. The presence of technology dating back to the 60s and 70s resulted in computer-mediated communication, which eliminated one of the most important communicative experiences, namely social presence. Instead of fostering a trust structure, the economic incentives of the Internet today have created a system where privacy and profitability often contradict each other [2]. Local television plays a crucial role in showcasing various local cultures and regional events that often go unnoticed by national media [3].

However, this has also resulted in increased competition in the television industry. As a business, local television competes with other local TV stations and faces competition from national television, on-demand TV, and other internet-based television platforms [4]. In Indonesia, the media industry serves as the foundation for evaluating the current era of globalization, driven by digital technology. The rapid development of digital technology necessitates innovations from the media in Indonesia to ensure quick and effective access to information for the public, meeting their needs for fast and specific updates. Thus, a new media platform was created to address this issue and provide an appropriate solution for the masses in responding to citizens' needs [5]. The mass media industry continues to change due to internet technology [6]. One of the most affected sectors is the broadcasting industry and broadcasting technology [7].

According to Wong *et al.*, the transformation is carried out as an effort to share broadcasting data, which serves as a consideration in determining the strategy of the broadcast media institution [8]. As an industry, the media will undoubtedly adjust its approach to managing broadcasting institutions. Moreover, the management of broadcasting institutions will continue to make necessary adjustments to ensure their continuous development over time. As stated by Lelebici *et al.*, institutional changes are implemented as efforts to keep up with the competitive trends in broadcasting institutions, as institutional organizations are not permanent [9], the same idea was also expressed by Price *et al.*, stating that technological changes are integral to the new media landscape, rendering the definition and legacy of old broadcasting inadequate for organizational needs. The speed and extent of adjustments aim to make broadcasters more transformative in response to the presence of technology [10].

According to Hara *et al.*, broadcasting technology is used to guarantee the anonymity of the verifier in the sense that the verifier of broadcasting [11]. According to Lowe *et al.*, the Internet's presence has also altered the value of companies related to the political market's needs. These changes are evident in the innovation and creativity of providing information, which has evolved from traditional methods to more collaborative approaches while still considering cultural aspects as an essential part of the industry [12]. One of the mass media industries that have changed as a result of the presence of internet technology is the broadcasting industry in Indonesia, the transformation initiated by researchers is the transformation of the business from conventional types of media using frequency to business that leads to the digital system. This digital system is a system that has opened the door to alternative sources of information and economic sources [13]. In the digital age, one of the things that matter is collaboration [14]. In a digital world, boundaries and barriers to competition no longer exist solely on a local, national, or international scale [15]. In the realm of broadcasting competition, locally and internationally, one must consider the changes in broadcasting distribution dynamics, as Doyle conveyed in his research. Television has transformed the process of exploiting intellectual value and content creation and production, which has significant implications for audiences and industries [16].

Television is one of the industries significantly affected by digitalization, primarily due to the rising number of internet users. In this context, the television industry faces tough competition from online media, which is relatively more accessible to the audience [17]. This necessitates television broadcasters to continue innovating in their broadcast programs and media. One of the ways to achieve this is by providing access to television news on the Internet [18]. The presence of the Internet has transformed the broadcasting business into a digital mode, as stated by Legner *et al.* In this digital mode, at least three aspects are important: (1) Innovating in developing products, services, and business models; (2) Designing effective and efficient innovative solutions focused on users; (3) Reorganizing business departments to adapt to the changes [19]. The presence of Internet technology in an unstable global media business environment has also contributed to the global economic crisis, as stated by Maniou *et al.* The digitalization era has presented a series of challenges for broadcasting entities, and digital media now dominates the future of television competition [20].

The internet has brought about a new phenomenon in changing media usage, especially with smartphones' widespread availability and popularity in the Indonesian market. Smartphones are considered a necessity by many people in Indonesia and have affected the spread of information through conventional media, particularly television, including local television like Banten TV. The functions of mass media, primarily focused on providing information and entertainment, have shifted due to the dominance of internet media in the market. To survive the mass media market competition, efforts are necessary for the local television institution, Banten TV. The advent of broadcasting via the Internet has led to business diversification in the broadcasting industry.

This digital era has also intensified business competition, especially for Banten TV, the largest local media in Banten province, with a motto "from Banten to the archipelago." Therefore, the main focus of this study is to explore how Banten TV is transforming as a local television media and how it can diversify its business to sustain itself in the broadcasting industry. In the broadcasting business world, many have been influenced by the internet, and local television broadcasting companies must compete and adapt to technological advancements. This research aims to provide insights and formulate strategies that need to be considered to navigate the challenges posed by the digitalization of broadcasting and survive the impact of digital technology.

2. Method

This study utilizes the case study method to discuss and explain its research. Data collection involves interviews, reference studies, and observations. Interviews were conducted with policy-making leaders in Banten TV, such as the Editorial Board, Producers, and Production Managers. Reference studies were gathered from various sources, including books, journals, conventional media, and the Internet. Observations were carried out between April and May 2022, focusing on the content of broadcasts on Banten TV. The theory used in this study is the theory of Media Ecology [21], which was introduced by Postman in 1968. Postman defined media ecology as 'the study of media as environments,' emphasizing that 'technological change is not additive but ecological' [22]. This aspect is evident when discussing the four ecological perspectives, as summarized in Table 1, illustrating its relevance in media studies.

Table 1. Four main ecological approaches in the comparative perspective [23]

Approach	Authors	Focus	Elements	Metaphors
Medium theory	McLuhan, Postman, Strate, Meyrowitz, Scolari	Media technologies	Perception, cognitive functions, historical epochs, global village	Media ecology, Environment, extinction, survival, coevolution
Information ecology	Nardi and O'Day	Local human activities	People, practices, values, technologies	System, environment, coexistence, coevolution
Communicative ecology	(Altheide) Robinson, Tacchi, Hearn, Slater ...	Meanings	Three layers: technological (devices), social (modes of organization), and discursive (content)	Milieu, agents Communicative ecology
Media ecology	(Guattari) Fuller, Goddard	Agency, subjectivization, dynamism	Material objects, human beings	Media Ecologies Post-media Political Ecologies

Media ecology is a theory that acknowledges the coexistence of various media technologies, channels, and content with which activists interact in mobilization settings. It emphasizes that the emergence of newer media technologies does not automatically lead to the elimination of older media technologies [24]. In media ecology theory, according to Postman, two assumptions must be considered: first, the attitude is not only about preserving media but also about preserving culture. Second, media have errors and biases [25]. Media Ecology Theory (MET) is a communication theory popularized by Marshall McLuhan [26]. According to McLuhan's thinking, the word 'ecology' in 'Media Ecology' refers to the study of how the environment can affect a person, while the 'media' is considered to play a significant role in exerting such influence [27].

With McLuhan as an early representative and suggested 'father' of media ecology, this school of thought focuses on how technology shapes everyday life. It questions the neutrality of each medium in informing subjects, objects, and environments and traces the historical conditions of different media and their relationships [28]. Marshall McLuhan's Theory of Media Ecology is famous for its unique slogans, such as "the medium is the message" and "the global village." This study will discuss the concept of "hot and cool media." McLuhan proposes that media can be grouped into two temperature categories: hot and cool, see Fig 1. He explains that media classified as hot do not require audiences to imagine or interpret a message [29].

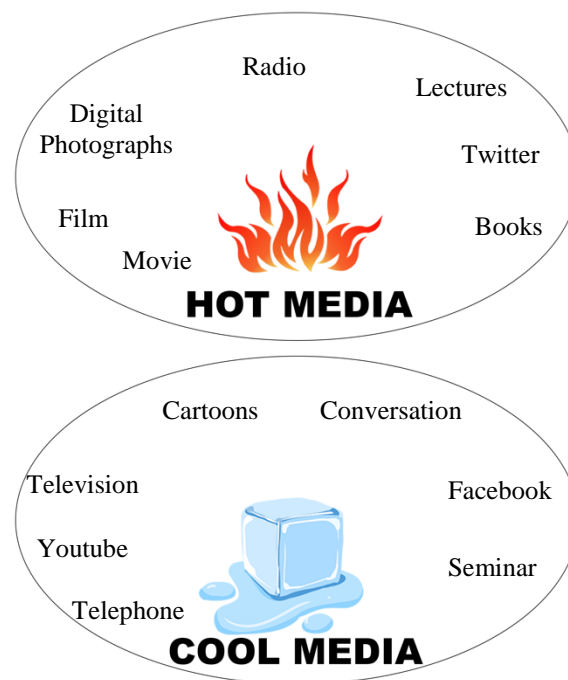


Fig. 1. Grouping hot and cool media [29]

Broadcasting has also led to business diversification in the broadcasting industry. In this digital era, where business competition is tightened, Banten TV is the largest local media in Banten province, with a motto "from Banten to the archipelago." The main focus of this study is to explore how Banten TV can transform and diversify its business to sustain itself in the broadcasting industry. The method used in this study is qualitative, with a case study approach, aiming to delve into the transformation and diversification efforts of Banten TV's business.

3. Results and Discussion

3.1. Banten TV Broadcasting Technology Transformation in the Digital Age

Whether we realize it or not, the media has become an integral part of society; this concept is also referred to as mediation, where the media plays a significant role in today's media and information society. In information communication, reference is necessary for information to develop in all aspects of our lives [30]. It raises questions about how various media types shape our society, behavior, and understanding of the world [31]. Over time, media has transformed, encompassing various aspects, such as technological changes, content, and consumption patterns. In this context, researchers focus on the transformation of technology. The existence of the Internet has brought about new technology in the broadcasting industry. The application of internet technology has been beneficial in disseminating television content as an information function. The audience benefits significantly from the timely production and presentation of news or information, as any information can be presented very up-to-date. Current news can be broadcasted instantly, thanks to the help of the internet. This differs from the era before the internet was known in the media industry.

Internet technology is believed to have impacted the number of television show viewers. The internet has also altered the consumption patterns of television media. In this digital era, television viewers no longer watch shows simultaneously on channels through the television screen. Instead, they opt for other channels, such as watching via YouTube and streaming platforms. With technology in this digital era, viewers can replay and watch broadcasts at their convenience, even days after the original airing. Consequently, audience ratings have decreased, which used to be measured when people watched specific TV stations. Moreover, watching television shows can now be done via smartphones through streaming anytime and anywhere. This has complicated the research results of rating agencies that previously measured the number of viewers through tools installed in respondents' homes. As a result, industrial capitalism in the present seeks to transform economic profit motivation into a cultural form, commodifying art to be marketed and exchanged for industrial goods [32].

In broadcasting, television can now leverage streaming technology thanks to internet technology. This broadcast technology is no longer limited by regional barriers, allowing viewers to quickly access various television shows through streaming on their laptops or smartphones. Due to these technological changes, Banten TV has also adapted its broadcasting technology to survive in the industry, as stated by Banten TV General Manager Rahmad Hidayat, who said:

"The presence of the Internet cannot be ignored; the Internet has changed the existing system, including the Television Broadcasting Industry; Banten TV, as one of the television media that focuses on local wisdom content, certainly considers this as an opportunity to be able to expand the dissemination of information, which originally only used broadcasting frequencies that television sets could recognize. Now with the presence of the internet, Banten TV has added channels for disseminating information on our content through web and streaming channels."

As a local television station based in the capital of the Banten government, namely in the city of Serang, Banten TV welcomes digital technology. However, it does not mean that Banten TV does not face challenges and obstacles. The main obstacle in implementing internet-based broadcasting technology is the lack of Human Resources who understand and master it. Lilik Hulwatun Ni'mah, the Managing Editor of Banten TV, highlighted this issue, stating that:

"As a local television domiciled in the capital of Banten Province, it is not easy to run internet-based broadcasts, where we lack Human Resources who master and understand the technicalities of broadcast content technology whose broadcasts can be transmitted through web channels, streaming, or social media. The editorial division uses internet broadcast technology in Banten TV, accumulating on the job desk, which is not the job desk. Of course, we want to be able to adapt the dissemination of broadcasts by using it all. Hopefully, one day, Banten TV will have Human Resources who understand the internet-based broadcast system."

3.2. Diversifying Banten TV Business as Local Television

The media provides a platform for everyone who wants to be heard, including politicians, corporations, megastars, influencers, and activists. Public attention is crucial for their success. To gain public attention, individuals or groups at all levels adapt their behavior to fit the logic of a particular medium [33]. People often underestimate the power and significance of the media in influencing their goals and behavior changes. This marks a significant difference from the direct media effects studied in individual contexts [34]. Models and strategies in mass media are designed for a broad audience and are generally planned. Mass communication plays a role in connecting events with potential responses that may arise.

Online communication is a method of conveying and receiving messages via the Internet [35]. Research conducted by Edelman states that trust in mass media platforms has declined. Regarding journalism activities, according to Edelman, public broadcasting is specifically recognized as a reliable source [36]. The question that arises then is, is there anyone still listening? Because the interest in information remains the main driver for someone to use media. Quality journalism requires an attractive editorial format and a lot of on-demand availability for media enthusiasts, such as readers, listeners, or audiences.

The mass media business ecosystem has changed significantly over the past few years. Companies outside the media industry are entering segments that have become part of the media market and have been established. For example, FAANG's social media services (Facebook, Amazon, Apple, Netflix, and Google) have dominated most of the media use in Indonesia. Indeed, we can always distinguish between journalistic content, obviously more entertaining editorial content, or user-generated content, but they all aim for the same recipients [37].

These new players follow a different logic from the old system. The combination of these functions is related to customer satisfaction. The algorithm provides backlink instructions if people need to find what they want anytime, anywhere, and don't know exactly what they want. This is also what Banten TV does as a television broadcasting medium to welcome technological adaptation in business. As stated by the General Manager of Banten TV, the keyword is customer-centricity. A statement from Satrya Ardiyanto, the financial manager of Banten TV, also reinforces this idea, as he said:

"Internet technology has also increased the number of audiences for Banten TV. Now, not only the people of Banten enjoy information services on Banten TV, but also people from other regions who are aware of the streaming and website of Banten TV. This has certainly added to the income for Banten TV, as they can generate revenue from digital advertisements published on the Banten TV website and streaming platform."

In today's digital age, digital media platforms are striving for integration. New collaborative initiatives in the industrial field are gaining approval, such as media convergence, which may be essential for the long-term survival of traditional media and even cross-industry broadcasting projects. As a part of the broadcasting industry, television can act as an agent of cultural change in a particular community by broadcasting its programs [38].

3.3. Citizen Journalism Banten TV in New Media

We see and perceive most of the world through the Internet. The media is aware of the impact it has and the consequences it can bring. Newspapers hold a significant place in public debate. While the number of available media styles has dramatically increased, the media continues to refine how we perceive our world. We no longer solely rely on political or economic backgrounds. With the advent of digitalization, blogs, and social media have given everyone a platform to speak directly to their audience, whether they have five or five million followers. The ongoing debate revolves around the struggle between journalism and social media, highlighting four critical aspects of public communication in a digital environment; (1) participation; (2) interaction; (3) transparency; (4) disintermediation [39]. Today's digital communication platforms have positive aspects, such as freedom of speech, diversity, and community. However, they also contain harmful elements, such as fake news and manipulation. The relationship between journalism and social media can take different forms, including competition, complementarity, or integration. As a media company, Banten TV cannot overlook social media channels to reach its relevant target groups. Trust becomes a crucial factor in citizen journalism, as stated by Lilik, the managing editor of Banten TV:

"Citizen Journalism in today's digital era makes it very easy for us to interact directly with citizens. We can obtain information from residents who have insights about their local area. Residents or the public can send proof of their information in the form of videos by sending it through the Banten TV WhatsApp account. Before broadcasting the video, we will verify its authenticity to avoid spreading false information."

Another aspect of the credibility of information is that we are aware that all types of news content from citizens can be obtained on social media platforms. Social media logic involves citizen journalism products that may differ slightly from journalistic standards. In particular, the separation of editorial content from citizen journalism generally tries to follow obligations by labeling every piece of uploaded content, even those without ads.

3.4. Challenges and Opportunities of Banten TV as a Local Media in Facing Information Digitalization

In 2000, the peak of technological advances rapidly developed, and information technology and telecommunications became the life trends of every individual every time and every second [40]. Humans use this technology in various activities, ranging from communication, information, transactions, education, and entertainment, to fulfilling their most personal needs. In relation to the development of this technology, several European countries have launched the concept of "Industry 4.0." This digital transformation concept utilizes new digital technology as a model for activities and transactions, leading to the emergence of the Internet and other information technology industries [41]. In a shifting new media ecosystem, Banten TV, as a local television, must pay attention to two things.

First, they must focus on the concept of mediation, which describes the process of social change and the increasing importance of the media for all stakeholders. Second, in the era of digital accessibility and social media, Banten TV must handle various sources of content and modes of interaction, such as journalists, politicians, activists, and many others trying to attract users' attention through digital media. Communication channels are now open, so information and disinformation have become significant issues with important implications for social cohesion. Some media platforms are publicly funded, while others are private. They adopt different approaches and are still influenced by the platform's design, the logic of various users, and their diverse business models.

However, traditional journalists tend to benefit (though to a lesser extent) in terms of trust. The media ecosystem continues to exist until now. But what about users? Of course, we want to access the media for entertainment and comprehensive programming. We believe we have a choice, but we often feel trapped. Some players require us to agree to their terms and conditions to receive exemplary customer service. We always pay a price, whether money, data, or both. Choice can significantly impact trust. In modern democracies, we have never had as many options as we do today. As a business institution, local television stations must be prepared to face tough competition, especially in the face of national TV hegemony, which is already very large, sophisticated in technology, and has strong capital ownership and human resources. Local television stations have a minor broadcast coverage area, typically covering one county or city area. They must also be ready to compete with other local TV stations within the exact scope of the territory [42].

4. Conclusion

The digital age has presented opportunities and challenges for local television stations like Banten TV. The increasing trust in journalists highlights the importance of credible and reliable content, while the decreasing trust in platforms underscores the need for responsible and transparent information dissemination. One of the significant contributions of the research is that Banten TV's adoption of digitization and its focus on broadcasting entertainment and local wisdom has positioned it well to cater to the audience's changing preferences and maintain its relevance in the broadcasting industry. By collaborating with the provincial government, Banten TV demonstrates a strategic approach to diversifying its programs, which can enhance its economic value and further engage with its target audience. However, a potential weakness is that the battle for attention in the media landscape remains fierce, with new technological disruptions constantly emerging. To stay competitive, Banten TV needs to continuously evolve and adapt to these changes, ensuring that it keeps up with the evolving demands and preferences of the digital audience.

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