



The Evolution of News Production: A Case Study of Pikiran Rakyat Media Network in the Digital Age

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Abstract: Newspaper has become rarely used, and now digital media has emerged as a device that, in addition to being widespread, is also easily accessible. In the contemporary digital era, the dynamics of news communication have undergone a significant transformation, impacting both traditional news outlets and emerging online platforms. This thesis explores the complexities of the transformation of print news communication into digital, with a specific focus on the case of Pikiran Rakyat, a leading news outlet in Indonesia. The digital era has revolutionized the way news is produced, disseminated, and consumed, raising critical questions about how news organizations adapt to this ever-evolving landscape while maintaining their credibility and relevance. Using a comprehensive qualitative research approach, this study delves into the strategies, challenges, and news communication practices at Pikiran Rakyat Media Network (PRMN). The research also investigates how Pikiran Rakyat Media Network responds to the rapidly changing information ecosystem, addresses the challenges posed by misinformation, and sustains its position as a trusted source of news for its readers. To achieve this, the chosen case study methods include observation and interviews. The findings reveal that Pikiran Rakyat Media Network has successfully transformed its management by adopting the Platform Economy model, which facilitates collaboration with local media and accelerates digital news distribution. The transformation involves a gradual process of convergence between print and digital formats, addressing differences in work ethos, audience needs, and medium characteristics to create a more efficient working ecosystem.

Keywords: *digital platform; media ecosystem; print media; platform economy.*

1. Introduction

The media industry in Indonesia has undergone significant transformations due to the rapid evolution of digital technology. In January 2023, Indonesia had approximately 235 journalists, with only about 10% of them being verified (Dwivedi, 2023). In this digital age, the role of digital newspapers and magazines has become more prominent, offering a more accessible and convenient way for the public to access news and information. The shift to digital has fundamentally altered the way news is consumed, as people now have easy access to news at their fingertips, transcending the limitations of traditional print media (Fromherz, 2024).

Indonesia currently hosts an estimated 43,300 online media outlets, yet only about 211 are recognized as professional media (Sastramidjaja et al., 2022). This shows a stark contrast in the proportion of professional media compared to the massive number of online outlets available. Amid this digital explosion, Pikiran Rakyat Media Networks (PRMN), a newspaper company based in Bandung, has emerged as a successful example of how a traditional print media organization can adapt to the digital revolution. PRMN has been able to combine print media with digital platforms, setting a precedent for other media companies in Indonesia.

However, this transformation has not been without its challenges. The transition from print to digital media has not only changed the way news is reported but has also affected how journalists

gather information, conduct interviews, and navigate the complexities of gatekeeping. The digital era, with its inherent characteristics of speed, immediacy, and the constant flow of information, has forced media organizations to adopt new strategies and tools to stay relevant (Guo & Volz, 2019). As a result, journalists must now adapt to an entirely new landscape that includes online news platforms, social media, and digital tools for content creation and distribution. This paradigm shift has posed both challenges and opportunities for news organizations that must balance traditional journalistic values with the demands of a rapidly changing digital world.

The emergence of digital technology has brought significant changes to how news is produced, reported, and consumed. The shift from traditional print media to digital platforms has created both challenges and opportunities for journalists and media organizations alike. In response to this transformation, media companies must not only embrace new technologies but also adapt their strategies to meet the evolving needs of their audiences (Van Aelst et al., 2021). This has become a fundamental issue in the media industry, as many companies struggle to maintain their relevance in the face of changing consumer habits and technological advancements (Aleksander et al., 2023). The need for continuous adaptation has led to a rethinking of editorial processes, distribution methods, and audience engagement strategies (Martens et al., 2018).

Despite the increasing importance of digital platforms, research on the management of daily news production in the digital age remains limited, particularly in the case of PRMN. While the media industry at large has been the subject of much analysis, few studies have specifically focused on how individual media organizations, such as PRMN, have adapted to these changes. This gap in knowledge provides an opportunity to investigate how PRMN has successfully navigated the digital transformation, offering valuable insights into the broader process of media adaptation. Understanding how PRMN has integrated print and digital platforms could provide crucial lessons for other media companies struggling to adapt to a digital-first environment.

This research aims to bridge this knowledge gap by exploring the transformation of daily news production in the digital age, with a focus on Pikiran Rakyat Media Networks. The study will examine how PRMN has adapted its news management strategies to incorporate both traditional print media and digital platforms. This case study is particularly relevant as PRMN has managed to successfully navigate the shift that many other media organizations, both in Indonesia and globally, have struggled with. Many well-established print media companies, such as Koran SINDO, Indopos, and Koran Tempo in Indonesia, as well as The McClatchy Company and Santa Barbara News-Press in the United States, have either ceased print production or fully transitioned to digital formats (Teng et al., 2023). These examples highlight the challenges that traditional media face when shifting to digital platforms, making PRMN's success a noteworthy case for study.

The transformation of the media industry in Indonesia, particularly within PRMN, is a critical area of investigation, as it can provide a blueprint for other organizations seeking to adapt to the digital age. By exploring the specific practices employed by PRMN, this study aims to contribute to the broader understanding of how media companies can navigate the complexities of the digital era. The findings from this research could provide important insights for media practitioners, stakeholders, and policymakers seeking to improve the quality, efficiency, and sustainability of media organizations in Indonesia.

Furthermore, this study is expected to contribute to the broader academic discourse on digital journalism and media management, offering valuable insights into how digital technologies are reshaping the production and dissemination of news. With an emphasis on PRMN's successful integration of digital and print media, this research will serve as a useful reference for media professionals and scholars alike, helping them understand the evolving dynamics of the media industry and the strategies that can lead to success in the digital age.

By delving into PRMN's transformation, the research will examine how the company has adapted its editorial practices, content production processes, and audience engagement strategies in response to the demands of the digital age. The study will also explore the reasons behind the development of distinct management strategies between Pikiran Rakyat's print and digital formats, shedding light on the factors that influence these decisions. Ultimately, this research aims to provide valuable insights into

the future of journalism in Indonesia, offering practical recommendations for media organizations that aim to thrive in an increasingly digital and interconnected world.

This study not only delves into the transformation of PRMN (Pikiran Rakyat Media Networks) but also offers a crucial contribution to the expanding body of knowledge on media transformation in the digital age. As the media industry continues to evolve rapidly, understanding the strategies and tactics that enable successful adaptation to the digital world is essential for sustaining high-quality journalism. The lessons drawn from PRMN's journey through this transformation can provide invaluable insights not just for Indonesian media organizations but for global counterparts as well, highlighting how media entities can thrive in an increasingly digital and interconnected world.

One of the central concepts that help frame this discussion is convergence theory, as articulated by Jenkins (2011). This theory asserts that the digital age has blurred the lines between various media formats, technologies, and platforms. What we once considered distinct—print, television, radio, and online media—has now merged, creating new hybrid forms of media consumption and production (Jenkins, 2011). Digital technology, in essence, has democratized access to content and reshaped how it is delivered. The traditional forms of media are no longer siloed; they have converged into interconnected digital ecosystems, leading to a fundamental shift in how information reaches audiences (Ibeanu, 2022).

Dwyer (2010) takes this idea further by emphasizing that content has become a blend of multiple formats, often produced and distributed across text, video, audio, and interactive media (Dwyer, 2010). News is no longer confined to a single medium; it is now a dynamic multimedia experience that caters to the diverse needs of modern audiences. The shift toward storytelling through multimedia reflects an essential evolution in media engagement—one that draws in different demographic groups across platforms (Wang et al., 2023). This convergence allows for richer, more immersive content, creating new opportunities for engaging audiences in innovative ways.

In line with this, Ahva and Steensen (2015) explore how the digital era has transformed journalism itself. While traditional journalism values concise, factual reporting, the rise of digital journalism has introduced new methods of delivery without sacrificing journalistic integrity (Steensen & Ahva, 2015a). According to their theory, print media can still thrive in this new environment by adjusting to the needs and behaviors of its audience (Steensen & Ahva, 2015b). Successful adaptation requires a continuous effort to stay relevant, which involves maintaining a strong connection with readers and adopting innovations that meet their changing expectations. Digital journalism, they argue, retains the core principles of traditional journalism while evolving its approach to fit the fast-paced digital world.

The ability of traditional print media to adapt to digital changes is also explored by Firmansyah, Novita, and Putri (2022). Their work highlights how print media must continuously evolve to remain relevant. The transformation involves not only changes in format and presentation, such as typography and color schemes, but also a deeper understanding of what readers want from their media consumption. They emphasize that community-building plays a significant role in print media's survival in the digital era. A loyal reader base fostered through engagement and adaptability can help print media persist in a world increasingly dominated by digital content (Firmansyah et al., 2022).

Effective communication is at the heart of digital media management. By identifying six key strategies—ranging from message management to the implementation of communication plans—this theory highlights the importance of a well-coordinated approach to digital transformation (Priyowidodo et al., 2021). These strategies help media organizations align internal and external stakeholders, optimize communication channels, and improve engagement with audiences. For PRMN, these strategies would be vital in managing their transition from print to digital formats while ensuring that their communication efforts resonate with a diverse audience. Platforms such as Amazon, Google, and Uber are not just business models but infrastructures that mediate economic activity (Priyowidodo et al., 2021). These platforms enable interactions, transactions, and value creation between various participants—manufacturers, consumers, and service providers. The success of platforms hinges on their ability to regulate and facilitate these activities, often serving as gateways to markets and data. The concept of platforms has significant implications for the media industry as well, as digital platforms are reshaping how content is distributed and consumed across multiple channels.

Together, these theories paint a comprehensive picture of the digital transformation in the media industry. As traditional media organizations, such as PRMN, navigate the challenges and opportunities presented by digital technologies, they provide valuable case studies for understanding the broader trends at play in the media landscape (Aripin et al., 2024). The convergence of content, the evolution of journalism, and the adoption of digital platforms are not isolated phenomena; they are interconnected elements of a larger shift in the way information is produced, consumed, and distributed.

By understanding these dynamics, media organizations can better equip themselves for the future, ensuring they remain relevant and effective in an ever-changing media ecosystem (Birla, 2023). PRMN's successful adaptation to the digital era serves as a powerful example of how traditional media can evolve and thrive in a digital-first world. As the media industry continues to innovate, it will be essential for organizations to not only embrace digital transformation but to do so in a way that preserves journalistic integrity while meeting the needs of increasingly diverse and digital-savvy audiences. Based on the explanation above, the researcher chose to use the platform economy theory because PRMN uses the same method as several well-known companies in Indonesia, such as Grab and Gojek. However, it is applied in the context of the convergence of journalistic news between print and digital.

2. Method

The paradigm that will be used in this study is Constructivism, which emphasizes the importance of understanding subjective perspectives and individual experiences. The Constructivism paradigm is in accordance with the context of the research because it allows a deeper exploration of the process of managing daily news on *Pikiran-rakyat.com*. Constructivism attaches great importance to the aspects of subjectivity, emphasizing that reality is socially constructed, meaning that our understanding of the world is shaped by our interactions with others and the cultural context in which we live also recognizes that meaning is not inherent in the world but is constructed by the subject through their respective experiences and interactions, be it individuals, groups or companies (Fosnot, 2013).

The method to be used is a case study that is described qualitatively and descriptively. With qualitative methods, researchers trace, interview and observe the creation, methods and results of the People's Mind Media Network (Silverman, 2015). Descriptively, this research is centered on a specific case that is observed and researched carefully to the end (Rodriguez & Storer, 2020). The cases in question are individual or organizational, for example, and can be singular or plural. Here, a thorough examination of all relevant case circumstances is needed in order to finally make an accurate decision (Sutedi, 2009). This study examines one item in great detail and treats it as a case study. All parties involved can provide case study data; In other words, the data used in this study come from various sources (Nawawi, 2005).

The approach to be used is a case study put forward by Robert K Yin. Where researchers focus on in-depth investigation of contemporary phenomena in real-life contexts, often involving one or several cases. This approach is characterized by the collection and analysis of various sources of evidence, such as documents, archival records, interviews, and direct observations, to provide a comprehensive understanding of the phenomenon being investigated. Case studies can be used to examine problems and offer solutions, and case studies are often applied in a variety of fields, including social, educational, clinical, and business research (Yin, 2002).

3. Results and Discussion

3.1. Transformation of People's Mind News Management

Between 2012 and 2016, *Pikiran Rakyat* faced significant challenges in adapting to the shift from print to digital media. During this period, the management continued to rely on the traditional print media production process, which made it difficult for the company to effectively compete with other digital media outlets. The production process was still rooted in the practices of print journalism, and as a result, *Pikiran Rakyat* struggled to adjust to the fast-paced demands of the digital media landscape (Birowo et al., 2016). Despite these challenges, the company began to recognize the need for change and embarked on a journey to explore better ways to produce news and content in the digital age.

From 2016 to 2019, Pikiran Rakyat began reevaluating its approach to news production and explored new ways of creating content that could help it catch up with its competitors. This period marked a shift in the company's mindset, as it started to recognize the importance of adopting a more agile and efficient approach to news production that could keep pace with the rapid developments in digital media. In addition to rethinking its production processes, the company also explored various business models, seeking the most effective strategies for navigating the digital transformation. Ultimately, this led to the decision to create a separate unit within the organization dedicated to tackling the challenges posed by the digital transition (Megawati & Maulana, 2024).

The shift from a traditional print media mindset to a more digital-centric approach required a significant transformation within the organization. Pikiran Rakyat had to undergo a process of convergence and adaptation, transitioning from slower, more in-depth work focused on print media to a faster, more flexible approach that could meet the demands of the digital world. Between 2012 and 2016, this transition was a difficult and sometimes frustrating process, with the quality of work declining due to the challenges of adapting to the new media environment. However, by 2016, the company began to recognize the need for change and began experimenting with new models of news production that could better compete in the digital age (Jayadinata, 2023). This experimentation led to the formation of a new unit within the organization designed to address the challenges posed by the digital shift.

On December 2, 2019, Pikiran Rakyat introduced a collaborative economic concept aimed at positioning itself as a digital journalism hub for various media outlets, journalists, and local content creators (Sunarto et al., 2020). This concept gave rise to the creation of the Pikiran Rakyat Media Network (PRMN), a platform that enabled information channels to connect across different regions in Indonesia. Today, PRMN operates more than 200 channels across the country, creating a vast network of local media outlets that are interconnected under a single umbrella. This network of media organizations operates collectively, but each outlet continues to maintain its operations while benefiting from the power of the collective network.

The PRMN system was designed to accelerate the flow of information by connecting local media organizations throughout Indonesia. By operating under one umbrella, PRMN facilitated the sharing of news and content across different regions, allowing journalists and content creators to report on events happening in their local areas and share that information digitally. This model not only allowed for faster dissemination of news but also created a more robust and interconnected community of journalists and media outlets (Brookes & Waller, 2023). The idea was to create a network that could amplify the reach and impact of local media, making it more competitive in the digital space.

PRMN operates as a network that links local media outlets across Indonesia, all working together under a shared mission to enhance the collective influence of the group. The media outlets within the network continue to operate independently, but they benefit from the added strength that comes from being part of a larger, more cohesive network. By working together, the outlets are able to exert a greater collective influence than they could if they were acting alone. This approach mirrors the way content creators on platforms like YouTube earn revenue—the more views and engagement their content receives, the higher their potential earnings (Ørmen & Gregersen, 2023). Similarly, in the PRMN network, the more readers and viewers that engage with the content produced by local media outlets, the greater the potential for revenue generation, even for those making small contributions.

In essence, the concept behind PRMN is to create a more powerful and interconnected network of local media outlets that can collectively compete in the digital space. The network allows smaller, local outlets to benefit from the collective power of the larger group, enabling them to reach a wider audience and generate greater revenue through increased engagement. The success of this model lies in the ability to leverage the strengths of individual media outlets while creating a collective force that is more competitive and influential in the digital age (Wan & Li, 2024).

This transformation in the management of Pikiran Rakyat's news production represents a broader shift in the media landscape, where the boundaries between print and digital media are increasingly blurred. The creation of PRMN marks a critical milestone in the company's journey toward digital adaptation, allowing it to not only survive in the competitive digital media environment but also thrive

by harnessing the power of collaboration and networked media. The success of PRMN demonstrates the potential of digital convergence, where traditional media outlets can integrate with new digital platforms to create a more dynamic and sustainable model for news production and distribution (Hoffmann Pham & Luengo-Oroz, 2023).

As the media industry continues to evolve, *Pikiran Rakyat*'s experience with PRMN offers valuable lessons for other media organizations facing similar challenges in the digital age. The creation of a collaborative network of local media outlets can provide a model for other organizations looking to adapt to the digital landscape while maintaining their relevance and competitiveness. By embracing digital convergence and fostering collaboration, media organizations can build stronger, more resilient networks that can thrive in an increasingly interconnected and fast-paced digital world (Ononiwu et al., 2024).

The transformation of *Pikiran Rakyat*'s news management from a traditional print-based model to a more dynamic, digital-first approach highlights the significant changes occurring in the media industry. Through the creation of PRMN, the company has successfully navigated the challenges of digital adaptation, positioning itself as a leader in digital journalism in Indonesia. By embracing collaboration and leveraging the strengths of local media outlets, PRMN has created a powerful network that is capable of competing in the digital media landscape. This transformation serves as a model for other media organizations looking to adapt to the changing media environment and ensure their continued success in the digital age (Volberda et al., 2021).

3.2. Transforming News Production: Information Search, Reporting, and Presentation

In the modern media landscape, news production has undergone significant transformations, particularly within news organizations like *Pikiran Rakyat Media Networks (PRMN)*, which blends traditional and digital journalism. Despite the vast amount of news that is published daily, pure journalism—the classic approach based on investigative fieldwork, interviews, and in-depth reporting—still constitutes a significant part of the work done at PRMN, though it now accounts for only about 20-30% of the content produced. This figure reveals a shift in the way news is produced, with much of the daily content focusing on more immediate, lighter, and faster-paced stories made possible by digital platforms (Triputranti & Simangunson, 2023).

The traditional methods of journalism, such as field reporting, in-depth investigations, and fact-checking, are still utilized but have become less frequent in comparison to the newer, faster forms of news production enabled by digital tools (Himma-Kadakas & Ojamets, 2022). Today, thanks to the rapid rise of digital technology, media outlets can quickly publish breaking news about entertainment, celebrities, trends, or even a tweet from a public figure, all without leaving the office or conducting traditional interviews (Kulundu Ms, 2021). This has led to the growth of a type of journalism that prioritizes speed and accessibility, catering to an audience that is more accustomed to real-time updates and instant access to information.

The blend of traditional and modern journalistic practices is evident in how news organizations now operate. On one hand, there are the conventional methods: sending reporters out into the field to gather first-hand information, conducting interviews, and compiling comprehensive news reports (Hallin et al., 2023). On the other hand, there is a more dynamic side of journalism that is driven by technological advancements (Splendore & Brambilla, 2021). This new type of journalism is characterized by the use of social media platforms, the speed at which news can be disseminated, and the types of content that are prioritized, such as viral stories, entertainment news, and updates from influential figures. The combination of these two approaches enables news outlets like PRMN to meet the demands of both traditional news consumers and those who rely on digital platforms for their daily news.

This transformation in news production is largely due to advancements in technology. The integration of social media and mobile devices has allowed journalists to access real-time updates from public figures, government officials, and celebrities (Ni, 2022). A simple tweet from a politician or a viral post from a celebrity can now become the basis for an entire news article, something that would have been unimaginable in the traditional print era (Murthy et al., 2024). The immediacy of these platforms has altered the very nature of news production, leading to a situation where stories can be broken and

published within minutes rather than days or weeks, as was the case with traditional journalism.

In this digital age, speed is of the essence, and news outlets must adapt to the fast-paced environment in which they operate (Chabani, 2024). For example, PRMN has shifted its focus from the long-form investigative reports that once defined the field of journalism to shorter, quicker articles that can be uploaded rapidly and reach a large, diverse audience. This shift has not been without its challenges, as it has required news organizations to rethink their editorial processes and adapt to the demands of digital journalism. While the traditional methods of journalism remain important, they are no longer the sole focus of news production. In fact, the demand for quick, easily digestible content has led to a situation where lighter stories, such as celebrity gossip or trending topics, are given greater attention in the newsroom.

This shift towards digital-first journalism has also had an impact on how news is presented. In the past, journalists would focus on providing detailed background information and conducting interviews with multiple sources to ensure a well-rounded, comprehensive story (Waiswa, 2024). Now, however, the emphasis is often on the timeliness and accessibility of information. With the proliferation of social media and news websites, audiences now expect to be able to access news instantly, often in short, bite-sized formats that are easy to consume on mobile devices (van Eyssen, 2024). This has created a new type of journalism, one that is optimized for the digital environment and designed to capture the attention of audiences who are constantly on the move.

The integration of social media into news production has also changed the way stories are framed. In the past, news outlets would rely on traditional journalistic sources, such as government officials or experts, to provide context and insight into a story (Nguyen & Hekman, 2024). Today, however, journalists are just as likely to turn to social media platforms to gather information, monitor public opinion, and track the spread of news. Tweets, Facebook posts, and Instagram updates have become valuable sources of information, and journalists are increasingly using these platforms to break stories, provide live updates, and engage with their audience (Pöyhtäri et al., 2021).

However, this emphasis on speed and convenience has led to concerns about the quality of news being produced. While digital journalism allows for the rapid dissemination of information, it also raises questions about accuracy, fact-checking, and the depth of reporting. With the rise of social media as a primary source of news, misinformation and fake news have become more prevalent, and news outlets must work harder to ensure the accuracy of their reports (Pöyhtäri et al., 2021). In response to these challenges, many media organizations have begun to invest more heavily in editorial teams dedicated to fact-checking and verifying information before it is published.

3.3. The Reason for the Difference in the Management of Print and Online People's Mind News

The differences in news management between Pikiran Rakyat's print and digital platforms arise from several key factors that influence the production and dissemination of news. These differences, as identified in the case of Pikiran Rakyat Media Networks (PRMN), are deeply rooted in the work ethos, audience demographics, and the mediums themselves. Each of these factors plays a crucial role in shaping how news is produced, processed, and consumed, as well as how the editorial teams operate within the distinct environments of print and digital media.

The first reason for the disparity in news management between Pikiran Rakyat's print and digital platforms lies in the contrasting work ethos. In the world of print media, the production process involves multiple steps, each with its own set of challenges. The production of a newspaper requires careful consideration of various elements, such as writing concise headlines, crafting short and clear sentences, designing infographics, and ensuring that the overall content fits within the constraints of limited space. The editorial process is more time-consuming, with articles needing to undergo various levels of editing before they are ready for print. Moreover, the physical nature of print media adds another layer of complexity. Each page of a newspaper is carefully curated to maximize the use of space and appeal to potential buyers. The production process also takes into account factors such as paper quality, print volume, and distribution channels, all of which influence how news is presented and consumed (Li et al., 2021).

In contrast, digital news production is far less constrained by these factors. The speed at which

news can be reported and disseminated on digital platforms allows for a more streamlined process. Journalists working in digital media do not need to worry about limited space or the physical constraints of print. Instead, they focus on gathering information through interviews, observations, or other means, quickly processing the data, and uploading the content online. The digital medium is more flexible, enabling immediate publication of breaking news without the need for the long production cycle typical of print media (Li et al., 2021). The production process in the digital world is more fluid and adaptive, as information is processed and shared in real time, providing an immediate connection between the journalist and the audience.

The second reason for the differences in news management is the distinct audience each platform serves. Print newspapers, such as *Pikiran Rakyat*'s traditional format, are primarily consumed by an older demographic who still prefer the tactile experience of holding a physical newspaper. This audience values in-depth, comprehensive news coverage and enjoys the leisurely pace at which they consume information. In contrast, digital platforms cater to a broader, younger, and more diverse audience who demand instant access to news. Digital audiences tend to have shorter attention spans, which calls for quick, attention-grabbing content that can be easily consumed on mobile devices or computer screens. News in the digital realm is often more fragmented, with readers skimming headlines or scanning articles in bite-sized chunks (Cole et al., 2022). This difference in audience expectations and consumption habits significantly influences how news is produced for each platform. While print news tends to offer more comprehensive, long-form articles, digital news is more concise and quick-paced, emphasizing speed over depth.

The nature of the digital audience also demands a shift in communication approaches. In the digital environment, communication is more casual, informal, and conversational, reflecting the preferences of online users who favor a more relaxed style of engagement (Oladeinde et al., 2023). Social media, blogs, and websites provide a platform for immediate feedback, discussion, and interaction with the audience. Journalists are expected to be more responsive, often engaging with readers in real time through comments, likes, shares, or direct responses (Zayani, 2021). This interaction, while offering a more personalized connection with the audience, also comes with the challenge of maintaining journalistic integrity and professionalism in an environment where sensationalism and viral content often dominate.

On the other hand, print media maintains a more formal and structured communication style, with a focus on presenting news in a more neutral, objective, and authoritative manner (Gibrilu, 2023). The editorial standards and journalistic ethics that guide print news production remain intact, as print media is still perceived as a more reliable and credible source of information. The communication approach in print media is less interactive, with limited opportunities for readers to engage with journalists or provide feedback. As a result, the differences in audience preferences and engagement shape the way news is written and presented on each platform, with digital news embracing a more immediate and informal style, while print news focuses on depth and credibility (Karlsson et al., 2023).

The third key reason for the divergence in news management between *Pikiran Rakyat*'s print and digital platforms is the medium itself. The print medium imposes physical limitations that require careful consideration in the production of news. The design of the newspaper, the layout of articles, the inclusion of photos and infographics, and the use of typography all have to be meticulously planned to ensure that the content fits within the constraints of physical space. Additionally, editors must make decisions about which stories are the most important, as limited space means that not all stories can be included in the paper. The physical limitations of print also affect the way stories are told, with journalists needing to condense their narratives into concise and impactful summaries that capture the essence of the news in a limited amount of space (Lessy et al., 2024).

In contrast, the digital medium offers unlimited possibilities for presenting news. With no space constraints, digital platforms can accommodate an array of content formats, including text, photos, videos, and audio, all within a single page or article (Billard & Moran, 2023). Journalists can include multiple multimedia elements to enrich the storytelling experience, offering readers a more immersive and interactive way to consume news. The flexibility of digital media allows for longer, more detailed

articles, as well as the incorporation of multimedia elements that can enhance the reader's understanding of the news. Videos, for example, can provide visual context to the story, while audio clips can offer interviews or soundbites from key sources. These multimedia elements not only make the news more engaging but also provide a more comprehensive understanding of the events being reported.

The digital medium's unlimited nature also allows for the inclusion of hyperlinks, allowing readers to explore additional sources, related articles, or background information with a single click. This interactive feature enables digital news to offer a level of depth and interactivity that is not possible in print media (Shin, 2022). Furthermore, digital platforms are not restricted by physical space or publication frequency. Stories can be updated in real time, and new content can be published as often as necessary to keep up with the fast-paced flow of information. Unlike print media, which has fixed publication schedules, digital news can be continuously refreshed, offering readers up-to-the-minute coverage of breaking news and developing stories.

The differences in news management between *Pikiran Rakyat's* print and digital platforms are a result of multiple factors, including the work ethos, audience demographics, and the nature of the medium itself. These differences reflect the distinct challenges and opportunities presented by each platform and demonstrate how media organizations must adapt their strategies to meet the demands of their audiences (Shin, 2022). The print and digital worlds are governed by different rules, and the transformation from one to the other requires a fundamental shift in how news is produced, processed, and consumed. By understanding these differences, media organizations like *Pikiran Rakyat* can continue to evolve and thrive in an increasingly digital and interconnected world.

4. Conclusion

This study demonstrates that *Pikiran Rakyat Media Networks (PRMN)* has successfully transformed itself into a modern platform-based company by integrating both print and digital media to meet the demands of the digital age. This transformation has enabled collaboration among various local media outlets, accelerated the distribution of digital news, and created a more efficient work ecosystem. Three key points emerge from this transformation: First, PRMN adopted the principles of the Platform Economy, a modern approach that leverages collaborative networks to expand access to news and create employment opportunities. Much like major platforms such as Amazon and Gojek, PRMN has brought together local media under one umbrella, resulting in operational efficiency, easier news distribution, and faster digital publishing. This has positioned *Pikiran Rakyat* as part of a broader, interconnected media ecosystem. Second, the shift from print to digital media did not happen overnight but rather through a gradual process that involved continuous evaluation and adaptation. With a dedicated team focused on digital content, expansion into social media platforms, and the formation of PRMN, *Pikiran Rakyat* successfully adapted to the changing market demands. The convergence of print and digital media has accelerated news reporting processes, such as gathering information from the internet and reporting without always requiring fieldwork while still maintaining a strong commitment to the core ethos of journalism. Third, the fundamental differences between print and digital media prompted *Pikiran Rakyat* to adopt a convergence approach for the following reasons: The work ethos, where print media follows a more detailed and slow process compared to the fast-paced and flexible nature of digital media; the target audience, with print media catering to older demographics and digital media appealing to a younger, faster-paced audience; and the medium and data processing methods, where print requires a more detailed, time-consuming process, while digital allows for quick and concise data processing, both having their respective advantages in serving the public's information needs.

This research has important implications for both theoretical and practical considerations. Theoretically, PRMN's transformation underscores the application of Platform Economy principles in the media industry, and future studies could explore how these principles can be further refined to optimize collaboration, news distribution, and ecosystem efficiency in similar industries. The gradual digital transformation model used by PRMN also offers a valuable framework for traditional businesses transitioning to digital, particularly in balancing core values, such as journalistic integrity, with digital

innovation. Additionally, the convergence of print and digital media highlights the need for a theoretical framework to guide organizations in managing differing workflows, audience segmentation, and technology adaptation, which could enhance decision-making for media companies undergoing similar transformations. On the practical side, PRMN's model of integrating local media under a unified platform can serve as a blueprint for other regions or sectors. Implementation should focus on training for digital tools and creating incentives for collaboration. Moreover, the success of PRMN in adapting to the digital era emphasizes the importance of a dedicated digital team. Companies undergoing similar transformations should invest in building specialized teams equipped with skills in content creation, social media management, and data analysis. Finally, understanding the audience and processing differences between print and digital media is crucial, as demonstrated by PRMN's approach to adjusting content formats to suit each platform. Businesses should develop content strategies that accommodate these differences, such as shorter, more engaging formats for digital platforms and in-depth analysis for print audiences.

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