Content management at kapanlagi.com: a study of Indonesian digital media

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Abstract The research aims to explore content management within the digital media landscape of Indonesia, with a specific focus on the strategies employed by Kapanlagi Youniverse (KLY), a renowned digital media platform. Technology is viewed as the paramount factor in implementing communication technology, encompassing the rise of digital media as a transformative force. Employing a descriptive qualitative methodology, this study conducted interviews with eight members of the management team. The findings reveal that KLY utilises three primary strategies: lifestyle entertainment, general news, and sports, which diversify information for readers without limiting the number of operated sites. These findings align with the Long Tail Theory of new media business models, suggesting that expanding reach to previously untapped audiences can lead to success. Effective exploration of the long-tail market requires organisations to address consumer needs at minimal cost. This study presents two key propositions: mergers and acquisitions impact organisational structure and media content, and these changes can be enhanced by applying long tail theory principles.

Keywords: content management; digital media; long tail theory; new media

INTRODUCTION
Technological advancements influence the ever-changing media landscape, compelling media organisations to adapt. This aligns with the technocentric perspective proposed by Tornatzky and Fleischer (1990), which places technology as a driving force behind change. In this context, technology is the dominant factor in implementing communication technology (Kriyantono, 2020). One notable outcome of this technological evolution is the emergence of digital media (Hanusch, 2017). whether in media convergence or digital native media (Hanusch, 2017; Putera, 2017).

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The ubiquity of the Internet in our lives is undeniable. In 2017, the Tetra Pak Index report indicated approximately 132 million internet users in Indonesia, a significant increase from 2016, when the number stood at around 45 million users, marking a 51% growth (Yudhianto, 2017). Furthermore, Malaysia boasted an internet penetration rate of 84.2% as of January 2021, within a population of 32.57 million (*Digital 2021: Malaysia*, 2021).

Considering the "medium is the message" concept, it becomes evident that technological changes drive alterations in media and consequently affect media content. This concept posits that technology shapes certain types of media, and changes in these types have specific effects on audiences independent of the content conveyed (Kriyantono, 2019). Researchers contend that exploring this concept within the context of new media management in Indonesia warrants comprehensive research. This study investigates the organisational structures and content production of selected media conglomerates. It is argued that comprehending the dynamics of convergence processes necessitates an understanding that convergence results from cultural reconfiguration within newsrooms, influenced by strategies that either facilitate or hinder implementation (Menke et al., 2018). Thus, this research employs the Long Tail Theory to identify organisational structures within these organisations. The Hierarchy of Influence theory will be applied in the second part of the research, focusing on the news content produced.

The Long Tail Theory, as Noor (2015) outlined, reflects the evolving digital media trend. This theory explains a shift in consumer demand for media products, transitioning from focusing on a limited number of highly popular items with significant sales volume to emphasising a plethora of diverse, albeit less popular, products occupying niche markets. Coined by Chris Anderson, the Long Tail Theory is synonymous with niche market retailing. This concept entails a strategy encompassing the sale of a wide array of unique items with modest sales volume alongside popular items characterised by limited variety but substantial sales volume (Noor, 2015). Furthermore, Noor (2015) posits that this theory identifies three pivotal driving forces for media product marketers: facilitating consumer creativity, providing choices, and equipping consumers with decision-making tools.

Despite the rapid growth of digital media, substantial financial developments have not necessarily accompanied this expansion. Media convergence actors acknowledge this financial challenge. An initial interview conducted outside the research with Deka Adrianto Utomo, the editor-in-chief of Radarmalang.id on 3 December 2018, revealed that radarmalang.id, a convergence of the daily Radar Malang, still grapples with difficulties in securing advertisements. A similar predicament was experienced by Panditfootball.com (Putra, 2016) as a digital native media outlet. Furthermore, according to Mahaardi Eka, Managing Editor of Kapanlagi.com, in an interview conducted on 4 April 2018, television

media continues to dominate the lion's share of advertising revenue.

An alert from Tirto.id further supports this idea. In 2018, Big Mobile, an Australian advertising company, reported that digital advertising accounted for only 17 per cent of total advertising expenditure in Indonesia (Adam, 2018). Additionally, the digital landscape is dominated by Google, especially in the United States, where digital advertising revenue has consistently risen from $8.09 billion in 2000 to $209.7 billion in 2022 (Statista.com). A similar pattern is observed in Indonesia's digital ecosystem. Consequently, many stakeholders in the digital realm, including online media outlets, compete for the remaining digital advertising revenue outside the realms of Google and Facebook (Putera, 2018). Faced with these challenges, several digital media platforms have opted to cease their operations, including Muvila, Sooperboy, and Technology.

Various business models have been experimented with, but none have proven stable (Putera, 2018). Nevertheless, one of digital media's most prevalent survival strategies is mergers and acquisitions (M&As). This approach has become commonplace for media companies worldwide. Vertical integration implies that a business exerts control over multiple companies involved in the production process between suppliers and consumers (Kolodzy, 2006, p.8). M&As have several implications, including the widespread standardisation of content (Nugroho, A. Putri, and Laksmi, 2012). From a power-oriented perspective, mergers are viewed as a form of media conglomeration (Nugroho, A. Putri, and Laksmi, 2012).

According to the assumptions of Noam Chomsky and Edward Herman, the media serves as an instrument of group power that influences media content (Krisdinanto, 2014). Consequently, content uniformity due to media conglomeration reinforces the interests of those in power, especially regarding ideology. Numerous studies have criticised conglomeration because it is perceived as disseminating a single ideology and viewpoint (Kolodzy. 2006). Meanwhile, from the perspective of the normative role of the media, content uniformity erases the public nature of the media (Nugroho, 2012, cited in Nugroho, A. Putri, and Laksmi, 2012). Diversity is considered crucial as people require various information for democratic deliberation. Moreover, content diversity for the audience reflects the community's diverse needs met by the media (Sjovaag and Pedersen, 2018). Conglomeration implies that the media fails to fulfil citizens' rights and simultaneously diminishes democracy.

The assertion that media conglomerates consistently have a detrimental effect on the quality of democracy does not always hold. Research conducted by Picard and Van Weezel (2008) suggests that financially robust and stable media organisations are more likely to serve the public interest effectively. Instead of being primarily influenced by the agendas of media owners, news production is predominantly guided by economic profit motives (Picard and Van Weezel, 2008).

Furthermore, the economic model of mergers and acquisitions (M&As) demonstrates that the increasing number of media outlets, audience segments, and content diversity enhances the economic value of content related to the interests of minority communities (Horwitz & Albert, 2006).

S Additionally, the research findings of Li and Thorson (2015) indicate that a greater variety of topics and news categories in the media significantly contribute to advertisers' income. Considering all these factors, this study posits that previous research may not comprehensively depict content management dynamics in post-merger digital media and may oversimplify promoting a singular viewpoint through uniform media content. A multitude of factors influence the intricacies of newsroom operations.

The political economy approach has no consensus on the relationship between media ownership and content control. The classical Marxist-classical approach posits a direct link between media owners and their control over what is presented, heard, and read in the media. Conversely, neo-Marxists argue that there is not a direct and hands-on relationship between media owners and media content control. It is improbable that media owners are personally involved daily in overseeing all developments in media content. Their involvement primarily pertains to the organisational structure, which, in turn, is shaped by the capitalist system and capitalist ideology. This approach tends to concentrate heavily on the media (Williams, 2003), often overlooking the autonomy of media professionals. Despite their analytical distinctions, these forces intermingle, overlap, and influence each other. The accumulation of power and influence ultimately confers dominant positions upon certain institutions in mass communication and society (McQuail, 2010).

Content management changes when business decisions, such as conglomeration decisions (Zulfiningrum, 2014), are made. These changes encompass conflicts between journalistic and economic interests and the development of production methods that cater to economic interests, including capital and audience ratings (Zulfiningrum, 2014). Previous research has predominantly concentrated on post-convergence content management (Makswarie, 2016) and the management of recently established native digital media (Putra, 2016; Mariatna, 2014; Mutmainnah, 2016; Hatika and Nasution, 2017). While studies are available on convergence resulting from mergers and acquisitions (M&A) or other technological advancements, there is a notable scarcity of comparative studies on convergence in journalism (Menke et al., 2018).

This study addresses the following inquiries: What organisational management strategy was employed by Kapanlagi Youniverse following its mergers and acquisitions (M&A)? What patterns govern content management at Kapanlagi Youniverse post-M&A? On the one hand, technological advancements give rise to new media forms, while on the

other, they reshape the dimensions of message management. This management process results in distinctive patterns unique to these media types. Identifying these patterns is essential as a preliminary step for future comparative studies among different media types. This research aspires to contribute to advancing communication science by formulating novel patterns for managing new media content. The authors posit that the strategy of mergers and acquisitions often carries a negative connotation, particularly concerning the homogenisation of content. Nevertheless, this strategy can also offer opportunities for media companies to enhance their content. This study seeks to analyse the patterns arising from the merger and acquisition strategy, employing an approach that delves into media routines and digital journalism aspects within selected media organisations to discern post-merger content management patterns.

METHODOLOGY

This research employs a descriptive qualitative approach, which involves collecting detailed information, problem identification, comparisons, evaluations, and developing solutions. There were no limitations on the number of informants to ensure the depth and quality of the data (Elliot & Timulak, 2005; Kriyantono, 2021; Neuman, 2013). Purposive sampling was used to select informants, as the research aims to investigate content management patterns, necessitating direct input from the management team. Consequently, this study conducted interviews with several key individuals from Kapanlagi.com, including Mrs. Ellyana Mayasari (Mae), Editor-in-Chief; Mr. Mahardi Eka Putra, Managing Editor; Mrs. Wulan Noviarina (Ule), Editor; Mrs. Wilda, Multimedia Division Editor; Mr. Adi Dharmawan (Kempit), Member of the Social Media Division; Mr. Adhib Mujaddid, Leader of the Multimedia Entertainment and Lifestyle Division; Mr. Mathias Purwanto, Coverage Coordinator; and Mr. Akbar Prabowo Triyuwono, Reporter.

The authors looked into the process of managing entertainment media content at Kapanlagi Youniverse, leading to the formulation of patterns for media content management in the realm of post-merger digital media. The study encompassed two phases: examining structural changes within selected organisations and exploring content production. This approach transitions from strategic and structural analysis to focusing on content production to uncover new possibilities in newsroom practices (Menke et al., 2018).

RESULTS AND DISCUSSION
Long Tail Perspectives on Media Management After Mergers and Acquisitions

The research findings indicate that Kapanlagi Youniverse (KLY) has evolved with three primary pillars: lifestyle entertainment, general news, and sports. These three pillars diversify information for readers without restricting the number of operated sites. This aligns with the

core tenets of The Long Tail Theory (Anderson, 2006), which posits that new media businesses, specifically on the Internet, can achieve success by extending their reach to previously untapped customer segments. In essence, these three main pillars of KLY represent marketable products that reach a broad audience. Furthermore, effectively capitalising on long-tail markets necessitates organisations to cater to the distinct needs of consumers while minimising costs (Wang & Xiao, 2015).

Through interviews, it was discerned that this strategic approach was an adaptation resulting from the merger and acquisition (M&A) process between Kapanlagi Networks and EMTEK. This collaboration enhanced access to news sources, improved information processing infrastructure, broader information dissemination, and varied information presentation methods. Mrs. Mae, Editor-in-Chief, noted that the KLY and EMTEK merger prompted several managerial adjustments. The management aspects were divided into pre-production and post-production, encompassing information sources, editorial teams, information research, quality control, content management system (CMS)-driven content creation, diverse content formats, publication, and distribution.

The interviews with Mr. Mahardi Eka Putra, a Managing Editor, revealed that the M&A process also catalysed managerial and structural changes, stimulating the inception of fresh ideas in the form of new sites and enhancing existing sites with distinct characteristics. Utilising the Internet with support from EMTEK empowered each site to have greater autonomy over the information they delivered, catering to the needs and preferences of users, including readers and media enthusiasts. All of this is closely linked to the foundational principles of the Long Tail theory, which underscore the effectiveness of online media management based on the following principles: (1) the availability of diverse niches is more extensive than commonly recognised; (2) these niches are now economically feasible; and (3) when aggregated, these niches constitute a significant market (Anderson, 2006).

This current study has observed that the managers at KapanLagi Youniverse effectively harnessed support from EMTEK to develop strategies that align with the three key principles of The Long Tail Theory. Firstly, they adopted a strategy focused on democratising the means of production, which involves increasing the number of producers and the variety of products. Thanks to advancements in information technology, individuals can now perform tasks formerly the domain of communication technology experts. Consequently, the universe of available content is expanding at an unprecedented rate, extending the "tail" to the right.

Following the merger and acquisition (M&A) of Kapanlagi with EMTEK, resulting in the formation of Kapanlagi Universe (KLY), content production has expanded significantly due to the infusion of additional production resources. The multimedia division now possesses enhanced production tools that bolster content creation in quantity and quality.

KLY also benefits from the ability to source information from sister companies within the EMTEK network, thereby extending the reach and distribution of their content. For example, KapanLagi Dangdut incorporated content from the Indonesian Dangdut League Program on Indosiar TV. The information obtained by KLY and other EMTEK-affiliated companies can be legally shared and utilised in content creation.

Secondly, the management has optimised all facets that support the democratisation of production methods. Information technology has significantly reduced shipping costs and broadened output channels, providing consumers greater access to market niches. This increased accessibility to niche products makes them available to users who would otherwise not have access through traditional distribution channels (Evans, 2009). The authors contend that expanded access to more niches can lead to a secondary effect, termed "tail fattening."

KLY's mission in the digital realm is centred on enhancing the quality of life within the community through technology, innovation, and online services, ultimately fostering a more intelligent and informed society. Wulan, the Editor, articulated this mission: "Our aim is to improve people's quality of life in the digital age through technology, innovation, and online services, making individuals smarter and more knowledgeable."

One of the benefits of online media lies in its cost-effective production, primarily stemming from reduced expenses related to printing and shipping. Since its establishment, KLY has operated as an online media platform, avoiding the expenses of traditional print and distribution processes. According to Mae, the Editor-in-Chief, the economical production costs enable users to easily access KLY's content and news without charge, making information readily available. Furthermore, the augmented production resources following the merger and acquisition (M&A) enable KLY to diversify its offerings, reaching a broader spectrum of business niches. For instance, KLY has ventured into the trending TikTok platform with the Fimela.com branding (Fimela TikTok Shop), offering affordable cosmetic and skincare products.

The data collected indicates that the organisational structure of both mentioned organisations is closely tied to the principles of the Long Tail Theory. The Long Tail Theory, as Noor (2015) outlined, mirrors the trajectory of digital media trends. This theory underscores a shift in demand for media products from focusing on a limited number of highly popular items with significant sales volume to emphasising a wide array of niche products with smaller sales volumes. Coined by Chris Anderson, The Long Tail Theory is commonly called the concept of niche market retailing. It advocates the strategy of marketing a diverse range of unique items with limited sales volumes in addition to popular items with a more extensive sales volume (Noor, 2015).

The emergence of the Long Tail Theory is a consequence of technological advancements that have continually reduced distribution costs in the media industry. Media companies have recognised the profit

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potential of serving many smaller customers (Noor, 2015). As digital media's production and distribution costs decrease, the need for one-size-fits-all or uniform products becomes obsolete. A market characterised by diverse but smaller-scale demand can collectively generate substantial overall sales potential. Consequently, products with niche appeal and varying demands can be managed cost-effectively due to their capacity to boost sales (Noor, 2015).

Content Management Patterns of KLY as Digital Media

The study unveiled an intriguing discovery: KapanLagi Youniverse effectively aligned supply and demand using filters. Integrating information technology in the form of filters facilitated the connection between consumers and products or services, thereby steering consumer demand comprehensively. Using social data to bridge supply and demand, the focus shifted beyond popular items to encompass a broader range of accessed content (Evans, 2009).

Incorporating the Bubble Filter has specifically empowered algorithms to generate content akin to previous searches or consumer preferences (incomplete text). Additionally, KLY leverages Google Trend and Google Analytics to gauge user preferences, anticipate trending topics, and strategically incorporate keywords in article writing to enhance Search Engine Optimisation (SEO) efforts. From an economic standpoint, the three long-tail forces, typically constrained by physical product and shelf space limitations in traditional companies, allow internet-based companies and e-commerce platforms to reduce production, distribution, and search costs. This enables them to amass extensive inventories comprising both popular and niche offerings.

Every KLY website operates independently, allowing them to tailor their content to their target audience. KLY believes this autonomy empowers each site to thrive by maximising its potential within its specific industry. Mae, the Editor-in-Chief, says, "We have diverse kitchens and restaurants here because each website caters to different target audiences. We advocate for the autonomy of each website to function according to its own identity. Emtek primarily focuses on financial aspects, so we are not following the same path. There are numerous possibilities; while KapanLagi collaborates with artists, the sector will grow independently, Fimela will thrive in the women's sector, and Ball will expand in the sports sector. Therefore, they enjoy autonomy, limited only by their content selection and creation, determining how much information should be produced and published for each criterion."

Furthermore, in the post-merger phase, KLY places significant emphasis on monitoring trends through Google Trend (GT) and anticipates content needs through Google Analytics (GA) for pre-production and post-production coordination. Mrs. Wilda, Editor of the Multimedia Division, explained, "One strategy employed by KLY to generate user-centred revenue involves the utilisation of GA and GT.

KLY aims to engage its audience regularly and foster loyalty and voluntary participation." KLY's goal extends beyond content provision, aspiring to cultivate a substantial online community. According to Mr. Adi from the Social Media Division, KLY's audience even has a WhatsApp group called "KulWa" that facilitates two-way communication (Lecture WA). The KLY sites attract diverse visitor profiles, leading to unique content processing. Typically, traffic serves as the primary criterion when formulating content, and Kapanlagi employs proxy magnitude and prominence standards to achieve the desired level of traffic.

In summary, the data findings indicate that the transition of news media to an online platform yields new manufacturing, distribution, and marketing efficiencies. The Internet's unique capabilities impact the efficiency of the online news economy and lay the foundation for a long-tail economy. This section examines how the Internet influences the online news environment, particularly in terms of production, distribution, and search costs.

Production costs

News websites can now generate various news content combinations tailored to different audiences, a practice known as customisation (Foust, 2005). This expansion of the online news product line comes at a minimal cost, allowing news platforms to publish news enriched with infographics and videos, diversifying news offerings while keeping expenses relatively low. This contributes to the long-tail economy.

KLY currently operates several websites catering to distinct user segments. For instance, Fimela focuses on women's lifestyle, Bola.com covers local football information, Bola.net provides international football updates, KapanLagi Korea offers insights into Korean artists, KapanLagi Dangdut features dangdut-related content, and Liputan6 and Merdeka.com deliver general news. This level of customisation is made possible by the cost-effectiveness of production, enabling online media to craft varied content variations.

Distribution costs

KLY boasts sites like KapanLagi Dangdut and KapanLagi Korea, standout products offering substantial advantages for KLY. Despite being highly specialised, these sites reach market niches previously unattainable by other online media competitors. Both KapanLagi Dangdut and KapanLagi Korea have cultivated dedicated communities within KLY. This is evident from the high interest shown by advertisers eager to collaborate with KapanLagi Korea. Simultaneously, KapanLagi Dangdut serves users and the existing Dangdut community in Indonesia, a music genre originating from the country. These two sites exemplify superior products that engage even the most segmented communities, catering to audiences from young (KapanLagi Korea) to old (KapanLagi Dangdut) without needing subscriptions.

Being online eliminates the expenses associated with printing and shipping, effectively reducing distribution costs. From a distribution cost perspective, delivering digital content or products online incurs minimal fees. As distribution costs decrease and advanced information technologies emerge, companies gain easier access to specific demographics, regions, or market niches. In the news industry, cost-effective digital distribution has removed spatial and temporal constraints, allowing news sources to reach previously inaccessible audiences, including minority groups like immigrants and readers in remote markets (Chyi & Sylvie, 2010; Kung et al., 2008).

Search costs

In KLY's content, such as single news and news pages, hyperlinks are consistently embedded. These hyperlinks serve as explicit recommendations to users, prolonging their exposure and facilitating their search for specific topics.

Based on existing literature, the authors contend that search costs encompass monetary and non-monetary expenditures that hinder consumers in finding desired information (Kung et al., 2008). The Internet plays a pivotal role in streamlining the search process. Within the news industry, search tools and techniques include news search, news commentary, recommendations, popular articles, news scoring systems, sharing features, blogging, polls, forums, and more. Research indicates that users select more articles when news sites provide explicit recommendations, with stronger recommendations leading to extended exposure to related content (Knobloch-Westerwick, Sharma, Hansen, & Alter, 2005). Information technology facilitates this search approach and has reduced the cost of accessing specialised content, expanding news reach to consumer segments in alignment with the long-tail theory.

Every media entity must consider the economic dimension. Media organisations operate under the economic rationale of serving two distinct consumer groups concurrently: the consumers of the products they produce (readers or viewers) and the consumers of advertisers (Noor, 2015). While the first group of consumers may not be the primary source of revenue for the media organisation, their role is pivotal in determining content ratings. Ratings acquired from these initial consumers serve as leverage for the media organisation to secure advertisements from advertisers. Furthermore, efficiency is equally critical in content production practices (Noor, 2015). Production efficiency pertains to the cost savings in the production process achieved through various combinations of inputs. In this context, efficiency signifies the optimal utilisation of inputs with minimal wastage. It is categorised into two types: technical efficiency and economic efficiency. Technical efficiency quantifies efficiency by minimising unnecessary production processes, while economic efficiency assesses production costs. Economic efficiency is measured by the lower costs incurred by the company per production unit. This efficiency can be attained by

employing a combination of input types at the lowest feasible cost. Moreover, production management encompasses decision-making activities related to transforming inputs into desired outputs (Noor, 2015).

Furthermore, these strategies align with the concept of digital journalism. Anticipated trends in journalism encompass diversification, collaboration, and closer relationships between media outlets and their audiences. The values underpinning journalism have evolved with the advent of various journalistic forms. For example, dialogical journalism fosters closer rapport between reporters and audiences, with interactivity emerging as a key feature of digital journalism. Journalism has transitioned from a confined practice to one more open in culture and practice.

Digital journalism has dismantled the traditional top-down flow of information from news practitioners to audiences, ushering in a mixed-flow model where top-down, bottom-up, and cross-distribution coexist. Digital journalism has provided a platform for underrepresented voices to be heard and promoted content sharing between users and news producers through user-generated content. While this practice has faced criticism for potentially compromising journalistic quality, it epitomises the transformative impact of the digital era on journalistic discourse. Technological advancements integrated into newsrooms have introduced new work routines and designations regarding news gathering. The future of newsroom structures is predicted to adopt a walls-down approach, featuring a central desk system, versatile editors, and seamless integration and collaboration between digital and non-digital platforms (Hassan & Elmasry, 2019).

Digital media increasingly relies on algorithms and analytics to gain a deeper understanding of its audience, enabling content customisation to align with user preferences. As a result, digitally delivered news will persist in catering to the specific demands of its consumers, particularly within the realm of news distributed through social media platforms. The practice of digital journalism is closely intertwined with social media, as evidenced by previous research (Domingo, 2008; Anderson, 2010; Kriyantono et al., 2023; Peters and Broersma, 2013; Heinrich, 2011; Russell, cited in Steensen and Ahva, 2015). Journalists frequently source news from the social media accounts of ordinary citizens in addition to established credible sources, and news dissemination is prevalent on social media platforms. Therefore, it is foreseeable that social media will maintain its predominant role as a platform for digital journalism.

The present study has delved into select media conglomerates' organisational structures and content production (See Table 1). It posits that comprehending the dynamics of convergence processes hinges on recognising that convergence arises from the cultural reconfiguration within newsrooms, influenced by strategies that either facilitate or hinder its implementation (Menke et al., 2018).

Table 1. Matrix of content management pattern (2023)

Process Step	Description
Content Sourcing	- Reporters gather information from the field and digital platforms, including social media. - Collaboration with sources like Soompi and Allkpop but ensuring not to use exclusive content without permission.
Content Creation	- Content undergoes processing by the editorial team. - Review, refinement, and approval by the editorial team before it gets uploaded to the CMS.
Content Analysis	- Usage of data analytics to understand trends and user behaviours. - Content is grounded in data, brand image, revenue considerations, and user needs.
Content Diversification	- Expansion beyond textual content to videos, infographics, livestreams, and events. - Engaging the community directly in content creation, e.g., live Q&A sessions.
Content Distribution	- Articles are published on KLY's sites and other platforms like Vidio.com. - Adapting to new platforms like TikTok to reach wider audiences.
Engagement Strategy	- Ensuring two-way communication with readers for feedback and loyalty. - Creation of events and live sessions for direct interaction.
Copyright Management	- Avoiding use of copyrighted images or content without proper permissions. - Subscription to photo services in Korea and having their photographers for legitimate image sourcing. - Using content posted directly by artists or celebrities on their social media for more flexibility in content usage.

Source: Author (2023)

Organisational Management

The research found that KLY's editing department generates a substantial volume of information, creating hundreds of content pieces daily. Mrs. Mae elaborated, indicating that only 20% of the team comprises editing staff, with the majority being content providers. KLY can produce between 1200 and 1500 written articles daily, excluding original social media content.

The organisational structure encompasses various roles. Reporters collect data from media appearances, conduct in-person interviews, and cover events. The multimedia section comprises teams such as Fimela, Kapanlagi, and Dream, which are responsible for managing video, photo, and graphic content. The editing staff, focusing on textual content, benefits from the support and resources provided by the multimedia division. The merger has facilitated greater access to tools, enhancing the dynamism of their work.

Additionally, a team of editors is responsible for curating content from social media, other media outlets, and content produced within the same division. The editorial team plays a crucial role in ensuring the publication of high-quality content, with content creation remaining under the purview of the editors. The Social Media Division is a cohesive unit, collecting data from various social media platforms. Social media

managers, in particular, assume roles as content administrators, advertorial managers, and occasionally function as correspondents, extending the work of reporters. Improved access to information and sources enables close collaboration between this division and the editorial team.

Lastly, quality control and editorial phases are integral to ensuring that all material and content meet the required standards before being disclosed. Email is the primary tool for coordinating this content, tailored to align with the topic and rubric requirements. While email is utilised for archival purposes, WhatsApp is employed for collaborative efforts. After email coordination, meetings are scheduled, and high-definition videos are shared or displayed using Telegram. The editorial team plays a central role in coordinating these activities.

Propositions

Drawing from the insights gleaned through interviews, the researcher establishes a set of propositions. These propositions emerge from constructing a conceptual framework grounded in field data, reflecting the essence of inductive thought processes inherent in philosophical qualitative methodologies.

Proposition 1: Mergers and acquisitions influence the functioning of online media, particularly concerning organisational structure and media content. Proposition 2: Following mergers, the operational efficiency of online media is more likely to be enhanced when the organisational structure and content management adhere to the principles of the long tail theory, with a specific emphasis on routine media and digital journalism facets. These propositions are visually presented in Figure 1.
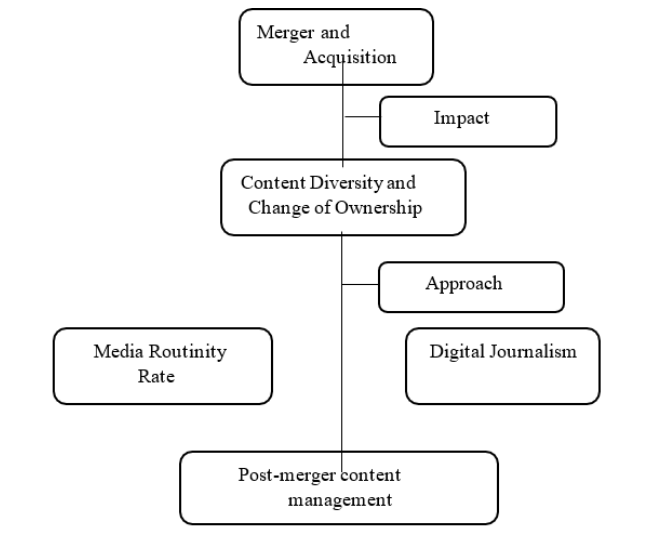

Figure 1. Development of the Propositions
Source: Author (2023)

CONCLUSION

KLY's approach to content management leans towards diversification, aligning with consumer preferences and needs. This diversification is evident in their strategy, which involves gathering information from various sources, including direct reports, infographics, press releases, and even their team in South Korea. This strategy, catering to a wide array of consumer interests, is reminiscent of the principles outlined in Chris Anderson's Long Tail Theory. This theory suggests that businesses can often profit more by addressing niche interests than focusing on mainstream demands in the digital age. However, it is important to note that while KLY's content strategy appears to align with the Long Tail Theory, there is no concrete evidence to confirm that KLY explicitly bases its strategies on this theory. The observed alignment is more of an inferred connection drawn from the patterns seen in KLY's content management approach.

In addition to content diversification, KLY's success can also be attributed to its systematic organisational management. The media company has established structures and strategies that ensure the effective delivery and management of diversified content, further solidifying its position in the media landscape. It is worth noting that while this study offers valuable insights into the potential relationship between KLY's content management and the Long Tail Theory, there are limitations in generalising the results. The conclusions and propositions derived from this study are largely context-specific, rooted in the circumstances and data available during the research period. For a more comprehensive understanding and validation, future research endeavours could benefit from surveys that delve deeper into the propositions and studies on "uses and gratification" to determine if the observed patterns significantly influence user choices in media consumption.

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