

Comparative study of Riau Pos and the Star Media implementation in convergence continuum

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Abstract. In this day, media competition using technologies is competing to provide and reach the reader. Technologies are developing, and every medium has its own way of growing its activities. This study uses a qualitative method with the Continuum Convergence theory belonging to Daily, Demo, Spillman, and the management concept. The subjects in this study are two media companies named Riau Pos and The Star that compared to understand how media has been carrying out the implementation of Continuum Convergence to maintain its existence in the phenomena that occur, as well as see how the management side and compare it with other media implementation. This research found that Riau Pos and The Star have some differences and similarities in their implementation of continuum convergence. Point out how Riau Pos and The Star differ in managing social media and integrating the technologies.

Keywords: continuum convergence; riau pos; the star

INTRODUCTION

Communication media has played a critical role in life and society these days. As for the media form, mass media strongly impacts society. Mass media refers to a diverse range of channels and technologies to communicate and disseminate information, news, entertainment, and other messages to a large and diverse audience. The term "mass" in mass media refers to the large and dispersed nature of the audience, which can range from a few individuals to millions across different geographical, social, and cultural contexts. McQuail (2013) explains, "Mass media is a source of power – tools of control, management, and innovations in society that can be utilised as a substitute power or other resources." This explanation has described the impact of mass media on society.

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Mass media can take many forms, including print media, such as newspapers, magazines, and books; electronic media, such as radio and television; and digital media, such as the internet, social media, and mobile applications. Each type of mass media has its unique characteristics and audience and can be used for various purposes, such as information dissemination, entertainment, education, and persuasion. As we can provide in media right now, electronic products such as e-books are appearing and rising steadily, possibly threatening the future of the print medium (Nossek et al., 2015).

Many forms of media and many media companies that have developed to this day are tangible forms of the importance of media to today's society. Currently, the media has developed, supported by technological sophistication. This also affects media companies, and activities are now done using technology. Many media companies have expanded their digital presence to remain competitive and keep up with changing audience preferences. This has created new business models that integrate traditional and digital media. The internet, in particular, has played a significant role in bringing together different media platforms and content (McKenney, 2018).

Conventional mass media, such as magazines and newspapers, face threats to their existence. New industries exist due to technological developments that are more in demand by society. Studies done by Franklin (2008) show surveys that continue to show a decline in print newspaper readership, and many newspapers in North America and Europe have ceased publication entirely or shifted to online-only editions because of a decline in advertising revenues.

The publishing industry has suffered dramatically in recent years due to the worldwide crisis and the decline in newspaper readership. From 2007 and 2009, online and offline distribution and advertising revenue for US print media fell by 30%. Because most newspapers worldwide rely too heavily on advertising, print media is declining. According to data from the Newspaper Association of America, print media is dropping at an alarming rate compared to past years, which has also been a record (Newspaper Association of America, 2011).

Most newspaper businesses worldwide rely too heavily on advertising, and print media is in decline. In 2010, the OECD reported that newspapers' overall advertising revenue was 57% while their circulation was 43%. (OECD, 2010). This suggests that 73% of the typical American print media company's income comes from advertising. The income from ads fell by 23% in 2008 due to declining circulation. This indicates the declining profitability of the print media industry. This has clarified the reasons for the collapse of newspaper media and the difficulties of declining circulation and rising ad revenue losses.

The internet and Google have made it such that society no longer relies on print media because people are pursuing great sources of knowledge through various sources, making newspapers and other print media irrelevant. The growth of the internet has had a significant

negative impact on print media. When users get information online, print media's readership appears to have decreased (IvyPanda, 2019). Therefore, print media must undoubtedly find a way to recover from the recession to maintain the existence of the media business.

The internet, in particular, has played a significant role in bringing together different media platforms and content (McKenney, 2018). The rise of social media has also contributed to convergence by providing a platform for users to access and share various forms of media. Convergence has also had an impact on the way media companies operate (Calhoun, 2019). Many traditional media companies have expanded their digital presence to remain competitive and keep up with changing audience preferences. This has created new business models that integrate traditional and digital media. It also applied to print media companies adapting to this new environment by expanding their digital presence and creating content optimised for a range of digital platforms. The advent of new media, which is thought to compete with conventional media, is one of the factors contributing to the development of media convergence. As a result of the emergence of new media, conventional media is now forced to innovate to develop or improve their existence by joining the internet network.

Mass media convergence is a phenomenon that has emerged due to advancements in digital technology and the convergence of various traditional and new media platforms (Terry, 2017). This convergence has had a profound impact on the media industry and has transformed the way we consume and engage with media. Digital technology has been the primary driver of mass media convergence. Digital technology has allowed for the creation of new media platforms that integrate various forms of media content. For example, social media platforms like Facebook and Twitter allow users to share and access multimedia content like photos, videos, and text. The internet has also enabled the creation of online news websites that incorporate video, text, and audio. The increasing accessibility of digital technology has also facilitated the convergence of various media platforms. The widespread availability of smartphones, tablets, and laptops means that people can access media content on the go from anywhere in the world. This has led to a shift in audience preferences towards on-demand, personalised media experiences. Mass media convergence has also had significant implications for media companies. The emergence of digital platforms has led to new business models that rely on targeted advertising and subscription-based revenue models (Xiaolan et al., 2021).

A study conducted by Pelican et al. (2018) entitled *Media Convergence of the Riau Metro Daily in Facing Media Industry Competition* proves that the decision to do media convergence is a more advanced step when compared to media that maintain their existence by striving to improve services to the community. With wise implementation, the media can survive and continue growing (Pelican et al., 2016).

According to Fiddler (in Prihartono, 2016), convergence leads to forms of multimedia communication and as a form of media morphosis, namely the transformation of communication media due to the complicated reciprocal relationship between needs, competitive pressures, and various social and technological innovations.

The urgency of media companies to converge can be attributed to several factors, including changing audience preferences, technological advancements, and increasing competition in the media industry. One of the main reasons why media companies are converging is to keep up with changing audience preferences (Sullivan & Jiang, 2010). Today's audiences expect to be able to access media content on demand, anytime, and anywhere. They also want personalised content that is tailored to their interests and needs. This has led to new media platforms integrating various forms of media content, such as social media platforms, online news websites, and streaming services.

Media companies that fail to embrace these technological advancements risk being left behind by their competitors. Increasing competition in the media industry is also driving the urgency of convergence. With the rise of digital media, barriers to entry in the media industry have decreased, and new players have entered the market. This has increased competition and pressure on media companies to innovate and differentiate themselves. By converging, media companies can create new business models, expand their reach, and stay ahead of the competition.

Media convergence phenomena can also be found in developing countries such as Indonesia and Malaysia. Malaysia and Indonesia are two neighbouring nations. In their terms, the media in both nations have been developing the media in providing news and information to their public.

Geographically and culturally adjacent, Malaysia and Indonesia share a great deal of ground regarding language, values, and culture (Mohamed & Al Giffari, 2021). Its media, which primarily uses the national language and has a very authoritarian media management system, demonstrates these commonalities (Moi, 2011; Ambardi, 2014).

In Malaysia, there is an oligopoly of media ownership where a few firms provide standardised goods to aid the government in upholding the status quo. The governing government directly or indirectly controls or owns most of the media in Malaysia. A few handfals are independent of the government, including the mandarin newspapers Oriental Daily and Kwong Huang Daily (Moi, 2011).

While most of Indonesia's media outlets are privately owned, they have close links to political parties. For instance, the head of the Golkar Party is also the owner of tvOne and ANTV. The owners of RCTI, MNC TV, and Global TV are members of the Hanura Party's Expert Board; both parties control a sizable portion of the legislative seats. That makes

it impossible to tell if news reports are from the government or editorial sources (Ambardi et al., 2014).

In Indonesia, one of the media companies named Riau Pos, located in Pekanbaru in Riau Province, is one of many media companies in the nation and the most known media in Riau province. It was first published in 1994 and has since become one of the most popular newspapers in the Riau province. The newspaper is known for its comprehensive coverage of local news, politics, business, sports, and entertainment. Riau Pos is published daily and has a circulation print, also available online through its website, which provides readers with access to the latest news and information from the Riau region and beyond.

The newspaper is owned by PT. Jawa Pos National Network, one of Indonesia's largest media companies. In addition to Riau Pos, the company owns several other media properties, including newspapers, TV channels, and digital media platforms. Riau Pos has won several awards for its journalism, including the Best Online Media award at the Riau Communication Awards in 2018. The newspaper has also been recognised for its commitment to promoting social and environmental causes in the Riau region. In addition to its daily newspaper, Riau Pos also publishes several weekly and monthly supplements, including Riau Bisnis, Riau Sport, and Riau Life. These supplements provide readers with in-depth coverage of business, sports, and lifestyle topics. Overall, Riau Pos is a vital source of news and information for the people of the Riau province and is widely respected for its high-quality journalism and comprehensive coverage of local and regional news.

This Riau province has the closest resemblance to Malaysian nations. Both are, in the essence of the Malays, the culture and origin of these two regions may have similarities in their daily values. Aside from that, Riau, as a province and Malaysia, as a nation, have contrasting authority scales. This would also be an interesting profit to compare the two regions.

In Riau Province, namely Riau Pos is a media company based in Pekanbaru, Indonesia. It was first published in 1994 and has since become one of the most popular newspapers in the Riau province. The newspaper is known for its comprehensive coverage of local news, politics, business, sports, and entertainment. Riau Pos is published daily and has a circulation of around 30,000 copies. It is also available online through its website, which provides readers with access to the latest news and information from the Riau region and beyond. The newspaper is owned by PT. Jawa Pos National Network, one of Indonesia's largest media companies.

In addition to Riau Pos, the company owns several other media properties, including newspapers, TV channels, and digital media platforms. Riau Pos has won several awards for its journalism, including the Best Online Media award at the Riau Communication Awards in 2018.

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In addition to their content, Riau Pos also publishes several weekly and monthly supplements, including Riau Bisnis, Riau Sport, and Riau Life. These supplements provide readers with in-depth coverage of topics such as business, sports, and lifestyle. Overall, Riau Pos is an important source of news and information for the people of the Riau province and is widely respected for its high-quality journalism and comprehensive coverage of local and regional news.

Riau Pos became the first print media to converge in Riau Province by establishing an online news portal named Riau Pos.co. Riau Pos took a much faster step when compared to its competitor media, the Pekanbaru Tribune. Tribun Pekanbaru 2008 just started pioneering its online media. Meanwhile, Tribun Pekanbaru is relatively young, founded on 18 April 2007. The lunge and experience of long flying hours will affect how the media can survive the attacks of new media constantly being born and growing.

As a local media company, Riau Pos has shown growing progress in utilising the technologies. However, how far it goes and what can be developed more by Riau Pos is something that we need to see. As a media company, it is unhindered by limited development. So there is an urgency to seek how the media company can utilise technologies, and there is an urgency to compare media companies even on a different scale.

Meanwhile, Malaysia's media company, The Star, widely reads English-language newspapers in Malaysia and is known for its balanced reporting, insightful analysis, and comprehensive coverage of local and international news. First published in 1971 as a regional newspaper in Penang, in 2016, it has been as the national mass media, which is effectively controlled by the Malaysian government and a part of the publicly listed Star Media Group (SMG) (thestar.com.my; starmediagroup.my).

The Star covers many topics, including politics, business, sports, lifestyle, and entertainment. Its website and mobile app have a daily print circulation available online. The newspaper is owned by Star Media Group Berhad, a public-listed company on the Bursa Malaysia stock exchange. In addition to The Star, the company owns several other media properties, including radio stations, TV channels, and digital media platforms.

The Star has won numerous awards for its journalism, including the prestigious Malaysian Press Institute Award for Newspaper of the Year in 2019. It is also a member of the International News Services (INS) and the Asia News Network (ANN), which provides it with access to news and information. In addition to its daily newspaper, The Star publishes several weekly and monthly supplements, including StarBis, Star2, and Sunday Star. These supplements provide in-depth analysis and coverage of specific topics like business and lifestyle. Overall, The

Star is an essential source of news and information for Malaysians and is widely respected for its high-quality journalism, comprehensive coverage, and balanced reporting (starmediagroup.my).

Star Media and Riau Pos are both media companies, but they operate in different regions and have different audiences. Star Media is a Malaysian media company that has been in operation since 1971. It is one of the largest media companies in Malaysia, producing a wide range of content, including newspapers, magazines, and online news websites. The Star Media's flagship newspaper, The Star, is one of Malaysia's most widely read newspapers.

In contrast, Riau Pos is an Indonesian newspaper based in the Riau province of Sumatra. It has been in operation since 1973 and primarily serves the local population in the Riau province. Riau Pos is known for its coverage of local news and events. In terms of their content, The Star Media covers a wide range of topics, including politics, business, sports, and entertainment. The company also has a strong digital presence, with several online news websites providing readers with up-to-date news and information.

On the other hand, Riau Pos focuses more on local news and events, and its content is primarily in the Indonesian language. The business models of the two media companies are also different, assuming the difference in the media has run. The Star Media has a more diversified business model, with revenue streams from advertising, subscriptions, and other media-related services. Riau Pos, on the other hand, relies primarily on advertising revenue to support its operations.

The different conditions and scale of the media company between Riau Pos and The Star will be a great match to seek the differences. As the first print media to converge in Riau Province, we can look at how far the innovation and how far the adaption to stand and become the leading media. It is in accordance with its vision of "To be the foremost and leading multimedia company in Sumatra" and the mission of "Participating and educating the nation's life" as mandated by the ideals of Indonesian independence, and "Building the country to make the nation wise" as its motto.

Of course, this is not the only source of income for the mass media. On the business side, companies or press institutions must produce innovations to earn income other than advertising because conventional media income continues to be eroded due to the internet and digital disruption. Daily Chairman of the Central Press Company Union, Januar P. Ruswita, in the Two Decade Seminar on the Press Law and the Future of the Press Industry in 2019, argued that the future of the print media business could be optimised by improving quality by making the internet a challenge to become a new business opportunity (www. .Pikiran-rakyat.com, 2019).

Some of the latest research has shown the media potential used for a media business in Indonesia. UMN's communication science

lecturer, Albert Magnus Prestianta, at the AJI National Conference with the theme "Seeking a Media Business Model in Indonesia" in Jakarta, explained that the Youtube platform and other social media content have the potential to be a good source of income (2019).

There is still a view of research comparing media companies to see how innovating and convergencing they are in today's media competition. Technologies are developing, and every medium has its own way of growing its activities. Therefore, this research aims to understand how media has been implementing Continuum Convergence to maintain its existence in the phenomena that occur, as well as see how the management side and compare it with other media implementations.

METHODOLOGY

This research is a type of qualitative research with a comparative descriptive method. This study aims to understand the phenomenon of the proliferation of cyber media growth today with the birth of many online media portals and forms. The method used in this study is descriptive, a systematic, accurate description of the facts and characteristics of the research subject.

This research was conducted by using observation, documentation, and interview. The research compares Riau Pos and The Star media in implementing Continuum Convergence. The observation follows their media productivities in every platform, form, and update. The documentation is done by collecting evidence of their activities, such as posts, links and screenshots. The interview is done with the expert to collect and verify the implementation of convergence media. The subject has been chosen with the criteria; Have a role in the production process and news broadcasting in newspapers Riau Pos daily, Riau Pos.co website, and Riau Pos social media.

The subjects in this study were mass media of the Riau Pos and The Star. The data then analysed the stages of the Continuum Convergence implementation carried out by Riau Pos and The Star in maintaining its existence and convergence activities by pointing out the comparison.

RESULTS AND DISCUSSION

Convergence is the path to keep the media alive, and the conventional mindset must be changed. Changes in people's behaviour influenced by the rapid development of human science go hand in hand with demands for the media to adapt themselves. The media is no longer only in the form of newspaper prints but is transformed into even more sophisticated ways, collaborating with the increasingly rapid current of digitalisation. Instead of sinking, the media dive into technology. Technology allows the media to reach larger audiences, provide more information, and reach citizens globally.

As mass media companies, both Riau Pos and The Star have faced the digital transformation from print media to digital media. Digital media itself impacts the company to maintain its existence alive and consumerism. One of the ways is through convergence. This research findings of the subjects are described following the Continuum Convergence Theory studied by Dailey, Demo, and Spillman, which defines five stages of activity in convergence based on the level of participation, namely Cross-promotion, Cloning, Coopetition, Content Sharing, and Full Convergence (Figure 1).

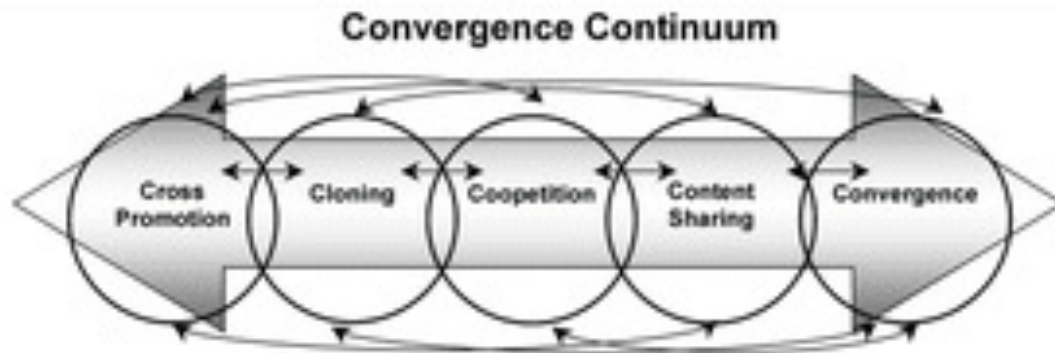


Figure 1. Convergence continuum
Source: Dailey, Demo & Spillman (2005)

Cross-promotion Implementation in Continuum Convergence

Cross-promotion means cooperation between two media to provide space to introduce media content to each other. Promotion is how companies communicate and show their products to a mass audience. Of course, Riau Pos also carries out this activity so that the market reads and enjoys its journalistic products. Promotion and advertising is a form of marketing communication that today has developed into a communication system that is very important to be carried out by producers of goods. The advertising strategy and methods used are very influential on the success of the company's sales.

Promotion is a form of business providing information that consumers need as consideration for buying the product or not. However, the community is now presented with a very diverse choice, and Riau Pos feels they have to be in each option. Media companies, including Riau Pos, then developed their products in various forms that could be accessed in many ways and means.

Multiplatform is the answer to satisfy the market's desire for media content. One content can be accessed in various media (paper, computer, gadget, etc.) with an attractive audio-visual display. This is realised with the help of digital technology, which is overgrowing and entering all cavities of human life. Riau Pos and The Star are both aware of the importance of a news portal or website and continue developing it.

Riau Pos maintained the newspapers as the sole and only media of choice, and online portals were not yet familiar to the public. However,

the development of the last five years has been extraordinary. In the previous ten years, it has been felt that mainstream media policies such as Riau Pos have also begun to change accordingly. Media companies are no longer limited to newspapers that have current hot news but are also media that are constantly updated every second.

Using digital technology is a step taken by Riau Pos by carrying out an advertising strategy that utilises websites and social media built by Riau Pos. On the front page of a printed newspaper, Riau Pos always displays the address of Riau Pos's website and social media, such as Facebook, Twitter, Instagram, and its Youtube channel. Not only that, but Riau Pos also displays a QR code which, if scanned, will directly connect to the Youtube channel (Figure 2). Of course, Riau Pos also includes information for readers to subscribe to.



Figure 2. Cross Promotion on the Riau Pos Printed Platform
Source: Printed Harian Riau Pos 15 March 2021 edition

Activities to promote each other on the platform are also carried out on the Riau Pos.co website, where the Riau Pos E-paper is displayed on the right side of the website desktop display, and when clicked, it will be directly connected to the E-paper service at Riau Pos.co.

Riau Pos certainly carry out this cross-promotion activity to expand the market network, which is then expected to add and improve cooperation with many parties. Riau Pos realises that social media influences how its content can be disseminated. Each social media has a diverse segmentation of its followers and can be used as an opportunity to introduce Riau Pos products.

Like on Twitter, Riau Pos also tweets news that appears on portals and in newspapers. However, Riau Pos does not present it as a thread or a series of tweets describing the news content. However, the tweet is only an image with a website address below it so that Twitter followers can immediately read the top news on the website (Figure 3).



Figure 3. Cross Promotion by sharing the link on Twitter @Riau Pos
Source: Twitter Riau Pos accessed 15 March 2021

In 2018 Riau Pos began to seriously work on social media by delivering news content to all social media. Until 2019, Riau Pos campaigned to go digital. Implementation becomes even more severe by setting up tools and forming its editorial team. This is as explained by Firman Agus in the following interview:

"Initially, this was in 2018, only to campaign for go digital in January 2019. If all this time, the concept of newspapers was customers and traditional readers, yes, we wanted to reach all circles up to the millennial Gen Z, so let us take everything seriously. The task of journalists also increases because they have to provide digital content to be shared on Facebook and Instagram in the form of videos, YouTube, and Twitter. Even in 2020, you create TikTok and have a TikTok account." (results of direct interview with Firman Agus, Chief Editor of Riau Pos and Riau Pos.co, 13 December 2020).

Instagram is the most intensive and fast social media for promotion, based on an interview with the Deputy Chief Editor of Riau Pos.co, Mario Kisaz. Already having 65.7 thousand followers and 4,627 posts as of 21 March 2021, Riau Pos shares the hashtag #BacaRiau Pos to encourage his followers to enjoy Riau Pos news, both print and portal that can be read anytime and anywhere via intelligent devices. Cross Promotion is also carried out on the Tiktok application, where Tiktok has a new feature that makes it easier for viewers to directly read news related to the video uploaded by Riau Pos. Promotions carried out on this application are very interesting because of the significant number of users and diverse user groups. The growth of Riau Pos's TikTok account is also very fast; within a few months, it can get a blue tick as a verified account.

Cross-promotion is considered very effective in introducing a series of social media owned by Riau Pos. This is because cross-promotion uses a variety of social media applications that are very popular with various user segments with different characteristics of the application.

The Star media, at this day, has a more advanced platform, such as an application as well as using a website and social media. With this application, The Star media can specifically present its news and all form of content to readers on one platform so that readers can easily access it in one application.

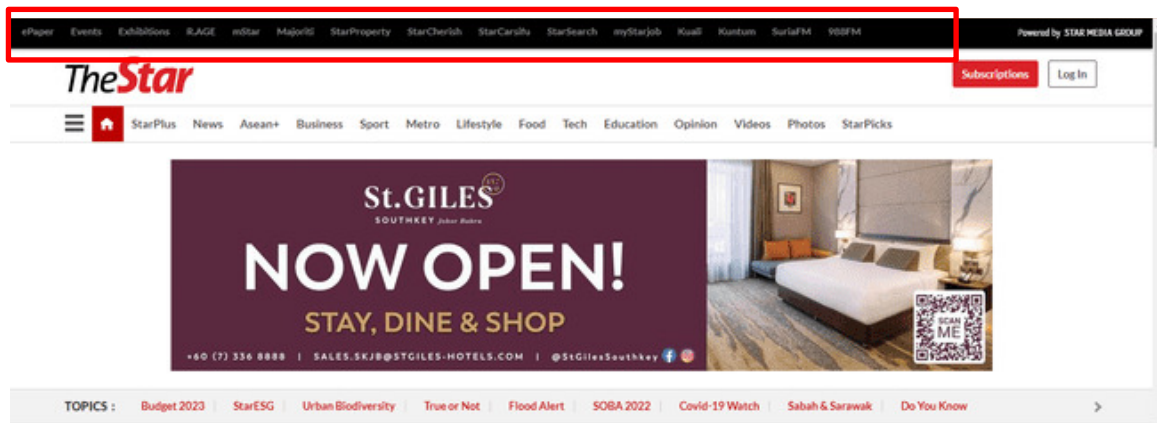


Figure 4. Cross Promotion at The Star website
Source: thestar.com.my (accessed on 8 October 2022)

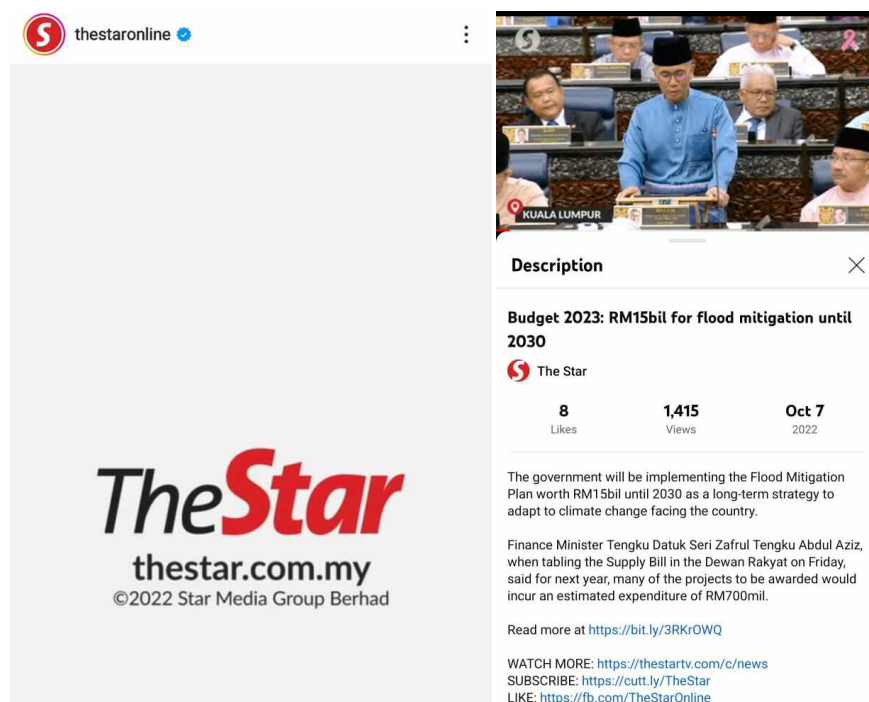


Figure 5. Cross Promotion at The Star social media
Source: The Star online Instagram and Twitter (accessed on 8 October 2022)

Cross-promotion in The Star involves other business segments that are members of the Star Media Group. This is shown on The Star's website platform by presenting products or brands that are members of the Star Media Group with a link feature that can directly bring visitors to the website portal of each brand (Figure 4). In their social media activities, The Star always provides and directs the readers in each content to visit the official website, which aims to promote the website as the main platform for the readers.

Cloning Implementation in Continuum Convergence

In this cloning stage, media content is duplicated and reproduced to be loaded on other media without any changes. Both Riau Pos and The Star provide their content on every platform (Figure 5). Every content was found to be produced with the same information and adapted to the platform's characteristics. Such as, like news in the form of video coverage shown on Instagram tv, the core information related to the report is written in the caption section. While on Youtube, the same video and description are written in the description column (Figure 6).

Riau Pos, in this stage, provide an E-paper whose overall scope is the same as the Riau Pos daily newspaper; the only difference is the format. Suppose the Riau Pos daily newspaper is in the form of sheets of paper that we can read or subscribe to regularly. In that case, the Riau Pos E-paper is in the form of pdf images that we can only read if we subscribe to it every month and in digital form.



Figure 6. Cloning Newspaper content via E-paper Riau Pos
Source: Riau Pos Newspaper and Website, 12 March 2021 edition

Subsequent cloning of content occurs in special news coverage on the newspaper's front page, which is also broadcast on the same day on the website but at different hours. Usually, news published on the website will be uploaded a few hours after the newspaper is distributed or around 10 am. The two news broadcasts on different media platforms are identical without changing the image, title, or content. Riau Pos and Riau Pos.co, the two media under the Riau Pos Group umbrella, are managed and run by the same people to simplify the work process. This is in line with what Firman Agus explained in the following interview:

"Until now it has been until today since 2020 January. I became the editor of Riau Pos.co in August 2019 and was printed by Vice-President in August 2019. January 2020, all was entrusted to me. So the Editor in Chief of printed newspapers and the Editor in Chief of RiauPos.co, become one person. The company aims to facilitate consolidation, working on content to reach the public." (results of direct interview with Firman Agus, Chief Editor of Riau Pos and Riau Pos.co, 13 December 2020).

Since deciding to converge, the workload of journalists must also increase to meet the needs. Riau Pos newspaper reporters automatically become journalists for the online media Riau Pos.co. According to Firman Agus, they are expected to become backpacker journalists. This term refers to journalists with many portable devices in their bags, ranging from pens, books, and recording devices, to cameras whose purpose is to capture images or videos supporting the power of news. The advantage is that it can save production costs, and both Riau Pos and Riau Pos.com run simultaneously.

Cloning in The Star was found with the same activities. In owning its own platform (Figure 7), The Star regularly synchronises it on its website and application. They also provide the exact content in the social media by synchronising the visual and the redactional to audio, attaching it as a Preview, and directing readers to visit their main website and platform.

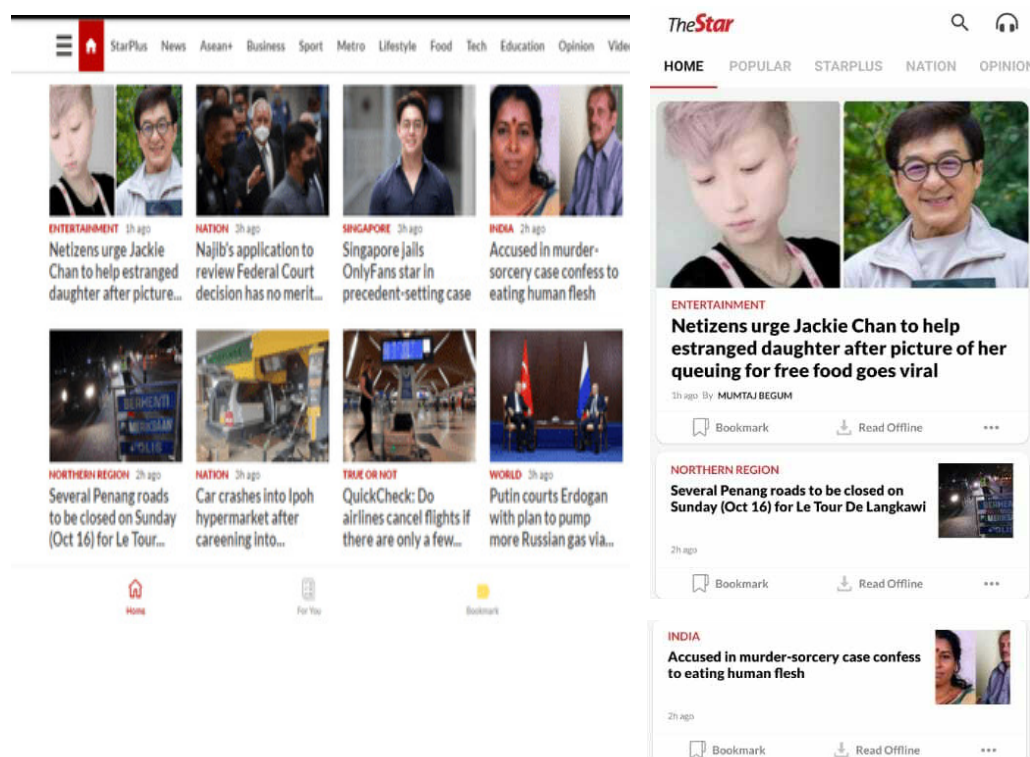


Figure 7. The Star platform

Source: The Star online website and application (accessed on 8 October 2022)

Coopetition Implementation in Continuum Convergence

Coopetition is when converged media entities work together and are competent simultaneously. This stage usually occurs on different media or competitors but still in the same ownership. It is also described as a relationship between firms that cooperate and compete. Involving competitors in the firm's business model helps it gain resource efficiency benefits through increased application and synergy of resources, thus increasing the firm's value-capturing potential.

This research found that Riau Pos, a part of RPG (Riau Pos Group), has several subsidiaries that also issue daily newspaper products other than Riau Pos, namely Dumai Pos, Pekanbaru Pos, and Pekanbaru MX. Riau Pos, along with its sister newspaper, also did a competition. Competition is a business alliance derived from two words: cooperation and competition. In this stage, business people work together and partner with their competitors to increase the added value that can be generated and provided to their products. This is as emphasised by Firman Agus in the following interview:

"Nowadays is the era of collaboration, according to our tagline Innovation and Collaboration. It is no longer the time to kill each other. What we have is that we strengthen and raise each other. Because Riau Pos Group is under them in Jawa Pos Group, our principle is like that." (results of direct interview with Firman Agus, Chief Editor of Riau Pos and Riau Pos.co, 13 December 2020)

Based on an interview with Firman Agus, all media under the umbrella of the Jawa Pos Group are included in a newsroom. Later, all media from Sabang to Merauke under JPG can retrieve news from other regions. Each media is required to send at least 3 of its best news. Later the news may be taken for broadcast in their respective media with the provisions that every news taken must be paid to the media that produces it (Figure 8).



Figure 8. Competition of Riau Pos newspaper via Pekanbaru Pos
Source: Riau Pos and Pekanbaru Pos 12 Maret 2021

We can see in the photo above that Riau Pos and Pekanbaru Pos publish news originating from their media relatives under the umbrella

of the Riau Pos Group. For example, Riau Pos, which includes news sources from the Jawa Pos Group, Jakarta, and Pekanbaru Pos, provides news sources from the Riau Pos Group, Pekanbaru. This form of cooperation within the scope of the same ownership, of course, aims to magnify the name of each other's media.

The next form of coopetition carried out by Riau Pos is Riau TV. In each edition, Riau Pos always sets up events that air on Riau TV. As a company, Riau Pos and Riau TV are also different companies. Riau TV is also not under the auspices of the Riau Pos Group but is directly involved in Jawa Pos Multimedia. Jawa Pos Multimedia is a network of local television stations in Indonesia which is part of the Jawa Pos Group.

Meanwhile, The Star is a part of the publicly listed Star Media Group (SMG) and is the only brand focusing its news content on many segments. The other products of SMG are classified by the forms such as print, digital, radio, event, and property development. Each of these products is conducted independently and found to be unrelated. The only products syncing are The Star Paper and The Star Online. Both of these products are conducted by The Star.

At this point, The Star did not implement the cooperation activities. Each SMG brand independently produces its content in its own form of platform. In observation as far as been done to seek The Star cooperation activities by surfing digitally into other news companies, it found no content spread involving competitors. So The Star did not implement this cooperation.



Figure 9. Content Sharing Riau Pos newspaper via DumaiPosNews.com
Source: Riau Pos dan DumaiPosNews.com edisi 15 Maret 2021

Content Sharing Implementation in Continuum Convergence

The content sharing stage is the possibility of two different media sharing content through repackaging or even sharing budgeting. In this stage, a media outlet regularly shares information gathered by its cross-media partner and publishes it after the organisation's staff members have repackaged it. The partners also might share news budgets or attend the other partner's planning sessions. Collaboration on a special, investigative, or enterprise piece is possible. In general, news organisations produce their own stories without helping each other.

As a result of observations, DumaiPosNews.com publishes the news on its website published by the Riau Pos newspaper. News sources, namely journalists and the media, were also inserted in the photo's title, which explained that the news came from Riau Pos. This example is a form of content sharing for Riau Pos with the media under its auspices (Figure 9).

Content sharing activities, as exemplified above, are not always carried out. This depends on the needs of each media and how engaging the news is. Because every medium has journalists themselves, so each press usually broadcasts information on the same topic from the production of their respective media journalists.

For the issue of sharing budgeting, the discussion will involve digital advertising. When we open the RiauPo.co website, the most significant relationship will lead to Google. In the book *Jagat Digital* by Agus Sudibyo, it is explained that according to Plum Consulting. This independent company focuses on the telecommunications, media, and technology sectors. Google and Facebook are the champions in taking up advertising and digital display spending. Their advertising revenue comes from their role as providers of search engines, social media, and e-commerce platforms and intermediary companies' role in buying and selling display ads between advertisers and publishers. This form of linkage we call programmatic digital advertising.

Riau Pos also uses these two methods to attract as many clicks as possible. We can see this step on all social media on behalf of Riau Pos, which will refer users to read news on the Riau Pos.co website, as explained in the previous three stages of continuum convergence.

This effort then gave birth to media with clickbait news, but Riau Pos emphasised that they had standards that they had to meet as a mass media with competence and integrity, as in the following interview:

"Today's society likes happy-happy, entertaining content. However, we do not follow that. For example, there are many interesting shows on Youtube, and people are more interested in watching them than in our news. However, we still have our audience, right?" (results of direct interview with Firman Agus, Chief Editor of Riau Pos and Riau Pos.co, 13 December 2020).

The next effort is optimising user data, the most significant difference between digital and print media advertising. However, the

current problem, in reality, is that more users access the platform than the publisher's website. So that a lot of user data will be entered and stored on the social media account. The relationship between this user data and programmatic advertising is that the data will be processed and systematised to allow programmatic advertising to target individual internet surfers specifically.

At this point, The Star did not implement the cooperation activities. Each SMG brand independently produces its content in its own form of platform. In observation as far as been done to seek The Star content sharing activities by surfing digitally into other news companies, it found that no content is provided in any news.

Full Convergence Implementation in Continuum Convergence

Convergence is the final stage when different media collaborate entirely in content collection, production, and distribution. It aims to maximise the unique characteristics of each medium to deliver content.

The emergence of new media was adopted and adapted by Riau Pos as a form of encouragement to strengthen the existing conventional press. Riau Pos believed this when implementing 3M (Multichannel, Multiplatform, and Multimedia). The series of 3M is carried out using internet-based technology such as smartphones during society, and all of them cover all stages of Continuum Convergence which the author uses as the basis of this research.

According to Khazid in his research, the convergence process can be considered full convergence if it fulfils several indications. Among them is when an industry performs synergies, coordination, and synchronisation between different platforms in one ownership. So, full convergence is produced from the pattern of cooperation (Khadziq, 2016).

Riau Pos and Riau Pos.co are under one ownership of the Riau Pos Group. Jawa Pos Group, as the primary company that oversees the Riau Pos Group, gives its subsidiaries the management and operational freedom to explore all forms of collaboration and creation to increase company productivity.

However, full convergence has not been implemented perfectly because it has to adapt to the existing conditions. Koran Riau Pos and Riau Pos.co are managed by the same people, from office holders to journalists who cover the field. However, not all news produced by journalists (who work in the two media) will be broadcast in their respective media. Riau Pos still distinguishes news created to be published in newspapers and information posted on the website.

Meanwhile, The Star and The Star Online are a member of Star Media Group and the only product that focus on providing news content. The Star has already built its platform, which is synchronised and updated in live time in every digital activity. The print form, on the other hand, cannot provide all kinds of content produced in one day since the

productivity of newspaper form is still limited and cannot be updated as well as the lifetime concept different from digital.

Technology utilisation by The Star portrayed a full convergence in their activities. The Star made its platform the central place for readers to reach. It is found in how The Star synch its content update in every digital platform and directs them to read the full article on the platform. In this way, we can see this is to use the strengths of the different media to tell the story most effectively. It also leads the readers to consume The Star content without providing too much information in every digital form. The readers can refer to it and be confused with minimalising since it leads to the central platform. The credibility of the news content is more trusted (Table 1).

Table 1. Riau Pos and The Star comparasion

Media component	Riau Pos	The Star
<i>Cross Promotion</i>	Using various social media applications to promote Riau Pos in each of its contents	Using The Star website as the primary media to promote products or brands that are members of the Star Media Group with a link feature that can directly bring visitors to the website portal of each brand
<i>Cloning</i>	Broadcasting news on each platform owned precisely the same without any changes and adjustments to the platforms in the form of digital and print by utilising websites, pdfs, social media	Broadcasting news on each platform owned precisely the same without any changes and adjustments to the platforms in the form of digital and print by utilising websites, pdfs, social media
<i>Coopetition</i>	Cooperates and is competent with several subsidiary companies of daily newspaper products that are members of the Riau Pos Group, which are partnered to increase the added value that can be generated and given to the product	Has become the only editorial/news brand in the exclusive and complete star media group
<i>Content Sharing</i>	It is done to attract as many clicks as possible. By using on behalf of Riau Pos, which will refer users to read news on the Riau Pos.co portal	It does not contain news from other digital brands as well as in other reports, and no content activity contains content from the Star
<i>Full Convergence</i>	It has not been implemented yet perfectly and adapts to existing conditions of 3M (Multichannel, Multiplatform, and Multimedia)	It is done by utilising technology and has a special application that summarises all digital content and products by the Star

Source: Author (2023)

Their implementation in continuum convergence, both Riau Pos and The Star, have some differences and similarities. The main similarity is how both media companies use technologies to provide and develop their content production. Both also use social media to reach the readers and spread their content.

Taspell (2014), in her research about Indonesia and Malaysia's digital media convergence and conglomeration, has pointed out that multiplatform companies are transforming journalism and news production to create a single, integrated newsroom. This will have a profound effect on issues pertaining to media concentration, homogeneity, centralisation, diversity, and freedom of the press.

The research describes The Star condition of their continuum convergence implementation. Meanwhile, in their activities, Riau Pos is cooperating with other media companies and managing their social media by threatening it as their main platform. They often provide the content precisely the same in visual or redactional. In social media also, they promote and campaign their business. It is shown in some updates in their Instagram Stories by reaching the readers and using a hashtag to show their newspaper product. Riau Pos threat and manages their social media as the social media generally used by users.

The differences that point out both media are found in the technology development, affecting how they synchronise their content. Riau Pos, which has no integrated platform like a website or application, still uses and manages its content in social media and other media companies. This differs significantly from The Star's digital activities, which can feel more integrated. Owning a main platform and application affects how readers behave, leading them to refer to one place of media to gain information. This can create a clear and credible condition for the readers of the media company. Confusion about an issue among readers can be minimised.

CONCLUSION

This article has shown and explained the Riau Pos and The Star implementation in continuum convergence. It shows a comparison in their implementation and following the continuum convergence in five stages of activity based on the level of participation: Cross-promotion, Cloning, Coopetition, Content Sharing, and Full Convergence. Found that their implementation in continuum convergence, Riau Pos and The Star have some differences and similarities. The main similarity is how both media companies have used technologies in providing and developing their content production. Both are also using social media to reach readers and spread their content.

The comparison also points out how Riau Pos and The Star differ in managing social media and integrating technologies. Understanding this comparison also shows how each media company stands out in its activities and can be more aware of developing and reaching full convergence in integrated media.

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