

## BHIRAWA NEWSPAPER EDITORIAL MANAGEMENT FACING MEDIA CONVERGENCE

**Wahyu Kuncoro**

17 Agustus 1945 University (Untag) Surabaya

wahyukuncoro@untag-sby.ac.id

**ABSTRACT.** The development of information technology (IT) with the ease of internet services has made the competition in the mass media industry even tougher. The internet has facilitated the growth of online mass media. This study wants to reveal how newspapers respond to the growth of online mass media adding pressure to the existence of conventional mass media, especially newspapers. This research specifically reveals how the editorial policy of the Bhirawa newspaper in managing the media in order to survive in the midst of pressure by online media. The choice of Bhirawa newspaper as the object of research is because Bhirawa newspaper is one of the local newspapers in East Java that still exists today with dynamic market segmentation because it follows the times. From the results of this study, it was revealed that in responding to the presence of online media, Bhirawa newspaper applied the concept of content sharing. Content sharing allows two different media types to share content in the form of repackaging or including budget sharing. Because the production of print media with Bhirawa is online in the same space. This single newroom is very efficient for small media that has multiple platforms. Because what is being sold is one brand, namely Bhirawa, both printed and online. In maintaining the market segment among the state civil apparatus (ASN), the Bhirawa newspaper strengthens information related to the bureaucracy and government by placing its journalists to focus on reporting posts in the government.

**KEYWORDS:** Convergence, editorial, newspapers, bureaucracy.

### INTRODUCTION

In the midst of the pessimism faced by the print media regarding the current onslaught of digital media, there are still some parties who think that there is hope for the print media to survive. Even though Marshall McLuhan once predicted that the presence of electronic media such as television and computers would turn off the existence of printed mass media. However, until now McLuhan's predictions have not been proven and instead each mass media has developed to be complementary in a positive way or there is a complementary relationship. (Nasrullah, 2020)

In East Java Province, currently there are several newspapers with offices in Surabaya that still survive in the face of intense competition in the mass media. Among the newspapers that still exist are Jawa Pos, Harian Surya, Surabaya Pagi, Memorandum, Harian Bangsa, Duta Masyarakat, Radar Surabaya and the Bhirawa newspaper. Of the many newspapers in East Java, Bhirawa is the most interesting to study. Because Bhirawa, apart from being one of the oldest newspapers in East Java, even in Indonesia currently still exists by taking a special segmentation.

Taking market segmentation in the form of state civil servants (ASN) in the bureaucracy - government, Bhirawa who was born on October 5, 1968 has become a forum for socializing government programs, both provincial and district/city governments throughout East Java. In order for the mass media to continue to exist in this era of convergence, conventional mass media are required to adapt quickly to the changes that have occurred. Such as utilizing the development of information technology (IT) which is currently growing rapidly in society. (Nurudin, 2009)

If conventional mass media only relies on one platform, it is certain that they will be displaced by the presence of new media that are now emerging. Media actors must be able to adapt to technological developments. For this reason, mass media actors must add to their division, namely the information technology division. This media convergence must be carried out, because the era of media disruption has occurred at this time. For print mass media, one way to keep them existing is to create a new platform by utilizing online networks. (Firdausi et al., 2018)

Before the presence of online media, print media or newspapers became one of the public's mainstay information media, because newspapers were cheap media and quite practical to use. Through newspapers, the public can find out the development of information that occurs every day. Such as crime news, the world of politics, economics, culture, education, sports to the promotion of goods and services that are usually displayed in the advertising rubric.

Based on the background of the problem that has been written, it can be stated that the formulation of the problem is how the editorial management policy of Bhirawa Daily faces media convergence. This study also wants to see how Bhirawa's editorial management policies deal with media convergence. It is hoped that this research will have several benefits, including: providing an overview of editorial management and media convergence policies for the mass media, especially print, so that it can become a reference for media business people, can be used as scientific reading material in libraries and as reference material for other researchers. researching similar problems.

This research is limited only to find out how Bhirawa newspaper as a print media is still able to survive and Bhirawa's editorial management policy in facing the era of media convergence. The media convergence referred to here is the merging of print and new media services. The media business is not disclosed in too much detail and far. Only Bhirawa's general business description is the reason for making a media convergence policy.

In media management, there are several management divisions so that each department focuses on carrying out their respective duties. The division of some of the management is part of the editorial, production and business. The editorial department is the part that takes care of the news. This section is led by the editor-in-chief whose work is related to finding and delivering news. This line is busy with editorial meetings which will discuss which news will be appointed and suspended (Septian, 2005).

Mass media is a place to publish news. Mass media can be interpreted as all forms of media or means of communication to channel and publish news to the public or society. The word mass media consists of two words, namely "media" and "mass". The word media is close to the meaning of "medium" which means an intermediary or liaison, while the word mass means something related to many people (Wiryawan, 2007).

So that it can be interpreted that the mass media is a neutral institution that deals with many people or an institution that is neutral for all groups or the community at large. In journalism, the mass media that broadcast news or information is also known as the press. (Tapsell, 2019)

Print media is a static media that prioritizes its function as a medium for delivering information. So print media consists of sheets with a number of words, pictures, or photos in color and white pages, with the main function of providing information or entertaining. Print media is also a document on everything that other people say and recordings of events that are captured by journalists and converted into words, pictures, photos, and so on (Ardianto, 2009).

Based on the above understanding, the notion of print media is generally understood specifically, what is captured when it is mentioned "print media" are newspapers, books, magazines and so on. But the meaning of print media is broader than that. Basically, print media is a medium for conveying information for the public interest or for many people, and the form of delivery is in writing. The general definition of print media is that print media contains information for the benefit of the general public, so it is not limited to certain groups. (Industry et al. , 2021)

From the internal side, a print media must have management that is able to regulate relations between various parties such as founders, employees, journalists, customers and readers, partners, agents, deliverymen,

advertisers, and advertising agencies. In addition, internal interactions are through letters from readers, contributors, observers and givers of input and criticism (Santana, 2005).

The direct impact of technological developments on the media industry is the emergence of convergence. Media convergence is the integration of various media services through a technology system which then allows the diversification of the types of mass media products. Only media that are adaptable to technology can survive in the face of competition.

In general, media convergence is the unification of various services and communication and information technologies. Thus, the term media convergence can be interpreted as a combination or unification of various types of technology services in one media.

Convergence in the world of journalism requires a change in the way the media thinks about news and coverage. How the media produce news and how to convey the news to the public. Convergence in the world of journalism has three models, namely: (1). Newsroom Convergence. In this model, journalists from different platforms, such as from newspapers, online and television, unite themselves in one news production room, each carrying out tasks according to their media platform. So a journalist does coverage and writes for print and online media. (2). Newsgathering convergence. In practice, journalists are required to be able to reach the level of multitasking. Through various trainings or special training, journalists are expected to be able to do the work done by the media with the Kaub platform in one group. For example, print journalists must be able to make news for print, online and at the same time for television. In addition, they are also required to take photos and videos. (3). Content Convergence. In this convergence news is presented in the form of multimedia which is a combination of text, images, audio, video, blogs, podcasts or slideshows. This convergence editors and reporters will become content producers who are trained to choose the most effective stories, the most entertaining techniques from ordinary media to multimedia options. (Firdausi et al., 2018)

## **RESEARCH METHODOLOGY**

This study will examine the editorial management of Bhirawa newspaper in the face of media convergence. The type of research used is qualitative research, namely the data collected in the form of words and not numbers. Thus, the research report will contain excerpts of data to illustrate the presentation of the report. The data may come from interview scripts, field notes, photographs, personal documents, notes or memos and other official documents.

This qualitative research was taken because the problem under study is unique and relatively new which concerns the sustainability of print media. This study requires an in-depth exploration of the media convergence policy in Bhirawa Daily. The use of a qualitative approach is carried out because it is more flexible to find the uniqueness of developing phenomena considering that the subject is placed as a creative and dynamic actor. (Deddy Mulyana., 2008)

In this study, the types of data collected were primary and secondary data. Primary data is data collected directly from informants. While secondary data is data collected or obtained from pre-existing data. Some of the parties who will be interviewed are parties related to editorial policy in the Bhirawa newspaper. In addition, there are also several parties who become strategic relations for Bhirawa such as readers, customers and government officials who have become loyal readers of Bhirawa.

## **RESULT**

Bhirawa newspaper is a newspaper that focuses on news about bureaucracy and government. Bhirawa is published and has its head office in Surabaya with a distribution area covering the entire area of East Java and the capital city of Jakarta. Bhirawa has a readership segment, namely bureaucrats, politicians and people who care about bureaucracy and public policy.

The choice to take this bureaucratic segmentation has been carried out since the reform era began. In the early days of reformation, there was a lot of news in the mass media that cornered the government. Bhirawa

views this situation as an opportunity to present a newspaper that provides a large space for the bureaucracy to express their opinions.

The editor-in-chief of the Bhirawa Newspaper during the reform era, Ali Salim, admitted that the decision to become a newspaper supporting the government was not a popular decision, because the majority of the mass media at that time criticized the government. The tendency of the mass media to criticize ordinary rulers is the result of the disappointments buried under the new order regime. It was at that moment that Bhirawa's management saw that market share in the bureaucracy was strategic for him to enter, because after all, the government also had the right to get the same portion in a news report.

The Bhirawa Newspaper's steps to strengthen its penetration in the bureaucratic and government market were carried out by preparing a vision and mission designed to work with government customers. Finally, the Bhirawa Daily motto or tagline emerged, namely 'The Eyes of the People's Partners of Bureaucrats'. This tagline also represents the vision and mission of Bhirawa Daily as a mass media that is between the public and the bureaucrats.

According to Ali Salim, there are two important meanings in the motto, namely between eyes and partners. The eyes of the people mean that the community is a witness to all government policies, from here journalists Bhirawa must hear, explore and analyze the voices that arise from the community to be summarized into news. Meanwhile, the bureaucratic partner, Bhirawa, provides a portion of the news to the government regarding the program being implemented. In addition, it also involves comments from political observers and competent government to provide solutions. We may criticize the government's performance, but not be hostile because the editorial policy of the Bhirawa newspaper always requires a solution to the criticism. This is what makes this newspaper respected.

The decision to serve the bureaucratic area could not be separated from the support of the then Governor Imam Utomo. Governor Imam Utomo was familiar with the Bhirawa newspaper when he was the Military Commander V of Brawijaya. Imam Utomo specifically requested that Bhirawa be able to provide information about the performance of the bureaucracy in the East Java Provincial Government and the work of regional heads.

Governor Imam Utomo wants a newspaper capable of providing information about the work of the East Java Provincial Government and regional heads. Of course, the information presented is not only critical but also able to provide solutions to the policy makers.

Efforts to enter and serve the bureaucracy in East Java yielded significant results. The development of circulation and circulation area showed satisfactory results. Until 2005, it was recorded that all SKPDs in the East Java Provincial Government had subscribed to the Bhirawa Daily, as well as the East Java DPRD and a number of influential political parties. Meanwhile, for district/city governments from 37 regions, only Banyuwangi, Pacitan, Trenggalek and Ngawi regencies have not been touched by the Bhirawa Daily circulation network. This is because it is quite difficult to find local journalists who are able to cover these areas.

From that moment on, the Bhirawa Daily got a significant and calculated place on the political and bureaucratic map, especially in the East Java and East Java provincial governments. In particular, it is a means of bridging the interests of regional apparatus organizations of the Provincial Government and regional heads in districts/cities. This means, if the district government or city government wants to communicate with the governor, then going through the official channels using letters will definitely take a long time. However, if the communication is through the mass media, then that day was spoken in front of the Bhirawa journalists, the governor could read it the next day and get a faster response. This pattern is often also carried out by the legislature and the executive.

At a time when all print media industries are struggling to face media business competition, especially after the emergence of new media, Bhirawa newspaper still survives and exists today. Bhirawa Daily circulation since taking the stable bureaucratic consumer path has never decreased significantly.

Along with the development of communication technology, Harian Bhirawa has also established a website called [www.harianbhirawa.co.id](http://www.harianbhirawa.co.id). This website was founded in 2010 to answer the challenges of media

convergence. However, this website is still not fully independent like other print media websites. Almost 75 percent of the news presented on [www.harianbhirawa.co.id](http://www.harianbhirawa.co.id) still repeats the printed version.

There are some news that are not contained in the print media will be uploaded on the website. In addition, if there is a special moment that requires the news to be immediately uploaded on the website, then the news is raised on the website. Like the moment of the election where the news rolled so quickly, the news was published on the website. Although the next day it will still be published in the print version with a more complete version of the news.

The establishment of this website did not change the structural composition of the editorial board of Bhirawa newspaper much. The step taken is to assign one of the print media editors to be the managing editor of the website. His job is to raise all incoming news to be raised on the website. While the person in charge of the website is in the hands of the chief editor.

When the development of social media is increasingly widespread, Bhirawa newspaper makes a new strategy by penetrating into social media by uploading print versions of news to Facebook, Instagram and Twitter. However, of the two social media currently active, only Instagram. Even then, it is still in the form of repeating the printed versions of news uploaded to Instagram. Lack of seriousness in working on online media, because of concerns that it will undermine the print media market. market share in this online, because Bhirawa still relies on the print version. Bhirawa management also believes that print media will continue to be needed. For Bhirawa, the most important thing right now is to strengthen the bureaucratic segmentation market. This is because many public media are now targeting bureaucratic segmentation. The establishment of the online version of Bhirawa Daily and the use of Bhirawa's social media seem to be half-hearted. Because the current management is still focused on the development of print. While the online version and social media are only complementary.

In order to deal with this media convergence, Bhirawa newspaper also applies editorial management in a normative manner like the mass media in general. However, there is also Bhirawa's typical editorial management which is not carried out by the media in general. For editorial management, what the media usually do is to plan, such as editorial meetings every day during working hours for journalists in Surabaya. This editorial meeting is not held every day, because the Bhirawa Daily is only published for five days starting Monday-Friday, following the working days of state civil servants.

In this editorial meeting discussed issues that are currently happening in the bureaucracy. Such as the issue of employee transfers. This issue will receive a large portion of the news, because this issue is eagerly awaited by the employees. This issue is not of interest to the mass media which has a general market share. During the editorial meeting, journalists are always reminded to write news related to the bureaucracy. If there is an incident the first to be asked for confirmation also comes from the bureaucracy. So that all events will be pulled into the realm of the bureaucracy.

Bhirawa newspaper applies the concept of content sharing. Content sharing allows two different types of media to share content in the form of repackaging or budget sharing. Media convergence at this stage is mostly carried out by media under one management. Content sharing is implemented using a single newroom. Because the production of print media with Bhirawa is online in one newsroom.

For the editor of *Harian Bhirawa*, this single newroom is very efficient for small media that has several platforms. Because what is being sold is one brand, namely Bhirawa, both in print and online. Thus, people's perceptions will be the same and will facilitate the marketing process compared to having to be multi-branded such as major national media such as Metro TV, Media Indonesia, [Metrotvnews.com](http://Metrotvnews.com), or Kompas Daily, Kompas TV or Kompas.com. Another reason, organizing a single newsroom is also easier because it is under the control of one leadership.

The challenge for print media to face media convergence is indeed very heavy. Especially if the print media is willing to follow in the footsteps of the media convergence. Merging two or more media services cannot be done half-heartedly if you want to get maximum results. It takes the support of human resources, technology and large enough capital to be able to get the desired convergence. Despite having established the



website [www.harianbhirawa.co.id](http://www.harianbhirawa.co.id) and creating media services on social media as a form of media convergence, the editorial management of Bhirawa Daily faces the media convergence that is still not running optimally.

The existence of Bhirawa Daily which takes a special segmentation of the bureaucracy to face the challenges of media convergence has received a positive response from its readers. In addition, Bhirawa's online presence also helps Bhirawa Daily readers who are on foreign service still be able to read the latest information in the bureaucracy. As stated by the Chairman of the Indonesian Journalists Association (PWI) East Java, Lutfhil Hakim. According to him, if local media wants to continue to exist, they have to make a decision to make a special segmentation like what Bhirawa did.

In East Java at this time there are several media that take special segmentation and regionalism. An example apart from the Bhirawa Daily is the Radars owned by the Jawa Pos Group. Since birth, they have taken a small segmentation that focuses on reporting on that small area, including the bureaucracy. Luthfil Hakim said that so far no local print media in East Java had gone out of business. Because they have a close relationship with the local bureaucracy. Bureaucracy is not only a source of news, but also a source of business income. This segmentation must then become an identity and must be maintained consistently. This means that media managers are not allowed to zig zag in determining market segmentation.

“In this context, I respect and appreciate Bhirawa who insists on being the newspaper of the bureaucracy. When it has declared itself as the newspaper of the bureaucracy, the scale of the social control function is lowered somewhat. Bhirawa will play as a function of information and education. Because there, Bhirawa can take advantage of access to the economic aspects of business, because every day he comes into contact with bureaucracy. That's the right position. Don't zig zag. Because the zig zag will close the possibility that other media will take this opportunity. The segmentation can be taken in part or even in its entirety. Some of them are taken, for example by making bureaucratic rubrics or taking all segments. And so far no one has taken the segmentation as a whole,” (Lutfhiel Hakim, 2022).

In this era of media digitalization, these media business opportunities have been plotted. If in the past there was sports media, business media or political media, as a measure to seek profit, now it is more in the administrative area. The division of this region is very important to know what its strengths and potential are. If you don't understand, you won't get any profit. Radars belonging to the Jawa Pos group are translations of the application of media by region.

Because he took the bureaucratic segmentation, sometimes the news that Bhirawa presented was in a monotonous condition. Therefore, the selection of Head Line news must be very precise, such as following the development of the latest issues that are developing. Having found this identity, the homework that Bhirawa Daily has to do is to play its role as the press. The task of the press is essentially an institution that supports change for the better.

## **CONCLUSION**

Advances in information technology have made media competition very tight, especially after the emergence of new media. This condition forces the mass media to implement strategies such as segmenting news and markets, including implementing a media convergence policy, which integrates various media services through a technology system to allow for more diversification of the types of mass media products. Bhirawa also carried out the media convergence, but still focused on his old production, namely print media.

The number of circulations that did not experience a significant change was because almost 90 percent of Bhirawa Daily's customers were policy makers. The Bhirawa Daily Newspaper was ordered by government offices from the level of the East Java Provincial Government to districts/cities in East Java. Apart from government offices, Bhirawa's customers also come from politicians, both in the offices of political parties. Although there are individual customers, individuals who become Bhirawa's customers have relations or interests with the government.

Because it has a bureaucratic segmentation, the news published in the Bhirawa newspaper is also about bureaucracy. Starting from the activities in the bureaucracy, people who have to do with the bureaucracy. For example; when there is news of an accident on the highway, when the victim is an ordinary citizen then the incident will not fit in Bhirawa. However, if the victim is a state civil servant, it can be posted in Bhirawa. Likewise, if there is a major event, the point of view of the news or the angle of the news is still taken from the side of the bureaucracy. For example, if there is a flood disaster, apart from writing about the flood event, the point of view of the news is also related to the government's policy measures to deal with the flood. So that all events will be pulled into the realm of the bureaucracy.

The results of this study also reveal that limited human resources are the main obstacle. The internal people at Bhirawa Daily do not fully understand the concept of media convergence which is currently mushrooming in all print media. This condition is understandable, because they were born and raised from conventional media. As a result, their mindset is still how to maintain print media and have not been able to formulate a digital business.

The limited number of human resources to develop media convergence is also experienced by Harian Bhirawa. Meanwhile, at this time the company's ability to add human resources is not possible. Because the amount of advertising revenue is currently very mediocre. Meanwhile, Bhirawa does not have big investors. The shareholders are the employees themselves. In fact, to set up the platform itself independently requires a lot of human resources, capital and sufficient technological capabilities.

Another reason that is quite basic is that the Bhirawa Daily chooses a special segmentation of the bureaucracy. For this reason, finally creating an internal mindset that the Bhirawa Daily will not be abandoned by its readers, because newspapers are sent to the office and read in the office of officials. The step of taking a special segmentation of the bureaucracy to face the challenges of media convergence is indeed very appropriate. Moreover, niche advertising from the government will continue to flow because the government will not be short on budget as happened in public companies.

## **ACKNOWLEDGEMENTS**

The authors would like to acknowledge to some who have helped and supported in doing and accomplishing this research, materials and non-materials so that this research is done completely at least on this last point that in reader's hand. Thank LP2M Universitas 17 Agustus 1945 Surabaya Indonesia, Communication Science Department of Universitas 17 Agustus 1845 (Untag) Surabaya), also Faculty of Social and Political Science.

## **REFERENCE**

- Burhan Bungin. (2008). *Qualitative Research: Communication, Economics, Public Policy and other Social Sciences*. Kencana Prenada Media Group.
- Deddy Mulyana., S. (2008). *Communication Research Methods: Examples of Qualitative Research with Practical Approaches (Ed 2)*. Remaja Rosdakarya .
- Firdausi, A. H., Setianingrum, V. M., & Sos, S. (2018). *Editorial policy studies at the Indonesian Times. Commercium, Volume 01 (Application of Positive Journalism in Online Media (Study of Editorial Policy at TIMES Indonesia))*.
- Industry, D., National, M., & Disruption, M. (2021). Agus Sudiby.
- Nasrallah, R. (2020). *Journalism Research Methods (Pert Edition)*. Media Rekatama Symbiosis.
- Nurudin. (2009). *Introduction to Mass Communication*. Rajawali Press.
- Santana, S. (2005). *Contemporary Journalism*. Torch Foundation.
- Tapsell, R. (2019). *Media power in Indonesia: The oligarchs, citizens, and the digital revolution*. In Indonesia.
- Totok Djuroto. (2004). *Press Publishing Management*. PT Remaja Rosdakarya.