

Adaptation of Convergence by Local Media *Pikiran Rakyat* and *AyoBandung.com*

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Abstract

Convergence occurs because of the development of the internet, social media, and digital technology. In the realm of journalism, convergence refers to the practice of producing, distributing, and consuming content for multiple platforms in the form of text, photos, and videos by a single newsroom. The development of technology then gave birth to many disturbances and possibilities. Convergence challenges the media industry's already stable business model to adapt to changes. The purpose of this study is to discuss and compare how the adaptation and application of convergence that the local media "Pikiran Rakyat" and AyoBandung.com have tried to use using convergence theory in Rich Gordon's media organization. This research uses a case study method with a comparative qualitative approach that tries to explain how the application of convergence to "Pikiran Rakyat" and AyoBandung.com and compares how the two media put it into practice. The results showed that; the ownership of "Pikiran Rakyat" and AyoBandung.com adapted convergence by creating media groups and targeting local media as branches or media partners; on tactics, "Pikiran Rakyat" and AyoBandung.com cooperate in news creation with branches or partners and other media, both media focus on programmatic advertising as a source of income; on the structure, "Pikiran Rakyat" and AyoBandung.com implement newsroom 3.0; in gathering information, the journalists of Pikiran Rakyat and AyoBandung.com in carrying out their coverage only required to bring a smartphone; at the presentation, "Pikiran Rakyat" and AyoBandung.com carried out the action of packaging content to various platforms.

Keywords: journalism; local media; media convergence; media change; social media

Abstrak

Konvergensi terjadi karena adanya perkembangan internet, media sosial, dan teknologi digital. Dalam ranah jurnalisme, konvergensi merujuk pada praktik produksi, distribusi, dan konsumsi konten untuk berbagai platform dalam bentuk teks, foto dan video oleh satu ruang redaksi. Perkembangan teknologi tersebut kemudian melahirkan banyak disrupsi dan kemungkinan. Konvergensi menantang model bisnis industri media yang sudah stabil untuk beradaptasi dengan perubahan yang ada. Tujuan penelitian ini membahas dan mengomparasi bagaimana adaptasi dan penerapan konvergensi yang coba dilakukan oleh media lokal "Pikiran Rakyat" dan AyoBandung.com menggunakan teori *convergence in media organization* Rich Gordon. Penelitian ini menggunakan metode studi kasus dengan pendekatan kualitatif komparatif yang mencoba untuk menjelaskan bagaimana penerapan konvergensi pada "Pikiran Rakyat" dan AyoBandung.com dan membandingkan bagaimana kedua media tersebut mempraktikkannya. Hasil penelitian menunjukkan bahwa; pada ownership "Pikiran Rakyat" dan AyoBandung.com melakukan adaptasi konvergensi dengan cara membuat grup media dan menyasar media lokal sebagai cabang atau mitra media; pada tactics, "Pikiran Rakyat" dan AyoBandung.com bekerja sama dalam pembuatan berita dengan cabang atau mitra dan media lain, kedua media berfokus programmatic ads sebagai sumber penghasilan; pada structure, "Pikiran Rakyat" dan AyoBandung.com menerapkan newsroom 3.0; pada information gathering, wartawan "Pikiran Rakyat" dan AyoBandung.com dalam melakukan peliputan hanya diwajibkan membawa ponsel pintar; pada presentation, "Pikiran Rakyat" dan AyoBandung.com melakukan diversifikasi pengemasan konten ke berbagai platform.

Kata Kunci: jurnalisme; konvergensi media; media lokal; media sosial; perubahan media

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Submitted: April 2022, **Revised:** June 2022, **Accepted:** June 2022, **Published:** July 2022
ISSN: 2549-0559 (cetak), ISSN: 2549-1946 (online), Website: <http://jurnal.unpad.ac.id/kajian-jurnalisme>
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INTRODUCTION

The term convergence is not something new. Convergence has been echoed by academics after technological developments (Ningrum & Adiprasetio, 2021). Thus, in communication and journalism, technology has become integrated and used to disseminate all modes of communication including text, photo, and video news electronically (Gordon, 2003). This integration of technology then affects traditional mass media (Aminuddin & Hasfi, 2020). Convergence occurs because of the development of the internet, social media, and digital technology (Kolodzy, Grant, DeMars, & Wilkinson, 2014). Furthermore, Grant and Wilkinson (2019) define convergence as a general term that refers to the integration that occurs between different media technologies and forms new media organizations and technologies.

If convergence is associated with journalism, then convergence refers to the practice of producing content for various media or platforms by one newsroom or can be referred to as “multiplatform journalism” (Grant & Wilkinson, 2019). Multiplatform is then increasingly echoed because of the growing internet and multimedia devices, as well as the proliferation of media content available in various types of media (Doyle, 2010). Because technological convergence is undeniable and necessary (Silverstone, 1995), the convergence then challenges the already stable business model of the media industry to adapt to the changes (Lugmayr & Zotto, 2016). In this study, we will discuss how the adaptation and application of convergence carried out by mass media in Indonesia, such as the local media, *Pikiran Rakyat* and *AyoBandung.com*, and their impact on these media companies will be discussed.

The integration of developing technology then brought changes to media companies, their operations, and the way journalists work. Thus, the theory of convergence in media organizations is used to see how the application of convergence applies to media companies. This theory identifies at least five aspects of convergence and its impact on media companies. The five aspects are ownership, tactics, structure, information gathering, and presentation (Gordon, 2003).

In addition to the content released by the media, the changes made by the media industry towards multi-platform journalism also include how content is conceptualized by media managers (Doyle, 2015). Therefore, journalists are expected to have the technical expertise and be able to produce more news (Quinn, 2005), because journalism has shifted towards social and mobile platforms. Journalists must be able to package news in various formats and be able to package it as attractively as possible by using videos and graphics which are mandatory in today's mobile generation (Kolodzy et al., 2014).

Print media, especially newspapers, as traditional media have decreased in circulation from year to year. Data from the Pew Research Center regarding the total circulation of United States daily newspapers from 1990-2018 explains that there has been a drastic decline in newspaper circulation in the United States entering the 2000s. The Pew Research Center estimates a decline in newspaper circulation in the United States in 2018 of 28.6 million, down 12% from 2017's 30.9 million. This estimate was further strengthened by data from *statista.com* which noted that in 1985, the paid circulation of daily newspapers in the United States was 62.82 million, and continued to decline until 2018 which amounted to 28.6 million. Newspapers have also become a media whose demand has decreased from year to year.

Data from *Katadata.com* adapted *GlobalWebIndex* notes that the activity of using conventional media in Indonesia in the first semester of 2020 decreased compared to the first semester of 2019. This data also shows that newspaper readers are in third place as conventional media used in Indonesia. This then affects the income received by the daily newspaper media company. *Statista* noted a decline in daily newspaper media company revenues globally from

107.96 billion US dollars in 2019 to 93.38 billion US dollars in 2020. It is estimated that in 2024, the revenue received by daily newspaper media companies will continue to decline and touch 86.35 billion United States Dollars. Similar to global conditions, newspaper advertising spending in Indonesia has also decreased. Data obtained from Katadata.com shows that in 2012, there was an increase of IDR 3.4 trillion to IDR 27.9 trillion. However, since the increase, there has been a decline in 2015 from Rp1.4 trillion to Rp30.8 trillion.

The decline in circulation and the declining revenue of newspapers are inversely proportional to the increase in internet users in the world which is increasing rapidly. Ourworldindata.org noted global internet users have grown rapidly over the past 16 years. In 2000, global internet users were recorded at 413 million, then increased rapidly in 2016 to 3.4 billion. With more and more internet users, data from Katadata.com states that accessing news or information is the second most used activity by internet users after accessing social media in Indonesia.

With conditions like the above, print media must be able to withstand the onslaught of the internet and digital media. The print media may “die” if it does not follow the development of digital media (Prihartono, 2016). Therefore, a change in the concept of media is needed to follow the development of technology and human civilization that is entering the era of digitalization (Respati, 2014). This change from conventional media (old media) to digital media (new media), is indeed linked to the idea of technological progress and development. These changes include the production and consumption of audiences on meaning and content, including the economy, media workers, organizations, formats, and wider audiences (Balbi, Ribeiro, Schafer, & Schwarzenegger, 2021).

This new media can produce better impressions and be able to spread it more widely, can carry out two-way communication with its audience, and can distribute content collected by its audience. The presence of social media, increasingly shows that mass media can build relationships with their audiences (Respati, 2014). The presence of social media then makes mass media institutions have to adapt to digital media to accelerate and facilitate the publication of information and content, to follow and fulfill the wishes of the community (Indrati, Fiati, Mani, & Aras, 2018).

As the first subject in this study, *Pikiran Rakyat* has several platforms that are used to convey information, including print newspapers, *pikiran-rakyat.com*, an android-based application called *MyPikiranRakyat*, PR Info, Radio, Streaming, and E-mail, and E-Paper (Resmadi & Yuliar, 2014; Riyadhhiputra & Yusanto, 2019). Launching Alexa’s Top Sites in Indonesia, currently (17/10/2021) *pikiran-rakyat.com* is in fourth place as the most visited site in Indonesia. This convergence is carried out as a way to facilitate the public in obtaining information and as a strategy to survive in the digital era (Riyadhiputra & Yusanto, 2019).

Pikiran Rakyat is currently developing a large folder containing all information and content as a way to increase the productivity of the distribution of *Pikiran Rakyat* content across its various platforms (Riyadhiputra & Yusanto, 2019). *Pikiran Rakyat* also has several social media channels that are useful for disseminating information that has been published on *pikiran-rakyat.com*. The social media platform are represented by the Facebook Fanpage *Pikiran Rakyat*, Twitter with the account name *pikiran_rakyat*, TikTok with the account name *Pikiran Rakyat*, Instagram with the account name *Pikiran Rakyat*, and YouTube with the channel name *Pikiran Rakyat*. Especially for the Instagram account, apart from being an amplification of *pikiran-rakyat.com*, this account is also used to upload photos or videos of citizen journalism that are sent to *Pikiran Rakyat*.

As one of the longest-lasting media in West Java (Resmadi & Yuliar, 2014), *Pikiran Rakyat*

also established the Pikiran Rakyat Media Network (PRMN) as a way to build a digital media ecosystem and text and video-based content creators. Quoting pikiran-rakyat.com/about-us, Pikiran Rakyat through PRMN provides technology, infrastructure, training, and mentoring, to business plans to help Indonesians establish new businesses in the digital media sector.

There is also a change in the way of working that is felt by Pikiran Rakyat employees. The changes felt include changes and adjustments in technology by all employees of Pikiran Rakyat. Although it looks good, these changes and adjustments in technology then make some employees less productive or unable to adapt to technological changes. This is because the average employee at Pikiran Rakyat is 45 years old (Riyadhiputra & Yusanto, 2019). Then there are also changes in the mindset, work ethic, work methods, and work culture of the editorial staff of print media and digital media (Riyadhiputra & Yusanto, 2019). However, changes and adjustments to digital media are still being made because the largest income for Pikiran Rakyat comes from digital media so digital media is currently the main business of Pikiran Rakyat (Riyadhiputra & Yusanto, 2019).

As the second subject in this study, AyoBandung.com was chosen because it is considered a fast-growing digital mass media in the city of Bandung, the largest media company with 91 employees, and is ranked first as the media with the most readers in West Java according to Alexa's version (Ayo Media Network, 2016; Handojo, Al Juhani, Apiani, & Johan, 2021; Saidah, 2021). AyoBandung.com is part of Ayo Media Network, a digital media marketing ecosystem agency that offers services such as PR consultant, social media analysis, media monitoring, search engine marketing, and news network. Especially for news networks, Ayo Media Network creates a digital journalism ecosystem at the local level such as AyoBandung.com, AyoBekasi.net, AyoBogor.com, AyoCirebon.com, and others with content tailored to the local level. With the integration of the Ayo Media Network network, the news portals at the local level collaborate in completing important information related to their area (Nurlatifah & Mutmainnah, 2021).

AyoBandung.com is a media that from the beginning has used digital media and the internet as its main media. With a website name that matches the media name, AyoBandung.com also has an Instagram account with the account name AyoBandung.com_official, a Twitter account with the account name AyoBandung.com, a Facebook profile with the name Ayo Bandung, and a YouTube channel with the channel name AYO CHANNEL INDONESIA. On Instagram, AyoBandung.com publishes light news with captions containing explanations of the uploaded photos or videos, many publish news that is also published on their website and several videos or photos from netizens. On Twitter and Facebook, AyoBandung.com only published news on their website, by including a link to the website. The AyoBandung.com YouTube channel is filled with editorial and infotainment coverage.

With AyoBandung.com being under the auspices of Ayo Media Network, which is an engaged digital media marketing agency, its position is not entirely a product of journalism, because Ayo Media Network is not a mass media organization, but an agency engaged in the development of digital platforms that focuses on building journalism digital habits. The practice of journalism that is carried out is also defined as the use of digital media that brings economic benefits rather than upholding the responsibility of journalism to the public (Nurlatifah & Mutmainnah, 2021).

The purpose of this study is to find out and compare how the application of convergence is carried out by Pikiran Rakyat and AyoBandung.com. The methodology that the researcher uses to see further how Pikiran Rakyat and AyoBandung.com, which is based in Bandung, conduct convergence is a case study with a comparative qualitative approach using the theory

of Convergence in Media Organization Rich Gordon to research. In this theory, Rich Gordon makes five aspects of convergence and its impact on media companies. The five aspects referred to are ownership, tactics, structure, information gathering, and presentation (Gordon, 2003).

RESEARCH METHOD

This research uses a case study method with a comparative qualitative approach. A qualitative approach is a research related to human behavior and its reasons which are difficult to measure with numbers that comprehensively summarize all terms of certain activities experienced by individuals or groups (Harahap, 2020; Lambert & Lambert, 2013). Then, by using a comparative qualitative approach, the data obtained from Pikiran Rakyat and AyoBandung.com (ownership of media companies, their operations, multi-platform convergence, media organizational structure, information gathering by journalists, and packaging of information content and impacts) are combined and explained the differences, thus that researchers can see that there are variables that do not have anything in common between Pikiran Rakyat and AyoBandung.com (Gligor, Bozkurt, & Russo, 2019).

The researcher chose Pikiran Rakyat and AyoBandung.com for comparison because they wanted to know how media are adapting to digital media and have just implemented partner-based ownership (Pikiran Rakyat) since late 2019 and media that has been in the form of branch-based digital media from the start (AyoBandung.com) since 2016 practicing convergence.

The case study approach was chosen in this research because case studies can be applied and used with various variations. Case studies can be used with positivism or interpretivism paradigms, deductive or inductive, can be used in one or many cases using literal or theoretical replication and can be used in qualitative, quantitative, or mixed research (Cavaye, 1996; Shanks, 2002). In this study, the researcher uses a descriptive case study that aims to explain the different characteristics of a phenomenon in its context so that this research can be understood (Baškarada, 2014; Bhatta, 2018).

Data were collected using in-depth interviews, observation, and literature study. In-depth interviews are carried out as a way of collecting data through oral communication which can be carried out in a directive or with a list of questions that are arranged systematically, non-directive, or without a systematic list of questions but still contain important things that you want to know from the interviewee, and free interviews are conducted naturally, and not bound by a standard format. From these three types of interviews, it is expected to know how to adapt and apply the convergence of Pikiran Rakyat and AyoBandung.com to obtain data that is by the research focus (Harahap, 2020; Kurniawan & Puspitaningtyas, 2016; Yusuf, 2014).

This interview was conducted by interviewing Yusuf Wijanarko, the Managing Editor of pikiran-rakyat.com, and Rahim Asyik, the Director of News from AyoBandung.com. Observation is used to formulate problems, compare problems, and understand problems in detail (Harahap, 2020). Observation is a data collection technique by examining organizations, groups of people, activities, and or documents (Bogdan & Biklen, 2007; Harahap, 2020). Observations were made on the organizational structure, media ownership, content distribution, and packaging of Pikiran Rakyat and AyoBandung.com content. Researchers observed the website and social media platforms of the two media to see which media are part of the Pikiran Rakyat Media Network and AyoMedia Network, how the content distribution of Pikiran Rakyat and AyoBandung.com, and how Pikiran Rakyat and AyoBandung.com packaged the news on the platforms that both media use. Observations were carried out for two months, starting from December 2021 to January 2022. Finally, the method used to obtain data in this research was to use a document study that focused on this research. The document study contains notes in

the form of written text, photos, audio, or video Harahap (2020); Yusuf (2014) regarding the adaptation and application of convergence in *Pikiran Rakyat* and *AyoBandung.com*.

The data obtained were then examined using triangulation techniques. This technique is used to correct the data collection method, check the results of the interpretation of research data, and confirm the correctness of observations on the subject under study (Harahap, 2020). The data is then analyzed using the steps made by Habermas and Miles in analyzing qualitative data, namely data reduction, data presentation, and concluding (Harahap, 2020).

RESULTS AND DISCUSSION

This study found several findings regarding convergence made by media companies *Pikiran Rakyat* and *AyoBandung.com* which the researchers managed to find.

Ownership Convergence

Ownership convergence which is in line with what Rich Gordon conveys is an aspect that looks at how a media company has a subsidiary that distributes content. In addition to reaching a wider audience, the effect of ownership makes content distribution cheaper and more efficient. In addition, in the convergence of ownership, there is also no need for a joint editorial decision. This allows the subsidiary to create its news content without having to follow the news content of the parent company. Ownership convergence also makes mass media not only content producers but also a forum that facilitates communication technology. In this case, the two media studied, namely *Pikiran Rakyat* and *AyoBandung.com*, carried out ownership convergence as follows.

Pikiran Rakyat conducts ownership convergence to better reach audiences outside West Java, Jakarta, and Banten more efficiently and cheaply without the need to place many journalists in various regions. This is made possible by establishing a media network under the *Pikiran Rakyat* Media Network (PRMN). This makes *Pikiran Rakyat* and PRMN able to reach readers from various regions in Indonesia.

“Then we realized that we can’t just supply news for the people of West Java, Jakarta, Banten, and Central Java to consume. We also have to reach people from Aceh, and from anywhere. But to do that, we need big capital, that’s all we have to pay for employees, we have to keep journalists in Palu, in Makassar... Finally, we thought of a way that we can network throughout Indonesia, without spending a lot of capital. The trick is collaboration. Finally, the ‘*Pikiran Rakyat* Media Network’ was formed.” (Wijanarko, Interview. 2022, January 22)

The concept of PRMN is to embrace local mass media portals in various regions to become a part of PRMN. The local media portals that join will then be asked to create good news content, without having to think about the technology and infrastructure of the news website. This makes *Pikiran Rakyat* not only a mass media that publishes technology but also a medium that facilitates technology for partners who want to join.

“When we join PRMN, we facilitate the partners. So, they only focus on creating content and writing news so that the content and news can be read by many people. When the content is good, the readers are large, and the readers are then exposed to the programmatic ads, then it can be a source of income for partners. This is what makes partners safe, and institutionally not disbanded, because they are saved by a business model like this.” (Wijanarko, Interview. 2022, January 22)

These partners are also exempt in terms of planning the production and distribution of news content according to the partner’s media specialization, but there are still some guidelines that partners must comply with.

“There is such a thing as an editor-in-chief forum, so these partners cannot go their own way. If, for example, we want to criticize an event, the Pikiran Rakyat and partners must have one voice. That’s an attitude, and it has been agreed upon by our highest forum, namely the editor-in-chief forum. This is done so that the partners are not ‘wild’. We also have a kind of ‘white paper’ that all partners must follow. So, the editorial room of the partners can freely report the incident, but remain in the corridors of the Pikiran Rakyat.” (Wijanarko, Interview. 2022, January 22)

To better understand how the hierarchy of the Pikiran Rakyat, PRMN, pikiran-rakyat.com, and partner sites, consider the following figure.

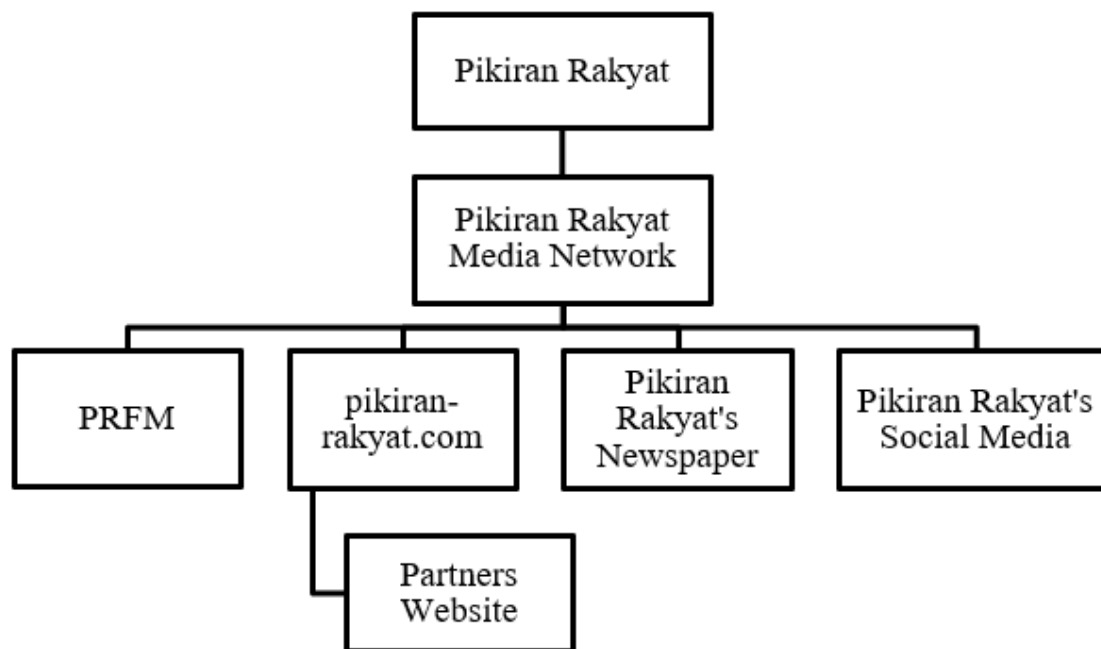


Figure 1 Pikiran Rakyat Media Network Hierarchy
Source: Researcher Process, 2022

In addition, Pikiran Rakyat also has another distribution platform beside the website, namely social media. The social media are the Facebook Fanpage Pikiran Rakyat, Twitter with the account name pikiran_rakyat, TikTok with the account name Pikiran Rakyat, Instagram with the account name Pikiran Rakyat, and YouTube with the channel name Pikiran Rakyat. Especially for the Instagram account, apart from being an amplification of pikiran-rakyat.com, this account is also used to upload photos or videos of citizen journalism that are sent to Pikiran Rakyat.

AyoBandung.com conducts ownership convergence to reach more readers in various regions, and as a way to increase media income. This is possible because AyoBandung.com created a media network called AyoMedia Network which apart from being the parent of other Ayo media in various regions, also functions as an agency that adds to AyoBandung.com’s income.

“If you just make a portal, but you can’t make content that is commensurate with the big media, it will only become crumbs. So the media in that area, apart from the small number of people, the technology is also low. The people component and the technology component play a role so that local media performance at Google is good.” (Asyik, Interview. 2021, December 17)

As a media, this allows AyoBandung.com to produce news outside the city of Bandung without having to place journalists outside the city. That way, the production of news content will be cheaper and more efficient, because AyoBandung.com can use its branch media to cover, then the results can be reproduced by AyoBandung.com. These branch media are also given the freedom to innovate and develop their media independently. If the innovation then produces good results, then it will be distributed to other Ayo branches to be applied together.

The concept of AyoMedia Network is a communication and digital marketing agency. In addition to having a media network, AyoMedia Network also runs a social media monitoring service business, advertising, search engine optimization, and content production. Revenue from the agency is the main source of income for AyoMedia Network, which is used to fund Ayo's mass media, including AyoBandung.com.

AyoBandung.com also has many other distribution platforms besides the website, namely an Instagram account with the account name AyoBandung.com_official, a Twitter account with the account name AyoBandung.com, a Facebook profile with the name Ayo Bandung, and a YouTube channel with the channel name AYO CHANNEL INDONESIA. On Instagram, AyoBandung.com publishes light news with captions containing explanations of the uploaded photos or videos, many publish news that is also published on their website and several videos or photos from netizens. On Twitter and Facebook, AyoBandung.com only published news on the website, by including a link to the website. The AyoBandung.com YouTube channel is filled with editorial and infotainment coverage.

To better understand the hierarchy of AyoMedia Network, AyoBandung, and various Ayo sites, take a look at the following figure.

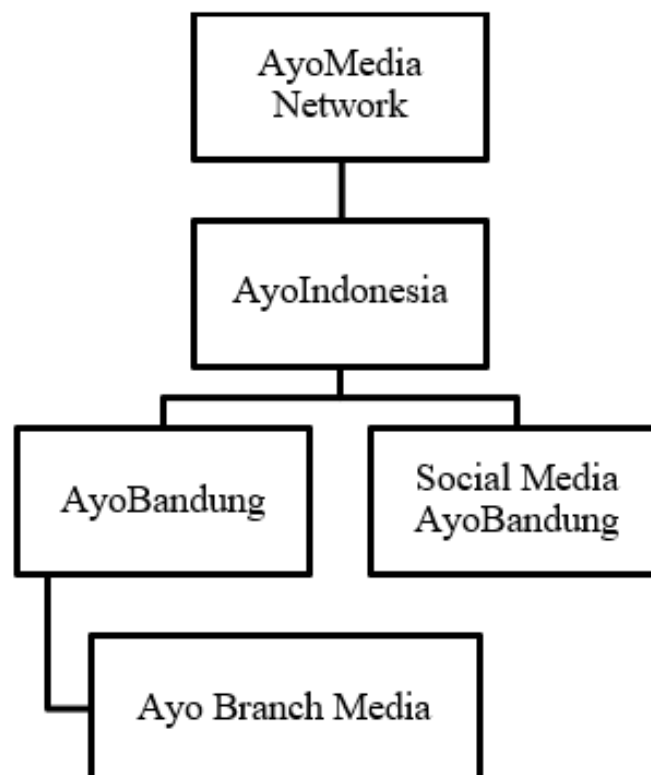


Figure 2 AyoMedia Network Hierarchy
Source: Researcher Process, 2022

AyoBandung.com then has a Netizen column that functions as a forum for people who want to write in the media. For freelance writers who want to get direct assistance from the AyoBandung.com editor, they will also become content creators. The writers will be given training and coaching from the editor to write news and timeless content. For writers whose writings have a large number of readers, they will get income from AyoBandung.com. This has become AyoBandung.com as a provider of forums for people who want to write their thoughts in the mass media.

Tactics Convergence

Convergence Tactics from Rich Gordon is a convergence technique consisting of content, marketing, and revenue enhancement. In content and marketing, the model that is often encountered is how media companies choose content and content distribution platforms that are considered to be able to increase the number of readers and collaborate with other media or with media subsidiaries. This is intended to increase the number of media readers. Apart from that, there is also revenue enhancement that focuses on how to find funding for the continuity of the media, either from advertising or from other businesses that still have something to do with the mass media. The two media studied, namely *Pikiran Rakyat* and AyoBandung.com, carried out the following convergence of tactics.

In *Pikiran Rakyat*, the prioritized news content is national content related to the lives of many people, such as the news from the central government, news about policy-making from ministries, news about corruption, and so on. Even if there is local news, *Pikiran Rakyat* will bring the issue into a wider national issue. This is a change from *Pikiran Rakyat* which used to tend to preach local news around Bandung and West Java. This change in content priority is based on the desire of *Pikiran Rakyat* to further expand its media influence and increase its readers. Another way to get more readers of *Pikiran Rakyat* is to have many content distribution platforms such as social media and media partners so that people who open social media more often also get exposure to information from mass media owned by *Pikiran Rakyat*.

“When there is one content, it is not finished in one medium. Digital content is always in four formats, namely text, photos, video, and audio, which changes only the medium. If there is a product, we don’t just stop at the text. If we can show it on YouTube, we will show it. If we can take a photo, we will make it. If we can make audio, we will make it. So always, we display content in these four formats, regardless of the news source. Because we don’t know which format the money comes from” (Wijanarko, Interview. 2022, January 22).

Pikiran Rakyat also collaborates with local partners in various regions so that they can produce news whose events are beyond the reach of journalists without having to fly journalists to the scene of the incident. Like if something happened in Bali, *Pikiran Rakyat* could take the news that had previously been covered and written by partner media in Bali to be reproduced and published by *Pikiran Rakyat*.

The reason for *Pikiran Rakyat* to network with local media is to become *pikiran-rakyat.com* and partner media websites to become websites that have a good rating on the Google search engine. This is because, according to *Pikiran Rakyat*, the future trend of the media is local media covering various local events, so search engines such as Google will also increase the content of information on local events. With the increasing search for local information content, it is hoped that visitors to the site of *pikiran-rakyat.com* and other partner sites will be increasingly visited by readers.

On the income side, *Pikiran Rakyat* still relies on advertising as its main source of income. However, in addition to direct ads from governments, companies, tourist attractions, and so on, there are also programmatic ads from Google Ads. Programmatic ads can be obtained

by posting ads on the site *pikiran-rakyat.com*. *Pikiran Rakyat* earns revenue from how many readers visit the site *pikiran-rakyat.com* and see the advertisement. Therefore, *Pikiran Rakyat* is trying to increase the number of readers by making the site *pikiran-rakyat.com* a site that ranks well on Google.

“The biggest percentage is from advertising. These advertisements are called direct ads, advertisements from companies, from the government, or from hotels that work directly with the media. Then there is another thing called programmatic ads, ads that are on the website *pikiran-rakyat.com*. There are other advertisements from agencies, for example, companies that collaborate with agencies, then the agency puts ads on us. We also get income from events” (Wijanarko, Interview. 2022, January 22).

At *AyoBandung.com*, the content they prioritize is local, especially in the Bandung City area, because local content according to *AyoBandung.com* will get a better ranking in the Google search engine. The local content that *AyoBandung.com* prioritizes has finally made *AyoBandung.com* win the trust of readers. Because *AyoBandung.com* is considered to have journalists who go directly to cover, compared to the national media which does not have journalists and only adapts from other sources.

Prioritizing local content also makes *AyoBandung.com*’s position on Google better because Google requires more local keyword data, so local content helps Google in collecting these keyword data. With a good position on Google, good programmatic ads income will come. Being a media with a focus on local events also makes advertisers who want to promote their products and services to the people of Bandung City trust *AyoBandung.com* more because they feel that they are more targeted when placing advertisements on the *AyoBandung.com* site.

To increase the number of readers, *AyoBandung.com* also has many content distribution platforms such as social media. However, social media on *AyoBandung.com* is indeed only a ‘storefront’, because it is considered not to bring benefits and readers to the *AyoBandung.com* site. *AyoBandung.com* also collaborates with *Ayo* branches in various regions and *Republika* and *Suara* in covering an event. If, for example, there is an incident in Jakarta, *AyoBandung.com* does not need to send journalists to Jakarta, they can rewrite the news that has been covered by the *AyoBandung* branch or *Republika* and *Suara* to be published later on *AyoBandung.com*.

“We are working with *Republika*, we are working with *Suara*. So to deal with the limitations of our human resources. And finally, the national media like *Republika* or *Suara* also don’t have to recruit people in the regions, so their burden is less for the editorial staff. So you don’t need that big money to build media. Just make good content with products that may be unique. So, let’s work together with others.” (Asyik, Interview. 2021, December 17)

In terms of income, apart from programmatic ads, there is also income from agencies managed by *AyoMedia Network* as the parent company of *AyoBandung.com*. The percentage of income from the agency is news services as much as 50%, social media management at 35%, and communication consultants as much as 15%.

Structure Convergence

The convergence structure of Rich Gordon is a change in a media organization or a change in the way media workers work. This change in organizational structure makes media organizations more concise. The two media studied, namely *Pikiran Rakyat* and *AyoBandung.com* made changes to their media organization structure as follows.

The convergence of structure carried out by *Pikiran Rakyat* is a change in the editorial room, which currently no longer has a special editor for rubrics. The editorial room model currently applied by *Pikiran Rakyat* is newsroom 3.0 or what can be called an integrated

newsroom (Schantin, 2011). This newsroom aims to integrate content on multiple content distribution platforms by combining newsrooms between multiple distribution platforms. In this editorial room, the editor is not responsible for one rubric, so the responsibility for news coverage lies with the managing editor.

“More multitasking. So the boundaries in the newsroom are disappearing. So the work process, which has been divided into several people, can now be done by one person.” (Wijanarko, Interview. 2022, January 22)

The convergence of this structure makes media workers in *Pikiran Rakyat* required to multitask. In the editor section, editors are required to know a lot about various rubrics. Journalists are also expected to be able to take videos and photos during their coverage, apart from having to interview. This is because of the limited number of photographers owned by *Pikiran Rakyat*. Even after finishing writing a news story, some journalists who are trusted with good writing can immediately publish their news articles on the website *pikiran-rakyat.com* without going through an editor.

“No (special editor). All submissions from journalists who enter the email will be loaded by the editor who is on duty during the shift. Sports news, political news, and any news published by the editor. Therefore, the editor’s insight must be broad. Editors (demanded) understand football, understand k-pop, and so on. So when there is an error, he will know where the error is.” (Wijanarko, Interview. 2022, January 22)

The structure convergence carried out by *AyoBandung.com* is a change in the newsroom so that currently there is no special editor for rubrics. There is no longer a special editor for Bandung Regency news or a special editor for the culinary rubric, so any news that has been written by journalists will be checked by the editor and then published on the *AyoBandung.com* website. This is done by *AyoBandung.com* so that there are not too many people in the newsroom.

The changes to the newsroom made by *AyoBandung.com* are newsroom 3.0 or can be called an integrated newsroom (Schantin, 2011). This newsroom aims to integrate content on multiple content distribution platforms by combining newsrooms between multiple distribution platforms. In this editorial room, the editor is not responsible for one rubric, so the responsibility for news coverage lies with the managing editor.

“For *AyoBandung*, because we have few editors, the editors are mixed with other rubrics. For example, when the editor is on duty and there is a journalist who sends news about Bandung Regency, it will be uploaded by the editor, someone sends culinary news, it will be uploaded by the editor.” (Asyik, Interview. 2021, December 17)

The convergence of structure carried out by *AyoBandung.com* also makes journalists have to cover the news while taking pictures and taking videos. Other media workers such as photo and video editors are also affected by structure convergence because apart from editing videos for *AyoBandung.com* news content, they also edit videos for the benefit of clients at the *AyoMedia Network* agency.

Information Gathering Convergence

The convergence of Rich Gordon’s information gathering is a method used by journalists to obtain information. Due to changes in technology, journalists are required to use various tools in the reporting process, gather information for various platforms, and be able to write, take videos, take photos, and edit them themselves. *Pikiran Rakyat* and *AyoBandung.com* are currently conducting information gathering convergence as follows.

The convergence of information gathering conducted by *Pikiran Rakyat* is that journalists do not always have to go to the field to get information. Journalists can use the media network under PRMN to get information, especially if the information is located outside the city of Bandung. In addition, journalists can also take advantage of information from social media, contributors, and informants to be processed into the news.

“Wherever the information comes from, it will be processed in the room, in front of the laptop. For example, if there is information from Twitter, from field journalists, or contributors, or from someone’s aide who gave a leak, wherever the information comes from, we will process it in a room called the newsroom or the editorial room. We determine each day which is loaded and which is not. Every day we coordinate through the Whatsapp group. Then it was written by journalists without them having to cover the field. (The results of the writing) they send by email. Then the editor is filtered and checks whether there are printing errors, there are incomplete, or there are unethical sentences, then the editor immediately publishes them to the site. As simple as that. There are even journalists who can publish directly without having to go to the editor, because the writing is already good, and the journalist already understands journalistic signs, so he can publish it himself. Online media is that flexible.” (Wijanarko, Interview. 2022, January 22)

To find out how the flow of production and distribution in *Pikiran Rakyat* is, consider the following figure.

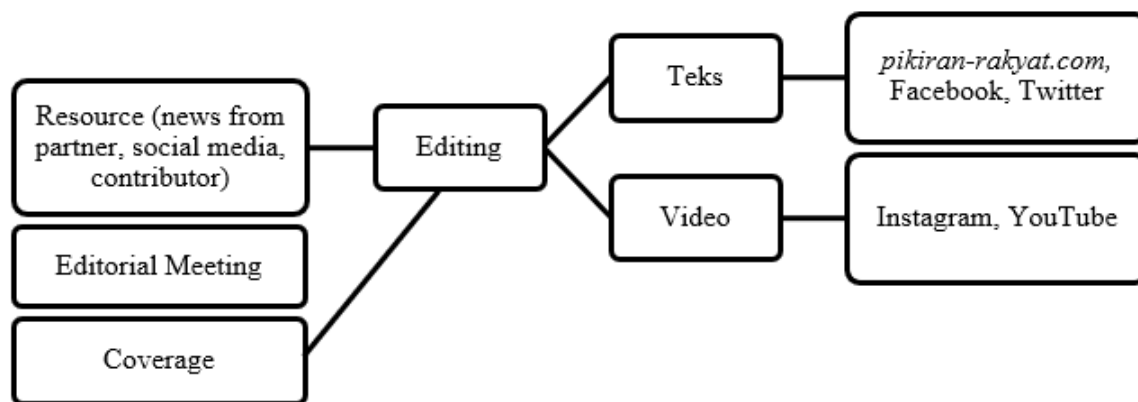


Figure 3 *Pikiran Rakyat*’s Production and distribution flow
Source: Researcher Process, 2022

However, when journalists have to go to the field, an editorial meeting will be held via WhatsApp group first for coordination between the managing editor and journalists. When covering, journalists only carry cell phones as a tool to collect information. This is because cell phones are considered sufficient for journalists work in the field, such as recording sound, recording video, and taking photos.

The convergence of information gathering carried out by *AyoBandung.com* is that information can be obtained through Ayo’s branches in various regions, especially if the information is outside the city of Bandung. In addition, journalists can also get information, especially information on national issues and the central government through *Republika* and *Suara*. This makes it easier for *AyoBandung.com* so they don’t have to send journalists to various regions to get information.

“For journalists, their job is only to cover them. But because more journalists write than photojournalists, the journalists who write it must take photos or take videos as well. Just by using a cellphone. The video will later be uploaded to social media.” (Asyik, Interview. 2021, December 17)

To better understand the flow of production and distribution on AyoBandung.com, consider the following picture.

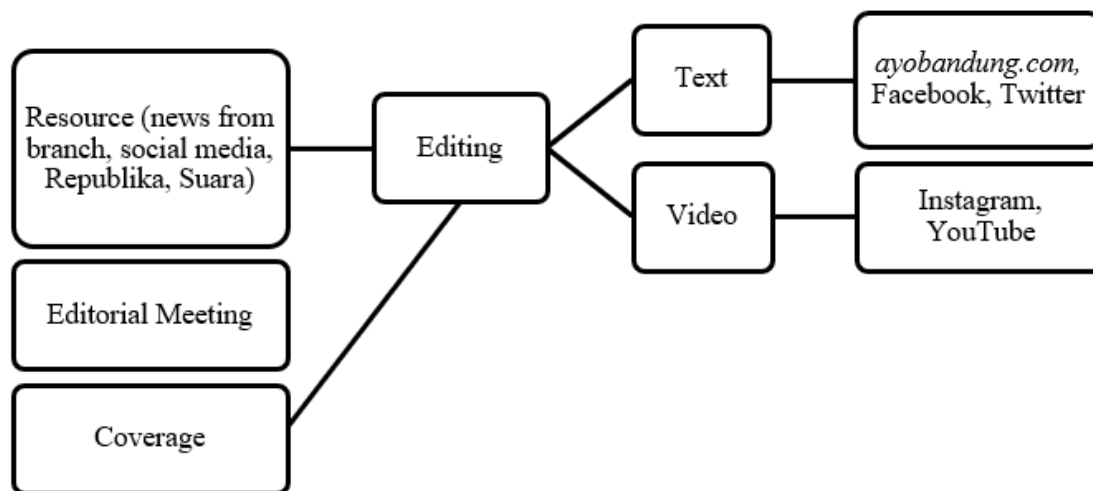


Figure 4 AyoBandung.com's Production and Distribution Flow
Source: Researcher Process, 2022

However, when journalists have to go to the field, journalists will only bring a tool in the form of cell phones. This is because the cellphone is considered sufficient to support the work of journalists when covering. With these cell phones, journalists are expected to be able to record sound, record videos, and take photos.

Presentation Convergence

The convergence of Rich Gordon's presentation is how to deliver news according to the platform used by the media. With the use of various content distribution platforms by the media under study, the delivery of news will be different for each platform. Here's how the convergence of presentations was carried out by Pikiran Rakyat and AyoBandung.com.

The convergence of presentations carried out by Pikiran Rakyat is the diversification of content on several distribution platforms. The information on the website pikiran-rakyat.com is presented in the format of writing, photos, and/or video. On Instagram accounts, information is presented with various features available on Instagram such as feeds, stories, and reels. On the YouTube channel, Pikiran Rakyat contains video interviews, documentaries, short information videos, and programs such as Mang Ohle, Khazanah, Bincang Santai, Bungkus, and so on.

"For websites, posts, photos, and embedding Twitter, Instagram, or YouTube. If on Instagram, we play with all the features. We play in stories, on reels, in 360° videos, and virtual reality. Even in the end, after we tried some things that didn't work, we finally stopped. If on YouTube we make video interviews, we also make documentaries, even though most of them are short videos." (Wijanarko, Interview. 2022, January 22)

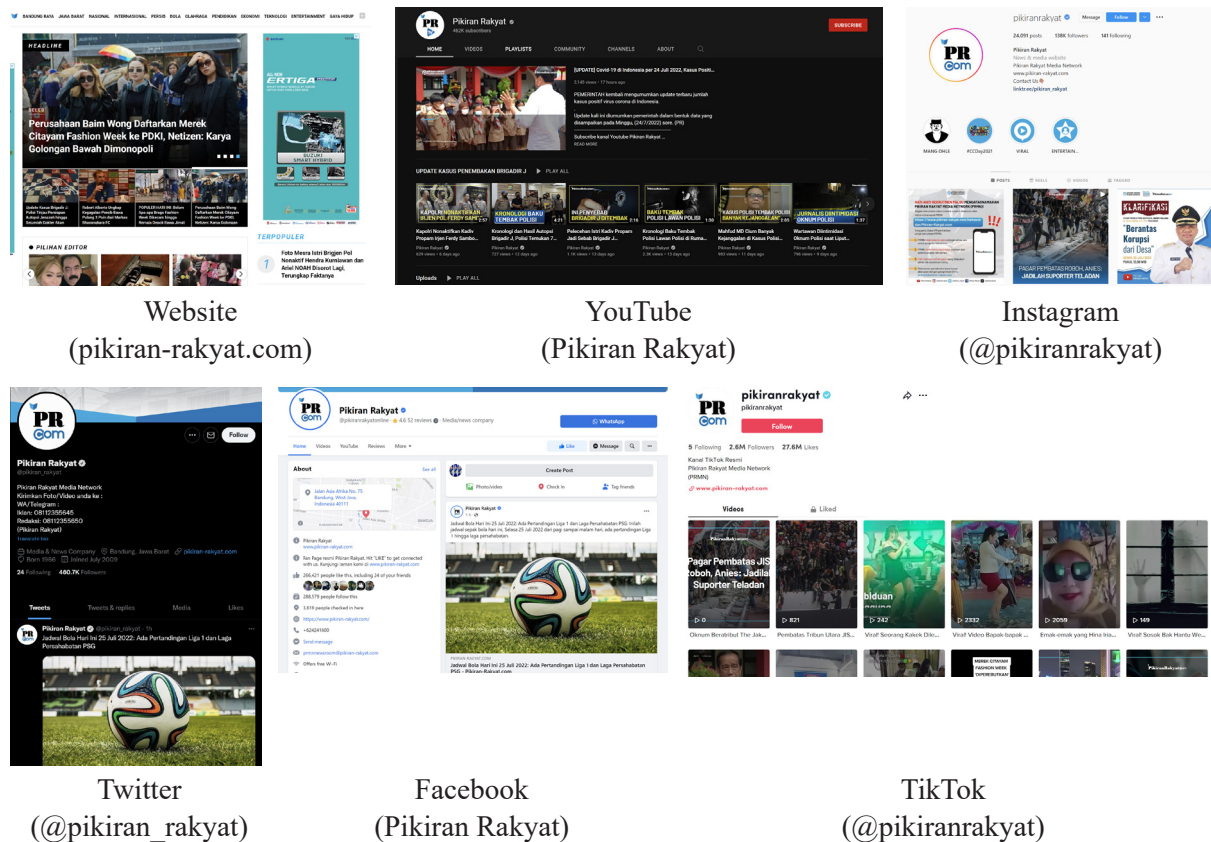


Figure 5 Various distribution platforms owned by Pikiran Rakyat
Source: Pikiran Rakyat's website and social media

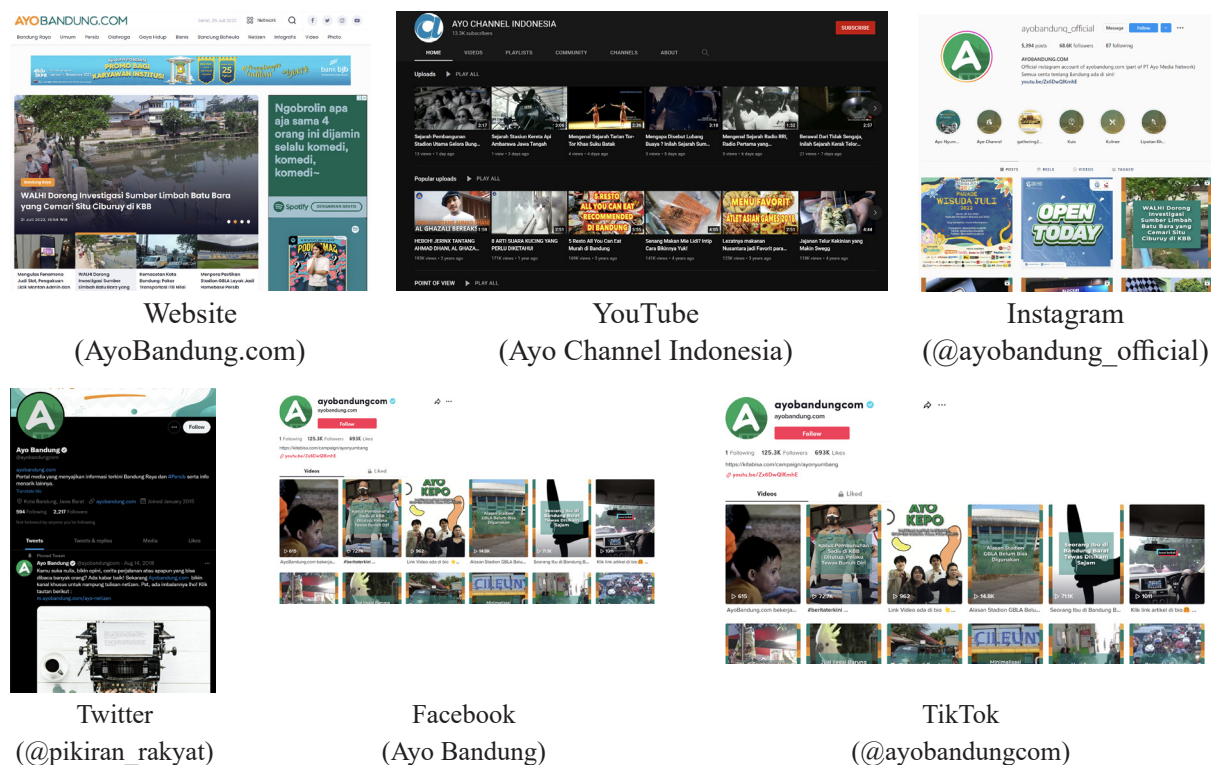


Figure 6 Various distribution platforms owned by AyoBandung.com
Source: AyoBandung.com's website and social media

Adaptation of Convergence by Local Media *Pikiran Rakyat* and *AyoBandung.com*
(Ridwan Saleh Fadillah, Aceng Abdullah, Abie Besman)

The presentation convergence carried out by AyoBandung.com is the diversification of content on several distribution platforms. Information on the AyoBandung.com website is presented in written and photo formats. Some of the information or articles published by AyoBandung.com are also written in Sundanese and English to attract readers from the local area of West Java, as well as readers from abroad. For the social media platform itself, AyoBandung.com uses it as content distribution, but the frequency is not as much as on the website.

“We are the same as other media. But indeed, there is some news that we write in Sundanese. If there are some good articles, we translate them into English so we can get readers from abroad too. We also do fact check news, because indeed all of our editors have been trained to do fact checks.” (Asyik, Interview. 2021, December 17)

This is because AyoBandung.com considers publishing news on social media not as profitable as publishing news on the website. This is because publishing information on social media does not generate income, whereas if you publish information on the AyoBandung.com website, you will generate income from programmatic ads.

To understand more thoroughly the convergence carried out by Pikiran Rakyat and AyoBandung.com, the following table summarizes the convergence carried out by the two media.

Table 1 Summary and Comparison of Convergence Conducted by Pikiran Rakyat and AyoBandung.com

Convergence Aspect	Pikiran Rakyat	AyoBandung.com
Ownership	<ul style="list-style-type: none"> • Build local partners • Has multiple distribution platforms (website, newspaper, radio, Facebook, Twitter, Instagram, YouTube, TikTok). • Partners are given the freedom to manage the newsroom, although they must follow the guidelines given by Pikiran Rakyat. • Partners who join PRMN will be facilitated by a website, server, domain, and various facilities and infrastructure. 	<ul style="list-style-type: none"> • Establish a local branch • Has multiple distribution platforms (website, Facebook, Twitter, Instagram, YouTube, TikTok). • Branches are given the freedom to manage the newsroom. • Facilitating user-generated content in the Netizen section, and fostering people who want to be serious in producing written content with content creator programs.
Tactics	<ul style="list-style-type: none"> • Focus on national issues related to people's livelihoods. • News content collaboration with partner media. • Having social media as a way to increase readership. • Focus on finding website visitor traffic. • Focus on Search Engine Optimization • In addition to direct ads, pikiran-rakyat.com gets a source of income from programmatic ads. 	<ul style="list-style-type: none"> • Focus on local content. • News content collaboration with branch media, Republika, and Suara. • Having social media as a way to increase readership. • Focus on finding website visitor traffic. • Focus on Search Engine Optimization. • Apart from media advertisements (direct ads and programmatic ads), AyoBandung.com's other source of income is from agencies managed by the AyoMedia Network.

Structure	<ul style="list-style-type: none"> • There is no longer a special editor for rubrics. • When there is information, journalists are assigned to write the news, the editor checks the journalist's writing, then the news is published on various platforms by the editor. 	<ul style="list-style-type: none"> • No special rubric editor. • When there is information, journalists are assigned to write news, the editor checks the journalist's writing, then the news is published on various platforms by the editor.
Information Gathering	<ul style="list-style-type: none"> • Information can be obtained from the results of partner coverage which is then replicated by Pikiran Rakyat. • In addition to lowering journalists, information can be obtained from social media. In other words, journalists do not always have to go out into the field. • When covering, journalists are expected to be able to interview, record videos, and take photos of news sources. 	<ul style="list-style-type: none"> • Information can be obtained from the coverage of branch sites which are then replicated by AyoBandung.com and from Republika and Suara. • When covering, journalists are expected to be able to interview, record videos, and take photos of news sources.
Presentation	<ul style="list-style-type: none"> • There is a diversification of content formats, where one information or news can be converted into several platform content formats. 	<ul style="list-style-type: none"> • Create content in Sundanese and English. • There is a diversification of content formats, where one information or news can be used in several platform content formats.

Source: Researcher Process, 2022

From the description of the research results above, there are several dissimilarities between the theory and the application of the convergence of Pikiran Rakyat and AyoBandung. In ownership convergence, for example, a media should no longer require a shared editorial decision or a joint editorial decision (Gordon, 2003), while in Pikiran Rakyat, there is still a forum for editor-in-chief and a 'white paper' that all partners must participate in. The dissimilarity between theory and other convergence applications is found in the revenue enhancement of AyoBandung.com, which tends to utilize its digital media marketing ecosystem agency business more than mass media businesses such as advertising, collaboration with various media or events, and so on (Gordon, 2003).

Moreover, at the convergence of information gathering, the two media tend to expect their journalists to do many jobs at once, such as covering, writing, taking pictures, taking videos, editing scripts, and publishing them on the platform. This may be important to discuss in further studies, considering that currently, the work of journalists has shifted to digital mass media.

CONCLUSION

After the researchers conducted data collection and analysis, it can be concluded that Pikiran Rakyat and AyoBandung.com have carried out the five aspects of Rich Gordon's convergence. However, there are differences in the implementation of convergence adaptation carried out by the two media. In the ownership convergence, the two media converged by

establishing Pikiran Rakyat Media Network and AyoMedia Network. In convergence tactics, the two media converge by collaborating in content production with media networks owned by Pikiran Rakyat and AyoBandung.com, having multiple content distribution platforms, focusing on traffic volume and Google search engine rankings, and increasing revenue from programmatic ads. In structure convergence, the two media converge by making changes to the newsroom to become more integrated by applying the 3.0 newsroom model. Both media also demand their media workers to be more multitasking. In the convergence of information gathering, the two media converged by utilizing the media network that the two media had to obtain information, only requiring journalists to carry cell phones when reporting in the field. The two media also asked their reporters when covering as much as possible to record sound, record videos, take pictures, and write news stories. In presentation convergence, the two media converge by diversifying content packaging on several platforms they have.

That way, the convergence aspect that has been carried out by Pikiran Rakyat and AyoBandung.com as a form of adaptation to this change can become knowledge as well as a reference for the next mass media industry. Including in the areas of strategy, economy, and work patterns for the journalists of Pikiran Rakyat and AyoBandung.com in facing digital media competition in the future and the impact of the steps taken by Pikiran Rakyat and AyoBandung.com in convergence, can be used as evaluation material and recommendations for mass media organizations that are or have not converged.

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