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| RESEARCH ARTICLE

Revitalizing Indonesia's Print Media Competitive Strategy in the Digital Disruption Era: A Study on Jawa Pos Radar Jember

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| ABSTRACT
The implementation of the Accurate, Solid, Speed, Smart, Innovative, Commitment ASSSIC (ASSSIC) management policy as an innovation of Jawa Pos Radar Jember (JPRJ) is a response to the occurrence of digital disruption; thus, JPRJ needs to create an adaptive management policy by strengthening the internal and external aspects of the company. The internal management policy is implemented through the application of ASSSICRJ as the Company's Management Information System (MIS), while the external aspect is addressed through ASSSIC Product by digitizing its media products. The purpose of this research is to analyze the competitive strategies employed by JPRJ in the era of digital disruption. The research method used is qualitative research with a case study approach on the implementation of ASSSIC, elaborated with Porter's Five Forces Analysis theory. The research findings conclude that the competitive strategies employed by JPRJ in the era of digital disruption are carried out through the ASSSIC management policy, which relies on the internal and external strengthening of JPRJ. The internal management policy, implemented through the application of ASSSICRJ as a vital MIS for JPRJ, enables the collection, management, analysis, and integration of data and information required for effective decision-making. On the other hand, the external management policy is implemented through the application of ASSSIC Product as JPRJ's convergence with the strengthening of digitalization in its media products, which is currently highly demanded by the majority of readers. This field finding has the potential to enhance Porter's Five Forces Analysis theory, which currently focuses only on external strengthening.

| KEYWORDS

Competitive Strategy, Digital Disruption, and Convergence

| ARTICLE INFORMATION

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1. Introduction

The decline of the print media business has indeed been a topic of discussion since 2009, and the causes include a decrease in advertising revenue and customers. According to research conducted by Triyono & Toni (2020), the decline of the print media business is attributed to not only the decrease in advertising revenue and declining customer base but also outdated strategies and business models that are not aligned with the evolving times. The era of digitalization has brought about significant changes in communication systems, content production, work routines, distribution strategies, and business models (Setyawan, 2014).

The rapid development of information and communication technology has provided convenience in supporting the activities of many people. However, this situation also poses a challenge that threatens the sustainability of print media companies if they are unprepared to anticipate it. Most print media outlets have responded by converging through internet-based or online "digital newspapers." The shift in dominance from print media to internet-based digital media has made the business landscape more challenging. Nadin & Ikhtiono (2019) state that one of the challenges faced by the conventional media industry (print media) today is the proliferation of online media and social media platforms. In recent years, online media has grown rapidly and become the primary source of information for the public. Online media and social media platforms are widely used by people to access desired information and news without limitations of space and time.

Research conducted by Hasni et al. (2019) states that internet media in America has massively disrupted print media. The New York Times, a prominent newspaper, had to acknowledge the power of online media. In its development, The New York Times had to adopt an innovation strategy by publishing news through online channels. In Indonesia, according to research conducted by Prihartono (2016), several newspapers closed down due to the pressure from online media and intensifying competition in the print media industry. Some print media outlets that ceased publication include Harian Sinar Harapan, which stopped printing on January 1, 2016, followed by the print edition of Koran Tempo Minggu, Jakarta Globe, Harian Bola, and later Koran Tempo and Indopos, which ceased their print editions at the end of 2020. Suara Pembaharuan newspaper also announced its discontinuation starting from February 1, 2021.

At the regional and local levels, many print media companies have also faced difficulties. Some local print media outlets that have experienced setbacks include Surat Kabar Harian Malang Pos, Memorandum, and Memo Timur. They have been trying to sustain their business by reducing their publishing schedules or only printing when there are advertising orders that can cover the printing costs. The phenomenon observed in recent years has raised awareness that print media companies are threatened by their existence as people are increasingly shifting to online media and social media platforms, which are easily accessible without limitations of space and time.

The research by Mutiara & Priyonggo (2019) strengthens the phenomenon mentioned above. The results indicate that information technology, in general, is a cause of declining revenue for newspapers, both in terms of subscribers and advertisements. One step taken by print media is to expand their customer base and revenue through expansion into online media platforms, despite facing various challenges. The differing characteristics of mass media products and consumers have led media companies to adopt different strategic approaches to ensure the sustainability of their businesses in the future. The lack of readiness among human resources who still adhere to the "print" mindset has created an image that IT infrastructure poses both challenges and obstacles. Another constraint is the perception of online information as a free product by media consumers, which also presents a challenge.

Some interesting empirical problems arise in macro phenomena, such as the presence of internet technology, which has led to changes in societal behavior that also impact the world of print media. Many print media companies in Indonesia have ceased publication. Print media circulating at regional and local levels have also faced significant challenges, with some only able to publish if there are orders from advertisers. It is also important to consider the micro context, such as the existence of local print media in the Jember Regency. The phenomenon observed in Jember is not much different, but there is still a local print newspaper that continues to exist, namely Jawa Pos Radar Jember Daily (JPRJ).

The development of technology, marked by the emergence of internet-based digital media, has been anticipated by JPRJ through the preparation of a multi-platform media approach. This commitment was followed through by establishing a new company named PT Jember Intermedia Digital. The official decree approving the establishment of PT Jember Intermedia Digital as a legal entity was issued by the Ministry of Law and Human Rights on April 20, 2018. This company was prepared to manage online media, social media, virtual events, television, and other digital products. The existence of this new company was later integrated (converged) with JPRJ's print media company. The convergence process was marked by the formation of a Digital Division within JPRJ's organizational structure. The new division was expected to contribute to JPRJ's revenue and also serve as a means to salvage the company during challenging times for the print media business.

JPRJ, a print media company operating in Jember, Lumajang, and Bondowoso, has been actively adapting to the post-Digital Division era in order to ensure its survival. Since then, JPRJ has fully embraced the digital disruption era and continues to do so today. Despite experiencing a decline in nominal revenue compared to the pre-disruption era or before the establishment of the Digital Division (from 2019 onwards), JPRJ has shown positive trends in recent years. Notably, its pre-tax profit has consistently grown from the pre-disruption era to the current era with the presence of the Digital Division.

The decline in newspaper sales and advertising revenue, as well as the failure to meet management's set targets, are concerns for the management of JPRJ. The fear that many print media companies will struggle amidst the digital disruption is also a daunting prospect for JPRJ's managers and employees. Every year, JPRJ's management takes strategic steps to ensure the company's continued existence and competitiveness against its rivals, especially in the internet-based digital media landscape. As the oldest local print media in the Jember area and its surroundings, JPRJ's competitive strategies in the market are interesting to study scientifically. One of the reasons is that JPRJ, as a local supplement to Jawa Pos, continues to exist and serves its customers in the Jember, Bondowoso, and Lumajang regions, while many other local print media have ceased circulation. Some publications only circulate when there are orders for advertising during specific moments, and otherwise, they do not publish. They rely on news publications through online media as an alternative.

The progress of JPRJ can be assessed based on predetermined parameters established by Jawa Pos Radar (JPR), the majority shareholder. These parameters include circulation growth, newspaper revenue, advertising revenue, total business results, newspaper receivable aging, advertising receivable aging, profit on sale (efficiency), and pre-tax profit. Every quarter, these parameters are used for evaluation among the 18 print media companies under the umbrella of Jawa Pos Radar (JPR). Among these 19 print media companies, JPR holds the largest share, which is 99 percent, while the remaining one percent is owned by other print media within the JPR group. PT Jember Intermedia Pers, which manages JPRJ's print media, is 99 percent owned by JPR, and the remaining one percent is owned by PT Malang Intermedia Pers, which manages Jawa Pos Radar Malang's print media.

JPRJ needs to make breakthroughs in the digital disruption era and during the Covid-19 pandemic to avoid collapsing like some other print media. One of the breakthroughs is the implementation of a practical competitive strategy to sustain JPRJ's existence in the future. In 2021, JPRJ introduced a company management policy called ASSSIC, which stands for Accurate, Solid, Speed, Smart, Innovative, and Commitment. ASSSIC is a management policy concept that needs to be implemented by all employees for the progress of JPRJ going forward. This concept aims to improve the service and production management systems across all divisions of JPRJ, particularly in response to the digital disruption era and the Covid-19 pandemic. The management policy concept was declared and socialized to all employees during an end-of-year work meeting in 2020 at Taman Botani Sukorambi, Jember.

In addition to serving as a company reference, the ASSSIC management policy concept has also been adopted as a working culture. The desired work culture for all JPRJ employees is to adapt to the digital disruption era and the Covid-19 pandemic. This management policy has led to several new innovations that support the company's business to sustain and compete with other media companies. One of these innovations is the implementation of a Management Information System (MIS) named ASSSICRJ, which stands for Accurate, Solid, Speed, Smart, Innovative, Commitment, and Radar Jember, to support employee performance. The ASSSICRJ MIS is supported by a digital application that can monitor all activities or performances of JPRJ employees according to their respective fields. The ASSSICRJ application allows employees to record attendance, track employee locations (visits), manage project assignments (job lists), provide a platform for journalists to submit news for editing by editors, facilitate transactions and newspaper orders from agents, enable advertisers to place orders, handle incoming mail and distribution, and provide various other features.

The implementation of the ASSSIC management policy has the potential to foster healthy competitive strategies. This management policy, aimed at addressing the digital disruption era, continues to develop its applications. Following the implementation of the ASSSICRJ MIS, the next month witnessed the emergence of a new innovation called Zona Expo, a virtual exhibition application. This application serves as a platform to transform offline events into online or virtual formats. For example, property exhibitions traditionally held in malls or buildings can now be conducted virtually through this application. Participants, typically housing developers, can upload photos, videos, and property specifications via the application. The event division of JPRJ can also fulfill requests for three-dimensional photos using 360 cameras to be displayed in the Zona Expo application. Users interested in finding properties can view them through the application. If they are interested and want more details, they can simply contact the designated marketing contacts provided within the application.

The continuous addition of digital service innovations through competitive strategies is made possible. All these innovations aim to ensure that JPRJ can not only survive but also compete and thrive in the digital disruption era. The company continuously refines and expands its offerings to stay relevant. Employees are no longer required to work exclusively from the office but can also work from home or other locations. JPRJ established a Digital Division in 2018 and recruited new talent in anticipation of the digital disruption era in 2019. This new division in JPRJ is constantly converging and developing digital media that handles online platforms such as websites. JPRJ also utilizes social media platforms such as Instagram, Facebook, TikTok, and Twitter, as well as live streaming on YouTube channels. These digital innovations based on the internet are especially suitable during the Covid-19 pandemic when the world is facing unprecedented challenges.

The implementation of JPRJ's competitive strategy in response to the onslaught of internet-based digital media, using the ASSSIC framework, is intriguing to examine as a competitive management approach that has the potential to enhance Porter's Five Forces analysis (Grundy, 2006), (Srinivasan, 2012), (Wijiharjono, 2021). Porter's Five Forces analysis focuses on the level of competition within the industry, the threat of substitute products, supplier bargaining power, buyer bargaining power, and the threat of new entrants. The application of the ASSSIC framework by JPRJ introduces additional dimensions and considerations to effectively address the challenges posed by digital disruption and maintain a competitive position in the market. Further research into the impact of JPRJ's competitive strategy within this context would provide valuable insights into the field of competitive management analysis.

2. Literature Review

A. Strategic Management

Organizational management strategies are tools used to achieve goals through established work patterns set by a company. Strategies involve the placement of mission, goal setting, policies, and the formulation of strategies that are implemented effectively to achieve the company's main objectives. Leaders who are capable of formulating and effectively implementing good strategies can determine the success of a business (Fernández-Portillo et al., 2022). Strategic management is highly needed to formulate all of this so that the company's actions can be directed in a targeted manner according to the set objectives. Strategic management itself encompasses the process of environmental observation, strategy formulation, strategy implementation, evaluation, and control. The process emphasizes observing environmental opportunities and threats while considering the strengths and weaknesses of the company. The term strategic management, previously known as business policy, emphasizes long-term planning and strategy. In conclusion, strategic management is a series of decisions followed by managerial actions to determine the long-term performance of a company (Huang, 2023).

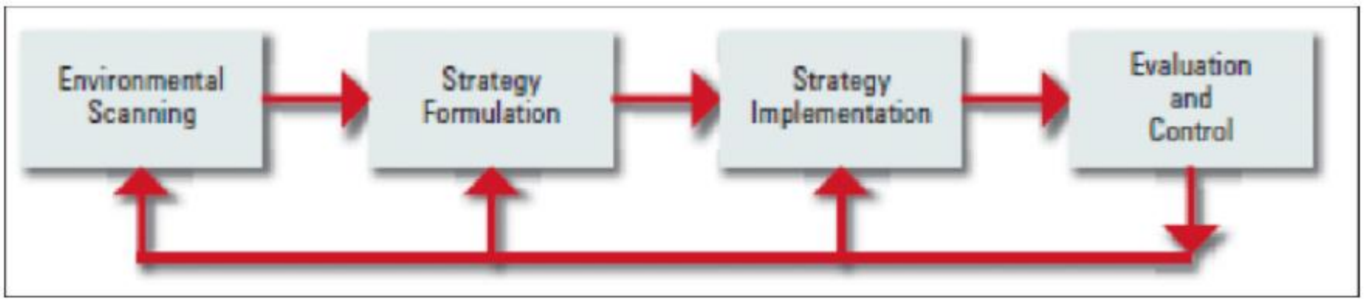

Figure 1 Basic Elements of the Strategic Management Process
Source: Strategic Management 5th Edition, (Huang, 2023)

The formulation of a long-term strategy involves several steps, each of which includes defining the company's mission, setting goals to be achieved, developing strategies, and establishing policy guidelines. The formulation of the strategy can be outlined as follows (Huang, 2023).

a) Mission: A statement that explains the important and compelling purpose of the company, distinguishes it from other companies, and identifies the scope of operations, product offerings, and target markets served.
b) Goals: Formulation of what and when will be accomplished with measurable targets. The company's goals are the achievements resulting from the completion of the mission.
c) Strategy: A detailed plan outlining how the company will achieve its mission and goals. This strategy aims to maximize advantages and minimize competitive limitations. d) Policies: Company guidelines used for making comprehensive decisions related to both strategy formulation and implementation.

The strategy formulation mentioned above is followed by the implementation of strategies through a management process that brings them to life and policies through actions involving the development of programs, budgets, and procedures. This process may involve comprehensive changes in the organizational culture, structure, and management systems. However, if a drastic change is required in the company, middle and lower-level managers may specifically seek the top manager's consideration to implement the strategy. Regarding the implementation of strategies in action, it can be described as follows:

a) Program: A statement of activities or steps to be undertaken to accomplish a one-time plan through restructuring and internal cultural changes within the company or as the starting point of new research efforts.
b) Budget: A program containing detailed cost breakdowns in monetary units to be used by management in planning and controlling the company's program activities.
c) Procedures: Systems or processes that outline detailed tasks or work sequences.

A company is an institution that engages in business activities within a strategic management framework. For example, JPRJ, a print media company, is involved in activities such as production, distribution, and sale of goods or services to profit-oriented customers. To ensure the success and satisfaction of its customers, JPRJ's business activities are closely tied to marketing and promotion. Engaging in marketing activities to reach customers will inevitably encounter competition, especially in the era of disruption. The presence of new competitors, particularly internet-based digital media, can pose a threat to established businesses. However, the presence of competitors can also inspire company managers to produce higher-quality products or services to retain their customers. JPRJ's management policy, exemplified by the ASSSIC (Accurate, Solid, Speed, Smart, Innovative, Commitment) innovation, reflects their commitment to delivering quality and innovation to stay competitive in the market.

B. Competitive Strategy

The term competitive strategy is widely known as a business strategy that focuses on improving a company's competitive position in a specific market segment it serves. On the other hand, the corporate strategy addresses business and industry issues regarding what the company should do and how the company and its units can face business and industry competition (Huang, 2023). In this context, the author sees Huang's definition of competitive strategy as primarily emphasizing "identification" in formulating the right competitive strategy.

According to López-Muñoz & Escribá-Esteve (2017), competitive strategy is the fundamental pattern of objectives, allocation of resources, and organizational interactions with markets, competitors, and environmental factors. The strategy aims to achieve goals and ensure proper implementation for company success. Various definitions of the competitive strategy include efforts to identify and differentiate from other competitors, changing the perceptions of audiences and competitors to maintain the company's business existence and the ways in which a company creates value through the configuration and coordination of multi-market activities. Meanwhile, according to Porter's Five Forces theory proposed by Porter (Grundy, 2006), (Srinivasan, 2012), (Wijiharjono, 2021), business competition in an industry is influenced by five forces: potential new entrants, suppliers, buyers, substitute products, and industry competitors. The combination of these forces determines the potential profitability of a company in the long term, depending on the specific industry.

Figure 2 Five Models of Industry Competitive Forces

Source: Manajemen Strategik : Pemikiran Michael Porter (Wijiharjono, 2021)

Porter emphasizes that companies must choose one of three generic strategy options to address intense competition: differentiation, overall cost leadership, or focus. In the mass media industry, the right strategy can provide a competitive advantage and enhance the organization's financial performance. Some scholars believe that a focus on productivity and organizational maneuvers can have a greater impact on financial performance, while others argue that sustainable competitive advantage requires long-term commitment and well-defined strategies. It is important to choose the right strategy and avoid being "stuck in the middle" by combining all three strategies.

In the print media industry, competition is particularly intense, especially in the current era of digital disruption. Media industry managers must have the right strategies to capture the market and sustain profitability. According to Porter (Grundy, 2006), (Srinivasan, 2012), and (Wijiharjono, 2021), strategy is about being competitive by creating a unique and valuable position across various activities. Innovative and impactful competitive strategies at three levels - Competitive Stance, Competitive Advantage, and Market Coverage - can help companies face competitor forces and establish reliable advantages. There are three main sources that support the vitality and competitiveness of the media industry: capital, media content, and target audience. Media industry managers need to have competitive strategies to capture the market, ensure the company's existence, and maximize profitability.

C. The Essence of Disruptive Innovation

According to Liu & Si (2022), one strategic effort of public organizations to continue undergoing change is by creating new products (both goods and services), new structures, new relationships, and new cultures. Therefore, policy innovation that substantively strengthens problem-solving within society is needed to ensure that the policy aligns with established goals and is not disruptive in nature. The term "disruptive innovation" was developed by Christensen (Liu & Si, 2022) and referred to a process where a product or service initially starts with simple applications in the lower or new market segments and then continuously moves up the market, eventually displacing established competitors.

Utterback and Acee (Liu & Si, 2022) state that the theory of disruptive innovation expands upon the original formulation to a more general strategy formulation of market expansion. Meanwhile, Maitrayee Ghosh (Liu & Si, 2022) defines disruptive innovation as technology that disrupts conventional business models or consumer expectations. Disruptive innovation, in the context of this discussion, refers to innovation that disrupts or disturbs. The term "disturb" should not be taken literally but rather signifies that the emergence of new technological innovations will disrupt the existence of old technologies.

In traditional economic studies, the concept of market competition often focused on price as the primary parameter influencing competition. In the present era, technology plays a significant role, which is often overlooked in modern market competition. Established companies that perceive themselves as industry leaders may become complacent and overlook the innovations introduced by competitors or new entrants. Subsequently, new technologies slowly gain acceptance among consumers and replace the technologies offered by established companies. Nevertheless, this is the foundation of disruptive innovation that replaces and simplifies existing solutions.

The phenomenon of disruptive innovation has brought about faster changes in the world than ever before. Globalization, social networks, professional mobility, and worker dissatisfaction have become widespread and forced companies to focus on their employees' knowledge. Currently, it is acknowledged that many businesses are disrupted by globalization, technological shifts, and new competitors. They are compelled to rediscover their corporate identity. In healthy companies, even business model innovation is crucial to maintain their competitive positions. Business models have shifted from the workplace to the streets.

The advent of disruptive innovation has given rise to various technological innovations. Technological innovation never occurs without fundamentally transforming industry structures. Innovations in technology have disrupted conventional business models and led to paradigm shifts. The paradigm of technological innovation has shifted from sustaining technology to disruptive technology. According to Christensen, there is a distinction between sustaining and disruptive technology. He states that sustaining technologies improve performance, increase margins, and build customer relationships, while disruptive technologies often start as innovations that cannot initially meet market standards, are not too expensive, or focus on different customer bases.

Disruptive innovation, popularized by Christensen in 1997, requires some understanding. First, there is no need to debate when disruptive innovation first appeared in the world because the term "disruptive innovation" was introduced by Christensen in 1997. Various innovations that can be considered disruptive innovations are limited in scope after the introduction of this term. Second, innovation can be considered disruptive if it brings new technology that is cheaper and more convenient than existing technology. The efficiency offered by the lower price ultimately disrupts the old, expensive, and inefficient technology. Third, disruptive innovation occurs within the same industry. If an innovation does not disrupt the existing industry players or directly disrupts another industry, it is not considered a disruptive innovation.

As for policy innovation, the following types have been observed: First, policy innovation or new policy direction and initiatives: This refers to the presence of new initiatives and policy directions. It means that every policy (public policy) issued should essentially contain something new. Second, innovations in the policy-making process: In this role, the focus is on innovations that affect the policy-making or formulation process. Third, policy to foster innovation and its diffusion: This refers to policies specifically created to encourage, develop, and disseminate innovation across various sectors (Liu & Si, 2022).

3. Methodology

The research design employed in this study is qualitative research with a case study approach to the competitive strategy of Jawa Pos Radar Jember (JPRJ). The competitive strategy involves the implementation of JPRJ's management policy called ASSSIC (Accurate, Solid, Speed, Smart, Innovative, Commitment), which is intriguing to investigate. There are several reasons that can be put forward. Firstly, this research explores the perspectives of media practitioners in JPRJ in facing the phenomenon of declining revenue in the print media industry during the era of disruption and choosing competitive strategies to thrive amidst the competition with digital media. Through this qualitative approach, authentic data regarding the policies and competitive strategies adopted in response to the threats to the sustainability of the print media business can be obtained.

Secondly, it seeks to explore various informants' views on the competitive strategies of the print media industry in the face of digital disruption, particularly regarding JPRJ's management policies in 2021, named ASSSIC. As explained in the background of the problem, the current challenge faced by the print media industry in the era of disruption is the decline in revenue, leading to the closure of many print media companies. Interestingly, the case in JPRJ exhibits some differences compared to other print media companies. For instance, in the past five years, in terms of circulation, newspaper revenue, and total business results, there has been a significant decline, but the advertising revenue has been relatively stable, and even the company's profits have continued to increase.

4. Results and Discussion

A. Elaborative Analysis of ASSSIC and Porter's Five Forces Analysis

Porter's Five Forces Analysis is a framework used to analyze the competitive forces or external aspects in the print media industry. In the context of Jawa Pos Radar Jember, the elaboration of ASSSIC and Porter's Five Forces is interesting in the convergence of print media to sustain its existence in the era of digital disruption.

1. Threats to JPRJ from Existing Competitors in the Era of Digital Disruption

In the era of digital disruption, JPRJ business faces threats from existing and emerging competitors, primarily online or digital media. Based on previous analysis, there are several threats to JPRJ arising from the competition. *Firstly*, increased competition. The emergence of numerous new media platforms, such as online news websites and social media, requires JPRJ to enhance innovation in order to attract readers and advertisers.

Secondly, a decline in newspaper circulation and revenue. As more readers switch to online news, JPRJ's circulation experiences a significant decline due to the departure of readers and subscribers. The decline in circulation also automatically erodes the company's revenue from newspaper sales. *Thirdly,* a decrease in advertising revenue. Many companies are redirecting their advertising budgets from print media to digital platforms because advertisers believe they can reach a broader and more measurable audience there. This can result in a decrease in JPRJ's advertising revenue and threaten the sustainability of its media business.

JPRJ needs to adapt to these changes and innovate in order to address these threats. One of the strategies is to implement a convergence mechanism through the ASSSIC management policy launched in 2021.

2. Threats to JPRJ from Substitute Products or Services in the Era of Digital Disruption

JPRJ faces increasingly fierce competition from easily accessible and rapidly disseminating substitute products or services in the era of digital disruption. Some of the threats faced by JPRJ from substitute products or services include: *Firstly,* Online media. Online media provides free news and spreads information faster, resulting in a decline in sales, customers, and readership of JPRJ's newspaper. The solutions to address this issue include diversifying revenue streams, offering different content, utilizing digital marketing strategies, providing added value to customers, and improving the quality of content.

Secondly, Technological advancements. Technological advancements enable consumers to access information quickly and easily. JPRJ needs to strive to provide more engaging and distinctive content than what can be found on the internet through ASSSIC Products.

Thirdly, Changing consumer behavior. Changing consumer behavior influences their preferences in obtaining information. Many consumers prefer using digital media because it is easier and more convenient. Solutions to address the ever-changing consumer behavior include enhancing the business's presence in digital media, strengthening digital marketing strategies, utilizing the latest technology, and improving the quality of customer service.

Fourthly, Price competitiveness. JPRJ faces intense price competition from digital media. Digital media can offer news and information for free or at lower prices, requiring JPRJ to undergo transformation.

Fifthly, Space limitations. JPRJ's newspaper is limited in space for displaying news and information, while digital media can present unlimited content. Sixthly, Interactivity capabilities. Digital media allows consumers to interact through content with other users, while JPRJ's newspaper lacks direct interaction with its readers.

Regarding the above-mentioned threats from substitute products and services, JPRJ needs to maximize convergence in market and technological changes by providing more engaging and distinctive content, as well as expanding its media platform by leveraging digital technology.

3. Bargaining Power of Suppliers in the Media Industry in the Era of Digital Disruption

In the era of digital disruption, the bargaining power of suppliers in the print media industry can change due to the shift from traditional business models to more complex digital business models. Traditional media suppliers, such as print media, have greater bargaining power in a more centralized business model. They have control over the content produced and distributed through limited distribution channels.

In a more decentralized digital business model, the bargaining power of media suppliers may be reduced due to the availability of numerous alternatives for consumers to obtain information or entertainment. Media suppliers now have to compete with social media platforms, independent news websites, and other digital content providers to maintain their market share, which is currently being encroached upon by JPRJ.

In a more decentralized digital environment, the bargaining power of media suppliers can also be diminished because users can easily access free or inexpensive content from alternative sources. This puts pressure on media suppliers to offer high-quality and value-added content to differentiate themselves from competitors and retain their customer base.

The advent of new technologies such as blockchain and other digital technologies enables a more decentralized market where content suppliers can directly interact with consumers without intermediaries. This can provide greater bargaining power to content suppliers while simultaneously reducing the bargaining power of platforms that connect suppliers with consumers.

Overall, the bargaining power of media suppliers in the era of digital disruption is highly influenced by how effectively companies can adapt to an increasingly decentralized environment and cope with a growing and diverse range of competitors. JPRJ addresses these issues by implementing convergence and introducing the ASSSIC management policy. This management policy has further resulted in innovations such as the ASSSIC Management Information System (SIM) and ASSSIC products.

4. Bargaining Power of Customers in the Media Industry in the Era of Digital Disruption

In the era of digital disruption, customers have significant bargaining power in the media industry, including companies like JPRJ. This is due to several factors, including: *Firstly,* Ease of Access to Information. Customers today have easy and fast access to a wide range of information through the Internet. This makes customers more selective in choosing the media they want to consume. The ease of accessing information online needs to be balanced by JPRJ by providing relevant and high-quality content to attract the interest of customers and readers.

Secondly, Intense Competition. Customers have numerous media options available in the digital era. JPRJ, as a media company, must compete with other media outlets to attract customers. This gives customers greater bargaining power in determining the media they choose to engage with.

Thirdly, Competitive Pricing. Offering competitive pricing is one way to attract customers. Many media outlets offer similar content at lower prices. Media companies like JPRJ need to consider the pricing they offer to remain competitive.

Fourthly, Good User Experience. Customers expect a good user experience when accessing media. This includes ease of navigation, appealing design, and easily accessible content. If media outlets like JPRJ fail to meet the expectations of customers and readers, they may easily switch to other media outlets that provide a better user experience.

As an established media outlet, JPRJ needs to consider the strength of these factors. This can be done by ensuring that JPRJ provides relevant and high-quality content, offers competitive pricing, and delivers a good user experience. By doing so, JPRJ can compete in the era of digital disruption and retain its existing customer base.

5. Threats from New Entrants in the Era of Digital Disruption

In the era of digital disruption, new competitors in the media industry can pose various threats to established media companies. Some potential threats include: *Firstly,* changes in how consumers use media can allow new competitors to reshape existing consumer behaviors. Consumers tend to switch to new media platforms that are more appealing and easily accessible. As an established media company like JPRJ, there is a possibility of losing a portion of the market share, and therefore, it is important to undergo convergence.

Secondly, the media industry has new competitors who can leverage the latest technology and innovation to attract consumers and provide a better media experience. Established media companies like JPRJ may struggle to compete and retain their market share if they do not innovate.

Thirdly, new competitors in the media industry can offer products at lower prices compared to what JPRJ offers. Consumers, in this case, may switch to new competitors, which can impact JPRJ's revenue. Additionally, if new competitors have a different business model, such as relying on subscription or content sales revenue, established media companies that depend on advertising revenue may lose some market share.

JPRJ, as an established company, needs to quickly adapt and continually develop its business innovations to address the threats posed by new competitors. JPRJ needs to enhance customer relationships by delivering quality content and improved media experiences. JPRJ should continuously monitor and evaluate the market to understand emerging consumer trends and behavior changes.

Based on the analysis of the findings using the five forces of Porter's analysis mentioned above, the following table presents the strengths, limitations, and potential enhancements of Porter's five forces analysis:

Table 1 Advantages and Limitations of Porter's Five Forces Analysis

No.	Advantages of Porter's Five Forces Analysis	Limitations of Porter's Five Forces Analysis	Improvements to Porter's Five Forces Analysis
1.	Analyzing Competitor Strength: Porter's Five Forces enables the identification and direct analysis of competitors. In the era of digital disruption, competitors can emerge from various fields and platforms, including startups, long-standing players in the industry, and even individuals. Through Porter's Five Forces, companies can identify their competitors and understand how these competitors influence the market and the industry as a whole.	Focusing on Competition among Companies within the Same Industry: This framework focuses on analyzing the competition among companies within a single industry. In the era of digital disruption, media convergence has enabled companies from various industries to compete in the same market. For example, digital platforms like YouTube, Netflix, and Amazon compete in the media industry, but they also compete with companies in different industries, such as technology and retail.	New Threats: New threats do not only come from direct competitors but also from technology companies and digital platforms such as Google, Yahoo, and social media. These companies are capable of diverting advertising from traditional print media, thereby affecting the revenue and profitability of print businesses. In Porter's Five Forces analysis, it is essential to consider the competition posed by these technology companies and digital platforms.
2.	Analyzing Supplier Power: Supplier power can be a key factor in media convergence during the era of digital disruption, where suppliers may become new entrants in the market with newer platforms and technologies. By analyzing supplier power using Porter's Five Forces, companies can understand how supplier power influences their business strategies.	Insufficient Attention to Internal Factors: Porter's Five Forces Analysis tends to focus its attention on external factors such as competitors, suppliers, and buyers. However, in the era of digital disruption, internal empowerment is equally important as a driver of competitive advantage.	Suppliers: Traditional print media suppliers are increasingly reliant on digital platforms for the distribution and marketing of their content. This affects their relationships with digital platform suppliers and should be considered in Porter's Five Forces analysis.
3.	Analyzing Buyer Power: Porter's Five Forces can also be used to analyze buyer power, including consumers and companies that purchase media services. Consumers have greater power in choosing the media platforms they use, and companies must understand how this buyer power affects the market and the industry as a whole.	Not Considering Innovation and Speed of Change: This framework does not take into account innovation and the speed of change that occur in the era of digital disruption. Digital technology is constantly evolving rapidly, and companies that can keep up with these changes can gain a competitive advantage, even if they are not major players in the industry.	Buyers: Buyers or consumers have also changed in the era of print media convergence. They prefer accessing content digitally rather than purchasing physical newspapers or magazines. This impacts buyer power and needs to be considered in Porter's Five Forces analysis.
4.	Analyzing New Threats: Media convergence in the era of digital	Excessive Focus on Existing Markets: Porter's Five Forces Analysis tends to	Competition: Competition in the print media industry does not only come

No.	Advantages of Porter's Five Forces Analysis	Limitations of Porter's Five Forces Analysis	Improvements to Porter's Five Forces Analysis
	disruption enables the emergence of new threats from innovative companies with advanced technologies and platforms. Porter's Five Forces can assist companies in understanding these new threats and devising strategies to address them.	concentrate on existing markets and how companies can compete within those markets. In this era of digital disruption, there are opportunities to create new markets or expand existing markets through innovation and the development of new products.	from direct competitors within the media companies but also from technology companies and digital platforms. This affects the strength of competition and should be considered in Porter's Five Forces analysis.
5.	Analyzing Regulatory Influence: Porter's Five Forces can also be used to analyze the influence of regulations in the market and industry. In the digital era, regulations often change rapidly, and companies must understand how these regulations impact the market and the industry as a whole.	Porter's Five Forces is not designed to analyze the impact of regulations in the market and industry. Its primary focus is on the five key factors that influence competition. Regulations may affect these factors, but they are not the main focus. Furthermore, regulations do not always change rapidly in the digital era.	Substitutes Threat: Substitutes threats do not only come from other print media but also from digital platforms such as online videos, podcasts, and social media platforms. This affects the substitute power and needs to be considered in Porter's Five Forces analysis.

Source: Porter's Five Forces Analysis with author's analysis (2023)

In refining the above Porter's Five Forces Analysis, the author argues that internal strengthening is crucial for long-term success and sustainability in print media companies like JPRJ (Jawa Pos Radar Jember). There are several reasons explaining why internal strengthening in print media companies holds significant importance.

Firstly, internal strengthening helps enhance company performance by optimizing organizational structure, improving operational systems, and reinforcing internal processes. These actions lead to increased efficiency, better productivity, effective cost control, and improved quality of products or services offered.

Secondly, companies with a strong internal foundation have higher competitiveness. Through building a solid corporate culture, active employee engagement, and enhancing their skills and knowledge, companies can better adapt to market changes. This enables them to compete effectively with rivals and remain relevant in intense competition.

Thirdly, internal strengthening helps create a healthy and productive work environment. By strengthening communication, providing career development opportunities, and prioritizing employee well-being, companies can build strong trust and loyalty among employees. This encourages employees to remain committed and contribute to their maximum potential.

Fourthly, internal strengthening involves collecting and analyzing accurate data on company operations. By having effective reporting systems and good access to relevant information, management can make better decisions based on facts. Decisions based on accurate and detailed information have the potential to reduce risks and improve outcomes.

Fifthly, internal strengthening facilitates a culture of innovation and company adaptability. By valuing employee ideas and contributions, as well as creating space for experimentation and learning, companies can continuously adapt to market changes and generate relevant innovations. Flexibility and the ability to change are crucial factors in keeping a company competitive and relevant in the long run.

By strengthening the company internally through process improvement, building a strong corporate culture, and developing employees, companies can establish a solid foundation to achieve long-term success. This enables companies to better face challenges, optimize performance, and create value for all stakeholders involved.

5. Conclusion

Based on the research objective of analyzing the competitive strategies implemented by JPRJ in the era of digital disruption, the research findings and discussions conclude that JPRJ's competitive strategy in the era of digital disruption is carried out through the ASSSIC management policy, which focuses on strengthening JPRJ internally and externally. The internal management policy is implemented through the application of ASSSICRJ as a crucial information system for JPRJ in collecting, managing, analyzing, and integrating the necessary data and information for effective decision-making. On the other hand, the external management policy is implemented through the application of ASSSIC Products as the convergence of JPRJ with the digitalization of media products, such as e-paper, e-newspaper, virtual expo zone application, view paper, magazine-style, creating newspapers on the cloud (B29 summit), newspapers capable of interacting through AR (Augmented Reality) applications, news or advertisements in newspapers capable of generating audio-visual displays by scanning QR codes, newspaper subscriptions facilitated by scanning QR codes, and the utilization of multi-platform media as a means of publishing JPRJ products, where they are featured not only in print and online media but also on social media platforms such as WhatsApp, Telegram, TikTok, Instagram, Twitter, YouTube, Pinterest, BiP, and Facebook.

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