

CNN INDONESIA TV BROADCASTING MEDIA BUSINESS STRATEGY 2023 – 2025

Arief Lukman Hakim^{*)}, Aprihatiningrum Hidayati^{*)¹}

^{*)}Sekolah Tinggi Manajemen PPM
Jl. Menteng Raya no. 9-19, Jakarta Pusat 10340, Indonesia

Abstract: Popular and high-value news programs on CNN Indonesia TV are essential for educating the audience and presenting the positive aspects of various situations. These programs play a significant role in the business unit's connection to the convergence strategy established by the Transmedia Group. This research aims to formulate a comprehensive business strategy for CNN Indonesia TV from 2023 to 2025, to achieve a competitive edge over other news television channels in Indonesia. The method employed for this study was a descriptive qualitative approach, which involved conducting interviews with professionals from CNN Indonesia. The interviews focused on various aspects, including business-related matters, contextual analysis, opportunities, and competitive conditions. The document study was utilized to explore information obtained from various sources within CNN Indonesia, including the company's business reports, operating systems, and operational processes. The strategic sharpening framework was employed, which entailed analyzing current business practices, identifying key elements of success, conducting a competitive profile analysis, performing a SWOT analysis, utilizing the TOWS Matrix, and creating the Internal-External Matrix. These steps were taken to derive future business strategy recommendations. The results of this study is CNN Indonesia TV should implement some business strategies, namely Continuous programming (PPT), Expansion of new audiences (PAB), and Optimization of current audiences (MAS). CNN Indonesia TV needs to enhance its viewership and advertising revenue by distinguishing itself from the competition and capitalizing on its ability to attract a significant share of the market. Therefore, it is imperative to formulate a corporate strategy that could adapt and anticipate changes in the competitive environment.

Keywords: business strategy, cnn indonesia tv, media broadcasting, television, tows matrix

Abstrak: Program berita di CNN Indonesia TV yang populer dan bernilai tinggi diperlukan untuk mendidik dan menyampaikan sisi baik dari situasi sebagai bagian dari unit bisnis yang terhubung dengan strategi konvergensi yang dibuat oleh Grup Transmedia. Riset ini bertujuan menyusun strategi bisnis CNN Indonesia TV 2023-2025 agar dapat memenangkan persaingan dengan televisi berita lain yang telah ada di Indonesia. Metode yang digunakan adalah studi kualitatif deskriptif melalui wawancara kepada profesional CNN Indonesia mengenai bisnis, konteks, peluang dan kondisi persaingan. Studi dokumen digunakan untuk menggali informasi yang bersumber dari laporan bisnis perusahaan, sistem operasi dan proses operasional CNN Indonesia. Kerangka manajemen strategik digunakan yaitu menganalisis praktik bisnis saat ini, mengidentifikasi elemen kunci sukses, profil kompetitif, analisis SWOT, Matriks TOWS, dan Matriks Internal-Eksternal sehingga diperoleh rekomendasi strategi bisnis ke depan. Hasil dari riset ini adalah diperoleh rekomendasi strategi bisnis ke depan yaitu Pemrograman berkelanjutan (PPT), Perluasan pemirsa baru (PAB), dan Optimalisasi pemirsa saat ini (MAS). CNN Indonesia TV perlu meningkatkan penayangan dan pendapatan iklannya dengan membedakan dirinya dari kompetisi dan memanfaatkan kekuatannya untuk menarik bagian pasar tertentu. Oleh karena itu, strategi perusahaan yang dapat menyesuaikan dan meramalkan perubahan dalam lingkungan persaingan sangat penting.

Kata kunci: strategi bisnis, cnn indonesia tv, media broadcasting, television, matriks tows

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¹ Corresponding author:
Email: apri.hidayati@gmail.com / apr@ppm-manajemen.ac.id

INTRODUCTION

Competition among television stations in Indonesia revolves around serving as a medium for advertising, entertainment, and the dissemination of journalistic work. This is reflected in the intense competition among both domestic and international private television stations, as well as between the different government television channels themselves. Therefore, besides functioning as an entertainment medium, electronic mass media that serve as carriers of journalistic works need to enhance their performance and professionalism to keep up with this evolving landscape. The proliferation of television networks has accelerated and complicated the expansion of the industry. For audiences, this translates to faster and wider dissemination of news, instruction, entertainment, and outreach. However, the sheer number of television channels with similar formats also brings about fierce competition for businesses operating in this sector. Businesses must invest in producing engaging content if they aim to attract and retain viewers within their target demographic.

CNN Indonesia is part of CNN International, which focuses on broadcasting news to the audience. CNN Indonesia's broadcasts encompass the latest news, economy, politics, international affairs, sports, technology, entertainment, and lifestyle programs. All CNN Indonesia programs adhere to the same high editorial standards and policies as CNN International. Consequently, this commitment has consistently served as a guiding principle for the entire CNN Indonesia production team. In a somewhat unusual approach compared to other news networks, CNN Indonesia airs on two channels under the Transmedia Group, namely Trans TV and Trans 7, through live simulcast programs for several flagship programs. The simulcast program is one of the methods utilized by CNN Indonesia to cultivate a loyal audience. Television is still in its infancy on a national scale, yet some shows manage to attract respectable ratings and viewership. If CNN Indonesia TV achieves high viewership and ratings, advertisers will be more inclined to purchase advertising time on the channel. However, CNN Indonesia is still facing challenges in the competition among news television channels in Indonesia, as it currently holds the fourth position compared to its competitors as shown in Figure 1.

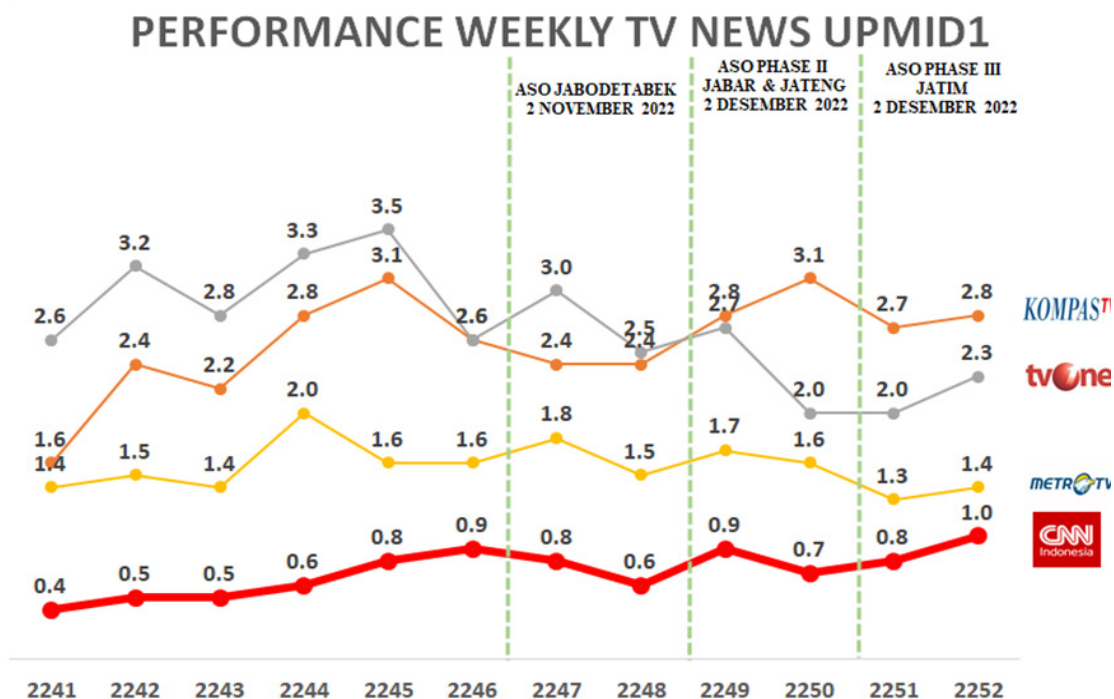


Figure 1. Audience Share TV News by Week 2022

To remain competitive and make strategic decisions that align with CNN Indonesia's goal of becoming the number one news TV channel and ultimately increasing revenue, there are no established guidelines in the form of corporate strategies that can be used as a basis. It is essential to assess opportunities within the industry, as well as internal potential, to enhance CNN Indonesia's performance. This is due to CNN Indonesia's significant potential and experience, which could enable it to become one of the top TV stations in the country and even the world, especially with the support of CNN. The purpose of this research is to assist CNN Indonesia in formulating an action plan to address the threats posed by free-to-air news channels of national scope that were previously exclusively available through digital free-to-air and pay TV platforms. Calvano and Polo (2020) argued that free-to-air (FTA) broadcasters distribute content to viewers free of charge and rely entirely on advertising revenue, whereas Pay-TV broadcasters predominantly depend on subscription fees. Valletti (2008) and Anderson et al. (2018) have examined media outlets' choices of content and genre, expanding the origin differentiation frameworks to two-sided outlets in the context of single- and multi-homing consumers.

Business strategy is an endeavour to efficiently alter a company's strength from its competitors' strengths (Ismail, 2017). Other research posits that business strategy is a robust, measurable, and rational approach, enabling marketing staff to promote their products effectively (Kozlowski, 2016). Moreover, Rousul and Hidayati (2022) emphasized the importance of researchers conducting a market survey to gain insights into customers' perspectives and, thus, develop an effective business strategy. The concept to be utilized in this study is the integration of existing concepts that align with the concept proposed by David and David (2017). In analyzing a company's strategy, it is essential to understand its vision and mission, as this serves as the initial step in gathering fundamental information about the company, ranging from its goals to its intended organizational culture.

According to David and David (2017), an organization's vision serves as its driving force to achieve its long-term goals; hence, the vision statement must answer the question, "What do we want to achieve?" Having a clear mental image is the initial step in crafting an overarching purpose statement. Therefore, the vision is established first and expressed concisely, sometimes in a single sentence. On the other hand, a mission statement

articulates the "why" behind an organization's actions. The question, "What is our business?" is finally answered. Effective goal setting and strategy development require a clear mission statement. Priorities, strategies, plans, and tasks all stem from the mission statement. Jobs and departments are formed and organized around the organization's mission. Ruler and Immaculate (David & David, 2017) recommend that each company carefully develops vision and mission statements. This is to ensure several critical aspects for the company. Firstly, it helps all members understand the purpose and rationale behind the company's establishment, emphasizing the significance of both external and internal factors in creating a feasible plan. Secondly, it aids in resource allocation. And thirdly, it provides the foundation for effectively managing jobs, departments, activities, and segments within the organization, all oriented toward the same overarching goal.

CNN Indonesia TV, a division of TransMedia, aims to differentiate itself from its competitors by emphasizing its slogan, "News We Can Trust," to attract viewers. Launched in 2015, CNN Indonesia TV has to compete with numerous other news channels, which demands much of its attention. Among its competitors are tvOne, Metro TV, and Kompas TV, all of which have already established themselves in the television news market. Drawing on the strength of the Transmedia brand and maintaining its independence, CNN Indonesia TV needs to develop a strategic plan to compete with other TV stations that offer a wider array of programs. This is particularly important when considering the period between 2015 and 2019, during which CNN Indonesia experienced successful marketing and sales outcomes. Now is the time for CNN Indonesia to concentrate more on production and news-making to achieve the highest possible market share and ratings. This endeavour will enable the network to establish itself independently without relying on the brand identity of Trans TV and Trans7. Furthermore, this research holds significant importance for CNN Indonesia as it aims to devise an appropriate business strategy to excel in the competitive news television landscape. The research's objectives include stabilizing the business by increasing audience engagement for each program, facilitating the determination, formulation, implementation, and evaluation of a competitive strategy, and offering an overview of the strategy-making process while identifying viable strategic options. CNN Indonesia's ultimate goal is to become a market leader in the news television industry by the year 2023.

METHODS

The object of this study was CNN Indonesia, one of the national news TV channels. The study used data from 2015 and made projections until 2025, focusing on the context of businesses that must be accessible as free-to-air (previously digital free-to-air and pay TV). The study considered designs for the years 2023 to 2025, with a target audience reached through APS (Advertising Payment System) and Average Viewer per household metrics.

The data required for this study encompassed information for external and internal analysis. The external (macro) environment included economic, political, demographic, social, regulatory, technical, and environmental data, all of which could be analyzed as secondary data. In addition to primary and secondary sources, Porter's study of the 5 Forces (industry attractiveness) incorporated industry competitiveness, the threat of new entrants, supplier negotiating power, purchasing power, and the threat of substitute products. The internal analysis comprised critical/key success factors, which involve both primary and secondary data.

The data collection method is conducted in two ways namely, primary and secondary. The primary data collection involved face-to-face interviews with CNN Indonesia's professional resources, focusing on business aspects, contextual information, opportunities, and competitive conditions. We applied purposive sampling since we chose informants based on those criteria. The interviews were conducted with Mr Gesang Bayu Adi, the Program Planning Coordinator, and Mr Jose Stevanus, the Research & Development Coordinator. The second method for gathering secondary data involved obtaining information from the company's business reports, operating systems, and CNN Indonesia's operational processes through document studies.

The next stage in the research process, following data collection, involved organizing and processing the data for further analysis. According to Creswell & Creswell (2018), the qualitative data processing process consisted of four stages, which were collected through interviews and document studies. This technique was known as content analysis. Moreover, data analysis

through interviews was designed to complete the CPM (Critical Performance Method) by assessing the rating weights of the factors used as evaluations by viewers during data processing, researchers undertook five stages outlined by David & David (2017), which were: 1) Detailed Specification. Individuals with a strong quantitative background or those from disciplines relatively new to qualitative approaches might find the explanatory sequential mixed methods approach more appealing as a design within mixed methods. In the first phase, researchers obtained quantitative data, analyzed it, and utilized it to inform the design of the second part of the qualitative research. The second phase involved information collection. There were two rounds of data collection: a rigorous quantitative sampling phase and a more open-ended and deliberate sampling phase. The third stage was data integration and analysis. It treated quantitative and qualitative information as autonomous components for analysis. The fourth stage was coding. When coding or classifying, the researcher created codes to assist in categorizing the data into meaningful groups.

In the Figure 2, the explained framework of CNN Indonesia will likely place the company in a better position to understand its audience and provide high-quality content, thanks to its leadership position in the rapidly growing television market. The value to viewers and advertisers is expected to increase due to a well-executed competitive strategy. In the long term, a more content and satisfied audience of CNN Indonesia will likely attract more sponsors to support the network. Ultimately, this will help the organization gain a competitive edge and enhance its reputation. Furthermore, alternative strategies were developed using SWOT Analysis techniques, which involved comparing the company's internal strengths and weaknesses with its external opportunities and threats.

In the next stage as shown in Figure 3, the TOWS matrix is conducted, which is an important decision-making tool when developing four (4) types of strategies: (1) SO (Opportunities to Strength) Strategy, (2) WO (Weak Opportunities) Strategy, (3) ST (Strengths to Threats) Strategy, and (4) WT (Weaknesses to Threats) Strategy. Organizations following the SO strategy should leverage their resources to maximize external opportunities.

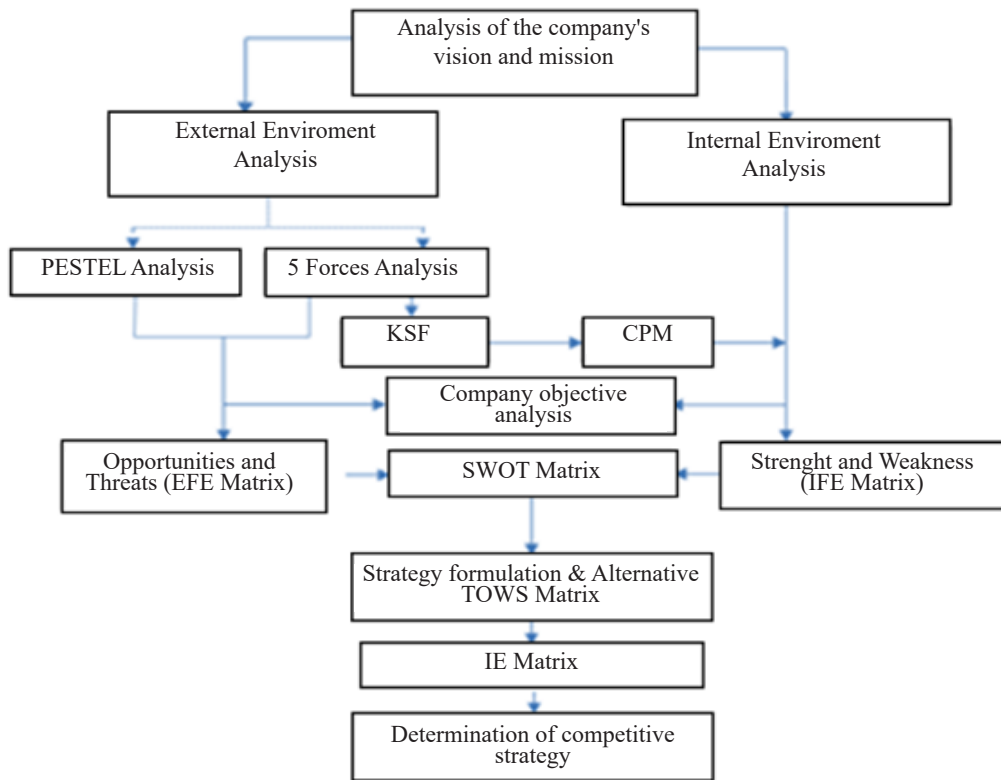


Figure 2. Analytical Frameworks



Figure 3. SWOT Analysis Diagram

And finally using the IE Matrix (as shown in Figure 4) positions the business SBU in a nine-cell matrix. Considering the external analysis, industry analysis, and company management, the IE matrix describes the position of the company. To choose the best course of action, we need to know the company's position among these nine quadrants. The IE matrix has EFE (External Factor Evaluation) and IFE (Internal Factor Evaluation) dimensions, with EFE (External Factor Evaluation) along the x-axis and IFE (Internal Factor Evaluation) along the y-axis. Below is a diagram depicting the facilities and the overall weighted score for each quadrant. Finally, the determination of strategies from the results of data processing research conducted by researchers.

RESULTS

The television industry has evolved into one of the most productive subsectors within corporations. On the other hand, the pursuit of ever-increasing efficiency compels all stakeholders to continuously seek ways to achieve more efficient performance results. One such example is CNN Indonesia TV, a news television company. Amidst the current news landscape in Indonesia, there remain numerous shortcomings and adverse effects on the community, such as the proliferation of "hoaxes" and the dissemination of irrelevant information. In response, the researcher has developed a framework aimed at fulfilling pertinent

requirements concerning media business strategies for CNN Indonesia TV. Fake news has been disseminated through multiple platforms, including print media (newspapers, pamphlets, magazines), television news channels, websites, blogs, and social media platforms such as Facebook, Instagram, and Twitter. Additionally, video streaming services like YouTube and Vimeo, as well as mobile messaging apps like WhatsApp and Messenger, have also been used for the spread of fake news. Social media and mobile messaging applications account for over 90% of the fake news in the world, primarily due to their vast user base and the ease of sharing information.

Based on CPM data (as shown in Table 1), CNN Indonesia TV holds a competitive position, ranking fourth when compared to its four closest competitors. The most crucial aspect for CNN Indonesia TV, as evident from the CPM table, lies in the line "Having news programs that provide a better understanding of the discussed issues and offer solutions or suggestions to assist the audience in making informed decisions." This Key Success Factor carries significant weight and is a considerable strength for CNN Indonesia TV. In contrast, on the line "Acquiring human resources (Producers, creative directors, and programming) and infrastructure capable of supporting the development of accurate and well-packaged news programs," Kompas TV and Metro TV possess a Key Success Factor with substantial weight and advantage.

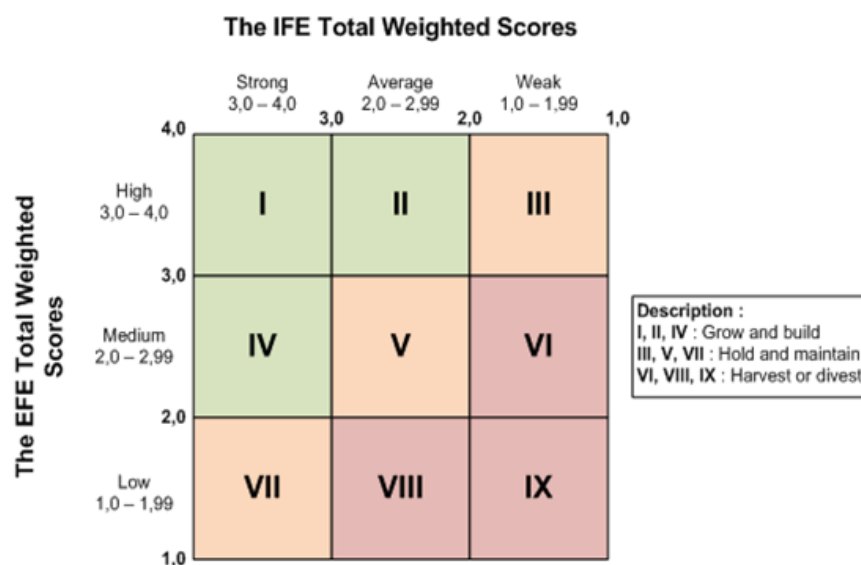


Figure 4. IE Matrix

Table 1. Competitive Profile Matrix (CPM)

Key Success Factor	Weight	CNN Indonesia TV		Metro TV		TV One		Kompas TV	
		Value	Weighted Value	Value	Weighted Value	Value	Weighted Value	Value	Weighted Value
Broadcast coverage	0.15	2	0.3	3	0.45	3	0.45	4	0.6
Reliable and Fair sources of information	0.09	4	0.36	2	0.18	2	0.18	3	0.27
Solutions for decision-making.	0.2	4	0.8	2	0.4	3	0.6	3	0.6
Media convergence	0.15	3	0.45	2	0.3	3	0.45	4	0.6
Capable personnel.	0.2	2	0.4	4	0.8	3	0.6	4	0.8
TOTAL			2.01		2.13		2.28		2.87

Based on SWOT analysis, CNN Indonesia TV exhibits more strengths than existing weaknesses. Furthermore, the opportunities for the company are quite substantial. Through internal analysis, it is evident that the company's key success factors, including market positioning, substantial market share, advanced equipment, positive corporate image, captivating event programs, and high TV ratings, surpass those of other established news television stations. In the external analysis, it is evident that market opportunities remain highly open. Referring to the SWOT analysis, when a company possesses numerous strengths and encounters significant opportunities, an aggressive strategy is recommended. Based on the analysis of external and internal strategic factors combined with the TOWS matrix (as shown in Table 2), CNN Indonesia TV should prioritize the SO strategy, which obtained the highest score value of 3.97. Following that, the ST strategy scored 3.61, the WO strategy scored 3.02, and finally, the WT strategy scored 2.66.

According to the findings of the SWOT analysis, CNN Indonesia TV's strengths outweigh its vulnerabilities. Moreover, the potential appears to be substantial. The internal study emphasized the company's market positioning, significant market share, state-of-the-art equipment, positive corporate image, captivating programming, and relatively high TV ratings in comparison to competing news television stations. The external research conducted by the company indicates a significant market potential. Quadrant I represents the most favourable position for the company. In situations where opportunities arise in the external environment, the company possesses various tools at its disposal to capitalize on them. Achieving optimal outcomes in this context necessitates an approach that prioritizes growth.

In the alternative combination strategy, CNN Indonesia TV, positioned in quadrant I, should implement a Growth & Build strategy. This entails consistently enhancing programs (PPT), expanding the reach to new audiences (PAB), and optimizing the existing audience base (MAS).

1. Maintaining a high level of quality and originality for the event is of paramount importance to attract and retain current participants, as well as to attract and retain new sponsors. As indicated by online media, an item comprises attractors, content, and sources. Attractors encompass headlines, visuals, and captions that entice readers to engage with the content. The more incredible, shocking, or controversial the attractor is, the greater the likelihood that recipients will scrutinize the item. The content constitutes the factual and descriptive aspect of the news item being reported, which can pique the reader's curiosity and prompt them to verify the sources. According to a survey, approximately 80% of readers do not proceed beyond the attractor.
2. The potential for developing an original program that appeals to a broad audience is being explored through the introduction of an enhanced presentation that incorporates a greater amount of educational content. As proposed by Vicente-Domínguez et al. (2021), social media users tend to rapidly share news they perceive as having educational value to their social networks, often without verifying its accuracy initially due to time constraints.

Table 2. TOWS Matrix

	<p style="text-align: center;">STRENGTHS (S)</p> <ol style="list-style-type: none"> 1. CNN Indonesia TV maintains a strong and harmonious working relationship with its suppliers. 2. The program is captivating and customized to suit the preferences of the audience. 3. CNN Indonesia TV possesses advanced product technology and state-of-the-art facilities. 4. CNN Indonesia TV executes a meticulously planned programming strategy. 5. CNN Indonesia TV boasts a highly skilled and competent workforce. 6. CNN Indonesia TV upholds a positive corporate image. 	<p style="text-align: center;">WEAKNESSES (W)</p> <ol style="list-style-type: none"> 1. The rapid turnover of the organizational structure. 2. The suboptimal implementation of the media convergence strategy. 3. The process of employee adaptation to changes in the company's strategy. 4. The mechanism for planning human resource requirements.
<p style="text-align: center;">OPPORTUNITIES (O)</p> <ol style="list-style-type: none"> 1. Indonesia has experienced stable economic growth. 2. With the fourth largest population in the world, Indonesia possesses diverse socio-cultural conditions, and the majority of its population still exhibits a preference for TV programs over the Internet. 3. The development of digital television technology, which will become mandatory starting in 2022, and the increasing usage of the internet. 4. The market is still wide open. 5. The dominance of television remains the preferred choice for advertising when compared to other media. 6. There exists a high entry barrier for new entrants looking to penetrate the television industry in Indonesia, particularly in terms of capital. 7. The bargaining power of program suppliers, specifically production houses, is low. 8. The budget allocated for producing news content is not as substantial as the expenses involved in producing entertainment content. 	<p style="text-align: center;">SO STRATEGY</p> <ol style="list-style-type: none"> 1. It is crucial to maintain and enhance the quality and innovation of the program to foster greater engagement with existing audiences and advertisers, as well as to raise awareness among new target audiences. (S:1,2,4,5.O:2,7,8). 2. To increase the volume of advertising slot sales, it is essential to leverage Transmedia Group's television broadcast network and cross-platform channel network. (S:3.O:1,3,4). 3. To develop program variations and marketing strategies, it is important to explore the potential of the target audience based on demographics as a reference. (S2,S4,O2,O4) 4. Enhance collaborative efforts with media partners. (S:6 .O:5,8) 	<p style="text-align: center;">WO STRATEGY</p> <ol style="list-style-type: none"> 1. By leveraging the technological capabilities and expansive reach of Transmedia Group, a recruitment process system can be established to expedite the fulfillment of human resource requirements. Additionally, utilizing off-air events can serve as a means to attract potential candidates. (W:2.O:3,4,8) 2. Conducting training sessions is essential to maximize employees' proficiency in utilizing technology that facilitates the production process. Furthermore, establishing an integrated newsroom with other media business units is crucial. (W:4.O:3,8). 3. Forming a specialized task force dedicated to producing specific programs allows for focused and well-planned program production. (W:1,2.O:8,3) 4. To optimize the performance of the multimedia special desk, it is crucial to produce a greater number of programs that can be disseminated across various platforms, including print, online, and television. (W3.O:3,4)
<p style="text-align: center;">THREATS (T)</p> <ol style="list-style-type: none"> 1. The proliferation of local content poses a challenge in sustaining the production of such content. 2. There are restrictions imposed on advertising broadcasts on private television stations. 3. The development of the internet has led to regulatory changes aimed at facilitating the transition to digital technology. 4. Competition from other media convergence strategies, which encompass diverse channels and extensive networks, is present. 5. There are restrictions on foreign share ownership. 6. Government regulations, which have the potential to change and are currently not fully implemented, exist. 7. Competition with other media conglomerates, possessing more innovative networks and platforms, is prevalent. 	<p style="text-align: center;">ST STRATEGY</p> <ol style="list-style-type: none"> 1. Offering attractive advertising packages that highlight the regional reach and cross-platform technology advantages of Transmedia Group is crucial. (S:3,6.T:2,5,6) 2. By broadcasting captivating programs tailored to the target audience, implementing distinctive packaging distinct from competitors, and optimizing potential advertising revenue through strategic programming, we can achieve enhanced results. (S:1,2,4.T:5,6). 3. Enhancing mutually beneficial relationships with advertisers and suppliers entails fostering cooperation in both on-air and off-air programs. (T:1.S:1,3,4). 4. Display creativity in broadcasting programs that will serve as trendsetters. (S:1,2,5.T:1,2,5,6) 5. Through a partnership with CNN Indonesia TV, regional television stations can enhance their capability to explore potential opportunities and enhance their operations. (S:2,3.T:4) 	<p style="text-align: center;">WT STRATEGY</p> <ol style="list-style-type: none"> 1. Enhancing the quality of programs is imperative, encompassing both programs produced by external production houses and in-house production. (W:3.T:5,6) 2. Recruiting creative professionals who possess a mindset capable of adapting to technological changes can be achieved through internship and recruitment programs conducted at universities affiliated with Transmedia Group. (W:2,4.T:5,6). 3. Sustaining programs with high ratings requires a media broadcast strategy that encompasses interactive packaging both on-air and off-air, aimed at fostering audience loyalty. (W:4.T:5,6). 4. Developing programs that leverage the potential of Transmedia Group is essential to strengthen the synergy within the organization.

3. Maintaining segmentation in news programs targeting young people is crucial because individuals in the current age bracket of 18-24 years old demonstrate a notable capacity for assimilating substantial amounts of news information. By incorporating contemporary content into news programs, it appears to be more feasible to capture the attention of young audiences. According to research conducted by Ornelas and Mena (2020), the internet and social media have emerged as the primary information sources for young individuals who seek to stay updated on trending topics and the latest news. When targeting this demographic, media professionals need to acknowledge and address the inclination of young users to invest minimal time, effort, and resources in verifying the information they share. By doing so, the risk of disseminating false information can be mitigated (Valencia-Arias et al. 2023).
4. To propagate the mission of CNN Indonesia TV and engage viewers, it is advisable to create programs with humanitarian messages that can serve as a unifying force. This approach is supported by the insights provided by Scott et al. (2023) in their book, where they suggest that “humanitarian journalists may, to some extent, inhabit a distinct and distinct field of their own.” According to their argument, humanitarian journalists have a certain degree of freedom to explore innovative professional practices. However, they also adhere to several common practices such as reporting on underreported crises, adding value to their reporting, and amplifying the voices of marginalized individuals. Additionally, they possess similar and somewhat ambiguous interpretations of “humanitarianism,” which enable them to sustain these practices and differentiate themselves from actors more firmly situated within the fields of journalism and humanitarianism.
5. The introduction of new concepts and shows at opportune moments is recommended. This recommendation is supported by the study conducted by Karasu and Cesur (2023), which introduces the concept of “time appropriation” from a social-psychological standpoint. This concept encompasses factors such as time management, life satisfaction, well-being, mindfulness, and authenticity.
6. To enhance communication effectiveness, it is essential to create and enhance materials that can be delivered through various channels and platforms. As recommended by Katsaounidou et al. (2018), both users and media professionals should take measures to safeguard themselves against false content and ensure the quality of information presented. This can be achieved by considering the latest advancements in multi-channel media storytelling and leveraging their potential in implementing cross-modal truth strategies. In addition, incorporating advertising breaks can enhance the marketability of these videos. Ads are displayed during commercial breaks and have a positive impact on viewers. Effective advertisements take into account several factors, including the content of the advertisement and the program, audience interests, sponsor preferences, program duration, program popularity, and available ad slots. Increasing ad revenue through strategic placement will prove beneficial for sponsors and broadcasters alike (Velusamy et al. 2008).
7. To foster greater audience engagement, it is imperative to utilize digital platforms more efficiently, encouraging participation through avenues such as comments, questions, and complaints, and providing monetary incentives for ongoing support. This approach aligns with the conclusions drawn by Kitsios and Kamariotou (2021), who emphasize the importance of aligning AI tools and Information Technology (IT) with organizational strategy. This alignment is believed to sustain a competitive advantage and surpass competitors in the long run (Pappas et al. 2018; Liu, 2013).
8. Sustaining positive working relationships with regional TV stations is crucial. This objective aligns with Sonni’s (2017) research, which highlights the high dependence of newsrooms on maintaining relationships with advertising agencies, advertisers, and other institutions. In addition, it is imperative to focus on enhancing the quality of broadcast programs and improving the production efficiency of regional TV stations’ original content. Furthermore, efforts should be made to harness existing potentials, such as available frequency, coverage area, potential advertising revenue, and the ease of program sales. This finding is consistent with the research conducted by Firmiyanti et al. (2019), which suggests that TV stations should prioritize the extensification and intensification of hyperlocal content to enhance the overall quality of their production.

9. Strengthening synergies with other business units in the creation of packaged programs can enhance the ability of journalists and marketing teams to collaborate on content, marketing concepts, and potential advertising revenue. This perspective is supported by the research conducted by Ho et al. (2020), which emphasizes the importance of the company seeking strategic content collaborations with partners to tap into new customer segments, particularly millennials.
10. The concept of bundling, wherein advertisements aired on CNN Indonesia TV can be integrated with those placed on CNNIndonesia.com and Detik.com, exemplifies synergy in marketing strategy. Lim et al. (2015) supported this notion with their findings, stating that participants exposed to repetitive ads on paired media platforms such as television, Internet, and mobile TV, perceive greater message credibility, adds credibility, and brand credibility compared to counterparts exposed to repetitive ads from a single medium. Ranking points, like the number of CNN Indonesia TV viewers, can be combined with web visitors to optimize ad placements for maximum impact. For instance, during the simultaneous election broadcasts, CNN Indonesia TV streams were accessible on YouTube, TikTok, Facebook, and CNNIndonesia.com, benefiting from network synergies with new media. Advertisers aiming to reach a broader audience can leverage this opportunity, particularly due to the array of ad slots and formats available.

Managerial Implications

This study brings some practical implications such as News TV should have initiative to improve its newsrooms which is integrated with other media business unit, it should increase its employee satisfaction and motivation at work. It refers to the implementation of Transmedia's corporate strategy and convergence strategy. These strategies aim to enhance employees' proficiency in using technology to facilitate the production process.

To adapt to changing viewer habits and the widespread availability of mobile content, CNN Indonesia is reinforcing its TV site to function as an additional distribution channel. This hub should be capable of delivering not only summarized material but also

live streaming and catch-up shows for preferred and highlighted programs. All of these features can be accessed through mobile apps (iOS and Android) developed by the digital team specifically for mobile consumption. Implementing these changes will increase CNN Indonesia TV's potential viewership and advertising revenue. To enhance CNN Indonesia TV's reputation as a network capable of collaborating with print and digital media across all fronts - from product design to distribution and user experience - consider remaking popular shows. This approach can positively impact the network's image and viewership perception.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Media institutions are required to develop unique competitive advantages in order to survive amid the current competition. CNN should develop unique and compelling content so that it can stand out in a crowded media landscape. By producing high-quality, innovative, in-depth, exclusive, and diverse content that caters to the target audience's interests and preferences, CNN Indonesia TV could differentiate itself from competitors. The total percentage of television advertising expenditure in Indonesia still holds the top position compared to newspapers, magazines, tabloids, radio, and the Internet. The high potential for advertising revenue, which is directly proportional to the consumption of television media in people's lives, has ultimately piqued the interest of many parties in entering this industry. The increasing number of television stations broadcasting in Indonesia will certainly have an impact on the intensifying competition between them.

CNN Indonesia TV holds a competitive position, fourth-ranked compared to its four closest competitors. Based on SWOT analysis, CNN Indonesia TV possesses more strengths than weaknesses. Furthermore, there are considerable opportunities. The internal analysis highlights key success factors for the company, including market positioning, substantial market share, sophisticated equipment, a positive corporate image, captivating event programs, and high TV ratings, setting it apart from other news television stations. Meanwhile, the external analysis indicates that market opportunities remain significantly open.

Based on TOWS matrix, CNN Indonesia TV should prioritize the SO strategy, which has the highest score value of 3.97, followed by the ST strategy with a score of 3.61. The WO strategy comes next with a score of 3.02, and finally, the WT strategy with a score of 2.66. Furthermore, CNN Indonesia TV (positioned in quadrant I) should adopt a Growth & Build strategy. It can be achieved by continuously improving programs (PPT), expanding to new audiences (PAB), and optimizing current audiences (MAS).

Recommendations

Some recommendations are made for CNN Indonesia TV such as CNN Indonesia TV could enhance its long-term program-making strategy by adopting an ethnographic study approach to describe people's television viewing behaviour in their daily activities and to understand the socio-cultural aspects influencing such behaviour. Additionally, the network could strengthen the coordination by implementing research collaboration through advertising agencies and marketing consultants. By utilizing the information provided by CNN Indonesia R&D, CNN Indonesia TV will be able to better map the characteristics of its audience segments. This, in turn, will enable them to produce excellent programs that can foster strong relationships with viewers and attract potential sponsors.

Some limitations are found in this study. First, lack of future predictability since the future landscape of the broadcasting media industry is not easy to predict due to the rapid changing of market dynamics, industry trends, and consumer behaviour. This limitation could affect the viability and adaptability of the proposed business strategy. Future research is expected to take consideration into trends in the next 2-3 years using resources from big data analysis. Second, this study may overlook the interests and perspectives of key stakeholders, such as advertisers, content creators, or distributors since this study emphasizes more on viewers as its key stakeholders. Understanding the needs and wants of these stakeholders is crucial for formulating an effective business strategy. Neglecting their perspectives may result in an incomplete strategy that could not align with the industry dynamics. Therefore, future research is expected to gain perspective from other key stakeholders such as advertisers, content creators, and distributors.

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