

Implications of Convergence Media In Suara Surabaya Radio

By. Maulana Arief, S.Sos.

Communication sciences, FISIP, Brawijaya University

Promotor : Dr.Antoni, S.Sos, M.Si & R. Catur Suratnoaji, M.Si

Radio has now started developing convergence as a strategy to attract the consumer media from different media platforms. Radio has new challenges in convergence world, such as the improvement of the media personnel become multiskill, strengthen cooperation between divisions in the production process and the re-organization of the newsroom. This is part of a developing media implications of the media convergence, as the case in the media radio Suara Surabaya, a local media in Eastern Jawa committed doing the convergence of media.

Keywords : Media economics, convergence, multiskilled, cooperation, organization, local media.

Introduction

Consumer changes in how to access the media, forcing radio managers to adapt to new media. As disclosed Cordeiro (2012), radio today is available both in digital and analogue platforms that are combined, to fit with audience needs, uses and routines with media (Cordeiro, 2012). The phenomenon of combining two different media (analog and digital), or traditional radio with this internet-based media, called media convergence. As Goran Bolin (2007) states, Convergence, in its technological meaning of the blending or merging of different media technologies into one another (Bolin, 2007 h. 238).

A radio media called Suara Surabaya, has now converged radio broadcast content to the internet media (websites and social media) and print media (magazines Surabaya City Guide). One of the reasons Suara Surabaya convergence is to increase the number of listeners and efficiency of spending. As presented by Cordeiro (2012), radio today is available both in digital and analogue platforms that are combined, to fit with audience needs, uses and routines with media (Cordeiro,

2012). But, to embrace convergence has consequences that must be faced, including the demands of members of the media to produce news in several different media platforms

The phenomenon of media convergence attract the attention of researchers, As presented Albarran (2006), Related studies online radio and internet radio businesses have sprung up. Among other research conducted by Lindand Medoff, which was first tested how to use the internet radio station. Evan and Smethers who conduct research related to online radio impact on traditional radio. Ren and Chan-Olmsted, analyzing the different business model for streaming terrestrial radio stations and internet based in the United States (Albarran, 2006 p.14). The other study was conducted by Cordeiro (2012), which charted how the radio in Portugal to respond to the challenges of media convergence and identify opportunities and obstacles to the development of online radio (Cordeiro, 2012).

It found a number of studies on the media convergence, but the field was not a lot of research related to the convergence of radio media with Internet media along with other media. While on the other hand, Albarran (2006) revealed the lack of understanding of radio management. Our understanding of radio management is very limited, giving researchers plenty of opportunity to investigate many different avenues of inquiry. Clearly, additional work is needed not only to have a better understanding of the role of market and general managers, but also to learn more about the evolution of middle managers that are taking a much more prominent role in the day-to-day operations in the radio industry. Researchers will also need to examine managerial implications of Internet utilization and competition from web-based radio services and subscription satellite radio services (Albarran, 2006 h. 14).

Research in this thesis explores the implications at the level of the cooperation between newsroom production and to increase understanding of the radio management (organizational) considered to be very limited. In addition, this study researchers followed up earlier suggestions that media convergence will bring some of the implications. Such statements Ivar John Erdal (2007) in the journal entitled *Researching Media Convergence and Crossmedia News Production*, the article has identified some research questions that need to be investigated. Changing professional practices, production for multiple media platforms organized, and the changing of organization (Erdal, 2007). Follow-up research is exciting to be explored, because the converging media experience

some implications on the production process. As presented Cordeiro (2012), the new media environment challenges traditional radio broadcasters who are online to improve their traditional broadcasting, towards multimedia content and distribution (Cordeiro. 2012).

Theoretical review

There are two approaches to the theory used to explain the phenomenon of media convergence and its implications on the radio Suara Surabaya. Two theories are: The concept of the media economy as the focus of this research study and the second is related to the theory of media convergence. Economic studies media in this research focuses on the study of micro-economics, centered on media production activities. Micro economics deals with how individual economic units (households and firms) make decisions regarding their economic activity (Alexander. 2004). Each society must address the economic questions of (a) what goods and services will be produced (scarcity choices) ; (b) how they will be produced (technology and industrial organization issues) ; and (c) for whom they will be produced (distribution), (Alexander, 2004 : 16-17). When linked to the activities of radio Suara Surabaya in converging could be said that radio Suara Surabaya producing the news in the form of multi-platform, such as radio, internet-based media (website and social media), as well as print media (magazines), to serve the consumer Suara Surabaya.

The convergence of media, manifests in many models, such as Henry Jenkins explanation as cited by Michael O. Writh mentions, media convergence identified in five different processes. Technological Convergence:... the digitization of all media content;... Economic Convergence : the horizontal integration of the entertainment industry;... Social or Organic Convergence: consumers' multitasking strategies for navigating the new information environment;... Cultural Convergence:... encourages transmedia storytelling, the development of content across multiple channels;... Global Convergence:... the cultural hybridity that results from the international circulation of media content...reflect [ing] the experience of being a citizen of the "globalvillage, (Writh, 2006 h. 446).

This research standpoint saw the convergence of media using the perspective conducted by Henry Jenkins (2006) related to convergence culture, mean the flow of content across multiple media platforms, the cooperation between multiple media industries, and the migratory behavior of media audiences who will go almost anywhere in search of the kinds of entertainment experiences they want (Jenkins, 2006 h. 2). This opinion is strengthened by Thorsten Quandt and Jane B Singer

(2009), convergence approach has been to produce parallel content for two media platforms, of which one is digital. With this cross-platform content production, journalists are moving away from creating stories for a single medium ; instead, they are gathering information in a content pool and disseminating it in a variety of formats, including not only the Internet but, increasingly, portable devices such as cellular phones and PDA. Journalists thus must learn to communicate effectively using a more multi-faceted vocabulary of media technologies than they did in the past (Quandt & Singer, 2009 h. 131).

Method

The research in this thesis is a qualitative descriptive study, approach interpretive paradigm of social science (ISS). This study will investigation implications of media convergence at the Suara Surabaya radio, at the level of the production process and the multitasking performance of media crews and changes in the organization and cooperation among members of the newsroom at Surabaya voice radio media.

One of the implications of the convergence in the media is to deliver content on multiple media platforms. The production process content in a converged media admosfier necessarily requires multiskill the media crew. So it is possible one person gets some tasks in time as well. For example one person the ability to broadcast once given the task of writing on a website, or search for news by taking into account the needs of each media.

Implications of media convergence can also be seen from the changes in news organizations, because the production process that was originally performed differently for distribution on different media. With convergence is possible all joined into one large division resulting in a change reporting news organizations. Then the organizational changes that occur in Surabaya voice media becomes important to be seen along with the implementation of media convergence at the Suara Surabaya radio.

Radio become convergence

By converging, radio Suara Surabaya is not only seen as a medium of audio production, but media with the production of content on different platforms. Radio Suara Surabaya incorporating radio broadcast content to print media (free magazines), and internet (web and social media). Surabaya

City Guide magazine is a free magazines, printed 60 thousand copies were distributed at hundreds of points in the city of Surabaya such as hotel, restaurant, station or office. Suarasurabaya.net an internet-based media that receives all reports from radio reporters and listeners report Suara Surabaya, this media into the storefront of all content produced media content Suara Surabaya. Media Radio Suara Surabaya also use social media (facebook and twitter) to facilitate media consumers interactivity on the internet and connected to radio media. Reasoning of Suara Surabaya to embrace convergence is to serve consumers who have changed the expectations of the media.

Now it is more important to build a comfort listeners / consumers radio. We adapt to consumer expectations radio, the need and want, we adapt in the stlye of his listeners or style changes. Yes change in the change of the consumer it self that we need to adapt more seriously, it means more focus there, (Dodik, 16 feb 2016).

In line with what is thought Henry Jenkins (2006), He argue here against the idea that convergence should be understood primarily as a technological process bringing together multiple media functions within the same devices. Instead, convergence represents a cultural shift as consumers are encouraged to seek out new information and make connections among dispersed media content (Jenkins, 2006 h. 3). This means that the decision-making converge, Suara Surabaya should see changes in the way audiences consume media. During the past 10 years the number of listeners of Suara Surabaya radio is continuing to fall, from a peak of about 825 thousand people in 2005 (Arifin, 2010: 45). This year the number of radio listeners is estimated to be 400 thousand listeners (Errol, February 29, 2016). Meanwhile, the number of Internet users in Indonesia continues to increase, in 2014 the association of internet service providers Indonesia (APJII) records the number of Internet users reached 88.1 million people, an increase of 16.2 million users from the previous year (tekno.liputan6.com, 2015). That number will continue to increase, E Marketer estimates that in 2017 the number of Indonesian netizens reached 112 million people, (tekno.kompas.com, 2014). On the other hand the number of readers of newspapers and magazines has decreased and switch to Internet media, traditional media like radio users also decreases the remaining 18 percent (id.techinasia.com, 2013). The phenomenon of the fall in the number of radio listeners is also the reason Suara Surabaya converge.

Actually it's efforts to bring the radio still be heard. And this is done by the SS for listeners not only conventional shrinkage, but also adds a new listener. But this new culture listener heard was not like the first generation that had to be given a reason to get them to listen. And this being the rescue efforts in order to remain in radio listening (Errol, February 29, 2016).

As presented Cordeiro (2012), Radio listeners have access to an increasing amount of content : news, information and entertainment in different platforms and formats, competing with radio. Consequently, a new audience emerges, non-traditional, non-passive but participative and independent (Cordeiro, 2012). Changing consumers use of media, forced Suara Surabaya media to converge. By converging Suara Surabaya provide additional services Suara Surabaya radio media, so that consumers continue to use the medium of radio Suara Surabaya. What was done by radio Suara Surabaya in serving consumers in view of Roca (2008), as a strategy for satisfying each user's different moments of consumption, media convergence can also become a strategy for improving segmentation (of users but also of their moments of consumption). This in turn will lead to improved exploitation of advertising and better economic returns. A media group that knows who consumes parts of its content, and at which specific moments, will not only be better placed to orientate its formats and their editorial treatment, but will also be more attractive for the business models that will make it viable (Roca, 2008).

Convergence changing radio personnel skill

Suara Surabaya faces some of the implications of convergence, one of the only demands of the personnel have the expertise of more than one, multiskill. As presented Erdal (2007), digital technologies and convergence, changing the landscape of broadcast news production. In the mean while Konstantinos Saltzis (2008) explain, as the media industries are converging and traditional news organizations expand into new media, their production processes must meet new demands. Newsrooms and journalists are moving from the era of single-media to multi-media reporting. New integrated newsrooms are conceived for exactly this reason, to share resources and to manage a multimedia production process (Saltzis,2008). In the process of news production, Suara Surabaya personnel are required to produce a piece of content which are then spread on some media types are different, broadcast on radio media Suara Surabaya, written on the media website Suarasurabaya.net, written on social media as well as magazines Surabaya City Guide. In treating

content, personnel Suara Surabaya attention to the needs of each media, any news that is produced considering the characteristics of the media.

Well, for me, this convergence semerta not necessarily that if this that the news on the SS over the phone and then we spread disseminated through twitter and facebook for what it also can be called convergence because I have noticed that the medium is different platforms. So if on the phone then it is not limited to transcripts were transferred to facebook or twitter, it should be treated in accordance with the characteristics of twitter and facebook, (Errol, February 29, 2016).

With these explanations, Suara Surabaya follow the principle of multi-platform delivery, as submitted by Domingo (2007), multiplatform delivery strategies that aim to make news distribution as efficient as possible, ideally using the work of one reporter on an issue as the common source for any version of the story in the different outlets of the media company (Domingo 2007). This may imply, personnel Suara Surabaya to face the implications of convergence with the demands of a more professional and has a lot of skills (multiskilling).

Has three abilities at once. Writing, radio broadcasting and making the news photos. Especially for news photograph produced to fill news space suarasurabaya.net photos on the website, in addition to complement the news events, such as news about the demonstrations, the writing on the website will be complete when there are photos in it, (Taufik, October 17, 2016).

In print journalism as submitted Saltzis (2008), multiskilling actually refers to writing for both newspapers and websites. In Suara Surabaya radio, each reporter must have three criteria of ability, first, writing skills to the benefit of writing-based media (website) hasus controlled equipment is computer technology. Second, have expertise in broadcasting because it must deliver audio-based media at once master recording device to pick up the sound sources and admosfier to strengthen radio news. Third, to master the skill of photography because it must deliver news Suarasurabaya.net photos on the website, as well as control of camera equipment.

Implications for Organizations

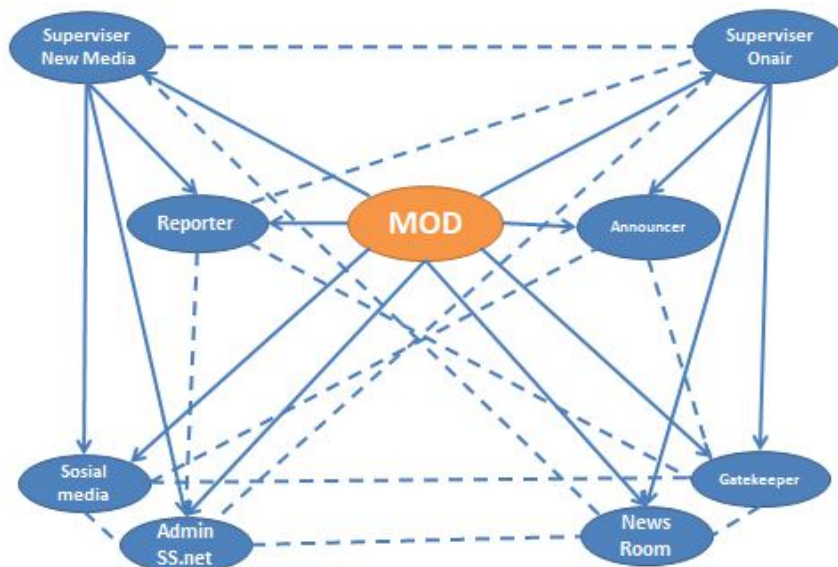
As Submitted Laswon (2003), convergence is more than a concept, but the process by which an organization must manage to integrate content platform. Implementation of production integrating

content from different platforms according to Domingo (2007), will have implications on organizational change. The organizational changes can occur throughout the organization as proposed by Sang M. Lee and colleagues (2010), each organization will continue to maintain its core capabilities to maximize value creation and outsource the other, shifting from vertical integration (within the organization) for horizontal integration (the whole organization) (Lee, 2010). Radio Suara Surabaya is a medium whose core business is in the production of audio content, then do the production process of convergence by combining the internet media, there are a number of media that can be combined, such as radio media, Internet-based magazine with media (website and social media). Merging the production process this has implications for the organization.

How do Suara Surabaya in integrating content production, not to change whole its organizational structure. The structure of each media did not experience smelting. For example the structure of the Surabaya City Guide magazine has not changed even though the content that they produce can also be accessed via the radio and media websites. Suara Surabaya choose to create a shadow structure that runs the operations of media convergence. Thus there are two structures that work, organizational structure (official institutions) and operational structure (structure shadow). Operational structure is not officially listed in the piece of the company, but in practice in the field precisely this operational structure that plays an important role in the process of content production in a converged media. The operational structure named MOD (manager on duty). MOD is responsible for coordinating and communicating the incoming content from various news sources (public, reporters and news room) which then decides which one takes priority issues to be developed and distributed in any media.

Last year we impose appropriate convergence is much more rounded design and remodel the organizational structure is not the same as the operational structure. In the organizational structure we have no duty manager, but in the operational pattern began last year we had a duty manager. we can not wait to convergence in the SS was more straight forward can be implemented. So that each manager, or the respective heads of each unit of the media turns to be the commander for all media, (Dodik, February 16, 2016).

Manager on duty have a very crucial role in the development of integrated content production as it gets flexibility in regulating the process of production and distribution of all media content scattered Suara Surabaya. If the models depicted coordination undertaken by the MOD is as shown below.



Picture 1, Coordination MOD with the division on air and new media Suara Surabaya

The image shows how the Manager on duty running pattern of cooperation and communication across divisions in the media production process Suara Surabaya. MOD is not a large newsroom as well as pool that produces news content in a large structure. In other words MOD, actually is two managers from OnAir and new media division who served alternately to manage the issue spread. Before converging the two managers have no authority across divisions, but by making MOD both managers receive comprehensive access across divisions in the process of content production. MOD also got full authority to govern all personnel to move on the same issue in accordance with targets and goals that will be addressed.

MOD is the hallmark of the organization that carried out the convergence of Suara Surabaya, convergence organizations with no change in the structure of these organizations, but create shadow structure. And as submitted Zotto (2011), implications found in the human resources media can be found in the media convergence is the re-organization of the newsroom, a modification of the

production process is the convergence of editorial information which is the result of the merger (Zotto, C.D et al 2011). MOD is a choice or way in which the management Suara Surabaya to address the issues in the organization are converging. As Deuze (2007), companies around the world have chosen to at least some form of cooperation or cross-media synergies previously separate staff, the news agency, and department (Deuze 2007 p. 148).

With the MOD, Suara Surabaya integrating media content production for radio and new media from various news sources (public, reporters, news agencies and magazines Surabaya City Guide). This process is called Michael latzer (2013) as the convergence of the organization, an example of organizational convergence is the experimentation with integrated multimedia newsrooms, which, in a next-level effect, calls for changes regarding qualifications and skills (Latzer, 2013). In line with research conducted by Konstantinos Saltzis and Roger Dickinson (2008), the four newsrooms are finding that news organizations traditionally are undergoing significant changes in terms of strategic thinking and re-organization, which in turn affects the work and the role of journalists. This fact is apparently also found in media Suara Surabaya by forming MOD, the media is trying to adapt to the working environment of the newsroom in the converging media.

Conclusion

Media Suara Surabaya run media convergence as part of the economic activity of the media to get the attention of media consumers, improving the impact of media, to improve efficiency and increase productivity. Convergence of media conducted by Suara Surabaya, by distributing content on three different media platforms such as radio Suara Surabaya, suarasurabaya.net website, social media (facebook Twitter E 100 and E 100) as well as magazines freemagazine Surabaya City Guide. Sharing content is limited to platforms based on voice, text and photos, not to use video-based flat form. The implication is happening because the converging media crew Suara Surabaya is required to have skills that many (multiskill) in carrying out daily tasks with each task is different personnel.

In the field of organizational implications of that happening is Suara Surabaya making structures 'shadow' which is filled by the manager to be responsible for running the media convergence. This structure is not recorded in the official organization chart but it is believed all divisions to manage the news in the media Suara Surabaya. Management Suara Surabaya named this structure as MOD,

manager on duty, which is the hallmark of convergence run Suara Surabaya. This study focused on the implications of media convergence in particular in the production process, the implications on the organization and cooperation among media division Suara Surabaya. In the future researchers suggest their advanced research related to the implications of media convergence primarily on improving the business and advertising revenue.

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