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Leveraging Innovativeness towards Sustainability

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DEFENSIVE STRATEGY OF NEWS TV INDUSTRY (STUDY CASE OF CNN INDONESIA)

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ABSTRACT

Along with the development of the era and technology that is getting faster, access to information is now easier, anytime and anywhere. This affects the existence of News TV which conventionally can only be accessed using television and the broadcasts have been regulated by the TV station. This is very different from social media which could be easily accessed and the information viewed can be adjusted to its users. This study uses a qualitative approach to explore and collect information from respondents and sources related to the research title. This is done through a questionnaire survey and written interviews. Researcher use the Balanced Scorecard as an analytical tool used to develop strategic factors. The development of CNN Indonesia News TV's social media will have an impact on business development as well as the revenue gains of the business itself. CNN Indonesia must be able to make good use of social media like other News TV social media. A defensive strategy that can be implemented by analyzing Competitor Profiles. To implement this, alignment of the company's vision and mission is needed to develop its social media and also conduct maximum training for its human resources.

Keywords: *defensive strategy, social media, digitalization, balanced scorecard, competitor profiling*

1. INTRODUCTION

1.1 Background

Based on a survey conducted by Katadata Insight Center in collaboration with the Ministry of Communication and Information Technology, titled "Digital Literacy Status in Indonesia 2021," in the year 2021, 73% of respondents chose social media as their source of information. According to this data, in both 2020 and 2021, social media consistently held the top position, followed by television as the second most frequently accessed source. Although television's position as an information source has been overtaken by social media, it still remains an important medium for delivering accurate and credible information to the public. This is evidenced by the Katadata Insight Center and Ministry of Communication and Information Technology survey in 2021, which showed that television is still the most trusted source for obtaining information. 47% of respondents chose television, while 22.4% chose social media. Television, being a mainstream medium, is the public's choice for ensuring the accuracy of the information received, given that information through social media may not always be accurate as it cannot be validated unless it is disseminated by verified social media accounts. Mass media, including television, plays a crucial

role in disseminating information and protecting the public from hoaxes or false news that can provoke fear and anxiety. This is why television, especially news television, is of great importance. Furthermore, the TV industry is a labor-intensive business, meaning that many Indonesians rely on this industry for their livelihoods. If TV businesses go bankrupt or close down, many workers will lose their jobs and sources of income. So, how can the TV news business, in particular, survive amidst the onslaught of social media and digitization?

In Indonesia itself, there are more than 1,000 TV stations, including national, local, and regional government-owned stations. Among these numerous TV stations, there are several national TV stations that exclusively broadcast information or news throughout their broadcasting hours, referred to as News TV. There are several National News TV stations in Indonesia, such as Metro TV, Kompas TV, TV One, CNN Indonesia TV, and Inews TV. These five News TV stations broadcast domestic and international news 24 hours a day and compete with each other in terms of the speed and accuracy of their news reporting. Nowadays, these TV stations are also expanding their presence on social media to increase engagement and grow their viewership. Here is a list of national News

TV stations along with their inaugural broadcast years.

Figure 1. List of News TV Channel in Indonesia

The table above shows that even before the advent of social media, the TV business appeared to be challenging to sustain without a sound

Name Stasiun TV	Tanggal Siaran Perdana
Metro TV	25 November 2000
TV One	30 Juli 2002 (sebagai Latris)
	14 Februari 2009 (sebagai TV One)
Kompas TV	1 Agustus 2011
Inews TV	5 Maret 2008 (sebagai SUN TV)
	6 April 2015 (sebagai Inews)
CNN Indonesia TV	17 Agustus 2015

strategy. For example, two TV stations in the list above, TV One and Inews, have changed their names and programming segments in recent years.

According to Nasrullah (2015), social media is an internet medium that allows users to represent themselves, interact, collaborate, share, and communicate with other users, forming virtual social bonds. Meanwhile, according to Kotler and Keller (2012), social media serves as a means for consumers to exchange textual information, images, videos, and audio with each other and with companies. The overall functions of social media are the same and, in fact, go beyond those of television. Therefore, TV stations, including News TV, now utilize social media platforms. There are several social media platforms that TV stations frequently use because they are deemed to have a large user base and can reach a wide audience or customer base, including YouTube, Instagram, and TikTok.

Researchers began their review with the social media platform YouTube, which has functions most similar to News TV as it relies on video content (visual and audio). The data gathered by the researchers is as follows, as shown in the table.

TV CHANNEL	CNN INDONESIA	KOMPAS TV	METRO TV	TV ONE	INEWS
DATE JOINED	FEBRUARY 2014	AUGUST 2015	OCTOBER 2007	DECEMBER 2014	JUNE 2015
SUBSCRIBERS	30.1 M	14.7 M	6.54 M	13.4 M	6.51 M
TOTAL VIDEOS	6,352,110,380	11,434,894,100	2,744,745,384	6,724,130,886	4,022,362,772
VIDEOS					
TOTAL VIDEOS	81,000	254,000	84,000	88,000	136,000
UPLOADED					
AVERAGE TOTAL	72,778,150	248,341,516	54,456,130	184,472,518	87,376,718
VIEW					
AVERAGE TOTAL	121,413	256,538	128,482	228,558	128,354
LIKES					
ESTIMATED	\$10.7K - \$171.1K	\$40.3K - \$944.8K	\$27.4K - \$175.2K	\$45.2K - \$172.4K	\$11.7K - \$186.8K
MONTHLY					
EARNINGS					
ESTIMATED YEARLY	\$128.3K - \$2,10K	\$725.6K - \$11.8M	\$328.4K - \$3.3M	\$541.8K - \$4.7M	\$140.3K - \$2,20K
EARNINGS					

Figure 2. Data of Youtube Accounts of News TV Channel in Indonesia

(Source: socialblade.com)

When looking at the number of subscribers and video views, Kompas TV's YouTube channel is in the top position, indicating that its earnings through AdSense are higher compared to other News TV YouTube channels.

What's interesting from the data above is that the average number of views per video and the estimated AdSense earnings for Inews are higher than those of CNN Indonesia TV, despite CNN Indonesia TV having more YouTube subscribers. There appears to be an anomaly in the data, where CNN Indonesia could potentially achieve more optimal results through its YouTube channel.

There's also something intriguing about the varying durations each News TV station has been on YouTube. Some News TV channels have recently joined YouTube but have managed to utilize it effectively, while others, despite being on the platform for a long time, may not have fully leveraged its potential.

Next, the researchers examined the social media platform Instagram, which is one of the most widely used social media platforms. This platform doesn't provide direct financial benefits but can enhance brand awareness and serve as a platform for product/content promotion.

	CNN INDONESIA	KOMPAS TV	METRO TV	TV ONE	INEWS
FOLLOWERS	2,406,570	1,880,633	1,478,838	1,270,609	769,872
MEDIA UPLOADS	8,347	9,368	10,483	9,337	12,182
ENGAGEMENT RATE	0.09%	0.05%	0.02%	0.03%	0.02%
AVERAGE LIKES	2,158	935	235	298	177
AVERAGE COMMENTS	101	63	44	20	8
AVERAGE MONTHLY GAINED FOLLOWERS	22,705	13,752	7,181	11,126	9,402

Figure 3. Data of Instagram Accounts of News TV Channel in Indonesia

(Source: socialblade.com)

Based on the data collected up to March 2023, it can be concluded that Instagram is most optimally utilized by CNN Indonesia. However, there are still some areas that can be improved to achieve better promotional results and brand awareness. Meanwhile, Inews' Instagram account has seen limited growth due to low engagement, and the content should be reevaluated. Despite uploading a considerable amount of content, it hasn't yielded significant positive impacts on achievement data.

TikTok has become one of the platforms with a substantial user base in Indonesia, primarily among millennials and Generation Z. This platform provides an excellent opportunity to reach young audiences, and as a result, several News TV channels have seized the opportunity to leverage the TikTok trend.

	CNN INDONESIA	KOMPAS TV	METRO TV	TV ONE	NEWS
DATE JOINED	SEPTEMBER 2022	AUGUST 2021	NOVEMBER 2021	DECEMBER 2021	SEPTEMBER 2020
FOLLOWERS	358.900	3.300.000	4.800.000	1.290.900	6.500.000
VIDEOS UPLOADED	171	1.862	5.301	3.416	644
LINES	6.500.000	50.700.000	86.200.000	9.800.000	129.400.000

Figure 4. Data of Tiktok Accounts of News TV Channel in Indonesia

(Source: socialblade.com)

The TikTok data for News TV channels indeed reveals an imbalance between the number of followers and the amount of content uploaded by each channel. There seems to be a significant gap for CNN Indonesia compared to other News TV TikTok channels. From the data, it appears that CNN Indonesia was late in utilizing this platform. However, with various strategies, CNN Indonesia should be able to catch up on this lag. Unfortunately, based on the data, it seems that CNN Indonesia may not be prioritizing the development of its TikTok account.

After analyzing the achievement data from the three social media platforms mentioned above, the researchers have concluded that further examination is needed for CNN Indonesia, which has shown relatively poor performance and is vulnerable to a decline in business performance that could lead to business closure.

1.2 Problem Identification

With the background issues you've outlined, the researchers have identified several problems as follows:

- The TV industry started facing a new substitute in the form of social media in 2020, posing a risk to the sustainability of TV businesses, potentially leading to bankruptcy. TV businesses are labor-intensive, and many people depend on them for their livelihoods as employees.
- There are more than 1,000 TV stations in Indonesia, meaning that if the TV business is disrupted, there could be a loss of 1,000 jobs.
- Historical data on national News TV stations suggests that TV businesses have struggled to survive, even before the disruption caused by social media in the TV industry.
- News TV channels have begun using social media as a survival strategy in the era of digitization, but they may not fully understand or maximize the use of social media for the sustainability of their business.
- TV channels often struggle to keep up with

the rapid pace of social media trends, leading to falling behind in the competition.

- Competition among News TV stations on social media is not balanced, and there is disparity among them.
- The News TV industry has not been able to adapt quickly to the rapid developments in social media.
- The data suggests that the utilization of social media as a support for CNN Indonesia's business has not been optimal, making it vulnerable and at risk of business closure.

2. MATERIALS AND METHODS

This research falls under the category of Research and Development (R&D) with a qualitative approach. R&D is a research method that can be used to test the effectiveness of a product and develop specific products (Martianingtiyas, 2019). Activities carried out in Research and Development include introducing and developing new products and services, which can be the initial stage in the development process (Kenton, 2021).

Research and Development is conducted by companies to stay competitive in their respective industries. Therefore, research and development are essential to create a competitive advantage, as competition in all industries is growing stronger in today's business landscape.

Apart from the business world, Research and Development (R&D) can also be applied in the field of education for the sustainability of an educational institution. Research and Development in education involve a process of developing and testing the validity of educational products (Mulyana, 2020). Educational products produced through R&D can include curricula, teaching processes, learning media, and assessment methods. The steps involved typically include understanding research findings related to the product being developed, developing the product based on these findings, testing it in the intended environment, and revising it to address any shortcomings.

The activities carried out in the research and development phase include (Mulyatiningsih, 2013):

1. Define: In this stage, the definition and development criteria are established. An initial analysis is conducted regarding the potential of new substitutes for the News TV industry and the potential for development through social media.
2. Design: This activity is performed to create a

research and development plan based on initial analysis and needs analysis. In the context of developing a survival strategy, this stage involves preparing a conceptual framework that aligns with the initial analysis and needs analysis, typically resulting in a balanced scorecard.

3. Development: This stage consists of two activities: expert appraisal and developmental testing. Expert appraisal is a validation technique that assesses the feasibility of a design. Feedback is used to improve the model that has been developed.
4. Disseminate: In this stage, dissemination is done by examining the results of the development through the responses of viewers and social media users. If the responses are positive, further development can proceed.

2.1 Data Collection Techniques

The researcher employed various data collection techniques to approach the truth in this study. Here is a summary of the data collection techniques that were used:

1. Participatory Observation:

The researcher used participatory observation by actively observing the broadcasting activities of CNN Indonesia on various channels, including TV and various social media platforms. This allowed the researcher to gain a better understanding of how CNN Indonesia operates and interacts with its audience on different platforms.

2. Questionnaire:

The researcher used a questionnaire in the form of an electronic form or Google Form to collect data from the target audience of CNN Indonesia. The questionnaire consisted of 5 questions answered by 30 respondents who were members of the general public aged 17 to 60. The questionnaire helped the researcher understand the preferences of CNN Indonesia's viewers and identify shortcomings in CNN Indonesia compared to its competitors. This data will be used as a reference for formulating CNN Indonesia's survival strategies.

3. Interviews:

The interviewing technique used by the researcher is semi-structured interviews to elicit more open-ended responses by seeking opinions and ideas from informants, which are then recorded by the researcher. Interviews were conducted for written data triangulation. The interviewees represent three parties, namely the public as viewers/customers, agencies or companies as advertising clients for TV, and CNN Indonesia itself. Sample interview questions are as follows:

- What do you want to see or know when

watching TV News? Why?

- How does digitization add value to TV News?
- Do you agree if the content on TV News and on the TV News social media channels is the same? If yes, why? If not, what would you like to see on the TV News social media channels?
- Is information from news channels (TV & social media) still important to you? If yes, why? If not, what is the substitute/replacement for news channels for the public to get information?
- In your opinion, how is CNN Indonesia's performance in the era of digital media and social media today?

4. Documentation:

Documentation techniques were used as a complement to observation and interviews. Documentation included transaction reports and other documents in digital and image formats that provided additional data and context related to the research.

With a combination of these data collection techniques, the researcher had diverse and comprehensive sources of information to analyze the issues within the TV News industry, particularly regarding the role of social media in the era of digitization.

The data analysis technique in this research was carried out systematically by organizing the data obtained from field observations, survey questionnaire results, and interview data. Subsequently, the research findings were structured into patterns and conclusions to make them easily understandable. The data analysis process in this research was conducted in several stages as follows:

• Data Collection:

Data were collected through questionnaires, interviews, and observations. Secondary data were obtained from document sources.

• Data Reduction:

Data were simplified, categorized, and sorted to make the data meaningful and facilitate drawing conclusions.

• Data Presentation:

Data were organized and presented systematically and in an easily understandable form, including text, matrices, graphs, and charts.

• Verification:

Verification was performed to draw conclusions by examining the results of data reduction. These results served as a reference for drawing conclusions in response to the existing problems, following the analysis objectives that aimed to use the Balanced Scorecard.

3. RESULTS

The researcher used various sources, methods, and literature studies to provide evidence that reinforces and validates the accuracy of the research (Creswell, 2013). Here is a summary of the triangulation results from the 5 questions answered by informants from the 3 related stakeholders. The summary is also compared with the interview results and existing literature studies:

- TV News is still important and needed by the public as viewers because the information conveyed is credible and trustworthy.
- The development of TV News to social media platforms has proven to reach a broader audience, both in terms of age and location. Therefore, it can provide opportunities to expand the business.
- The development of TV News on social media platforms, if managed optimally, can create potential additional revenue with a larger audience and increased advertising rates.
- The development of social media platforms provides business opportunities for all parties, not just TV News or CNN Indonesia. To thrive and seize these opportunities, CNN Indonesia must provide engaging content that aligns with viewers' preferences.
- The development of TV News into social media requires competent human resources who are not only academically smart but also creative and able to keep up with the latest social media trends.

After conducting research in the form of field observations, questionnaires, and interviews, the researcher identified a gap between the needs and desires of the public as viewers and the reality on the ground or the system implemented by TV News, in this case, CNN Indonesia. This relates to how TV News systems are applied to remain relevant in this modern and technological era by utilizing social media. CNN Indonesia has indeed been utilizing social media, but it has not been fully optimized when compared to the performance of other TV News channels or when compared to other social media channels that are not official TV channels.

Harapan	Realita	Gap (kesenjangan)	Usulan Tindakan
Jumlah akses meningkat	Akses terbatas jika melalui sarana TV. Sedangkan jika melalui sosial media pun jumlah akses belum maksimal karena konten kurang.	<ul style="list-style-type: none"> • Konten sosial media belum maksimal secara jumlah dan kualitas. • CNN Indonesia masih lebih memprioritaskan konten di TV daripada di sosial media. 	<ul style="list-style-type: none"> • Rutin mengupload konten di seluruh platform sosial media agar bisa diakses siapapun dan di manapun.
Revenue meningkat	Revenue masih berupa pendapatan dari TV dan dari Youtube namun belum maksimal.	<ul style="list-style-type: none"> • Revenue masih terpaku pada pendapatan yang didapatkan dari TV berupa sharing rate dan iklan/berita berbayar. Padahal pendapatan bisa dimaksimalkan juga di media sosial dengan mendapatkan iklan media sosial dan meningkatkan pendapatan Youtube. 	<ul style="list-style-type: none"> • Kualitas konten di sosial media harus ditingkatkan sesuai dengan minat pengguna sosial media. • Mulai mengaplikasikan omnichannel marketing atau pemasaran sekaligus melalui sejumlah saluran. Hal ini untuk meningkatkan revenue melalui iklan/konten berbayar.
Efisiensi (hasil maksimal, sumber daya minimal)	Belum efisien.	<ul style="list-style-type: none"> • Konten sosial media belum maksimal secara kualitas dan kuantitas. • Sumber daya manusia untuk mengelola sosial media belum mumpuni. 	<ul style="list-style-type: none"> • Melakukan training terkait pemanfaatan sosial media untuk meningkatkan kualitas dan promosi yang akan berdampak terhadap peningkatan revenue.

Figure 5. Gap Analysis of the TV News Industry (source: researcher's analysis)

The researcher has compiled critical success factors based on the existing analysis and classified them according to the Balanced Scorecard perspectives as follows:

1. Financial Perspective
 - Increase profitability through social media.
 - Reduce operational costs by repurposing content from TV to social media.
2. Customer Perspective
 - Ensure that content on social media aligns with the needs and characteristics of social media users.
 - Enhance interaction with viewers through social media.
3. Internal Process Perspective
 - Improve work efficiency by repurposing TV content.
 - Enhance content standards for social media to be concise, informative, clear, fast, and engaging.
4. Learning and Growth Perspective

- Provide training on social media utilization for business purposes and creating creative content tailored to the characteristics of social media users.
- Offer marketing training on social media utilization for revenue-generating promotional platforms.
- Foster alignment of vision and mission within CNN Indonesia, including business development through social media, through socialization efforts.

Figure 6. Balanced Scorecard (source: researcher’s analysis)

4. DISCUSSION

Based on the research analysis, data processing, and the formulation of the Balanced Scorecard, the recommended survival strategy for CNN Indonesia to thrive in the era of digitization and social media is the Competitor Analysis Strategy, divided into the following steps:

1. Competitor Observation (Competitor Profiling)

CNN Indonesia needs to observe the strategies and operations of its competitors, especially other TV News stations, in utilizing social media, such as Kompas TV, Metro TV, TV One, and Inews. In this observation, some TV stations have utilized social media more effectively than others, but some are not maximizing its potential. When compared to Kompas TV, which excels in utilizing social media platform YouTube, CNN

Indonesia falls short in terms of the quantity of content uploaded to YouTube. However, when looking at the content, the information presented by both TV News stations is relatively similar. The same situation applies to Tiktok, especially since CNN Indonesia entered the Tiktok world later than its competitors. Being late does not mean they cannot catch up, but CNN Indonesia has not fully leveraged the social media platform, especially when compared to the quantity of content uploaded by competitors.

2. Competitive Strategy (Head-to-head Strategy)

After observing the competitors' strategies and operations, it's time for CNN Indonesia to start emulating what competitors are doing to run their businesses, including utilizing social media to enhance brand awareness and revenue. It's not just about copying; CNN Indonesia must make improvements and adjustments so that the strategy, operations, and content are not mere copies but better than the competitors. This approach, emulating competitors, is an attractive and effective strategy because it eliminates the need for many experiments in business operations, saving time, costs, and resources. CNN Indonesia needs to emulate how competitors use social media by increasing the quantity of content uploaded. Not only in terms of quantity, but also in terms of quality, the content uploaded must align with market preferences. Based on the research conducted by the researcher, most people want fast and accurate updates. Additionally, entertainment content such as music and lifestyle remains popular among the audience.

Specifically for YouTube content, CNN Indonesia can upload TV content that has been selected and edited, similar to what other TV stations do on YouTube. However, for other social media platforms like Tiktok and Instagram, CNN Indonesia needs to be more careful in uploading content. CNN Indonesia should emulate the content of Tiktok and Instagram competitors, which upload different content from what is broadcast on TV but contains the same information. Content uploaded on these two social media platforms should be concise, informative, clear, creative, and engaging. This is essential to capture the attention of social media users, as the research indicates that social media users have different characteristics than TV viewers, including a shorter attention span.

3. New Business Model

The final aspect of this strategy is the importance of creating a new business model that makes CNN Indonesia's product better than the competitors. This aspect is crucial because it will also determine product differentiation and uniqueness that competitors do not possess, making it attractive to customers. To be able to

modify effectively, CNN Indonesia must first have competent human resources in content and social media promotion. Therefore, CNN Indonesia needs to conduct HR training.

If, after observing and emulating, it is concluded that CNN Indonesia needs to increase the quantity and quality of content that aligns with market preferences on social media. Then, there should be modifications to what competitors have done through their social media, utilizing other features to increase engagement. Features that have not been well-utilized by competitors are social media features like live streaming on Tiktok and Instagram, and live streaming on YouTube but different from what is broadcast on TV and must be interactive two-way communication. Modifying the social media utilization strategy by TV News in this way can be attempted because this strategy has already been successful for influencers in attracting a wider audience. Additionally, this strategy can also be used to gain advantages, both in terms of increasing the number of viewers and promoting products or advertisements.

5. CONCLUSION

The research findings suggest that TV News is still needed by the public because it provides credible and trustworthy information, which means this business can still thrive in the future. However, to remain sustainable, TV News stations must develop strategies by leveraging technology and social media as the times change. The development of TV News through social media has proven to reach a wider audience in terms of age and geographic location. This is a critical aspect of the sustainability of TV News because the number of viewers impacts the revenue for the company.

The challenge ahead is that CNN Indonesia needs to understand that the business opportunity through social media is available to all companies. Therefore, if CNN Indonesia wants to thrive and seize this opportunity, it must do so promptly and creatively. Competent human resources are needed to manage social media content because the characteristics of TV viewers and social media users are different. Social media users have a shorter attention span, so social media content needs to be concise, clear, and engaging.

Besides having human resources capable of managing social media content with market value, these human resources must also be able to leverage social media as a promotional and profit-generating tool for the company.

Based on the research findings regarding the survival strategy of TV News by utilizing social

media, here are some managerial recommendations:

1. Optimize Social Media Utilization: CNN Indonesia should immediately and creatively leverage social media as a business opportunity. Recognize that all companies have this opportunity, so being proactive and innovative in social media management is essential.
2. Invest in Competent Human Resources: Hire or train personnel who are capable of managing social media content effectively. They should understand the differences between TV viewers and social media users and be able to create engaging, concise, and clear content for social media platforms.
3. Diversify Content: Adapt TV content for social media, ensuring it aligns with market preferences. Consider different formats and approaches for content on different social media platforms.
4. Engage with the Audience: Encourage two-way communication with the audience on social media platforms. Respond to comments, questions, and feedback promptly and respectfully.
5. Evaluate and Modify Strategies: Continuously monitor the effectiveness of social media strategies, analyzing metrics and feedback. Be open to modifying strategies based on what works best for engaging the audience and generating revenue.
6. Invest in Training: Provide training for employees to enhance their skills in content management, social media marketing, and understanding the ever-evolving landscape of social media.
7. Develop a Unique Selling Proposition: Differentiate CNN Indonesia's social media presence from competitors by offering unique content, formats, or engagement strategies that appeal to the target audience.
8. Regularly Assess Competitors: Keep a close eye on competitors' social media strategies and adapt and improve based on successful practices observed in the industry.
9. Align with Company Vision: Ensure that social media strategies align with CNN Indonesia's overall vision and mission for business development.

By implementing these managerial recommendations, CNN Indonesia can strengthen its position in the digital era, maintain its relevance, and potentially thrive in the competitive landscape of TV News and social media.

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PERMOHONAN KELULUSAN MEMUAT NAIK PENERBITAN UiTM CAWANGAN PERAK MELALUI REPOSITORI INSTITUSI UiTM (IR)

Perkara di atas adalah dirujuk.

2. Adalah dimaklumkan bahawa pihak kami ingin memohon kelulusan tuan untuk mengimbas (*digitize*) dan memuat naik semua jenis penerbitan di bawah UiTM Cawangan Perak melalui Repositori Institusi UiTM, PTAR.

3. Tujuan permohonan ini adalah bagi membolehkan akses yang lebih meluas oleh pengguna perpustakaan terhadap semua maklumat yang terkandung di dalam penerbitan melalui laman Web PTAR UiTM Cawangan Perak.

Kelulusan daripada pihak tuan dalam perkara ini amat dihargai.

Sekian, terima kasih.

“BERKHIDMAT UNTUK NEGARA”

Saya yang menjalankan amanah,

SITI BASRIYAH SHAIK BAHARUDIN
Timbalan Ketua Pustakawan

nar

Setuju.

27.1.2023

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