

Received: October 2023 Accepted: December 2023

DOI: <https://doi.org/10.58262/ks.v12i1.075>

## Innovation Strategies of Televisi Republik Indonesia (TVRI) in Covering the Digital Era: Transformation, Activation, and Collaboration

Zaqia Ramallah<sup>1\*</sup>, Kus Sudarsono<sup>2</sup>

### *Abstract*

This paper discusses the innovation strategies implemented by Televisi Republik Indonesia (TVRI) in facing the digital era. As a Public Broadcasting Institution, TVRI faces challenges in maintaining relevance and service amidst technological advancements. The paper explores strategies related to development efforts, TV programs, and news at TVRI. Specifically, critical aspects covered are digital transformation, public space activation, partnerships with institutions and creative industries, and content monetization. Research findings indicate that TVRI's adaptation to digital trends, community participation, and strategic partnerships are crucial for the sustainability of public services. Implementing these innovations can strengthen TVRI's position amid the dynamic and ever-changing television broadcasting industry.

**Keywords:** *TVRI, Transformation, Activation, Collaboration.*

### **Funding**

A research grant from Universitas Multimedia Nusantara supported this work.

### **Introduction**

The primary purpose of public broadcasting services is to provide high-quality programs that serve as tools to inform and educate their audience while also serving as a crucial source of information. With advancing technology in various fields such as computerization, automation, video recording/playback technology, broadband cable, fiber optic channels, satellite relay systems, etc., the ability to offer quality programming is directly linked to new production and distribution capabilities. The implementation of these technologies can enhance the role of public broadcasting in delivering benefits such as informational services, education, entertainment, news coverage, sports events, cultural programs, educational materials, and more to viewers through various channels like television, radio, online streaming platforms, mobile applications, etc., thereby significantly contributing to the overall development of society.

In light of the advancements in technology implementation, the Lembaga Penyiaran Publik (LPP)

---

<sup>1</sup>Lecturer at Film Program, Faculty of Arts and Design, Universitas Multimedia Nusantara, Indonesia. Email: [zaqia.ramallah@lecturer.umn.ac.id](mailto:zaqia.ramallah@lecturer.umn.ac.id) (corresponding author)

<sup>2</sup>Lecturer at Film Program, Faculty of Arts and Design, Universitas Multimedia Nusantara, Ph.D. student at Universitas Prasetya Mulya, Indonesia. Email: [kus.sudarsono@umn.ac.id](mailto:kus.sudarsono@umn.ac.id)

Televisi Republik Indonesia (TVRI) faces the challenge of continually adapting and providing beneficial services to the community. According to Government Regulation No. 13 of 2005, Article 4, TVRI has to "Provide healthy information, education, entertainment, social control, and cohesion, as well as preserve the nation's culture for the benefit of all layers of society through the broadcasting of television that reaches the entire territory of the Unitary State of the Republic of Indonesia" (PP No. 13, 2005). In line with these responsibilities, TVRI needs to continuously innovate to advance itself and meet the demands of today's audience.

This paper aims to delve into the strategies of development and efforts, as well as programs and news as forms of innovation that can be undertaken by Televisi Republik Indonesia (TVRI) in facing the challenges of the evolving information and technology era. With the legal foundation of Government Regulation No. 13 of 2005, this research focuses on how TVRI can continue to innovate to meet the demands of viewers' and society's current needs. The research goals involve two main aspects: (1) exploring various development and business strategies that TVRI can apply and (2) exploring innovative ideas and strategies in developing programs and news presentations on TVRI.

## **Literature Review**

### **Television Transformation towards the Digital Era**

In the past few decades, the development of digital video transmission has significantly altered the television paradigm. This advancement allows viewers to access high-quality programs from various devices, from smartphones to smart TVs. The shift towards TV distribution via the internet has opened up opportunities for viewers to enjoy their favorite shows on-demand, eliminating the constraints of broadcast schedules and high cable costs. While this transformation creates new possibilities, the complexity of these changes challenges our understanding of the relationships among the involved elements.

One crucial change in this transformation is the emergence of internet-distributed television, as Gray & Lotz (2019) revealed. According to Kompatsiaris et al. (2012, p. 497), the best innovations in broadcasting often stem from audience engagement and their practices. They argue that technology can be utilized in various ways, as seen in Finland, where viewers combine watching football on TV with chatting via PC using a webcam. This creates a more interactive and dynamic TV-watching experience. In line with this, Shimpach (2019, p. 5) notes the rapid convergence among previously distinct media companies, combined with programming and technological convergence. This allows the same screen to be used for social media interaction, forming a more connected overall experience.

However, amid this transformation, challenges arise in defining public service television in the era of high demand. The definitions of broadcasting laws and regulations are unclear, and broadcasters struggle to adapt to recent technological changes, markets, and consumption habits. Freedman & Goblot (2018, p. 199) propose an expanded definition of public service television, encompassing regulatory commitments to serve public interests. They emphasize that this is not merely a technological or economic obligation but an intervention aimed at embedding the vision of public service in the ever-evolving television landscape. Therefore, a better understanding of public service television in the digital era is crucial for enhancing such services' sustainability and development prospects.

The transformation of television towards the digital era opens new opportunities and challenges conventional understandings. Innovations in broadcasting involving audience participation and convergence among media, programming, and technology are reshaping how viewers interact with content. However, amidst these advancements, challenges in defining public service television highlight the need for regulatory concepts to adapt to the changes of the digital era. The expansion of the definition of public

service by Freedman & Goblot (2018) underscores the importance of regulatory commitment to ensure the continuity and development of television serving public interests amid ongoing changes.

### **Building an Adaptive Media Business Model**

Changes in the media environment have posed new challenges for the media industry in creating innovative and effective business models. This struggle involves efforts from mass media companies, including broadcasters, to find creative and profitable ways to operate their businesses amidst the changing industry landscape (Sjøvaag, 2012, p. 224). The media industry's old business practices and models must be adjusted or replaced with new organizational practices, business concepts, and strategies (Villi & Picard, 2019, p.121).

The increasingly discriminating tastes of viewers demand particular attention in developing digital products (Glick et al., 2017). Many media organizations get caught up in operational busyness, resulting in a lack of focus on strategic thinking, especially in organizations without dedicated personnel for business development (Villi & Picard, 2019, p.129). Focusing on developing new business models that meet viewer needs while remaining committed to public service goals can enhance competitiveness in public broadcasting.

Development strategies for media companies should combine organic growth with establishing strong relationships with viewers through content that aligns with their interests. Research and audience analysis are crucial for identifying potential viewers, while investments in new technologies, such as digital platforms and social media, support competitiveness and provide a better user experience (Noam, 2019, p. 455). Thus, strategic innovation in developing adaptive business models becomes essential to confront the dynamics of the ever-evolving media transformation.

### **Public Space in the Modern Media Era**

As an ever-adapting form of media, public television has undergone a series of significant transformations. Initially, its focus on educational services and local connectivity through the internet reflected a positive response to financial challenges faced (Debrett, 2010, p. 28). Meanwhile, public television has not escaped criticism from various quarters, with arguments that it can be an alternative to giving voice to marginalized groups in society (Bennett, 1997, p. 179).

The history of socialist television provides insights into efforts to stimulate public engagement and social critique, raising critical questions about the conceptualization of television engagement in the public space (Mihelj & Huxtable, 2018, p. 2-3). Furthermore, the complexity and evolution of quality in television, highlighted by Rivoltella (2008), create dynamics between television media, content creators, and viewers. Although public television strives to maintain its democratic and social values, financial challenges and content changes remain a focus (Freedman & Goblot, 2018).

In its context as a decentralized system, public television provides public accountability procedures through formal and informal mechanisms, albeit still vulnerable to the influence of single-interest groups (Debrett, 2010, p. 134). These challenges arise amidst the evolution of community participation, initially limited by factors such as a lack of communication channels and evolving into macro-level involvement through the use of mobile phones and the internet (Millanga, 2014).

As a constructor of social reality, television plays a significant political role. While it can enhance citizens' participation in social and political debates, criticism regarding viewer isolation and its impact on actual participation also comes into focus (Bignell & Woods, 2023, p. 20-21). Multi-platform strategies in broadcasting, such as European public services, show similarities in adopting participation as self-legitimization rhetoric and present new challenges in content management (Calvet et al., 2013). Profound

limitations in broadcast technology become a central point for transformation. Online video distribution changes the practices and metrics for evaluating public television (Freedman & Goblot, 2018, p. 44-45). With all the complexity and dynamics of these changes, public television continues to transform to meet the demands of modern society. A profound understanding of strategies, participation, and social impacts becomes essential to navigate these changes successfully.

## **Research Methodology**

This research employs an in-depth literature review approach as the primary research method to explore information and understanding about innovations in Televisi Republik Indonesia (TVRI). Within the scope of the literature, the research will focus on two main aspects: development and business strategies, as well as programs and news in the television broadcasting industry. Primary data sources include scholarly journal articles, books, and media-related publications discussing innovations in the context of public broadcasting institutions, along with reports and official policies issued by TVRI and relevant government bodies.

Literature analysis will be conducted by categorizing thematic articles and books, evaluating the alignment of proposed innovations with TVRI's mandate, and drawing conclusions and recommendations based on literature findings. These conclusions and recommendations will provide a comprehensive insight into how TVRI can adopt innovative practices discussed in the literature to enhance development strategies, business efforts, and the quality of programs and news to remain relevant and high-quality in the ever-changing dynamics of the television broadcasting industry.

## **Results**

### **Development and Business Strategies**

#### ***Digital Transformation***

In the contemporary media landscape, pursuing digital transformation has become a necessity for the survival and relevance of television broadcasting. TVRI, as a Public Broadcasting Institution, strategically focuses on digital transformation as a core element in its efforts to remain viable. Kompatsiaris et al. (2012) suggest that innovations in broadcasting often stem from audience practices. TVRI needs to consider evolving viewer habits and preferences.

TVRI's emphasis on digital transformation aligns with a contemporary approach aiming to bring fundamental organizational changes. As Wenzel (2022) outlined, digital transformation involves a strategic approach to achieve various changes, including increased work efficiency, enhanced user experience, or reevaluating business models. TVRI's commitment to this transformation is evident in establishing robust online platforms, including mobile applications and regularly updated websites. This infrastructure provides flexible and interactive access to content, archives, and live broadcasts.

Debrett (2010) notes that the shift towards digitization is a significant transformation in the approach to public television services. This shift aligns with technological advancements and provides new legitimacy to public television in the digital environment. TVRI's commitment to digital transformation strategically places it in the ever-evolving landscape where digital legitimacy becomes crucial.

Regarding the complexity of television's digital transformation, Gray & Lotz (2019) emphasize the emergence of internet-distributed television as a crucial aspect of this transformation. The convergence of different media entities and rapid technological advancements, as mentioned by Shimpach (2019), adds another layer of complexity. Engaging in digital transformation, TVRI faces the challenge of navigating this complexity and ensuring a smooth transition.

## TVRI Activation in Public Space

One of the advantages of LPP TVRI is its extensive reach, as stated in the Strategic Plan, targeting an 80% reach for digital broadcasting (LPP TVRI, 2020). However, the competition for viewer attention is not solely resolved by broad reach. Longstanding commercial TV, especially streaming platforms and social media, has dominated and transformed the consumption patterns of audio-visual content. The main challenge for public television lies in reaching the younger generation, particularly teenagers and young adults, the pillars of the future population who spend an increasing amount of time on various social media platforms (Van Dijck & Poell, 2014). The majority of Indonesia's population, around 27.94%, is dominated by those born after 1996, who spend more than 8 hours daily in the digital world (Prestianta et al., 2022). Considering this, it is TVRI's responsibility and priority to contribute to shaping the golden generation as Indonesia approaches its 100th year by building awareness, especially among the younger generation, that they have TVRI.

Activating TVRI broadcasts in public spaces is a positive step to enhance public access to healthy and quality information, education, culture, and entertainment. Debrett (2010) noted that public television focuses on educational services and local connectivity through the Internet, reflecting a positive evolution in overcoming financial challenges. A linear presentation without a remote control demonstrates an effort to provide a controlled and quality content experience. This strategy offers practical benefits and serves as a means of raising awareness of TVRI as an essential source of information.

In the context of participation, Romero & Molina (2011) state that current customer engagement trends will continue to evolve in the coming years, transforming customers from mere consumers of products and services into partners in the value-creation process. As a result, organizational structures and business models will migrate to new strategic alliances and collaborative models based on open business models that support creating and operating adequate collaborative electronic platforms for value creation. TVRI can make a closer connection with its audience by enabling participation through creative content and citizen journalism.

The diversity of works and information from the community displayed on the TVRI Klik platform and TVRI social media introduces a new dimension to the presented content. Incorporating participatory content into TVRI's unique programs is a practical step to capture viewers' attention of various age groups. This approach creates diversity in broadcasts and enhances TVRI's relevance in the eyes of the public. As Jenkins (2006) mentioned regarding media convergence, intelligent integration between conventional broadcasts and digital platforms is necessary to maximize the impact of this participatory approach. To enhance the effectiveness of this strategy, continuous evaluation of community responses and their effects on TVRI viewership improvement is necessary. The implementation of analytic technology and market research can help measure the success of this strategy.

### Partnerships with Institutions and the Creative Industry

Partnerships play a strategic role in shaping the future of public service television, as revealed by Freedman & Goblot (2018). This understanding is supported by developing partnerships between broadcasters and independent sectors, including organically related community units, identified as crucial to ensuring content diversity and plurality. In this context, collaborations with the creative industry become a vital step for LPP TVRI in facing the dynamics of the modern media era.

Strategies involving cultural institutions and creative communities through the development of digital platforms demonstrate efforts to align with contemporary trends (Debrett, 2010). Partnerships with government institutions, as discussed, not only enhance transparency but also support the development of Indonesian culture and tourism. In establishing partnerships, it is essential to encompass various fields, including education, culture, research, international, and technology, to ensure holistic and positively impactful partnerships (Freedman & Goblot, 2018).

**Table 1:** Steps and Forms of Partnerships that LPP TVRI can Establish with Government Institutions (GI), Creative Industry (CI), and Other Institutions (OI).

Steps	GI	CI	OI
Alignment of Vision and Mission	√	√	√
Identification of Relevant Partnership Focus	√	√	√
Fund Provision	√	√	√
Education and Awareness Campaigns	√	√	√
Educational Partnerships	√	√	√
Collaboration in News Programs	√	√	√
Promotion of Government Initiatives	√		
Development of Public Education Programs	√	√	√
Discussions and Public Forums	√		
Coverage of Government Events	√		
Promotion of Tourism and Culture	√	√	
Evaluation and Accountability Reporting	√		
Forms Collaboration in Content Production	√	√	√
Special Creative Program Content	√	√	√
Creative Competitions	√	√	
Collaborative Programs	√	√	
Empowerment of Local Talent	√	√	
Joint Marketing	√		
Creative Partnerships on Digital Platforms		√	√
Research and Innovation Partnerships	√	√	√
Partnerships with Community Organizations			√
International Collaboration	√	√	√
Technology Partnerships	√	√	√
Evaluation and Development)	√	√	√

*Data processed by the author*

These findings emphasize that adaptive and targeted partnerships are essential strategies in responding to the demands of a changing media environment while strengthening TVRI's role as a public broadcasting institution. Periodic evaluations become critical to ensure that these partnerships continue to provide maximum benefits and align with contextual developments (partnership steps can be seen in Table 1). In summary, these findings provide a deeper understanding of the importance of partnerships in managing the transformation of television in the digital era.

### Monetizing Content

Monetizing content becomes a crucial key for TVRI to address the limitations of public funds. In addition to advertisements, TVRI can draw inspiration from broader models of public television revenue, such as grants and contributions from local authorities, as Torre explained. Diversifying these income sources strengthens the financial foundation and provides the necessary stability to advance LPP TVRI. TV license fees and revenue from subscriptions are essential to monetization strategy planning. Torre (2014) highlights that public broadcasting has an advantage in this regard, and the emphasis on identifying high-value programs reflects an intelligent initial step. TVRI can leverage audience analysis to understand viewer preferences and interests, leading to the selection of programs with significant monetization potential.



Strategies for selling program licenses to streaming platforms or other media can also be adopted as a proactive step in following trends in digital content distribution. In the view of Kompatsiaris et al. (2012), innovation in broadcasting often arises from responses to audience practices and participation. Therefore, this strategy can be an intelligent move to accommodate changes in increasingly interactive viewer behavior. Partnerships with conferences, professional certification providers, webinars, and online courses add a new dimension to monetization. Villi & Picard (2019) emphasize that building solid relationships with the audience through these strategies can enhance competitiveness. Furthermore, product-content collaborations and international license sales open doors to additional, diverse revenue streams, aligning with the income source diversification strategy exemplified by Torre (2014).

Considering international aspects and adopting strategies that align with market diversity can help TVRI optimize revenue potential. By engaging a global audience, TVRI can achieve a more significant impact and enhance its position as a relevant public broadcaster amid rapid media transformation. Thus, through a holistic approach to content monetization, TVRI can strengthen its finances, expand its reach, and support organizational development toward greater sustainability.

## **Innovation in Programs and News**

### ***Interactive Educational Programs***

Developing interactive educational programs by utilizing technologies such as Augmented Reality (AR) and Virtual Reality (VR) can be a significant step for TVRI. Trista & Rusli (2020) describe AR as technology that provides an instant and real-time experience of digital content, while VR, as stated by Wongso & Istiono (2023), creates a virtual environment with a realistic impression, adding a new dimension to audience interaction with educational content.

Actively engaging the audience through game-based learning and interactive online platforms reflects Kompatsiaris et al.'s (2012) perspective that innovation in broadcasting often originates from audience participation. By incorporating these elements, TVRI can create a more engaging and relevant learning experience for the audience, aligning with increased involvement in interactive learning.

Direct discussions with experts, project-based content, and partnerships with educators are additional strategies TVRI can introduce. In supporting education, Villi & Picard (2019) emphasize the importance of developing new business models that meet the audience's needs while remaining committed to public service goals. Partnerships with educators can provide in-depth perspectives and knowledge, ensuring the accuracy and relevance of educational content.

As proposed, the utilization of social media aligns with the trend of community participation through digital platforms, creating a space for discussions, idea exchange, and collaborative learning. Rivoltella (2008) highlights the complexity and evolution of quality in media, and the use of social media can be an effective way to navigate changes in audience behavior. Regular evaluation and responsiveness to audience feedback are critical to the success of interactive educational programs. In this regard, Freedman & Goblot (2018) emphasize the need to adapt regulatory concepts to accommodate changes in the digital era. By understanding and directly responding to the needs and preferences of the audience, TVRI can optimize the positive impact of its interactive educational programs, helping foster critical thinking and providing impactful education in the continually evolving digital era.

### **Multi-Source News Program**

The adoption of a multi-source news approach by TVRI, involving citizen participation in contributing information through digital platforms, can have a significant positive impact. Brevini (2013) explains that the presence of the internet should be considered a significant advantage in promoting evaluation,

enhancing trust, and enabling two-way communication between the public and public television. This innovative approach reflects the perspective of Kompatsiaris et al. (2012), who state that innovation in broadcasting often originates from audience participation. Involving citizens as news contributors can provide broader coverage and more diverse perspectives on events, in line with the complexity and evolution of quality in the media highlighted by Rivoltella (2008).

Various elements of the proposed multi-source news program, such as panel discussions and debates, fact-checking, balanced coverage, visualization technology, live streaming, audience feedback, editorial transparency, and in-depth investigative reporting, create a more interactive and in-depth news experience. Shimpach (2019) states that rapid convergence among media companies, combined with programming and technological convergence, allows the same screen to be used for interaction on social media, forming a more connected overall experience.

In the regulatory context, Freedman & Goblot (2018) express the need to adapt regulatory concepts to accommodate the changes in the digital era. Involving the community in news provision can create trust, improve information accuracy, and pose challenges in maintaining journalism standards. Regular evaluations of citizen contributions and audience feedback can be crucial steps in preserving news quality. By implementing a multi-source news program, TVRI can leverage more diverse resources and strengthen community involvement in information provision, creating a closer relationship between public television stations and viewers.

### **Local-Based Content**

Implementing a local-based content strategy can be a significant step for TVRI to strengthen connections with viewers in various regions of Indonesia. The selection of inspirational stories, local culture, and relevant regional issues can enrich the viewer's experience and build a closer bond with the local community. In this approach, Shimpach (2019) acknowledges that rapid convergence among media companies, coupled with programming and technological convergence, allows the formation of a more connected overall experience. By focusing on local-based content, TVRI can create a more personal and authentic relationship with viewers, aligning with the adaptive business model development strategy that emphasizes building strong relationships with viewers (Villi & Picard, 2019).

This approach also supports the vision of public television services in the digital era proposed by Freedman & Goblot (2018). Understanding public television, the emphasis on regulatory commitment to serving the public interest is vital, and the development of local-based content can reflect that commitment by presenting news and programs that are more relevant to the needs and desires of the community. According to Rivoltella (2008), the complexity and evolution of quality in television create dynamics between broadcasters, content creators, and viewers. Involving the community in developing local content can directly contribute to the audience, aligning with the views of Kompatsiaris et al. (2012).

By diversifying local content, TVRI reflects Indonesia's cultural diversity and creates a platform that allows people in various regions to feel represented and connected to issues close to them. This step can enhance viewer engagement, expand the audience base, and help TVRI fulfill its public service role holistically.

### **Creative Programs and Entertainment**

Presenting creative entertainment programs focusing on culture can be an effective strategy for TVRI to capture audiences' attention from various societal segments. In this context, Freedman & Goblot (2018) propose expanding the definition of public television, encompassing regulatory commitments to serve the public interest. TVRI can fulfill its public service role more holistically through creative and culturally diverse programs.



Engaging viewers of all ages and backgrounds in programs such as art and cultural shows, creative competitions, and children's creative programs reflects the concept of participation advocated by Freedman & Goblot (2018). Empowering local talent through creative contests and art shows can provide a platform for the community to actively participate in creating representative cultural content.

The use of creative technology, such as animation and visual effects, as Gray & Lotz (2019) mentioned in the context of television transformation towards the digital era, can enhance the appeal of entertainment programs. Shimpach (2019) also emphasizes technological convergence as crucial in creating a more connected overall experience. The importance of creating educational entertainment programs is also highlighted by Noam (2019) in the context of media company development strategies. Thus, entertainment programs that entertain and provide educational information can be part of strategic innovations in adaptive business model development.

Contemporary approaches in creative programs and entertainment can reflect TVRI's efforts to remain relevant in the face of changing media landscapes. Programs such as talk shows and creative discussions can serve as platforms to explore and discuss contemporary cultural issues important to the community. By presenting entertainment programs that encompass various cultural aspects and actively involve the audience, TVRI can enrich its content and strengthen its position as a public service provider that reflects and understands the diversity of Indonesian society.

## Conclusion

Several strategic steps can be identified in addressing the research objectives focused on exploring development and business strategies, as well as innovative ideas and techniques in developing programs and news presentations at TVRI. The primary focus is digital transformation, achieved by building a robust online platform, such as mobile applications and interactive websites. This step aims to provide flexible and interactive access to TVRI content, aligning with the digital transformation trends in broadcasting.

Furthermore, public space activation is critical to reaching the younger generation, with TVRI targeting broad outreach and striving to present programs relevant to the needs and desires of the audience, especially in the competitive digital era. Partnerships with institutions and creative industries are also strategic elements, focusing on diverse content development and collaboration in various fields to ensure content diversity and plurality.

However, this research has certain limitations. Firstly, the analysis focuses more on development and business strategies, as well as innovation in developing programs and news at TVRI. Other aspects, such as financial depth and extensive impact analysis, might require further research.

## References

- Bennett, J. R. (1997). Perspectives The Public Broadcasting Service: Censorship, Self-Censorship, and the Struggle for Independence. *Journal of Popular Film & Television*, 24, 177–181. <https://api.semanticscholar.org/CorpusID:159687767>
- Bignell, J., & Woods, F. (2023). *An introduction to television studies*. <https://www.routledge.com/An-Introduction-to-Television-Studies/Bignell-Woods/p/book/9781138665828>
- Brevini, B. (2013). Public Service Broadcasting Online. In *Public Service Broadcasting Online*. Palgrave Macmillan UK. <https://doi.org/10.1057/9781137295101>
- Debrett, M. (2010). Reinventing Public Service Television for the Digital Future. In *New Media & Society*. Intellect Books. <https://www.intellectbooks.com/reinventing-public-service-television-for-the-digital-future>

- Freedman, D., & Goblot, V. (2018). *A Future for Public Service Television*. Goldsmiths Press. <https://mitpress.mit.edu/9781906897710/a-future-for-public-service-television/>
- Glick, I. D., Levy, S. J., Warner, W. L., & Lang, K. (2017). *Living with television*. Routledge.
- Gray, J., & Lotz, A. D. (2019). *Television studies*. John Wiley & Sons.
- i Calvet, R. F., Montoya, M. I. V., & García, I. B. (2013). Public Service Broadcasting's Participation in the Reconfiguration of Online News Content. *J. Comput. Mediat. Commun.*, 18, 378–397. <https://api.semanticscholar.org/CorpusID:18614500>
- Jenkins, H. (2006). *Confronting the Challenges of Participatory Culture: Media Education for the 21st Century*. <https://api.semanticscholar.org/CorpusID:145438737>
- Kompatsiaris, Y., Merialdo, B., & Lian, S. (2012). *TV content analysis: Techniques and applications*. CRC Press.
- LPP TVRI. (2020). *Rencana Strategis Lembaga Penyiaran Publik Televisi Republik Indonesia 2020-2024*. <https://ppid.tvri.go.id/storage/page-collections/August2022/qh5bDaKqAG0OQFTASBB8.pdf>
- Mihelj, S., & Huxtable, S. (2018). *From Media Systems to Media Cultures*. <https://api.semanticscholar.org/CorpusID:158656651>
- Millanga, A. K. (2014). Mobile phones and participatory communication for poverty eradication on public service broadcasting: The case of Tanzania Broadcasting Corporation (TBC). In *Mobile Media and Communication* (Vol. 2, Issue 3). <https://doi.org/10.1177/2050157914533695>
- Noam, E. M. (2019). Media and Digital Management. In *Media and Digital Management*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-72000-5>
- Peraturan Pemerintah. (2005). *PP No. 13 Tahun 2005 tentang Lembaga Penyiaran Publik Televisi Republik Indonesia [JDIH BPK RI]*. <https://peraturan.bpk.go.id/Home/Details/49344/pp-no-13-tahun-2005>
- Prestianta, A. M., Evita, N., & Asmarantika, R. (2022). *Gen Z's Digital Media Consumption and Activities*. UMN Consulting. <https://umnconsulting.id/product/gen-z-lifestyle-and-consumption-habits-2021-copy/>
- Rivoltella, P. C. (2008). *Digital Literacy: Tools and Methodologies for Information Society*. <https://api.semanticscholar.org/CorpusID:265927236>
- Romero, D., & Molina, A. (2011). Collaborative networked organizations and customer communities: value co-creation and co-innovation in the networking era. *Production Planning & Control*, 22(5–6), 447–472. <https://doi.org/10.1080/09537287.2010.536619>
- Shimpach, S. (2019). *The Routledge companion to global television*. Routledge.
- Sjøvaag, H. (2012). Regulating commercial public service broadcasting: a case study of the marketization of Norwegian media policy. *International Journal of Cultural Policy*, 18(2), 223–237. <https://doi.org/10.1080/10286632.2011.573851>
- Torre, M. La. (2014). *The economics of the audiovisual industry: Financing TV, film and web*. <https://doi.org/10.1057/9781137378477.0001>
- Trista, S., & Rusli, A. (2020). HistoriAR: Experience Indonesian history through interactive game and augmented reality. *Bulletin of Electrical Engineering and Informatics*, 9(4), 1518–1524. <https://doi.org/10.11591/EEI.V9I4.1979>
- Van Dijck, J., & Poell, T. (2014). Making Public Television Social? Public Service Broadcasting and the Challenges of Social Media. *Sage Journals*, 16(2), 148–164. <https://doi.org/10.1177/1527476414527136>
- Villi, M., & Picard, R. G. (2019). Transformation and Innovation of Media Business Models. In *Making Media* (pp. 121–132). Amsterdam University Press. <https://doi.org/10.1017/9789048540150.009>
- Wenzel, K. (2022). *Management Models of Digital Transformation*. Springer Fachmedien Wiesbaden. <https://doi.org/10.1007/978-3-658-36158-7>
- Wongso, M., & Istiono, W. (2023). Learn Muay Thai Basic Movement in Virtual Reality and Sattolo Shuffle Algorithm. *International Journal of Science, Technology & Management*, 4(2), 341–349. <https://doi.org/10.46729/IJSTM.V4I2.759>