Digitalization Strategy and Convergence of Media Adaptation in the Digital Era (case study on TVRI Yogyakarta)

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Abstract. Recently, the digital era is evidenced by new technologies that contribute to the development of all activities of human life. Currently, the television industry is affected by the presence of digital television and media convergence due to the rapid technological development and the existence of the 4.0 industry revolution. The media industry is required to move on with the updated technology to provide its content in a good and rapid way. This study aims to analyze the issues facing TVRI Yogyakarta while trying to adapt the digitalization strategy and convergence of media in the digital era. In this study, the researcher used a qualitative method. The results found out that digital technology uses a spectrum of higher quality in terms of video, audio, and television data sets, Digital Television Broadcasting (DVB) can support more than one program on the same bandwidth channel. Shifting from analog to digital and competition are some of the problems faced by TVRI Yogyakarta while trying to adapt the digitalization strategy. To avoid facing digitalization strategy challenges, all Public Broadcasting Institutions engaged in television need to prepare themselves well to remain competitive and show their quality.

1. Introduction
Nowadays, communication between humans is greatly facilitated by existing technology. Existing information can also be received quickly and precisely. Mass Media communication such as radio, newspapers, magazines, and television mediate information, news, data, and entertainment that are circulating at this time. Among these media, television becomes the dominant media because it is considered to be capable of explaining an event clearly. Television is one of the audio-visual mass media communications in the form of sound and images. [1] say that: "One form of mass media in the form of sound and images (audio-visual) as a representation of the reality broadcast through electromagnetic waves so that it can be received by the receiver at home" Television has the function of information, education, and is influential. According to [2], the function of information on television media is to disseminate information needed by the public according to their needs. Humans as social beings certainly need information that is being talked about. The function of education is mentioned because television presents educational broadcasts. This is conveyed through ethics, teaching values, and rules that apply through drama and discussion programs. Whereas what is meant by television is influential, i.e. broadcasts which implicitly have features and public education in shows that affect audiences. In this millennial era television has become a very useful communication medium for the community. Providing information from television is delivered effectively and quickly so that it becomes a mainstay in receiving information. However, in Indonesia alone, the technology applied in television broadcasting in the form of analog signals is considered to be still lagging. As time goes by with the rapidly developing technology, analog television has begun to be abandoned by the public and turned to digital television. Digital television has advantages that can attract people's interest.
One of the advantages is a clearer and clearer picture and sound. This happens because digital signal emission tends to be stable compared to analog television. Digital television will not cause noise or ‘faint’ condition and will not be disturbed by the weather. On the other hand, the development of mass communication media after digital television is also accompanied by media convergence. According to Terry Flew in [3] media convergence consists of three parts: media content, information technology, and the communication network itself. There is a concept of combining various platforms in one information device that cannot be dammed by the flow of information. Media convergence can also be interpreted as the joining of several mass media such as print or newspaper, radio, television, and the internet into a single media. Media convergence occurs because of technological developments in the field of communication media, especially the internet. This makes the interaction that appears more widespread so that the receipt of information is easier and easier in an impact on society, this also influences institutions in the field of mass media so that they continue to work and become more special in all respects and continue to excel by the changing times, the most influential media is television one of them. In this case, the author discusses a case study on LPP TVRI Yogyakarta which has a special harvest slogan. Based on the above background, the study aims to analyze the issue of digitalization strategy and convergence of media adaptation in the digital era for TVRI Yogyakarta. to resolve the evoked problem of adaptation, there is a need to found the answer to the following research question: How does TVRI Yogyakarta implement the digitalization and convergence media strategy to reaches the adaptation in the digital age.

The Digital platform and network theory supported this study. The Network theory is mainly related to digital platforms, which in turn represent a catalyst of scalable intangibles. The most powerful active platforms nowadays are Amazon, Apple, Google, and Facebook. Their common features are to be rooted in equally powerful technologies not based on physical assets. They benefit from innovative ecosystems that emphasize core interactions between platform participants such as consumers, producers, and third-party actors [5]. This theory supports the study by demonstrating the difference between the digital value chain and the traditional value chain.

![Figure 1. From Traditional to Networked Digital Value Chains][6]

The number of keychains is usually much higher than the average number of chains purchased and bridges working together. Network communication is more important because of the high level of communication (link removal); intended to also rely on an increase in the flow of information or transactions between network nodes. Consumers can demonstrate the importance and importance of two chains that integrate the common environmental environment in a multilayer network (Bianconi,
This definition fits into the cloud manufacturing industry, which is an advanced production network. This system is based on the integration of existing and developing technologies, such as cloud computing, virtual production, agile production, network production, IoT (Internet of things), and service-oriented technologies [9]. The interconnected chains (and the importance of chains) increase with the increase of the world in terms of communication, speed, and communication, reflecting significant changes over time and high correlation [10].

2. Methodology
This study used Qualitative research methods. The study analyzed second data from articles published by selected journals and organizational groups related to media convergence in the era of digitalization. The articles are selected based on the thematic scope as announced in each title. For example, all articles that explicitly mention the words convergence, media, digitalization, and television were chosen for analysis. Articles with titles related to subtopics such as the Television media strategy area and national responses to the new media phenomenon are also included. This protocol was applied to all selected contents of this study.

3. Results of the study

3.1. Digital (smart) supply chains
The supply chain is a communication between a business and its customers that manufactures and delivers other products to the end customers. The network interface corresponds to the configuration of the structures still being written. What enables a supply chain: the combination of unparalleled features (e.g., big data and IoT driver models and cloud computing solutions stored in the cloud); Scalable network of node growth and end connections, real growth ranges and B2B or B2C connections; Cloud computing services (cloud computing platform that enables clients to develop, manage and manage applications without building and maintaining common frameworks required in the development and implementation of applications) [7]. Korpela et al. [8] clarified that additional capabilities Opportunity to customer needs should be shared well, and the provision of products and services checked to be reflected in the supply chain. Basic integrated operations are based on standards and artists should be provided with end-to-end integrated products.

The key drivers of supply chain technologies: fast (time) decision-to-end decisions through support technologies; Obtaining and overseeing shipments by skilled logistics partners; Cost-effective cloud solutions offered by ICT partners; Part of actual data stored during the day; Sales and interaction models through the numerical sequence obtained by the supply chain representatives; Communication and data of people who trade in the world. Supply of technology (smart) and selected technologies that are essential to integrate information, computers, communications, and connectivity innovation in applications or devices such as augmented reality; Lots of information (big data); Computer World; media; Mobile, details (advertisement) or accessories; Intelligent technology (learning devices, neural networks, robotic process automation, NPL, AI, etc.); IoT, pants and sensor technology; Nanotechnology; Omni-way (to enhance customer experience); Report; Self-propelled vehicles and airplanes; 3D printed. The relationship between affiliate businesses, digital technology, and other external partners can be explored with a detailed analysis that outlines the relationship to the face of technology. The value selected is shown by the device/technology reported above. An example is shown in Figure 1 [6].

3.2. The nature of a society's political system and environment determination
The nature of a society's political system determines the environment in which a media company operates. Politics and Society are characterized by an exploration of different ideas about the most appropriate means and ends of human participation in civic, social, and political life [11]. Types of political systems that exist ranging from totalitarian authoritarian-based systems that emphasize strict government control, show the absence of strict government regulation or control. The development of the media industry is so remarkable along with advances in digital technology that emerging new internet-based media commonly referred to as online media before online media emerged in the print
media industry there were many choices in choosing books or magazines to buy. Depending on the subject matter and the choices that may be unlimited and the choices will be little if you read the daily newspaper. Economic problems include a process in dealing with important issues related to production and consumption. In this case, the mass media is involved with the process of producing and distributing media content, which is then consumed by a diverse audience and in different amounts. For example, in the print media of newspapers, in the production process needed limited resources such as water, electricity, ink, and equipment used to produce paper. These materials must be obtained from their respective suppliers and then converted into finished goods through the production process [5].

3.3. Globalization and economic liberalization

Up until the mid-1990s, Indonesia rode the tide of globalization extremely well. As early as 1980 Indonesia had embarked on various economic reforms that embraced the concepts that have ultimately been described as globalization. The decision to move in this direction was in part driven by an understanding of the benefits of openness, but it was also driven by the need to respond to the steep drop in oil prices after the sharp price increases in the 1970s. Much of Indonesia’s earlier development efforts were supported by the oil bonanza and international assistance. As it became apparent that the economy could not rely anymore on oil income, several policies were introduced to stimulate the non-oil sector, especially manufacturing. Beginning with tax reform in the early-1980s the reform effort broadened between the mid-1980’s and mid-1990’s to include a wide variety of measures to deregulate the economy and open up the market[12]. Through these actions, Indonesia’s economy became more integrated into the global economy and the world market.

Globalization is a process whereby countries become more integrated via movements of goods, capital, labor, and ideas (Bloom, 2002). From the economic policy standpoint, how globalization is transmitted into the domestic economy is manifested in many ways, but is usually focused in the realm of trade and investment liberalization. Decreasing trade barriers allows the increasing exchange of goods and services between countries. This process is facilitated by advances in information and communication technology. In this setting new ideas are quickly brought to fruition, and new technologies are developed and superseded faster than at any other time in history. More important than any other time in the past, knowledge has now become an increasingly important determinant of the wealth of nations[13]. Globalization and economic liberalization have driven the growth of the media industry, conglomeration in industry, and power in new media. To explain the current political economy regulation in the development of the media industry in Indonesia, it appears that the dynamics of the political economy in the Indonesian state has become one of the greatest influences in the changing landscape of the media industry[14].

3.4. Platform convergence

Scientists have been studying the platform convergence for more than 30 years (de Sola Pool, 1983) and have been increasing since the late 1990s due to a large number of televisions and newspapers they opened their website [15]. However, the development of digital technologies in the 21st century can multiply convergence by digitization methods generated by newsroom articles. This section explains that the Indonesian media has entered a period of integration, driven by new media innovations and changing cultural practices of young people in Indonesia. If the media practices in Indonesia are looked at quickly, TV (and radio) will dominate the broadcasting market. TV is still a way to reach the growing popularity of 49 million households in Indonesia. Despite the distribution of broadcasts, the radio disappeared. Ownership of home radios dropped from 67% at the end of 2006 to 51% in April 2009 [16]. Newspaper advertisements are on the rise, but the information department is in charge of the sector which does not make an independent agreement.

On the contrary, the newspaper itself publishes official statistics, and their contributions cannot be verified, and many are called increasing. Multiple media Indonesian authorities have questioned this definite increase. One Holding and Jakarta Globe CEO John Riady, son of a business executive, reported: There is a network of newspapers in Indonesia. So is the future of newspapers like the US or Australia. Indonesia is too late to respond, and soon everything will be all right and very different.
There will always be a news market, but what status will we see in the future. The President Director of Kompas TV said that this merger approach was necessary because we would be left behind while the distribution of the Kompas newspaper would decrease. People are now using more online and visuals. Ready or not, we have to face challenges [14]. While the internet only serves 55 million of a total of 240 million [17], a 2012 report said Roy Morgan stated that 'the internet is operational; everything that is the focus of the new change. In the not too distant future, the reality of the encounter is that all physical images and sounds, whether from TV sources or the internet, will be the same’’ [18].

Here are two examples that show how the network is changing the landscape. In Indonesia. First is James Riady's Globe Media. The company transformed into Berita Satu Media Holdings at the end of 2011 to 'well reflect news stories in multiple languages, multiple structures and multiple stories' (The Jakarta Globe, 6 February 2012). The company's media plans cover advertising, print, digital, online, social, and mobile media, events and on-site news on social media and live broadcasts, mobile apps and high-definition television sets to be broadcast nationwide in the new year. One story describes it as “the most influential news organization in the world in reporting and presenting various detailed and detailed profiles on the other side of Indonesia” (Berita Satu, 2013). These examples illustrate the recent changes in newspapers and advertising in Indonesia, and although these two companies are considered to be pioneers in business media integration, others are fast approaching follow their steps. Indonesia is a country with a middle-age of 28 years (compared to 38 in Australia and 40 in the UK). And the hope of media companies in this new technology era is getting to the future, especially young media. Mobile ownership rates have increased, from 61% in 2009 to 78% in 2011 (Oxford Business Group, 2012: 267), and Indonesia is expected to become the fourth-largest mobile marketing in the world. in 2014. Indonesians connected to the Internet using a third of Internet-connected mobile phones [17]. According to data from the Ministry of Communication and Information in 2011, 64% of Indonesians access and use the internet to access social media, but many of these civilian immigrants come from big cities in Java and Sumatra [17]. More than 42 million Indians have a Facebook account, the fourth highest in the world, while 5.7 million Indonesians have a twitter account, the third-highest in the world, and Jakarta is named the world's largest manufacturing company (The Jakarta Post, 1 August 2012).

The changes which took place in the mainstream media in Indonesia are due to the business media's belief that social media and civic journalists need to be integrated into the mainstream media to reach this market. For example, Kompas Gramedia, Indonesia's best-selling newspaper, has established a bridge between bloggers and citizens' writers and traditional journalistic websites (their writers also write about it) called kompasiana (www.kompasiana.com). Includes print, internet, TV and radio news, social media, and online commentary, including blogs and microblogs and social media sites Facebook and Friendster. Plus, photos on Flickr and Twitpic and videos can be uploaded via YouTube. That says 2.8 million visitors a month. Rikard Bagun, managing director of Kompas, said: Kompasiana started an opportunity for journalists to write more about the news they discussed. There is very little space in the newspapers or on the news online. So it was originally run by journalists, but now the audience has followed it. [19] These types of participants in cultural media [20] have led other media companies to build their new standards in this way. Tempo Inti Media is a public company founded by 4 Convergences: The International Journal of Research in New Media Technologies 4 is a publisher, and its publication, the journal Tempo, is a testament to the courage of Indonesian writers as a thorn in the side. to the managing director of the Suharto administration. In 2006, the Tempo Group founded the daily newspaper, Koran Tempo. [19]

To gain access to the popular WeChat app in Indonesian cities [21]. All of the media companies discussed above maintain their headquarters in Jakarta, the capital city of Indonesia. Jakarta is the place where most decisions are made for the media in Indonesia, in terms of reporting and regulation. The Indonesian media company, the Press Council, and the Ministry of Information are all based in the capital. Scientists have previously argued that this caused Indonesian media to become 'Jakartacentric' [22], due to media decisions on business-to-business politics and human rights.
4. Discussion
Along with the development of time, human civilization is now entering the era of digitalization due to the birth of the industrial revolution 4.0. Indonesia as a developing country certainly requires a long process to implement the system. The broadcasting system in Indonesia gradually began to be affected by changes in the existence of the revolution. Initially, broadcasting systems were conventional or analog now began to switch to digital systems.

4.1 The transition of Television Broadcasts from Analog Systems to Digital Systems in Indonesia
Television broadcasting technology is divided into analog and digital systems. Analog-based television was first introduced in the black and white format and then developed into a color television with a variety of standards and quality. Meanwhile, digital technology uses a spectrum of higher quality in terms of video, audio, and television data sets. Digital Television Broadcasting (DVB) can support more than one program on the same bandwidth channel. In Adriana’s writings (2016), it is explained that broadcasting digital television systems in Indonesia officially began to be introduced to the public on the 13th of August 2008, on TVRI TV station. The emergence of digital television was marked by the launching of television broadcast systems by LPRI (Public Broadcasting Institution) TVRI and PT Telkom, BPPT (Agency for Assessment and Application of Technology), PT INTI Industri, PT LEN, PT Polytron, and RRI (Radio Republik Indonesia).

In the 13th ASEAN Digital Broadcasting Meeting in August 2014 in Yogyakarta, many ASEAN countries expect Analog Switch Off (ASO) to be settled by the end of 2018. Analogue Switch Off (ASO) is a period of organizing analog system broadcast services diverted by digital system broadcasts (RI, 2011). The plan to change the broadcasting system is due to the more advantages of using digital broadcasts compared to analog ones. UHF waves in analog systems can be used by 14 television broadcasting stations, if it is forced to hold more and more there will be a decrease in audio-visual quality and even can be destroyed. In fact, in a digital system, only just one channel can accommodate many television channels. The digitalization of this television broadcast was previously regulated in Permen KOMINFO RI No. 22 of 2011. Unfortunately, the regulation stumbled upon a Supreme Court (MA) Supreme Court lawsuit. As a result, it impedes the switch off analog television systems and inhibits the Multiples king Broadcasting Broadcasting Institution. The Indonesian government has now established Permen KOMINFO No. 32 of 2013 namely the Implementation of Television Broadcasting in a Digital System and also Broadcasting Multiples king Through Terrestrial Systems to replace the previous regulation. The trial of digital broadcasting to the public was officially conducted from 10 to 17 December 2014, and finally, the MoCI signed the new regulation. In these regulations, the implementation of digital and analog television broadcasting can still broadcast[24].

4.2 Digitalization and Media Convergence
The emergence of a new era since the start of the industrial revolution 4.0 has created new challenges for digitalization and convergence policies. Policies made need to further discuss this issue to ensure the media sector can maintain its function regardless of changing times. Convergence is not only a technological shift and adoption of technological advances. Media convergence requires a change in relations between all parties involved in the media sector: technology, audience, market, and the industry itself [25]. Media convergence replaces two important aspects of media. First, about the media operating rationally. Second, consumers can access the content. Both need to be considered as a condition for convergence to work and be in line with the digitalization of the content to be presented. Public Service Institutions cannot develop and survive in the digital era if only convergence is made in terms of technology alone, there needs to be a convergence of the HR model to perfect it. But on the other hand, the media needs to compete to meet the expectations of the people that are in harmony with the progress of the digital era.
4.3 TVRI's Strategy Adapt in the Digital Age

The presence of the 4.0 industrial revolution wave brought its currents and challenges for television stations. In the digital age, competition in the broadcast industry is becoming fiercer as more options are available to meet the needs of the audience. In just one frequency can load many channels, it's only fitting that existing television stations become increasingly competitive. As a government television station, TVRI is trying to implement new policies to address challenges in this digital age. TVRI is a television station that presents the first tv news concept in Indonesia. Television that carried this news began broadcasting on August 17, 1965. In addition to the news, TVRI also presented various other programs by raising hot issues in the community. This non-news educational program is part of TVRI's 30% while the remaining 70% contains news.

Media management conducted by TVRI is by implementing a strategy of digitization and convergence of broadcast media. To realize the digitalization of TVRI, it has long since prepared itself to move to digital TV. This is in line with the government's target to switch from analog to digital broadcasting systems in 2018. Meanwhile, convergence is carried out with careful planning starting from the change in internal infrastructure from initially SD to HD starting from MCR, newsroom, and other infrastructure. Thus TVRI can still provide the best service and following the needs and expectations of the audience[26] The implementation of the digitalization and convergence strategy is not only done in technical terms, but TVRI also prepares its employees to face the digital era. Convergence will not run perfectly without a change from the television station's media management. Changes to the way the work was originally semi-manual, later turned into completely automatic. This will encourage a significant increase in the effectiveness of work processes. To implement media convergence, TVRI balances with the implementation of a production cost-efficiency strategy. The level of dependence from suppliers is very low so that it can be an alternative for TVRI to achieve great success in the competition of the media industry in this digital era. Branding as news television makes TVRI more responsive in presenting breaking news and dramaturgy that enables the creation of emotional bonding with viewers. This is useful to make young viewers who are raised by online media be interested in watching the news on television [27]. The initial strategy adopted by TVRI was the positioning concept, which placed TVRI as the most complete news presenter television station compared to other general televisions. This becomes a differentiator against its competitors; in this case, positioning can also affect the consequences of revenue acquisition that is not as massive as other television stations. However, by applying the digitalization and convergence media management strategy, the way for LPP TVRI is to adapt to the development of the digital era.

5. Conclusion

Based on the above discussion it can be concluded that the rapid technological development and with the birth of the 4.0 industry, the television industry was affected by the presence of digital television and media convergence. Public Broadcasting Institutions which are engaged in television need to prepare themselves well to remain competitive and show their quality. TVRI is a television station that develops a strategy by switching to digital television and improving infrastructure so that the quality of the shows becomes better. Not only that, new policies to complete facilities and solve problems are also created, and changes to the way semi-manual work becomes automatic. These developments must be accompanied by encouragement and motivation for their employees. With all these digitalization and media convergence strategies, TVRI Yogyakarta can be the most complete television station presenting different news from other television stations. And has a very special emotional bond deep with the vision and mission of the slogan, namely special harvest. So that it can always be special in every viewer's heart. Finally, even if there are some negative impact of digital technologies, when we consider media such as a TV in the marketing field, digitalization provide additional capabilities opportunity to respond to customer needs.
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