

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age



Ikhwan Nasution¹, Sholeh Fikri², Mohd. Rafiq³, Icol Dianto⁴

^{1,2,3,4} Islamic Communication and Broadcasting Study Program Postgraduate Master Program Sheikh Ali Hasan Ahmad Addary State Islamic University, Padangsidempuan, Indonesia

ABSTRACT: Communication and information technology development forces the print mass media business to transform into digital media. Print mass media that cannot choose the right and fast strategy are forced to go out of business (close). This study aims to analyze Medan Bisnis Daily's media strategy amid media competition in the digital era because the right strategy is essential to maintaining the sustainability of the media business. The research method used is descriptive qualitative research; observation, interviews, and documentation collect data. Then, the data has been tested for validity through triangulation techniques. The results of the study found that the strategies carried out by Medan Bisnis Daily in facing media business competition in the digital era include media transformation from print to online media, human resource efficiency, effectiveness and productivity, quick response to current issues, building cooperation, and work salaries for journalists. This research discusses that the correct media company strategy will provide opportunities for these media companies to stay afloat longer.

KEYWORDS: Corporate Strategy, Policy, Communication Management, Daily Business Terrain

INTRODUCTION

The presence of the Internet is the most recent media development. Digitalization is growing, and new internet-based media or cybermedia is developing. (Dianto, 2021) So does online media, which thrived after the 1998 reform (Handriyotopo, 2019). The ease of establishing media makes mass media thrive, especially digital-based media. In 2023, the Press Council recorded at least 1,711 media companies in Indonesia. People now often consume news through electronic devices because it is more practical and accessible. This is inversely proportional to print media, which readers are starting to abandon due to the emergence of digital media, which changes how people get information.

Press Council data shows 423 print media companies in the country by early 2023. Meanwhile, the number of verified television media in the Press Council is 369 verified radio companies, the remaining 17 companies (Rufaidah, 2023). The data is company data at the Press Council; so far, no accurate data has been obtained on the number of media that thrive, which could be much larger than the data. Referring to the Press Council data shows a decrease in the number of conventional media and an increase in the growth of digital media. Digital media development adds to the problem's complexity, including popularizing the new mecca of journalism by enslaving speed that often ignores the completeness of data and sacrifices accuracy. (Nasution & Dianto, 2023).

Mass media, like oral messages and gestures, have become indispensable to human communication. Media is an extension of the tongue and hands that contribute to increasing the human capacity to develop social structures (Nadie, 2019). However, many people are unaware of the fundamental relationship between humans and media; for example, many intellectuals see media as a byproduct of technological advances that agitators or charlatans often abuse. This view is accurate, but it ignores the objective relationship between the mass media and society, accessible from the interests of communication actors such as publishing owners, editors, writers, and others. The Internet's presence impacts the media business world, including the world of *public relations* (Dalimunte, 2018).

Mass media management is a transformation process in managing media communication. In other words, the success of mass media management is influenced by three main pillars and is an integral part of mass media, namely techniques, programs, and marketing (Morissan, 2018). These three pillars are determined by the quality of Human Resources (HR). That is why mass media management is essentially how to manage humans to carry out their duties by the objectives of the media itself. When mass media has become a media industry, news orientation will be more partial to market interests. Quoting Eni Maryani's statement, as an industry based on business interests that have already sucked up colossal capital investment, the media industry is the interest of the market above all else. Market considerations are inseparable from media entrepreneurs' economic and political interests in obtaining the maximum profit through the news business (Sudibyo, 2004).

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

Good communication management in the company's organization and the intervention of the company or media owner. Setting new standards is an inevitable addition for the organization and media workers (Jaelani, 2019). The media owner's ideology will affect the news content and the management of communication within the company. Therefore, communication management and ownership of media companies are exciting things to study. Likewise, communication management in organizations between editors-in-chief and journalists as news sources (Silvia, 2021).

Medan Bisnis Daily is one of the *online* media published in Medan, North Sumatra, and has been active in media companies for a long time. Medan Bisnis Daily had a long history before its establishment. Previously, it was a print mass media that transformed into *online media* on March 27, 2017. Crawling from the print mass media, better known as the Medan Bisnis General Daily, established on January 15, 2001, was the best national economic media (*good media*) of its time. Medan Bisnis General Daily had to go out of business due to the helplessness of the emergence of digital media. In recent years, *online media* has developed rapidly and become a means of fulfilling information for people's needs in *real time*. People can more easily access the desired information and news through social media without space and time restrictions.

This is also why the author plans to research this media. Within six years, Medan Bisnis Daily media has not shown any direction toward becoming economically established. Hard work is still being done so that this media grows and can become a source of life for people who depend on it. Therefore, a good communication management strategy is essential for this company to grow and provide welfare for its people.

Online media is a part of the press media known as *cyber media*, which is disseminated through the internet through news sites, online magazines, and online newspapers. Online media management is practically related to the management of news websites (Ummah, 2022). The principles of online media management can be widely applied, including in managing official *websites* of institutions, agencies, or even personal blogs. The areas covered in online media management align with the general principles of print media management, covering design, content, and marketing aspects. The nature of the online media management function aligns with the overall media management function.

In his work Principles of Management, George Terry mentions the management function with the abbreviation POAC. Namely, *Planning* means determining the goals to be achieved in the future and what must be done to achieve these goals; *Organizing* is meant to group and determine various vital activities and give the power to carry out these activities; *Actuating* means determining human resource needs, screening deployment, training, and development of job training, *Controlling* means measuring implementation with goals, determining various causes of deviations and taking corrective actions as needed (Cahyani, 2020).

In online media management, planning begins with making official *online* media credible, including the earliest step of choosing a domain name and media name. This planning determines elements of online media management design, content, and marketing. In organizing, three teams were formed to manage *online* media: The Editor *Department* consists of the editor-in-chief, editors, reporters, and photographers. The marketing *team* (*Marketing Department*) comprises marketing managers or business leaders, advertising and promotion staff, and the social media team for *Social Media Marketing* (Jaelani, 2019).

It is essential to explain communication management in online media organizations, in this case, Medan Bisnis Daily media, to positively impact the development of this media so that it can be used as a benchmark for the success of a media company to manage its company. Therefore, in this article, the author limits the problem to analyzing Medan Bisnis Daily Media's strategies to face online media competition in the digital era.

The digital era is a condition of life in which sophisticated technology can facilitate all activities that support life as it is today (Alam and Saylendra, 2023). The digital era is also present to replace some of the past technology to be more modern and practical. To deal with it well, it is necessary to prepare a very mature business plan. Therefore, Medan Bisnis Daily media participates in this digital era, competing in routine and new ideology.

Media Medan Bisnis Daily is an online media publication in Medan, North Sumatra. It was established on March 29, 2017, with the company PT Informative Digital Creations. Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0007181. AH.01.01; Year 2018 (Apriliansi, Azheri & Delfiyanti, 2019). Verified administration and factual Press Council and Indonesian Cyber Media Union members. Media Medan Bisnis Daily transformed from Media Harian Umum Medan Bisnis newspaper print media media economy on January 15, 2001.

This company has been active in the media industry for a long time. Medan Bisnis Daily is the only print economic media from North Sumatra. However, helpless from the impact of digitalization, the solution is to switch to *online* media. Medan Bisnis Daily is a news portal that focuses on readers who live or come from North Sumatra, both those in the country and those living abroad. Medan Bisnis Daily has various *content*, initially ranging from Economics and Business, Politics, Law/Crime, Regions, Agribusiness, Culture, Health, Entertainment, Sports, Infrastructure, Disaster, Tourism and Culinary. It has been expanded to include national news, figures, opinions, and video sections. Initially, Medan Bisnis Daily media only displayed replicas and news of Medan Bisnis Daily Newspaper as a Medan Bisnis *Daily e-paper*. Furthermore, the reach of this media was extended to areas in North Sumatra. Medan Bisnis Daily has its management and editors after officially incorporating PT. Informative Digital Creations.

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

Medan Bisnis Daily visitors continue to increase with the increasing productivity and quality of news presented to readers. With the tagline of the North Sumatra information window, Medan Bisnis Daily wants to position itself as an alternative media and trusted reference source about North Sumatra, unbiased by various political, economic, and power interests.

RESEARCH METHOD

This research applies a qualitative descriptive method to describe an event and phenomenon in depth (Sugiyono, 2010). This method involves describing, recording, analyzing, and interpreting the occurring conditions. In other words, this study aims to obtain information about the situation. The primary data source is collected directly by researchers (their officers) from the first source. The primary data source in this study is the company leader, who has the most influential position in communication management at Medan Bisnis Daily. The Editor-in-Chief is the second person who is very influential regarding the back and forth of the Medan Bisnis Daily company; the Editor is the most influential person in the birth of quality journalistic work and other positions considered to support the fulfillment of primary data.

In addition, secondary data are obtained from the first source. This secondary data is usually compiled in the form of documents, such as data about a company's productivity, data about online media, and so on. The secondary data in this study was sourced from data found in the research location, such as information through books, the internet, Medan Bisnis Daily media pages, and journals related to online media communication management.

Data collection techniques are a series of ways that the author obtains accurate data information to be accounted for as scientific research. According to Sugiyono (2017), data collection techniques are a strategic step in research because data collection is the primary goal of a study (Syuhudi and Mahmud, 2023). The study used several techniques to collect the data needed for this study, including observation or observation techniques used to collect data by observing ongoing activities. The author uses the *passive participant observation method*, in which the author is present at the research site but is not actively involved in the activities of the observed subjects. This makes the author play the role of an external observer. However, in certain situations, the author may also be directly involved with the activities of the research subject. The author made a direct visit to the Medan Bisnis Daily media office to make observations, using small notes to record information that was considered relevant and essential according to the focus of the study.

Next, the author conducted an in-depth interview. An interview is a technique of interaction between the author and the subject under investigation. This process involves the author asking questions about the resource persons' strategy in Medan Bisnis Daily. The goal is to obtain data and information relevant to the research through interviews. When conducting an interview, the author carries a guide that outlines the questions to be asked. The author uses an interview guide to obtain information about establishing Medan Bisnis Daily, Medan Bisnis Daily's financial resources, obstacles passed, and strategies for managing Medan Bisnis Daily's companies. This research also utilizes data collection methods through documentation; it aims to obtain information from documentation sources such as relevant books, regulations and policies, activity reports, photos, and other data.

RESULT AND DISCUSSION

History of Medan Bisnis Daily Media

Paul Kusuma founded Medan Bisnis Daily Media in the *online* version. This media is officially incorporated PT. Informative Digital Creations on February 7, 2018 (Azharuddin, 2024). Media Medan Bisnis Daily is one *online media* published in Medan, North Sumatra, registered with the Minister of Law and Human Rights with the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-0007181. AH.01.01 of 2018 (Apriliani, Azheri & Delfiyanti, 2019). Verified administration and factual Press Council and Indonesian Cyber Media Union members. Media Medan Bisnis Daily was transformed from Media Harian Umum Medan Bisnis, a print newspaper focusing on economics, on January 15, 2001. This company has been active in the media industry for a long time.

Medan Bisnis Daily is the only print media that focuses on the economic sector of North Sumatra. However, it could not compete with other mainstream media, so this media had to close in 2017. The closure of print media is the same as print media in general due to helplessness from the impact of digitalization. Medan Bisnis also switched to *online* media by taking the same name. Medan Bisnis Daily is a news portal that focuses on readers who live or come from North Sumatra, both those in the country and abroad (Kusuma, 2024). Media Medan Bisnis Daily has various content, ranging from Economics and Business, Politics, Law/Crime, Regions, Agribusiness, Culture, Health, Entertainment, Sports, Infrastructure, Disaster, Tourism and Culinary. It is expanded with national news sections, figures, opinions, and videos. Media Medan Bisnis Daily initially only featured replicas and news of the Medan Bisnis Daily Newspaper and the Medan Bisnis Daily e-paper published that day. Furthermore, the reach of this media was extended to areas in North Sumatra; Medan Bisnis Daily media has its management and editorial.

Several Medan Bisnis print employees and reporters still persist in managing Medan Bisnis Daily's joys, sorrows, and dynamics. Professional people manage this media; Medan Bisnis Daily can keep pace with *online* media that have already been present in the world of mass media companies. By giving birth to quality and actual news, Medan Bisnis Daily is loved by its readers. Medan Bisnis print loyal readers continue to survive as loyal readers of Medan Bisnis Daily. Visitors or readers of Medan

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

Bisnis Daily continue to increase along with the increasing productivity and quality of news presented to readers. With the tagline of the North Sumatra information window, Medan Bisnis Daily wants to position itself as an alternative media and trusted reference source about North Sumatra, unbiased by various political, economic, and power interests.

Medan Bisnis Daily Media Vision is an *online* news portal that focuses on readers of citizens who live or come from North Sumatra, both those in the country and abroad. Medan Bisnis Daily is an alternative media and a trusted reference source about the world of North Sumatra, striving to always present information in an objective, intact, independent perspective, unbiased by various political, economic, and power interests.

Medan Bisnis Daily Media Strategy Facing Business Competition in the Digital Age

Medan Bisnis Daily transforms online media from the previous Medan Bisnis print media. With this transformation to online media, Medan Bisnis Daily media adds competition with online media that have already been established. Medan Bisnis Daily can compete with other online media at a relatively young age. In today's digital era, competition pursues speed, and quality must also be considered. For this reason, the strategies or steps taken by the Medan Bisnis Daily media company to improve and maintain performance in the face of competition in this digital era are:

1. Transformation of media from print to online media

Media Medan Bisnis Daily was previously a print media company named Harian Umum Medan Bisnis. Initially, the Medan Bisnis General Daily print media was one of the best Medan-published media that could keep pace with other print media in North Sumatra. However, with the emergence of the digital era after the reform in 1998, many print media outlets have gone out of business. The digital world began to penetrate remote areas, and in the end, print media transformed into online media. Harian Umum Medan Bisnis stopped printing newspaper production in 2017. In that year, the news could only be accessed through www.medanbisnisdaily.com. From here, the beginning of the online media, Medan Bisnis Daily, was thoughtfully managed by *the owner* with the support of several permanent employees in this media. This is according to the interview session with the General Chairman of Medan Bisnis Daily, Paul Kusuma:

"The birth of Medan Bisnis Daily media was originally only to work on news in North Sumatra to satisfy readers in Medan Bisnis print. Currently, the number of employees working at Medan Bisnis Daily is only 30. This number includes regional journalists or reporters and does not represent the 33 regencies/cities in North Sumatra. Most employees who still work at Medan Bisnis Daily are old employees at Medan Bisnis Print. Medan Bisnis Daily was established on March 17, 2017, before it was officially incorporated. This media initially served readers of the Medan Bisnis print Daily to reach readers in *real time* to satisfy Medan Bisnis print readers at that time" (Kusuma, 2023).

According to the General Leader, the prospect is increasingly promising, so Medan Bisnis Daily transformed into online media. This media became an independent company and its legal entity, namely PT. Informative Digital Creations. Medan Bisnis Daily media no longer targets business economic news as the ideology of Medan Bisnis print news before, although the ideology is still economic media. Employees of Medan General Daily Print business, after closing, joined Medan Bisnis Daily. Some others entered the Daily Analysis or companies managed by large families of Medan Bisnis business owners. Those who persist in managing Medan Bisnis Daily media continue to strive to raise this media with all its limitations.

2. HR Efficiency and Management

Management efficiency exists, as explained by the transformation of print media to online media. The duties of editors are structured downwards from general leaders, editors-in-chief, editors, and journalists, not bound by time. Journalistic works can also be broadcast quickly compared to print media, and they must go through the stages of face-to-face editorial meetings to decide which news is worth airing and which headline or opinion is the best. With online media, editorial meetings can be held online and at any time without meeting face-to-face. Communication between journalists and editors is only through social media, but it does not reduce the essence of face-to-face meetings. Most importantly, journalistic works that result from journalists' coverage can already be broadcast.

Quoting Tanjung (2018), Medan Bisnis General Daily was published on January 15, 2021, in Medan City, North Sumatra. Medan Bisnis General Daily is a print newspaper with an ideology of business economic reporting. This business economic media from North Sumatra is growing and developing. The newspaper that works on economic and business news is incorporated as PT. Grace of Business Fields. This sees other business prospects from media companies that tend to prioritize political reporting, crime, urban issues, and other general news.

In its development, Medan Bisnis Daily media grew and began to have readers spread inside and outside of North Sumatra Province. Medan Bisnis Daily can juxtapose and balance the online media in North Sumatra. This can be seen from the number of readers increasing daily with the support of human resources (HR) ranks. However, in early 2020, the Covid-19 pandemic hit Indonesia and many other countries worldwide. All media are affected; restrictions on activities and social distancing have decreased the productivity of media news in general. The company uses more effective and efficient policies than editorial policies when Medan Bisnis prints. One of them uses social media platforms such as WhatsApp as a medium of communication and coordination for editorial meetings. Interview with Editor-in-Chief Sasli Pranoto said:

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

"Through the WhatsApp group, all company policies are conveyed. News issues, assignments, building cooperation with partners, and advertising issues were all conveyed through WhatsApp groups. Social media is a more effective communication tool, saving costs and delivering faster messages. Companies benefit more from this way of working. So we don't have to meet in the office; meetings are only in groups." (Pranoto, 2024).

Communication management in managing online media, as quoted above, is significantly different. Editorial meetings in managing print media are predominantly face-to-face. However, in online media, editorial meetings are held only at certain times. Assignments, coverage plans, and new ideas are all submitted through social media or WhatsApp groups, as implemented by Medan Bisnis Daily.

3. Effectiveness and Productivity

In the press, most media carry editorial policy as the leading guide, making it the moral foundation that directs the actions and authorities necessary to achieve the goals of a media. These principles are not just norms but guides that control the steps of a mass media institution in weighing, deciding, and choosing whether or not to broadcast news. Thus, editorial policy is the key to effectiveness and productivity in conveying information to the public.

Medan Bisnis Daily editorial policy in managing communication management does not interfere too much with reporters to get news. Editors give reporters the freedom to find news as they want to be published in Medan Bisnis Daily, but the editor-in-chief assigns reporters to pursue issues that editors think need to be done to get good news.

"Every day, all journalists must produce news, whether commissioned from the editor/coordinator of coverage or news initiated by journalists themselves. In planning, reporting, writing, and broadcasting news, it is mandatory to follow and obey the journalistic code of ethics." (Pranoto, 2024).

Policy in the media is very closely related to the goals to be achieved. This phenomenon is increasingly emerging along with the increasing role of the media as a crucial institution in society, which is also reflected in Medan Bisnis Daily. Medan Bisnis Media has an editorial policy as the leading guide, directing every element to always align with established principles. This policy is a guideline and a solid foundation, ensuring that every step the institution takes remains within the boundaries and vision set.

4. Quick Response to Current Issues

Medan Bisnis Daily is a business economic media with an editorial policy that prioritizes business economic news as the most exploited issue. However, this policy is not carried out, and it could be that this economic media exploits current issues, such as during the political year when readers are waiting for issues of political developments in Indonesia. Political issues become the most pursued issue by journalists. Based on the results of an interview with the Editor-in-Chief of Medan Bisnis Daily:

"Medan Bisnis Daily media has the ideology of business economic reporting as highlighted news, but in this digital era, all issues can be interesting to report. Not focusing on economic and business news alone, but political, legal, criminal, and natural events news can all be reported. Online media raises news more interesting issues that invite the interest of many readers because many readers can be a source of media income. This means sensitivity to interesting issues that will be used as news topics is needed. Now and then, the newsroom assigns reporters to pursue issues that the editor thinks need to be done to get good news." (Pranoto, 2024).

A close look at Medan Bisnis Daily's editorial policy in news writing reveals that Medan Bisnis Media editors expressly set their own rules, telling writers to always stay within the limits of policies that refer to the ideology and routines on which they are based. This policy is also reflected in economic news, which cannot be separated from the influence of the five levels in Shoemaker and Reese's theory of the hierarchy of influence. (Shoemaker & Reese, 1996) The influence of the individual or author himself, daily routines, the identity of media organizations, external influences, and ideologies form a strong basis for Medan Bisnis Daily policies, as explained by Ivan Guntara in an interview (Guntara, 2024).

In the author's analysis, Medan Bisnis Daily conveys news facts, and journalists and reporters must use straightforward, clear language to address the problem's core firmly. Medan Bisnis reporters must also comply with the journalistic code of ethics and Law Number 40 of 1999 concerning the Press. This is intended so that Medan Bisnis Daily avoids press offenses that can harm companies and reporters. This is reinforced by the results of an interview with the General Chairman of Medan Bisnis Daily, saying:

"Medan Bisnis Daily maintains its media performance by retaining quality journalists and recruiting new quality journalists. Educational qualifications, experience, and knowledge of the code of ethics and Law Number 40 of 1999 concerning the Press are absolute requirements for receiving reporters in the Medan Bisnis Daily media. Medan Bisnis Daily no longer focuses on economic and business news. Even if it is indeed preferred, all news is worth publishing; it's just that it prioritizes interesting issues to increase readership." (Kusuma, 2023).

5. Building Cooperation

The external influence of advertising and cooperation with partnership patterns is the principal capital of Medan Bisnis Daily Media. Advertisements widely aired daily on Media Medan Bisnis Daily are the company's source of income. Nevertheless, the quality of news is maintained to maintain the media's reputation. The more productive personnel at work will increase the nominal value of income. In an interview with Sasli Pranoto, editor-in-chief of Medan Bisnis Daily, Sasli explained, "Intensive

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

communication with journalists on duty in the field needs to be done to get actual news. Reporters are advised to prioritize news events rather than ceremonial, government activities from partners, namely the government and the private sector, even though it is needed as part of the media's source of income." (Pranoto, 2024).

In the author's analysis, advertising is also manifested in the design of media content that reflects the consumption patterns of the target audience. Advertising revenue is critical to the survival of mass media, and larger ad companies have tremendous power to influence media content, such as an advertising agency's ability to limit the message or coverage conveyed by the media. Thus, the media seeks to adjust the consumption patterns desired by advertisers to achieve maximum profits. External influences from advertisers and cooperation with partnership patterns are the principal capital of Medan Bisnis Daily media.

6. Honor and Performance Bonus

The policy of paying employee salaries included in the editorial box or organizational structure, from the editor-in-chief to reporters, is a plus in managing online media. Medan Bisnis Daily pays its employees the same salary but based on the position of position. In addition to a fixed salary or *basic salary*, news is also paid based on criteria, as the results of an interview with Iwan Guntara, editor of Medan Bisnis Daily, explained that: "Media Medan Bisnis Daily pays salaries and employee salaries. Salary and honor are good work motivations in online media. The salary depends on the position. In addition, bonuses are received by employees and reporters in performance, such as the policy of paying salaries for news writers whose readers are more than a thousand people." (Guntara, 2024).

In the author's analysis, Medan Bisnis Daily Media implements good company management. Many online media outlets today do not pay employees salaries; they only give them press cards, which already makes them workers in that company. In addition to getting salary and news honors, Medan Bisnis Daily media provides bonuses to employees at the company. According to General Leader Paul Kusuma, the results of image advertisements and advertorial advertisements obtained through intermediaries of editors and reporters in the regions are given commissions from companies reaching 20 percent or greater by communication agreements built between superiors or decision makers and subordinates.

DISCUSSION

The purpose of this analysis of research findings is to provide a comprehensive picture of the results found through observation, interviews, and documentation. The findings are then investigated and analyzed to draw conclusions and determine the truth. In analyzing this study's findings, a comparison was made with previous theories to assess whether Medan Bisnis Daily's media strategy has effectively competed with other media. Medan Bisnis Daily Media is an online media transformed from the Medan Bisnis General Daily print media. Medan Bisnis Daily was born in 2017, and its growth is significant. It can be seen in the increasing number of readers daily. Only this media was affected, resulting in a decrease in the quality of news and the impact of decreased activity during the COVID-19 pandemic from 2020 to 2022. Coming out of the pandemic problem, Medan Bisnis Daily company slowly bounced back. The routine of activities to produce quality news is back to squirming. Intense communication is carried out between leaders and subordinates up to the level of regional reporters. Communication through Internet application platforms produces journalists' work as media content.

In particular, Medan Bisnis Daily is managed by professional people at the level of editors and reporters. A total of thirty people from different backgrounds are currently engaged in filling out rubrics. The thirty people are already included on the editorial board. Editor-in-Chief, Editor, Editorial Staff, and journalists in several regions in North Sumatra Province. Careful and sustainable editorial strategies or policies are carried out in the management of this media. Implementing strategic measures by Medan Bisnis Daily as an online media can build a strong foundation for better news quality, increase reader trust, and ensure sustainable growth in a dynamic digital media environment. Improving the quality of news and online media performance requires a careful and sustainable editorial policy strategy.

The strategy carried out by the general leadership in Medan Bisnis Daily Media provides more freedom and flexibility for its employees. In this digital era, the editor-in-chief is more flexible in managing media, and it can be done online without face-to-face interaction. Still, journalists are required to send journalistic work continuously every day. The costs incurred are only routine costs for offices. Employee salaries are relatively reduced compared to managing print media before.

This strategy has been passed since the Medan Bisnis Daily media was born in 2017; the growth is quite significant; it's just that it had decreased due to the impact of the pandemic from 2020 to 2022. Coming out of the pandemic problem, Medan Bisnis Daily's company slowly rose even though it had to clean up again due to the decline in employees and reporters in some regions. Paul Kusuma explained that Medan Bisnis Daily is managed by professional people at the editor and reporter level. A total of 30 people are currently filling out rubrics with different backgrounds. The number of workers in Medan Bisnis Daily, which is 30 people, is included in the editorial ranks. Editor-in-chief, editor, editorial staff, and journalists in some regions in North Sumatra (Kusuma, 2024).

The influence of internal policies of media organizations and external influences. Internal influence on media content is related to the interests of media owners, individual journalists as news seekers (Asitomo, Majid & Idris, 2022) and the routines of media organizations. Meanwhile, external factors affecting media content are related to advertisers, governments, society, and

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

others. In this context, internal influence refers to factors that originate from within the media organization, while external influence relates to factors that originate from outside the media organization. Policy in the media is very closely related to the goals to be achieved. This phenomenon is increasingly emerging along with the increasing role of the media as a critical institution in society, which is also reflected in Medan Bisnis Daily. Media Medan Bisnis Daily has an editorial policy as the leading guide, directing every element to always align with established principles. This policy is a guideline and a solid foundation, ensuring that every step the institution takes remains within the boundaries and vision set.

CONCLUSION

Based on the results of the research obtained by the author, the author can conclude that Medan Bisnis Daily's media strategy responds to business competition in the digital era using several essential strategies to survive and develop media companies the transformation of print media to online media, increasing human resources and management, effectiveness and productivity in management, quick response to current issues, building cooperation Partnership is the principal capital of Medan Bisnis Daily media. Providing good performance honors and bonuses to editorial employees and journalists is a plus point of Medan Bisnis Daily.

REFERENCES

- 1) Alam, Mahzar Muhamad & Saylendra, Nadya Putri, "Sosialisasi Berbisnis di Era Digital pada Pelaku Usaha Mikro Kecil Menengah," *Abdima Jurnal Pengabdian Mahasiswa*, Vol 2, no. 2 (2023): 644–651.
- 2) Apriliani, N., Azheri, B., & Delfiyanti, D. (2019). Juridical Analysis Regarding the Decision of the Central Supervisory Board against Violation Conducted by Notary (Case Study: Decision of the Notary Central Supervisory Board Number: Pts.04/B/MPPN/VII/2017). <https://doi.org/10.18415/ijmmu.v6i2.731>
- 3) Asitomo, R. A., Majid, A., & Idris, M. (2022). Policy Of The Daily Editorial Policy Of Ujung Pandang Express (Upeks) In Determining News Headlines In The Digital Age. *RESPON JURNAL ILMIAH MAHASISWA ILMU KOMUNIKASI*. <https://doi.org/10.33096/respon.v3i2.66>
- 4) Azharuddin, Notaris di Kabupaten Deli Serdang, dokumen diakses pada 17 Januari 2024.
- 5) Cahyani, Masrifah Adelina, "Strategi Komunikasi Humas Pemerintah Kota Surabaya Dalam Melayani Dan Menggali Potensi Masyarakat Melalui Media Sosial," *Jurnal Ilmu Komunikasi* 10, no. 1 (10 April 2020): 1–16, <https://doi.org/10.15642/jik.2020.10.1.1-16>.
- 6) Dianto, I. (2021). Moderasi Beragama melalui Film Animasi: Peluang dan Tantangan pada Generasi Digital. *NALAR: Jurnal Peradaban Dan Pemikiran Islam*, 5(2), Article 2. <https://doi.org/10.23971/njppi.v5i2.2400>
- 7) Fitri, Rufaidah, "Persepsi Pengelola Media Tentang Clickbait: Studi Deskriptif pada media Online di Kota Bandung", (Bandung, 2023).
- 8) Guntara, Iwan, Wawancara pribadi dengan Redaktur Editor Medan Bisnis Daily pada 17 Januari 2024 Pukul 8.30 Wib.
- 9) Handriyotopo, "Desktop Publishing Di Era Digital 4.0 Dan Tantangannya Pada Industri Surat Kabar di Indonesia," *SemanTECH (Seminar Nasional Teknologi, Sains dan Humaniora)* 1, no. 1 (23 Desember 2019) :332-343.
- 10) Jaelani, Dian Iskandar, "Manajemen Public Relations (Humas) Pendidikan Islam: Kajian Tematik Al Quran Dan Hadits," *Istawa: Jurnal Pendidikan Islam* 3, no. 2 (17 Januari 2019): 57–96.
- 11) Kusuma, Paul, selaku Pemimpin Umum Medan Bisnis Daily, Wawancara di kantor Medan Bisnis Dail pada tanggal 17 Januari 2024 pukul 14.00 WIB.
- 12) Kusuma, Paul, Wawancara pribadi dengan Paul Kusuma, selaku Pemimpin Umum Medan Bisnis Daily, pada tanggal 17 Januari 2024 pukul 14.00 WIB.
- 13) Morissan, "Manajemen Media Penyiaran: Strategi Mengelola Radio & Televisi", Ed. Revisi (Jakarta: Prenada Media, 2018).
- 14) Nadie, Lahyanto, "Media Massa dan Pasar Modal: Strategi Komunikasi bagi Perusahaan Go Public," *Pustaka Kaji*, 2019.
- 15) Dianto, I. (2021). Moderasi Beragama melalui Film Animasi: Peluang dan Tantangan pada Generasi Digital. *NALAR: Jurnal Peradaban Dan Pemikiran Islam*, 5(2), Article 2. <https://doi.org/10.23971/njppi.v5i2.2400>
- 16) Nasution, I., & Dianto, I. (2023). Demokrasi dan Kebebasan Pers: Negara, Demokrasi, dan Kebebasan Pers Sebagai Pilar Demokrasi. *Ittishol: Jurnal Komunikasi dan Dakwah*, 1(1), Article 1.
- 17) Shoemaker, P. J., & Reese, S. D. (1996). *Mediating The Message: Theories of Influences on Mass Media Content* (2 ed.). Longman.
- 18) Syuhudi, I., & Mahmud, H. (2023). Pengorganisasian Perspektif Al-Qur'an. *J-CEKI : Jurnal Cendekia Ilmiah*, 3(1), Article 1. <https://doi.org/10.56799/jceki.v3i1.2459>
- 19) Pambudi, Dalimunte, "Tantangan Komunikasi Baru Digital dan Revolusi Industri 4.0," *Prosiding Konferensi Nasional Komunikasi* 2, no. 01 (29 Desember 2018): 789–794
- 20) Pranoto, Sasli, selaku pemimpin redaksi Medan Bisnis Daily, Wawancara di kantor Medan Bisnis Daily pada Tanggal 18 Januari 2024 pukul 16.00 Wib.

Medan Bisnis Daily Media Strategy to Win the Competition in the Digital Age

- 21) Silvia, "Manajemen Media Massa," Scopindo Media Pustaka, 2021.
- 22) Sudibyo, Agus, "Ekonomi Politik Media Penyiaran", (Lkis Pelangi Aksara, 2004).
- 23) Sugiyono, Metode Penelitian Kualitatif dan R&D, Bandung: Alfa Beta, 2010.
- 24) Sugiyono, Metode Penelitian Bisnis: Pendekatan Kuantitatif, Kualitatif, Kombinasi, dan R&D, Bandung: Alfa Beta, 2017.
- 25) Syuhudi, Irfan dan Mahmud, Hamidullah, "Pengorganisasian Perspektif Al-Qur'an," J-CEKI: Jurnal Cendekia Ilmiah 3, no. 1 (14 November 2023): 126–36, <https://doi.org/10.56799/jceki.v3i1.2459>.
- 26) Tanjung, Nurhalim. "Kebijakan Editorial Surat Kabar Harian Medan Bisnis Dalam Pemberritaan Masalah Ekonomi Dan Bisnis." Persepsi: Communication Journal 1, no. 1, Desember 2018.
- 27) Ummah, "Manajemen Industri Media Massa," Syiah Kuala University Press, 2022).



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0) (<https://creativecommons.org/licenses/by-nc/4.0/>), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.