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Media transformation management strategy in the era of multiplatform (Case study on Tribun network)

Merry Fridha Tripalupi^{1*} & Rahmat Edi Irawan²

¹ Master of Communication Science, The Faculty of Social and Political Sciences, Universitas 17 Agustus 1945, Surabaya, Indonesia. Email: merry.fridha@untag-sby.ac.id

² Strategic Marketing Communication Program, Bina Nusantara Graduate Program, Bina Nusantara University, Malang, Indonesia. Email: rei@binus.ac.id

* Corresponding author

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Abstract: The rapid advancement of technology demands that media companies transform quickly; it is insufficient for media to *produce* content; they must adopt an integrated multi-platform strategy. This study examines media transformation management strategies in the multi-platform era, utilizing the Tribun Network as a case study. The research employs a descriptive qualitative method with a case study approach. This study utilizes Henry Jenkins' theory of media convergence and a cross-media approach to analyze channel integration and content distribution patterns. The results indicate that Tribun's transformation encompasses digital editorial integration, leadership restructuring towards a flexible model, platform-based content optimization, and diversification of monetization channels. This strategy has not only expanded audience reach but has also established an editorial workflow that is responsive to algorithms and technological dynamics. This research contributes to the literature on digital media management and is a practical reference for other media organizations in designing multi-platform strategies.

Abstrak: Pesatnya perkembangan teknologi menuntut perusahaan media untuk bertransformasi secara cepat. Di era digital, media tidak cukup hanya memproduksi konten melalui satu saluran, tetapi juga harus mengadopsi strategi multiplatform yang terintegrasi. Penelitian ini bertujuan untuk mengeksplorasi strategi manajemen transformasi media dalam menghadapi era multiplatform dengan studi kasus pada Tribun Network. Penelitian menggunakan metode kualitatif deskriptif dengan pendekatan studi kasus. Untuk menjelaskan fenomena yang dikaji, penelitian ini menggunakan teori konvergensi media dari Henry Jenkins dan pendekatan lintas media untuk menganalisis integrasi kanal serta pola distribusi konten. Hasil penelitian menunjukkan bahwa transformasi yang dilakukan Tribun meliputi integrasi editorial digital, restrukturisasi kepemimpinan menuju model fleksibel, optimalisasi konten berbasis platform, dan diversifikasi kanal monetisasi. Strategi ini tidak hanya memperluas jangkauan audiens, tetapi juga membentuk pola kerja redaksional yang responsif terhadap algoritma dan dinamika teknologi. Penelitian ini memberikan kontribusi pada literatur mengenai manajemen media digital serta menjadi referensi praktis bagi media lain dalam merancang strategi multiplatform.

INTRODUCTION

The rapid development of technology and communication requires humans to adapt to various technological developments. The development of information technology can improve performance and enable multiple activities to be carried out quickly, precisely, and accurately to increase productivity ultimately (Setiawan, 2018). Technological developments must be responded to soon, because if not, humans will remain stuck in the past. Technology's massive development is occurring in developing countries, such as Indonesia (Mannuru et al., 2023). Technological advances in Indonesia are welcomed by various sectors, especially in the media sector (Jurriëns & Tapsell, 2017). The media sector considers technological adaptation necessary due to changing audience behavior (Ha, 2020). For example, before the development of social media, which is now as massive as it is, information was reported on television channels or through print media. However, today, audiences prefer to use their devices to access information. Therefore, the media sector has adapted by not only relying on one channel to distribute its content. The media sector is required to expand to various platforms, known as multiplatforms.

One media outlet that has adapted to technology with the implementation of multi-platform is TribunNews. At the beginning of its establishment, Twibunnews primarily produced print media, including newspapers, operating under the Kompas Gramedia Group (Putranto & Delliana, 2019), one of Indonesia's largest media companies (Masduki & D'Haenens, 2022). The uniqueness of Twibunnews lies in its localization, as the TribunNews news network has established branches across various regions, creating a localized news

agency. This concept is fundamental, especially in mass communication theory, where it is argued that media close to local communities tend to be trusted by their audiences because they are considered more relevant to their needs. Returning to the discussion of digital transformation, it is about transitioning from print media to digital media and how the media can remain relevant amid changes in audience behavior. According to Everett Rogers, the adoption of new technology typically begins with a small group of early adopters and then spreads to the majority of the population (Kapoor et al., 2014; Veronika Karnowski, 2016). In the context of Tribbunnews, they must be among the early adopters to maintain their position in the public's eyes, given the increasingly tight competition. Otherwise, TribunNews will lose its audience, which may have already transformed into digital media.

Along with these things, Henry Jenkins, in his media convergence theory, states that "media convergence is not only a shift in technology or technological processes but also includes shifts in industrial, cultural, and social paradigms that encourage consumers to seek new information" (Fiske, 2010). Examining how people utilize different media platforms and engage with one another on a social level to produce new experiences, media types, and content that connect us socially with other consumers and creators from media firms is also known as media convergence. Convergence theory, researched by Henry Jenkins, also states that "media convergence is a process that occurs through the cultural development of society" (Burke, 2020). This media convergence combines the 3Cs: computing (entering data through computers), communication, and content (Rahmatullah & Flowerina, 2024). Departing from this, TribunNews

eventually became one of the media implementing a multiplatform system.

Media convergence has not merely facilitated the expansion of content distribution but has also given rise to cross-media approaches. This paradigm demonstrates that content dissemination is no longer linear but strategically dispersed across multiple channels through platform-specific adaptations. For example, a single news story can be developed into various formats, including a long-form article for the website, an infographic for Instagram, short-form video content for TikTok or Instagram Reels, and live reporting for YouTube. Such strategies enable more dynamic message delivery while strengthening media-audience engagement. TribunNews has adopted this approach by optimising content according to each platform's distinctive characteristics. This observation substantiates Jenkins' conceptualisation of convergence (Jenkins, 2008) as a product of participatory culture and technological evolution, rather than mere technical integration. However, this multi-platform strategy faces various challenges, one of which is maintaining content (Zhu et al., 2023). When the media asks to be up to date, that is when content quality is often sacrificed. Therefore, TribunNews must strike a balance between the speed of the publication process and the accuracy of the content. The media plays a vital role as the primary channel through which information is disseminated (Liu et al., 2020). In this context, Tribbunnews must develop a strategy for delivering information quickly without compromising its credibility. Another challenge comes in terms of monetization. The transformation to a multiplatform certainly requires considerable costs, as it involves a lot of infrastructure support and

qualified human resources (Kencana & Meisyanti, 2020; Siebel, 2019). Based on the above, TribunNews' digital transformation takes work.

Several relevant previous studies are used in this literature review. Firstly, Awuor & Kithae (2020) aimed to investigate how digitization has affected the profitability of media houses in Kenya in their study. The study emphasizes the importance of developing suitable change strategies to effectively address the impacts of the Internet and digital transformation on both content and revenue. Secondly, El Takach et al. (2022) assessed the extent and nature of digital transformation within media outlets in Lebanon. Their findings suggest that, similar to global trends in the media industry, digital culture and human factors are crucial for organizations in Lebanon as they adapt to a digital environment.

Furthermore, Suryawati et al. (2023) analyzed the shift in the direction of print media business transformation through their research. The study reveals that Harian Solopos established a new marketing division, called *Integrated Marketing Solution (IMS)*, to manage advertising, distribution, and new business projects. This move represents a practical step for traditional media to remain competitive in the digital media market.

Additionally, Prihanto (2018) examined how the capabilities of print media organizations must be reconfigured in response to digital disruption. The results indicate that the ability to reconfigure resources influences digital market capabilities, leadership, and technology adoption, which in turn shape the overall performance of digital transformation and strengthen customer engagement. Moreover, Piepponen et al. (2022) examined how an incumbent media

firm transformed its value proposition. The study demonstrates that digital transformation alters both the nature and content of value propositions, highlighting how managers can facilitate this process. Similarly, Huang & Lu (2017) examined the effectiveness of social media in media transformation. Their findings suggest that while social media plays a role in superficial reforms, it still achieves minimal results at a fundamental level, implying that full integration with new media remains a long-term challenge. Another study by Laila (2024) identified the business strategies that enabled IDN Times to secure its position among the top ten media companies in Indonesia. Applying media morphosis theory, the study demonstrates that continuous innovation and the adoption of a multi-platform strategy enabled IDN Times to expand content distribution and effectively address the contemporary pattern of digital consumption.

Furthermore, Oktaviani et al. (2023) developed a robust digital transformation strategy designed to enhance organizational resilience and sustainability in the era of disruption. Their research emphasizes the need to integrate transformation strategies with existing organizational culture. More recently, Saradewi et al. (2025) analyzed how Kompas responded strategically to digital transformation. The study finds that Kompas implemented a comprehensive digital overhaul, which included migrating content to digital platforms, developing the subscription-based Kompas.id, and restructuring newsroom operations and culture. Finally, A. Salsabila et al. (2020) described the formulation of media convergence strategies undertaken by Inspira TV. Their findings reveal that Inspira TV employed a 3M convergence strategy by establishing a clear vision, mission, and objectives; analyzing its

competitive environment; and objectively assessing its human resource capabilities.

These studies focus on media in certain regions, which is not limited to specific parts of the world. In this context, one of the media outlets examined is TribunNews, which, in the researcher's view, warrants new insights in the hope of filling the research gap regarding the transformation of local media. The above studies emphasize the importance of the media management model. However, they have not specifically discussed strategic management for media transformation. Therefore, this research was conducted to address that gap by exploring the strategic management of TribunNews in responding to the ongoing media transformation. By doing so, this study is expected to contribute to a better understanding of how media organizations can adapt and remain competitive in the digital era. By focusing on these gaps, this article aims to provide a new sense of the strategic management of media transformation, particularly in the context of TribunNews. Therefore, this study aims to understand the digital transformation management strategy employed by TribunNews, including its dynamics.

METHOD

This research is descriptive qualitative research. Descriptive qualitative research is used to obtain data that is what it is, without being influenced by certain conditions whose results emphasize meaning (Moloeng, 2015). The approach in this study was taken because the researcher wanted to explore the phenomenon of digital transformation management strategies implemented by TribunNews, considering all its dynamics. In collecting research data, this study employs a literature review as a data collection technique. A literature review is a data collection technique that involves

studying books, literature, notes, and reports related to the problem being solved (Fink, 2014; Snyder, 2019; Temple, 2006). This technique is used to gather basic information and opinions in writing, which is carried out by studying various literature related to the problem.

This research uses triangulation data validity techniques. This study employed data source triangulation, a research approach that utilizes multiple existing data sources to collect data. This study also incorporates data exploration through indirect interviews, drawing on Tribun Network's internal publications, press releases, and media community discussion forums. The data focus remains at the digital editorial management and multiplatform strategy division level, particularly within the central unit (Tribun Digital Online). This research employs the analysis technique developed by Miles and Huberman (Miles et al., 2014), which consists of three stages: data reduction, data presentation, and drawing conclusions or verification. This process was carried out continuously throughout the research, including before all the data were collected. Its relationship to the discussion is one of the author's attempts to promote understanding by analyzing the truth through the opinions of experts, who then extract the meaning and essence of these opinions, particularly in relation to media transformation and strategic management, as seen in TribunNews management. This study does not comprehensively analyse all media forms but focuses on digital platform-based communication strategies employed by TribunNews. The research period spanned from August to November 2024, adopting a methodological approach that combined content analysis of organisational documents with literature review of

TribunNews' official publications and relevant academic references.

RESULT AND DISCUSSION

The news website TribunNews offers local, national, and worldwide news on business, sports, the economy, celebrities, and lifestyle. Additionally, TribunNews.com operates online communities on Facebook, Twitter, and Google+, as well as a discussion forum. TribunNews maintains a network of 28 regional newspapers, known as Tribun Network, to assist news coverage across Indonesia (Utami & Dwiatmadja, 2020). At the beginning of the transformation, tribunes only replicated content from the print version to the online version. However, with each passing day, management learned about the nature of the online reader audience, which differs from that of print, so the news content was made shorter, more connected, faster, and dynamic.

TribunNews is part of the giant Indonesian media company, Kompas Media. In 1987, when Kompas Gramedia took over, the Sriwijaya Post daily was the first milestone in the formation of TribunNews (Widodo et al., 2023). At that time, encouraged by the Minister of Information, the Regional Press Group (Persda) was established to support prominent newspapers in serving as an extension of regional newspapers, thereby alleviating the difficulties faced by regional newspapers. In the following years, Kompas Gramedia began to acquire various regional media outlets, including Swadesi in Banda Aceh, Surya in Surabaya, Pos Kupang, Banjarmasin Pos, and others, across different regions. These acquisitions made the Persda business, formed by Kompas Gramedia, even bigger, leading to the formation of the "Tribun" brand.

Tribun Kaltim became the first regional Tribun to appear in 2003, followed by other Tribuns such as those in East and West Java. The highlight was that on March 22, 2011, Persda changed its name to Tribun Network as part of a rebranding effort aimed at creating a national impression. On the same day as the name change, TribunNews.com was officially launched as a news portal that incorporates all regional newspaper websites under the Tribun Network. PT Tribun Digital Online, the Regional Newspaper Division of Kompas Gramedia (a Group of Regional Newspapers), was then responsible for operating the TribunNews.com news website. The news website, headquartered in Jakarta, offers local, national, and worldwide news on business, sports, the economy, celebrities, and lifestyle. TribunNews maintains a network of 28 regional newspapers, known as Tribun Network, to supplement its news coverage throughout Indonesia.

TribunNews strengthens its multi-platform media, including Search Engine Optimization (SEO) and video Streaming, and integrates all social media platforms. This requires journalists to master the use of multi-platform media and online journalism. For example, news on Website platforms, social media such as Instagram, Facebook, and TikTok, videos, podcasts, and live streaming have different audience characteristics. Therefore, the content presentation on each platform must be tailored to the typical platform to capture the audience's attention. Moreover, journalists must understand data analysis about what news is trending according to audience preferences. Here, journalists must understand the timing and packaging of content.

In 2018, podcasts appeared on the Spotify channel (Dalila & Ernungtyas, 2020). Podcasts became popular, especially during the COVID-19 era; to

date, they have become an alternative new media that entertains listeners with various chat topics on multiple platforms. Seeing the audience's enthusiasm for podcasts, TribunNews also created Tribun Podcast. This digital-first approach strategy is due to a shift in audience media consumption. TribunNews further expanded its coverage by launching a mobile application version and utilizing social media as one of its content distribution channels. Through the R&D division, TribunNews also continually studies the nature, choices, and preferences of online media readers. The name TribunNews is gaining increasing recognition through this strategy in the national arena. As a regional media outlet, TribunNews has become one of the giants of Indonesian news portals. According to a survey conducted by the Reuters Institute in the Digital News Report 2022 (Newman et al., 2023), TribunNews ranks fourth among the most accessed media by the public. This is a significant number, considering that the report indicates most Indonesians use online media as their primary news source, with a percentage of 88%. In addition, based on the ranking board released by Similarweb regarding the media and news publications most frequently accessed by the public, TribunNews is ranked second, right after detik.com. According to data released by Kompas Research and Development in 2023, which included 902 online media outlets, TribunNews was the sixth most-read news portal. This indicates that TribunNews' presence in the public eye is flawless. This is inseparable from the strategies TribunNews uses to reach its audience, one of which is the multiplatform management strategy.

Field data obtained from interviews with a senior executive of Tribun Network reinforce several observational findings regarding digital transformation management strategies. Pitoyo, Head

of *Tribun Jabar Online*, explained that Tribun's current multiplatform approach is no longer limited to cross-channel publication but has shifted towards platform-native content. In his statement, he noted during an interview on October 25, 2024:

"We implement a platform-native content strategy—for instance, rapid breaking news on X, short-form visuals on TikTok, and in-depth content on YouTube and our website—across all social media. We also actively study platform algorithms. Adaptability is crucial."

This finding aligns with the researcher's observational analysis of Tribun's digital content distribution, particularly on YouTube channels like *Tribun Timur* and regional TikTok accounts, which routinely produce local virality-driven snack content. Meanwhile, the website remains a platform for structured, SEO-oriented long-form journalism. This demonstrates a consistent and systematic division of roles across channels rather than mere cross-platform reposting.

From a managerial perspective, integrating conventional and digital editorial teams follows a strategic approach. Pitoyo elaborated: *"Team integration is achieved through cross-functional training and establishing a unified digital desk."* This underscores that organisational transformation is both technical and structural, including workforce capacity building. The training mentioned extends beyond basic digital adaptation, encompassing algorithmic distribution, video storytelling, and monetisation strategies.

"We formed a dedicated digital content development and data analytics team, which previously did not exist. We also conduct training in digital journalism, video storytelling, and SEO optimisation." (interview with Pitoyo, October 25, 2024)

Observational findings support this claim, particularly in implementing a real-time, centralised breaking news workflow: initial content is prepared by regional desks, then curated by the central desk based on internal analytics dashboards. This reflects a hybrid work system built on a structured framework of control and collaboration. TribunNews' social media optimisation goes beyond mere multiplatform presence; it operates within a specific operational framework. For example, each local editorial team must upload daily short-form video content to the central team, which then tailors it to platform-specific algorithms via an internal dashboard. This strategy is implemented uniformly across regional units, with central oversight occasionally conducting roadshows to local branches.

The results show that Tribun Network's strategy of combining various multi-platform content has successfully built its position as one of the top media in Indonesia. TribunNews not only focuses on one format but also combines text, video, audio, and other interactive content to reach a wider audience. This is particularly important in the digital era, as everyone has different preferences when consuming content; some people prefer to view news through videos, while others prefer to read. Behind TribunNews' success, of course, there are management strategies that TribunNews applies behind the scenes. The first strategy implemented is mastering digital technology. All media crews at

TribunNews must adapt their technology to the latest trends to stay included. Even media crews need to consider providing information through engaging content to build stronger connections with their audiences through technological adaptation. This aligns with Rogers' (Peil & Sparviero, 2017) theory, which states that the latest technology will be absorbed more quickly by organizations with qualified resources to adapt. In the context of this research, TribunNews media crews are among the early adopters competing with other media. For example, in terms of utilizing specific digital platforms, if a digital platform is popular with the public, then as a media crew, we must be able to adapt. If we fail to do so, the worst possibility is that the audience will be lost. Relevance in the eyes of the public will recede. Being an early adopter is undoubtedly not easy; one reason is that media trends are constantly fluctuating. When platform A's content is prioritized, the audience's demand for information decreases, and they switch to platform B. Therefore, this needs to be accompanied by sound risk management and adequate technology.

Another strategy TribunNews adopted is to change its leadership system. The leadership system employed by TribunNews is no longer rigid and top-down, but somewhat more flexible and results-oriented. Through the new system, the TribunNews media crew is also motivated to give their best, which enables them to innovate and convey ideas without feeling pressured by a rigid leadership structure. According to the researcher, the leadership applied at TribunNews aligns with the transformational leadership theory proposed by Bernard Bass. An effective leader is not just giving instructions but also able to inspire their followers to commit to the vision and goals of the organization, challenge them to

become innovative problem solvers, and develop the capacity of their followers through coaching, mentoring, and providing challenges and support (Kabeyi, 2019; Ladkin & Patrick, 2022). The researcher believes that this change will foster a more collaborative work environment, where media crews can support one another without fear of being judged in the future. The positive atmosphere generated by this change in the leadership system makes TribunNetwork's media crews more productive in producing content because of the flexible leadership. This leadership pattern enables Tribunnetwork to be more dynamic in responding to changes, particularly in the context of digital transformation within the media sector.

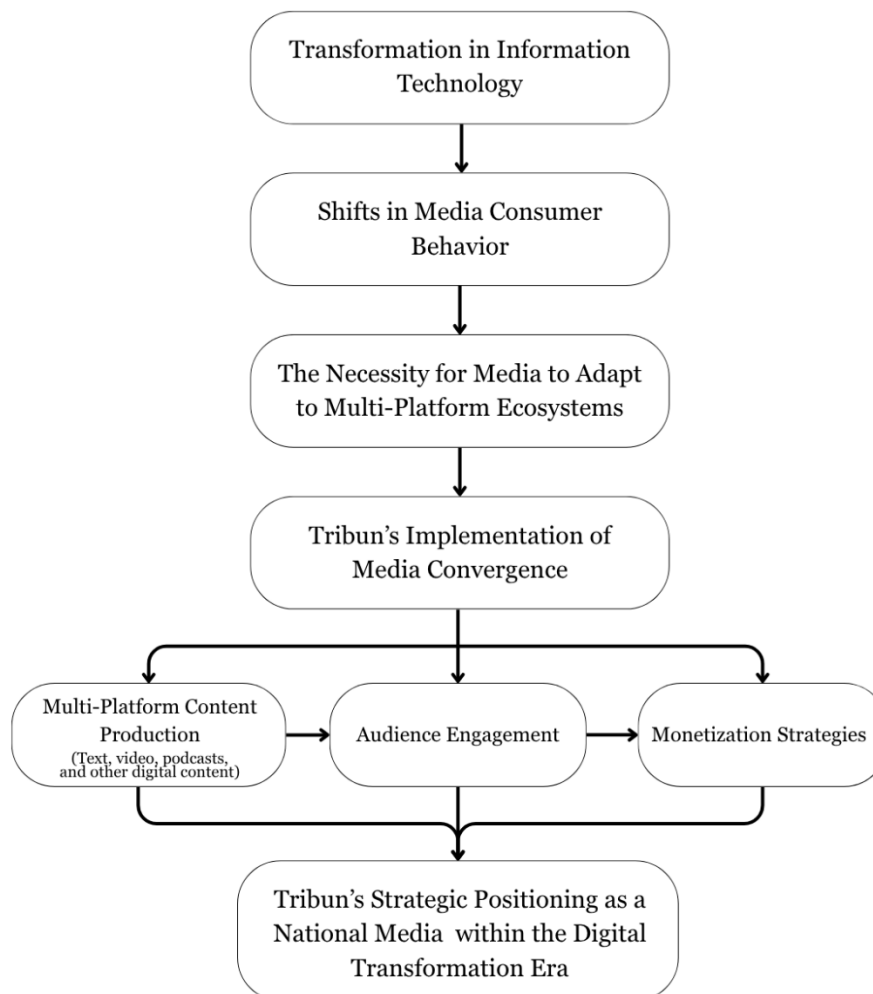
It is known that Tribunnetwork has many sectoral sections in various regions, which requires it to maintain collaboration between divisions. One of the things that makes TribunNetwork more solid is the number of sectoral divisions spread across multiple areas of Indonesia. The existence of this division certainly requires TribunNetwork to maintain collaboration between its divisions to maintain the performance of TribunNetwork itself. Reflecting on this, teamwork is essential to ensure that all information and ideas from various sectors can be adequately accommodated without anyone getting in the way. Based on the research team's search, the pattern of collaboration and cooperation at TribunNetwork has been well established, as evidenced by the absence of barriers that separate one sector from another. For example, in a national news story, the media crew team collects various information in each region covered by TribunNetwork without differentiating region A, which is more popular than region B, or vice versa. The central team will prioritize which news to publish nationally. This aligns with Castells'

assertion that organizations can succeed in the digital era if they form effective networks (Anttiroiko, 2015; Castells, 2011), are interconnected, and responsive to existing changes (Stark & Castells, 1997). Through effective collaboration and performance, Tribunnews can produce content more quickly. Effective performance must also be supported by work flexibility, allowing employees to remain productive (Chatterjee et al., 2022; Davidescu et al., 2020). Researchers also believe that structured collaboration makes media crews at TribunNews feel more involved and allows them to play a role in the overall news process.

Another strategy is through social media optimization. This strategy is implemented through cooperation with major digital platforms, including Google and Facebook, which aim to enhance content distribution, expand audience reach, and maximize monetization. TribunNews' monetization is derived from several sources, including advertising, branded content, affiliate programs, and sponsorships. Recognizing the vast potential of digital monetization, TribunNews optimizes engagement with audiences. TribunNews aims to engage its audience as both passive readers and active participants through interaction with the presented content. For example, through the creation of polls, quizzes, and even question-and-answer sessions on live streaming, with the hope that the audience will feel more involved in what TribunNews

creates. Based on the researcher's search results, this involvement is significant because the more interaction that occurs, the higher the audience's loyalty tends to be. Fostering audience engagement is a corporate responsibility that helps stakeholders achieve their public objectives, leading to increased loyalty (Jayasingh, 2019). Audiences can express their loyalty by recommending company content to others, thereby forming an indirect effect on loyalty between audiences (Brodie et al., 2011). Although the use of social media among companies is increasingly widespread, many still need to understand the effects of using these media on audience loyalty (van Asperen et al., 2018). Audience loyalty is a form of audience commitment and trust that fosters a positive relationship (Nelson & Kim, 2021; S. N. Salsabila & Kurnia, 2021). Research has also shown a positive relationship between social media engagement and audience loyalty (van Asperen et al., 2018). Audience engagement in social media is related to several factors, including utility, where audiences feel involved when consuming information that they believe is meaningful; second is the media presence factor, which is the presence of social media that makes audiences more exposed to content, and the last factor is virality, where when audiences are engaged, they will have the desire to share content with other audiences (Smith & Gallicano, 2015).

Figure 1
Tribun's media transformation framework in the digital era



Source: Researcher's research framework

Media transformation refers to the fundamental changes in the media's production, distribution, and consumption of content. Media transformation is a response to technological advances and changes in audience behaviour. Media transformation involves several key components. In the case of TribunNews, the first is technological adaptation, which includes the use of SEO, social media optimization, and the implementation of online streaming services to expand audience reach. Second is content diversification, characterized by the transition from single-format content to multi-platform content, such as podcasts,

live streaming, and interactive polls, to engage with audiences. The third is organisational restructuring. A flexible leadership system encourages media crews to innovate and adapt, a quality that remains even after a leadership style change. The fourth is cultural and social shifts. Technological changes have encouraged audiences to create a new culture, including audience preferences for content, so TribunNews has shifted its focus to creating content that aligns with the preferences of the digital-native audience. The existence of media transformation has made various benefits, but behind all of this, of course, some

consequences must be considered; among others, with the adoption of multiplatforms, there will be an increase in audience reach and engagement, as evidenced by TribunNews being one of the most widely read online media in Indonesia, various surveys have determined TribunNews to be one of the top 10. This increased reach puts pressure on TribunNews to maintain the quality and credibility of its content. This pressure then becomes a challenge for media crews, as they are asked to improve their digital skills and cross-platform expertise, which in turn impacts their work culture.

This study contributes to the theory of digital transformation by providing practical examples of how traditional media organisations can navigate the challenges of the digital age. Firstly, in terms of multiplatform strategic integration, this study explains that integrating text, video, audio, and interactive content across multiple platforms can increase audience reach and engagement (Plekhanov et al., 2023). This aligns with Henry Jenkins' statement, which emphasizes the combination of various media forms. Then, in the leadership and organisational flexibility section, this study highlights the importance of flexible leadership in producing employees or media crews who are constantly innovating and results-oriented (Cortellazzo et al., 2019). This reflects the principle of transformational leadership, which emphasizes innovation and the empowerment of employees (Malik et al., 2024; Qiao et al., 2024). Next is how to create audience-centred content; this study explains that it is essential to create content by underlining the audience's needs. This approach also demonstrates that TribunNews not only delivers content that aligns with audience preferences but

also adapts the form and distribution of content based on the characteristics of each channel. This illustrates how cross-media strategies address the challenges posed by shifts in digital media consumption behavior. However, productivity pressures also bring unintended consequences that cannot be overlooked (O'Brien et al., 2022). Across various departments, high workloads leave journalists feeling overworked, compounded by the demands of multitasking expectations. Furthermore, the pursuit of engagement and virality occasionally leads editorial teams to risk a decline in content diversity. This indicates that digital transformation does not always come without social or ethical burdens.

Finally, this study provides an overview of monetisation through digital advertising and social media optimisation. This has a particular contribution to economic sustainability within the scope of media transformation (Dwivedi et al., 2021). The findings from this study will serve as a valuable reference for future research. Researchers can use the findings to further explore multiplatform strategies in the rapidly growing media industry. In addition, it can provide an overview of media that have yet to transform to multiplatform so that they can develop better strategies. Meanwhile, for media managers, the results of this study can serve as a guide to inform strategic steps that can be taken to remain competitive with other competitors. In this competitive digital era, a media's success is determined by how much capital it has and how smartly the organization utilizes technology and optimizes existing resources.

CONCLUSION

In the beginning, TribunNews was only a print media news portal focused on newspaper production, but now

TribunNews has developed into one of the best digital media in Indonesia. This cannot be separated from TribunNews' strategy in multiplatform management. TribunNews not only relies on one type of content but also presents news through various platforms and content types, ranging from text, video, and audio to other interactive content. Compared to previous studies that focused on technology adaptation in general, this research shows how managerial practices play a crucial role in the media transformation process. This is certainly not just about the digitalisation of content, but also about organisational orchestration to survive and continue to grow in an increasingly complex and competitive media ecosystem.

Following the development of TribunNews, which has already reached a multiplatform media level, researchers highlighted several key findings in the

results of this study, including suggestions and recommendations for both TribunNews and future research. First, it is essential to analyze the audience's behavior. Audience analysis can be conducted using survey techniques or by analyzing user data. Through this analysis, TribunNews can easily understand the demographics and consumption patterns of the audience. This is intended to make the content created more relevant and tailored to the audience's needs. The second is analyzing the impact of social media on content distribution. Through this analysis, both TribunNews and future researchers can assess the effectiveness of media content uploaded to social media and the engagement it receives from the audience, allowing the TribunNews media crew to capitalize on this to increase the company's visibility.

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