

ANALYSIS OF SUSTAINABILITY BUSINESS MEDIA FROM HYPERLOCAL AND ENTREPRENEURIAL JOURNALISM PERSPECTIVES: A CASE STUDY OF DI'S WAY DAILY

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Abstract

In general, it is concurred that the print media industry is an industry category that is currently sunset with its product life cycle is decreasing. Moreover, the Covid-19 pandemic condition since March 2020 in Indonesia has forced media businesses to suffer even more. However, on Saturday, July 4, 2020, Surabaya city has a new daily media published, namely "DI's Way Daily". The figure behind it is Dahlan Iskan, a media figure known as the pioneer of Jawa Pos Daily. DI's Way brings several differentiating attributes to its product. With a simple case study method, this paper aims to examine the resilience of this daily from the perspective of hyperlocal content production strategy (hyperlocality) and entrepreneurial journalism. A local content strategy is insufficient to make the media business sustainable as it needs to be accompanied by entrepreneurial journalism.

Keywords: hyperlocal, newspaper, media, online media, business model

INTRODUCTION

Globally, the corona virus disease (Covid-19) pandemic has begun since the end of 2019. Meanwhile, Indonesia confirmed the first Covid-19 case on Monday, March 2, 2020. The Covid-19 pandemic that shocked the world does affect not only health but also the economic and business sectors, including in Indonesia. The Central Agency of Statistics (BPS) noted that the Indonesian economy in the first quarter of 2020 grew 2.97 percent. This figure is slowing down compared to the first quarter of 2019, which was 5.07 percent.

The slowdown in economic growth has clearly made an impact on the mass media business. Ad revenue declined because companies tend to be more efficient and reduce their advertising spending. The decline in ad revenue was reported by PT. Surya Citra Media Tbk. (SCMA) issuer as one of the media industry players that have felt the impact of the Covid-19 pandemic (Hikma 2020). Referring to the SCMA financial statements in the first quarter of 2020, the company has pocketed a revenue

of IDR 1.30 trillion. The achievement slightly decreased by 1.51% compared to the same period in 2018, which recorded Rp 1.32 trillion (Dirgantara, 2020).

However, amid such unfavorable conditions, on Saturday, July 4, 2020, a new daily was launched in Surabaya city. The owner is the media mogul Dahlan Iskan. The publication of DI's Way Daily is interesting because the daily was officially launched when print media business is hit by two major storms: the shift towards online media and the Covid-19 pandemic, resulting in a significant decline in the media business.

Media researchers should be very familiar with McLuhan's statement that says, "The medium is the message". It is not media content or the media's physical presence that conveys messages to the public, but the media itself is the message. The presence of various social media platforms and online media on a massive scale has changed media consumption behavior, especially among the younger generation. The internet has surpassed newspapers and radio as the main news source for Americans and more journalists now work for online media than traditional mainstream media (Martin, 2014).

Therefore, it is appealing to investigate how the resilience of print media business is at a time of strong convergence towards online media. Furthermore, DI's Way Daily dares to be launched without converging its content through an online platform. Business resilience refers to the sustainability aspect of the company's long-term business existence and going concerned in the future to operationalize its business with sufficient revenue and profitability to sustain the existence of a corporation.

RESEARCH METHODS

This research uses a simple case study method with a descriptive qualitative approach that seeks to describe how the strategy and differentiation that DI's Way has tried to use from the perspective of hyperlocal content production strategy and entrepreneurial journalism. At the initial stage, the study through content observation (content analysis) is carried out and the authors then examine the strategy and differentiation with a variety of data through literature study.

RESULTS AND DISCUSSION

So far, DI's Ways Daily has been fully selling the print edition. The harian.disway.id website is not used to cover news from the daily that refuses to be called a newspaper. The harian.disway.id website is only used as a platform for those who want to subscribe and to introduce DI's Way Daily.

The results of simple content analysis in its first edition show that the daily uses a custom size format (21 cm x 30 cm), which is smaller than the typical tabloid size (28 cm x 43 cm) or a broadsheet newspaper (41 cm x 28.9 cm). Published every day with 48 pages, this daily uses glossy magazine-style paper to show its exclusive impression. The paper material used is 57-gram LWC paper sized 21 x 31.5 cm or not newsprint. In the launch of DI's Way Daily through live broadcasts on YouTube and

Zoom application on Saturday, July 4, 2020, Dahlan Iskan said DI's Way Daily consists of three sections, namely the main section that covers politics, economy, and social; the sports section that covers sports; and the lifestyle section that covers health, beauty, and fashion. In terms of content, this daily presents 10 pages (20.83%) for advertisements, 18 pages (37.5%) for local news in the Surabaya Metropolitan area, 12 pages (25%) for sports news, 8 pages (16.66%) for columns and analysis, and 12 pages (24.9%) for lifestyle and entertainment.

It is clear that the daily, from the aspect of page composition, still reflects a similar composition to Jawa Pos Daily, which was also raised by Dahlan Iskan. A similar content composition strategy to Jawa Pos is not surprising to be adopted by DI's Way Daily, because Jawa Pos Daily is a market leader in the East Java area, which is also the same market base as DI's Way Daily. However, as a new daily media, DI's Way will certainly not be able to fill the entire distribution channels of newspapers in East Java, as has been done by Jawa Pos Daily. Controlling the newspaper market for decades, since taking over the position of market share leader from Surabaya Post Daily in the 1980s, Jawa Pos Daily has certainly controlled the dominant newspaper distribution channels in all districts and cities in East Java. Likewise, Jawa Pos Daily is supported by *Radar* office bureaus in almost every city and regency in East Java, which is the local content of Jawa Pos Daily in each of these cities and regencies in East Java. The composition of the pages on the local content of *Radar* daily, for example, *Radar Madura* or *Radar Mojokerto*, is solid due to the locality of the content.

The Surabaya local page, which is usually filled with city news through the Surabaya Metropolis section, is then replaced with *Radar* pages. However, not all pages of the Metropolis section originating from Jawa Pos Surabaya are replaced with local content from *Radar*. It is still content from the Surabaya Metropolis section that fills Jawa Pos Daily in the regions, namely in cities and districts throughout East Java province. Nonetheless, the Surabaya Metropolis section is no longer a full-color front cover but an inset of *Radar* pages with black and white composition. In addition, only part of the main page of the Surabaya Metropolis section was included as the insertion of *Radar* Daily under the Jawa Pos group in the regions, while other pages, namely the inner pages, of the Surabaya Metropolis section were eliminated and replaced by local pages from *Radar* dailies of the Jawa Pos groups in the regions.

Strengthening this locality is just contrary to Kompas Daily objective that tends to strengthen its position as a national newspaper. Kompas Daily has instead closed its local pages in the regions. Local regional news is integrated with *Nusantara* section that contains news from all over Indonesia reported by Kompas journalists. Nevertheless, the existence of regional bureaus is maintained by Kompas Daily as a source of local news and local printing facilities, as well as the existence of local distribution of Kompas Daily in areas outside Jakarta, Bogor, Depok, Tangerang, and Former (Jabodetabek), especially in big cities in Java that have a strong economic position, such as Surabaya city. This national content strategy is obviously in line with the position of Kompas Daily as a national newspaper based

in Greater Jakarta. Of course, in addition, for the efficiency and effectiveness of Kompas operating costs that require savings, due to a decrease in circulation and advertising revenue in almost all national print media. In fact, several print media owned by the national media conglomerate in Jakarta have also closed their regional bureaus as an efficiency strategy. For example, as was done by Seputar Indonesia Daily or Sindo Daily owned by Media Nusantara Citra (MNC) Group, which oversees the market leader for the national television network in Indonesia.

Exclusive, Fast, and Accurate Local Content

DI's Ways Daily, like the daily market leader in East Java, Jawa Pos, is seen trying to find exclusive content by searching for news that is exclusive and faster than other media, especially online media. This includes taking sides or angles of local news that are missed or deemed unsubstantial by the Jakarta-based national media or exploring news that is not covered by local online media whose journalists tend to passively wait for news from news sources like press conferences or press release.

DI's Ways journalists, as its "elder brother", Jawa Post Daily, cannot only take material from the same press conference as other media, let alone, merely copying and pasting press release materials provided by public relations staff or company public relations or getting news from sharing news with fellow journalists from other media who cover different locations from the journalists' coverage. The news is then exchanged with fellow journalists with editing or paraphrasing as necessary to help overcome the target load of news searching in a day, which for daily journalists can reach an average of four news or more per day.

The practice mentioned above, which many online media journalists are recently doing, will undoubtedly cause the media where the journalist works cannot get exclusive local news. This exclusive local news should be explored by journalists themselves with plans from the editor in chief, managing editor, head of compartments, or the editor and assistant editor in charge of the page. Exclusive news, especially exclusive local news, also cannot be obtained solely by relying on news supplies from local news agencies like Antara News - and foreign news agencies like Agence France Presse (AFP) France, Associated Press (AP) the United States, and Reuter's news the United Kingdom. All local and foreign news agencies are usually subscribed by many media and will be used as complementary news sources, apart from permanent journalist coverage hired by each media. Therefore, it is inevitable for DI's Way Daily to gain a competitive advantage in its news content. Like other leading national newspapers, such as Kompas Daily and Jawa Pos Daily, the daily must present exclusive content, especially exclusive local content that does not exist in online media, national media, and other local newspapers that are competitors to DI's Way Daily.

Journalists should explore different news angles that differ from other media journalists' mainstream coverage on the day. To get exclusive news, journalists must also feel that they are present with news sources or at the location of the occurrence so that they can narrate and describe the news they report livelier and more exclusive.

For journalists covering Surabaya's first underpass infrastructure on Mayjen Sungkono street, for example, the journalists need to really feel they were entering the underpass. Then use drone if necessary, so they know what the underpass infrastructure looks like from above. Being in person at the location of the occurrence is also essential if journalists want to cover news in a literary style that DI's Way Daily seems to be trying to carry out.

Literary journalism is journalistic writing in a narrative and descriptive style that was first popularized in Indonesia by Tempo weekly magazine. This writing style certainly requires journalists to understand the situation and conditions around it in detail because literary journalism requires descriptive "developments" in its writing. Jawa Pos, which was initially under Tempo Group, then tried to follow this literary journalism style. Almost all the editors in chief of Jawa Pos Daily during the leadership era of Dahlan Iskan subscribed to Tempo weekly magazine as a provision and insight in writing. Now, with most of the leaders and editorial crew of DI's Way Daily comes from Jawa Pos' senior/veteran editorial crews, even the founder is media mogul Dahlan Iskan himself, the literary journalism style is seen trying to be used in DI's Way Daily's several articles and news. Yet, because it is published daily, which means that the editorial process is shorter, the literary style and exploration of news issues are certainly not as strong as Tempo weekly magazine's investigative style.

The narratives and arguments used by media observers and mass media literature also state that daily print media will not be able to keep up with the speed of online media in executing news content. This opinion is generally correct, but there is still a gap for daily print media to outperform online media content in terms of content exclusivity and, in some cases, its reporting speed. How can daily print media outperform online media in terms of reporting speed? In fact, this seems to be contrary to the inherent nature of daily print media, which is always one day slower than online media in terms of news editorial processing in media newsrooms, especially with the category of media that are published weekly, even monthly, such as tabloids or magazines. It will definitely be even slower than online media. In general, online media will naturally be faster than daily print media that need the next day to publish news, especially a morning daily, which is the choice of publication time for most daily print media in Indonesia. However, at certain times, by taking advantage of the seniority of journalists or editors who can access news sources better than junior journalists, daily print media may actually get information faster than online media. Utilizing seniority and prominent networks, senior journalists should gain more trust from news sources to get and "sense" exclusive news earlier and faster before the news is actually released to the public using the usual press release or conference mechanism.

Utilizing the seniority and prominent network of DI's Way's senior journalists with news sources as most of DI's Way Daily editors are veterans of Jawa Pos Daily, including Dahlan Iskan, the speed of getting exclusive news can be realized in DI's Way Daily content. As a new daily media, it is normal that DI's Way does not have as many journalists as well-established newspapers in the country that can fill all the

news posts from their own journalists. However, this weakness, in part, can be covered by the seniority and prominent network of DI's Way Daily journalists and editors. If they are trusted and close to the news sources, journalists may just use WhatsApp chat texting and be able to explore news without having to meet in person or make an appointment with the news source that sometimes requires the bureaucratic layers of the news source's gatekeeper.

Efforts to publish news before online media by utilizing the seniority and prominent network of its journalists can be seen in the first edition of DI's Way Daily, published on Saturday, July 4, 2020. With a black background on the front page, the news content of an article entitled "*Rekom PDIP Cawali Surabaya Jatuh ke Whisnu*", would not have been available if journalists or news writers did not have strong internal news sources in the Surabaya city government that were "willing and trusting to leak" an event that occurred prior to official publication. Although presumably, the news was originally categorized as off-the-record information to the journalist.

In the article, DI's Way Daily seems to be trying to precede the PDI Perjuangan Central Council (DPP)' candidate recommendation for the Surabaya Mayoral election that will be held in December 2020. Trying to precede and sense the PDI Perjuangan's Surabaya mayor candidate recommendation indeed becomes exciting news and has high news value as currently the public in Surabaya is waiting for who will be recommended by the PDI Perjuangan to replace Tri Rismaharini as the incumbent Surabaya Mayor. Even so, preceding official news is not without risks. Although the news was interesting, the accuracy of DI's Way Daily news, published on Saturday, July 4, 2020, is questionable. Until this journal article was written on Thursday, August 27, 2020, there had been no official announcement from PDI Perjuangan regarding the Surabaya Mayor and Vice-Mayor candidates. In fact, from July 4 till August 27, PDI Perjuangan's candidates are still questionable.

Hyperlocal Strategy

The term 'hyperlocal' appears regularly regarding the mass media's future and its alternative potential models, but no clear definition has been agreed upon (Kurpius et al., 2010). However, in general, when talking about hyperlocal, the press and media communities refer to a local content strategy that prioritizes the proximity of the region and the community where the mass media is located.

Hyperlocal media operations generally focus on specific issues or communities, but their type and reliability differ greatly from the funding that supports their operations, including their training, expertise, editorial crew, and ability to attract media consumers (Metzgar, 2011). Looking at "*Rekom PDIP Cawali Surabaya Jatuh ke Whisnu*" article on the first edition of DI's Way Daily, published on Saturday, July 4, 2020, similar to Jawa Pos Daily - a daily that Dahlan Iskan raised but then left- DI's Way Daily also applies a hyperlocal strategy by using local content reinforcement not only on the city section (i.e. Metropolis), but also on the headline news page 1 (front page). Considering DI's Way distribution area, it is appropriate for DI's Way in using a hyperlocal strategy.

The dominance of local content on the front page can also be seen in DI's Way Daily's Sunday, July 5, 2020 edition. An article entitled "*Di Tunjungan Baru Masih Sama dengan Lagu*" discusses business conditions on Tunjungan street after the revitalization of the Surabaya City Government, which has not been successful yet. Then the dominance of local content can also be seen in the headline news of DI's Way Daily's Monday, July 20, 2020 edition "*Sanksi Joget Masuk Perwali*" that interrogates the sanctions at Surabaya Mayor Regulation Number 33 Year 2020. Then on the headline news of DI's Way Daily's Wednesday, August 26, 2020 edition entitled "*Tutup Lagi..Tutup Lagi..*" and sub-title "*Puluhan Pegawai di Siola Dinyatakan Positif Covid-19*" that reported the local content of the public service building in Siola, Surabaya, was closed because many Surabaya City Government employees tested positive for Covid-19.

The presence of various computing devices, from Personal Computers (PCs), laptops, and smartphones, Moore's law regarding the doubling of processor speed, as well as other technological trends eliminates many barriers to entry in various industries. Including the presence of hyperlocal internet pages with local community content and social media, has eroded the monopoly of conventional mainstream mass media, especially newspapers, as news sources (Henry, 2009). Several news pages with a hyperlocal concept have been present in the East Java area, for instance beritajatim.com. However, the use of the hyperlocal strategy for newspapers is felt to be appropriate, because based on observations, so far there has been no online media that can truly present local news content with exclusive and quality content.

The hyperlocal strategy is also in line with the nature of the newspaper business, which tends to be regional/local in its content and circulation area. Furthermore, Jakarta-based national newspapers have not worked on local content (i.e. according to the preferences of media consumers in each region) optimally. Local news in Kompas daily, for example, tends to have a serious nature, which is felt to be inappropriate with the preferences of media consumers in Surabaya and East Java in general. Hyperlocal media will also be able to meet the needs of media consumers to strengthen their local identities in the midst of a flood of information both globally and nationally.

DI's Way Daily can also use hyperlocal content by looking at interesting local issues and relating them to news developments abroad. Not just writing it remotely, like Jawa Pos Daily in the era of Chief Executive Officer (CEO) Dahlan Iskan, DI's Way may send journalists to do coverage abroad exclusively. News of the Surabaya-Jakarta fast train line construction, for example, can be compared to fast train line construction in China by sending DI's Way Daily journalists to cover news about the train construction in the Bamboo Curtain country. The result is then compared with the Surabaya-Jakarta's fast train technology and construction progress in the country.

The locality of DI's Way Daily content is also strengthened by popular and interesting articles from Dahlan Iskan that readers often await when he was the CEO of Jawa Pos Daily. These popular articles were regularly presented by many press figures, business people, academics, politicians, and professionals appointed by

Dahlan Iskan as guest editor. All of the figures who became guest editors had been Dahlan Iskan's staff in Jawa Pos Daily.

In addition, in the current flood of information on social media and online media, media consumers need a credible information filter. Media consumers do not need to spend their time sorting out which information is good for them. Especially if the media consumers do not have sufficient media literacy skills. That is what a number of paid media, including DI's Way Daily try to offer, by offering quality and exclusive journalism. Information that is credible and worthy of consumption and strengthens the bonds of local identity from media consumers can then be sold to media consumers so that they are willing to subscribe to DI's Way Daily at a premium price. By subscribing to DI's Way Daily, readers no longer have to bother with many but worthless and irrelevant news for them. In fact, some of the news could be hoaxes or processed news from social media that is not worthy of journalistic criteria because it does not go through the process of checking and re-checking the facts and truths of events through the editorial newsroom kitchen as is done by conventional media, including DI's Way Daily.

DI's Way Daily that uses the hyperlocal strategy, is not only supported by the Surabaya edition of DI's Way, which is located at Walikota Mustajab No 76, Surabaya, Indonesia. About a month after the first edition was published on July 4, 2020, the Malang edition of DI's Way was published in collaboration with Malang Post Daily, and the Greater Jakarta edition of DI's Way was published in collaboration with Indopos Daily, which is also still under Jawa Pos Group. Both Malang and the Greater Jakarta editions have the same dimensional characteristics as its parent DI's Way Daily in Surabaya. With a specification page height 315 mm and width 210 mm that is smaller than the tabloid size. In terms of content, both Malang and the Greater Jakarta editions have also carried local content from Malang as well as national news from Jakarta for each edition. This is similar to the Surabaya edition of Daily DI's Way, where most of the news content, including the main headline news on page 1, is local news from around Surabaya.

Entrepreneurial Journalism

Dahlan Iskan said that 98% of DI's Way company shares belong to employees. Meanwhile, the remaining 2% belongs to Dahlan Iskan himself as what Dahlan Iskan calls as a form of his contribution to saving the world of journalism as well as Dahlan Iskan's love for journalism at his age that approaching seventy. DI's Way Daily company profile obtained by the authors shows that Dahlan Iskan, as the founder, owns a 2% share and the Employee Foundation owns the remaining 98%. It even mentions the managing director position is rotated among DI's Way's senior managers.

Dahlan's inspiration is the giant company of Huawei in which the founder Ren Zhengfei only owns a 2% stake. Social marketing uses company resources to implement a comprehensive plan to change behavior to improve social welfare, the environment, or social health (Heidarzadeh et al., 2018). Share ownership by press

employees is mentioned in the Press Law number 40 Year 1999 as an effort to improve employee welfare who work in media, both in the editorial and non-editorial departments. Even though it is not an obligation, in reality so far, almost no mass media has given share ownership to its employees. Even if there is financial incentive provision, it has only been limited to a bonus gimmick and various allowances for mass media employees. Media company owners rarely allocate their share to employees, especially in most 98%, as stipulated by Dahlan Iskan. Profits earned by media companies, especially mass media that are members of the media conglomerate group in the country, will usually be reinvested to expand these media companies. In fact, some of the profits are also invested in other business units outside the media business, so that practically media employees do not get a significant share in the media company's ownership or profit.

Dahlan Iskan's new pattern in managing and establishing this media is in line with entrepreneurial journalism. As Briggs (2012) stated, in today's context, journalists must show their responsibility to "build the future of news". This step will be more feasible in what Briggs calls a new journey through entrepreneurship, meaning that journalists' responsibility is not only to serve the right to public information but also to think about how to get sustainable business. This can be done by making efficiency efforts that generate profit for leveraging new media technologies. Mainly related to this case, DI's Way still needs to think about a new media technology-based business model. As far as the writers observe, the business model applied by this newspaper still relies on conventional media pattern by relying on daily sales (distribution) and revenue in the advertising sector. Indeed, by utilizing the business network and friendship of DI's Way Daily founder, Dahlan Iskan, some advertisements can be obtained, but obviously, it is not enough to independently operate DI's Way sustainably in the long term.

Recently, DI's Way Daily is sold at a premium subscription price of IDR 150,000 per month, which is higher than the Jawa Pos subscription fee of IDR 120,000 per month. Yet, for the first month of DI's Way (July 2020) subscription price, a discount was given to IDR 100,000 per month. Meanwhile, for the published advertisement rate per August 2020, DI's Way Daily offers a full-page display advertisement of 202x299 mm size for IDR 51.4 million with a 2020 promo price of IDR 30.84 million. A half-page ad has a normal price of IDR 27.4 million and a 2020 promo price of IDR 16.44 million. The most expensive is a full-page back cover advertisement with a normal price of IDR 66.82 million and a 2020 promo price of IDR 40.092 million. Meanwhile, advertorial advertising or advertisement rates packaged in the form of news (editorial advertising) of one full-page with 202x299 mm dimensions is offered for IDR 21.588 million, a half-page advertorial ad is offered for IDR 11.508 million, and a full-page advertorial back cover is offered for IDR 28.064 million. There are no 2020 promotional prices for advertorial ads listed on the official ad price list published by DI's Way's Daily ad section. However, in practice, advertisements purchased in bulk can be negotiated or added with hidden bonuses from the media. During the Covid-19 pandemic that decreases media

advertising revenue, it is common that many media companies also lowered their advertising rates in order to keep getting business income. In fact, it often happens that when a company invites journalists for a press conference, the one who comes or calls is not a journalist but advertisement people. Of course, this contradicts the firewall theory principle, which states that editors are independent of advertising activities or other influences from media company owners. Nevertheless, the media condition that has turned into an industry and the downward trend in the media business due to erosion of digital media and the Covid-19 pandemic have forced this practice to be done by many mass media including the well-established national mass media and market leaders in the regions.

This traditional practice is certainly not sufficient to guarantee the sustainability of media business in the future, given that this media business has to compete with other online media and the public's media consumption preference, which tends to start leaving the print media, is undoubtedly a threat to conventional media like this daily. Indeed, in the context of digital media, the hardest challenge is finding the right business model and relying only on conventional practice (based on conventional media) will certainly not be easy to survive. However, innovative actions in product packaging in a more digital manner with business model experiments, are certainly worth trying in today's context. Several payment models or paywall types, such as metered, freemium, or hard payment, as scrutinized by Simon et al. (2019) could be considered if DI's Way Daily wants to expand into the digital media business. In the media business, metered-based payments can be made by limiting access to content with a certain quota. For example, with restrictions on free access to 10 news. After a potential customer has accessed 10 news stories, the access is closed, and the customer is asked to pay a subscription fee within a certain period if they want to access more news. Meanwhile, the freemium payment model combines free access to certain general and non-exclusive content, while for exclusive content, media consumers will be asked to pay a subscription fee. Additionally, for the hard paywall method, media consumers are required to fully subscribe to access news content. For example, subscribing to a digital newspaper version of the pdf file is a substitute for subscribing to a printed newspaper. However, to ask print media consumers in Indonesia to switch to digital media with a paid subscription pattern is certainly not easy. Most media consumers in the country are familiar with the mindset and habit that online media is free. Just offering quality and free of fake news content, like print media in the United States, did when migrating to paid and subscribed digital content is certainly not enough. In Indonesia, print mass media that want to migrate to paid subscription content need to carry out some efforts and offer other product feature attributes so that media consumers are willing to pay (willingness to pay), apart from, of course, the ability to pay.

The literacy and purchasing power of media consumers in Indonesia is still relatively low, making them unable to imagine the urgency to subscribe to paid digital media to get quality content that requires high costs in editing the news process. Many media consumers the authors met cannot even distinguish between the

Kompas.com news portal, for example, and Kompas.id portal. Everyone still thinks that they are the same as both are Kompas. In fact, from the company management, the concept of content and the editorial strategy are very different. Even within Kompas Group itself, the presence of both of them is still a debate and a long discourse. As stated by Prestianta et al. (2019), YouTube channels also have the potential to be a source of passive media income, especially startup media. YouTube can indeed be an alternative income for startup media like DI's Way Daily. Moreover, DI's Way YouTube channel received quite a positive response from netizens with 45.3 thousand subscribers as of August 24, 2020.

For large-scale mass media operations, with large editorial crews, passive income from YouTube channels may be insufficient and contributes a small nominal amount compared to the burden of editorial and operational costs - such as salaries, printing costs, and others - that must be borne. Revenue from YouTube channels will not meet the economies of scale for a large-size media company's operation. However, for small-size media companies, like DI's Way Daily, passive income from the YouTube channel will be significant in covering the company's operating costs, while the company is still facing a decline in advertising and subscription revenue from its traditional print media business.

CONCLUSIONS

DI's Way's Daily presence is able to grab the attention of media observers and consumers. It offers different product positioning from other print media, considering DI's Way Daily products' attributes. DI's Way's Daily communicates itself as a daily, but not a newspaper. The owner, Dahlan Iskan, stated that DI's Way Daily is 98% owned by employees and his contribution to saving journalism and a form of his love for journalism. However, there is still a big question, whether DI's Way Daily can be successful and compete with the domination of Jawa Pos Daily in Surabaya. Moreover, the print media industry trend is experiencing a downturn and media's ad revenue has declined due to the decline of the business and industrial world caused by the Covid-19 pandemic.

On a head to head basis, DI's Way will compete with Jawa Pos Daily in the City of Surabaya, which is the main market base for the two dailies. In terms of business infrastructure, Jawa Pos Daily is much more established. However, the lean DI's Way Daily organizational structure and Dahlan Iskan's leadership characteristics will allow this new media to be able to move swiftly. Moreover, almost all of its editorial crew are Jawa Pos' veteran editorial crews who possess a deep understanding and experience with Jawa Pos Daily. These qualified editorial human resources are still supported with young people from well-known campuses in the City of Heroes who are in charge of DI's Way's daily business area. Digital media may not erode daily print media. The case could be the same as when television was present, and it was predicted to shift radio's role. In fact, until now, radio is still able to maintain its existence even though its market size is shrinking, as there are successful radio stations that exist in business, such as Suara Surabaya radio. However, for daily print

media to survive the onslaught of digital business, it certainly still needs its struggle, especially to find a proper business model the swift shift of media consumers to digital media.

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