

Research Article

Koran Tempo's Innovation to Engage Gen Z Through Digitalization

Rachma Tri Widuri*, and Muhammad Nur Hidayat

Media Production Study Program, Politeknik Tempo, South Jakarta, Indonesia

ORCIDRachma Tri Widuri: <https://orcid.org/0000-0002-5620-0920>**Abstract.**

The development of digital technology in Indonesia has drastically changed people's media behavior and habits. This change causes people to have two lives, namely real life and cyberspace. As a result, these changes are capable of producing technological disruptions. What has happened then is that new media have sprung up, especially online or cyber media. On the other hand, the number of print and radio media fell, while television media stagnated. Regarding these conditions, Koran Tempo, one of the business lines of the Tempo Media Group, inevitably has to innovate. As of January 1, 2021, this newspaper stops printing and switches to 100% digital form. This is done to outreach Gen Z and to have efficient business. This research tries to probe Koran Tempo's strategy to attract the attention of Gen Z, through various digital innovations since the paper ceased publication in full on January 1, 2021. This study was conducted using qualitative methods and a case study approach. Primary data collection was carried out through interviews with the CEO, Board of Directors, Editor in Chief, and Senior Editors of Koran Tempo. Secondary data was collected through related references derived from books, online articles, and other research journals related to this study. This research shows that the program created by Koran Tempo has been proven to grab Gen Z through two types of innovations conducted by management, namely content innovation and design innovation.

Keywords: Koran Tempo, digital, gen Z, innovation, media

1. Introduction

The development of cyber media and social media (new media) has had quite serious implications for traditional media such as print media (newspapers and magazines). The development of internet technology has brought many changes to people's way of life, including in the field of mass communication, namely the way people consume news. Internet-based media has replaced the role of conventional media, especially print media such as newspapers and magazines.

Competition between media platforms is becoming increasingly fierce. In the last 10 years or so, online media has completely excelled in attracting the number of readers. Kemp explained that Indonesia's population in 2022 will reach 277.7 million people.

Corresponding Author: Rachma Tri Widuri; email: rachma.widuri@politekniktempo.ac.id

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Demographically, the population consists of 50.3 percent men and 49.7 percent women. As many as 57.9 percent live in urban areas and the remaining 42.1 percent live in rural areas. Starting in 2022, this population will be dominated by Generation Z and millennials, which will reach more than 50 percent. Generation Z born between 1999-2012 is more dominant than millennials, reaching 27.94 percent while millennials are 25.87 percent of the total population [1].

Data from the Ministry of Communication and Information, internet users in Indonesia in 2022 will reach 204.7 million people. This means that total internet penetration has reached 73.7 percent of the total national population. The internet and social media have been integrated into people’s lives. National news consumption patterns have automatically changed. Conventional mass media is increasingly losing its appeal in the eyes of the public, especially Gen Z. Compare this with newspaper circulation, which is only 500 thousand copies at most with a readability level of 2 million people [2]. Nielsen Research data shows that there has been a dramatic change in information consumption patterns as follows [3].

TABLE 1: Media Penetration, 2015-2021 [3].

	2015	2021	Change
Internet	38,5%	71,1%	+84%
TV	96,2%	87,7%	-8,8%
Radio	29,1%	17,5%	-39,9%
Newspaper	10,3%	5,2%	-49,1%

Table 1 show the dramatic decrease of newspaper penetration during 2015 to 2022.

TABLE 2: Media Usage Time per Day, 2022 [3].

Media	Media usage
Internet	8 hours 36 minutes
TV	2 hours 50 minutes
Radio	37 minutes
Newspaper	1 hour 47 minutes

Table 2 show that newspaper usage is less than other media, except radio. Things like this don’t only happen in Indonesia, but also in the world. The development of digital media means more people are accessing the internet instead of buying newspapers to find news. As a result, a number of companies moved their advertising spending from

print media to Google. In fact, Google’s advertising revenue in 2013 beat the combined advertising revenue of all print media in The United States of America [4].

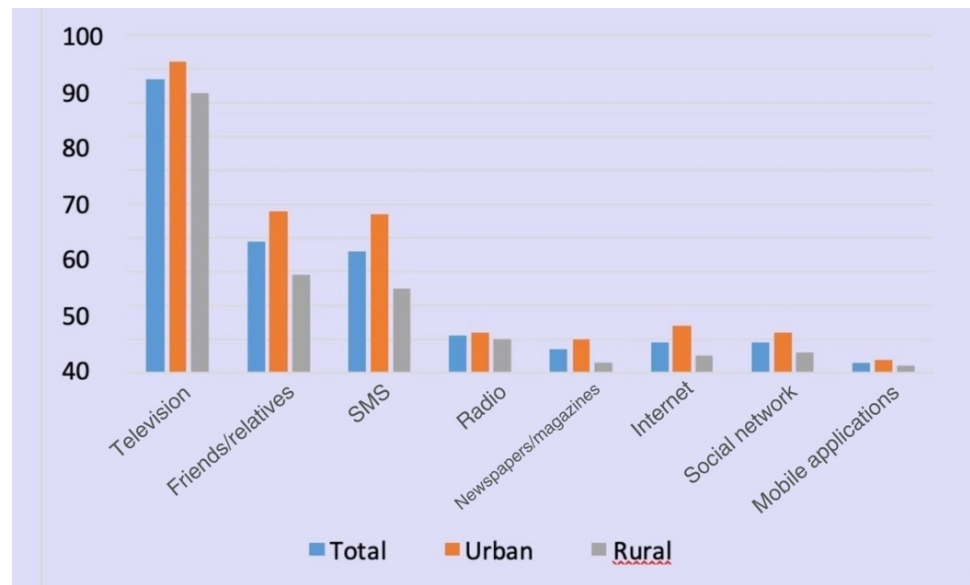


Figure 1: Media Usage Time per Day, 2022 [5].

Figure 1 show that newspaper usage is very low in rural community, while television achieve the highest usage.

The biggest decline in print media circulation and advertising revenue in the world occurred in retail sales, which fell 26 percent from 2008 to 2012. Subscription sales fell 8 percent since 2008. The worst decline in print media circulation and advertising sales occurred in the United States. Print media in the United States on average lost 42 percent in revenue from 2008 to 2012, whereas online media advertising sales .rose 22 percent [6].

The data above shows that the hardest hit in terms of penetration by the technological disruption is newspaper print media. Koran Tempo is one of them. Koran Tempo stopped publishing its last edition on December 31, 2020, referring to changes in the behavior of newspaper readers and the increasing number of subscribers to the digital version of Koran Tempo. This print media published by Tempo Media Group is the first print media to completely switch to a digital platform, without a print version at all. This was done as a form of adaptation to attract Generation Z readers as well as a form of efficiency.

2. Problem Statement

It must be admitted that the current generation or the digitally savvy social media generation almost never read mainstream media. When looking for information or news, Gen Z makes more use of social media which can be read very quickly in a short time. The quality and depth of news content on social media is much different from mainstream media such as print media which has to wait until the next morning to visit readers [7].

Conditions like this threaten the existence of paid mainstream media, which offers quality information but is not free. Until now, free media, such as traditional television, is still popular, but perhaps one day society will abandon it. Wina Armada Sukardi [8] stated that adherents of the Generation Theory initiated by the Hungarian sociologist Karl Mannheim in his essay entitled “The Problem of Generation” in 1923, generally discussed the theory of generations including and placing different generations. It’s called a generation, that is, there is a generation called Generation Z, namely those born in the period 1995-2010 [9].

The so-called generation Z is still at school or in their first year of college. Generation Z has the privilege of being born in the internet or cyber era, an era where information is very easy to obtain for free. With a very digital mindset and behavior based on high technology. They almost no longer need conventional press such as printed newspapers and magazines [10]. Furthermore, in the future they have also abandoned traditional free television broadcasts. Gen Z doesn’t need print media, because they can just search for news on their smartphone. They are also not interested in reading the news in the order presented by the print media. Based on the background that has been presented, the author wants to know what innovations have been carried out by Koran Tempo to attract readers from Generation Z so that they can continue to survive amidst the onslaught of technological disruption. A number of questions that guided this research were:

1. What is behind Koran Tempo’s move to switch completely to digital format?
2. What innovations in the field has Koran Tempo made to get closer to Gen Z readers?
3. What are the obstacles in editorial management after switching to digital format?
4. Have the innovations carried out by the Koran Tempo Digital editorial crew succeeded in attracting the attention of Gen Z?

3. Literature Review

3.1. Koran Tempo

Koran Tempo is a daily online digital newspaper in Indonesia. It is published by PT Tempo Inti Media Harian, a part of Tempo Inti Media, which also published Tempo magazine. It was first published as a print newspaper on April 2, 2001, with a circulation of 100,000 daily. On November 6, 2000, Tempo became the first media to enter the stock exchange (go public) using the name PT. Tempo Media Inti so that it is easy to recognize. On April 2, 2001, when Tempo magazine was 30 years old, PT. Tempo Media Inti publishes a newspaper called Koran Tempo [11].

By dividing the page into six columns, Koran Tempo tries to present concise news without losing its depth. Just like Tempo Magazine, Koran Tempo continues to provide investigative news, especially those related to corruption and abuse of power. In 2002 Koran Tempo received an award as the most credible newspaper from the Press Council. Koran Tempo received this award because of its quality reporting [12].

On May 9, 2005, Koran Tempo was published with a change in format. This is based on considerations of city residents who are an increasingly busy segment of Koran Tempo readers, whose reading time is increasingly limited, so readers need news that is more directly focused. Apart from that, readers are bored with the relatively uniform newspaper design. Koran Tempo considers that it is necessary to create a newspaper design that is compact and strong, easy to carry and can be read anywhere. Koran Tempo wants to restore the principles of daily newspaper journalism, namely: fast, direct, and concise. The presentation of Koran Tempo is oriented towards the needs of diverse readers.

Since it was first published on April 5, 2001, Koran Tempo has featured a number of surprises, including a fresh design, a way of writing that is back to basics, concise but deeper and of course with more weighty overall content. Apart from the content, appearance is an important part of Koran Tempo. One of Koran Tempo's breakthroughs was publishing regional supplements printed in Surabaya for the East Java and Bali regions and Solo for Central Java/Yogyakarta. Four pages were specially prepared for readers in the area [13].

The beginning of the establishment of Koran Tempo, PT. Tempo conducted a trial as a community newspaper. The name used is Tempo Gading which is distributed in the Kelapa Gading area, Jakarta. The community newspaper contributed to a three-fold

increase in subscribers in the area. Distribution through the community was able to increase Koran Tempo's sales turnover by 5%.

Koran Tempo is a general daily that is independently published and provides a large portion of politics and economics. Koran Tempo tries to present information clearly, accurately, honestly, balanced and not bombastic. In reporting, Koran Tempo adheres to 32 so-called firewall or "line of fire" between the editorial and advertising departments. The line of fire is a line that clearly separates the goals and interests of the newsroom from the business room. The existence of this dividing line made several companies cancel their advertising contracts because they felt attacked by Koran Tempo's news. (www.tempo.co.id/profil). Koran Tempo continuously makes quality improvements. These improvements were made through design improvements to attract readers' attention. Displaying infographics is one way to attract readers [13]. The quality improvements carried out by Koran Tempo resulted in an award from the Language Center of the National Education Department. From 2007 to 2010, Koran Tempo succeeded in winning the award as the best Indonesian language newspaper [12].

In 2013 Koran Tempo further strengthened its position with a more dynamic design. As one of Koran Tempo's efforts to encourage law enforcement in Indonesia, Koran Tempo pays special attention to cases of corruption and violations of the law. To make news presentation more complete and easier to read. In 2014 Koran Tempo strengthened its coverage of the economy and business and added infographic space. In the June 11, 2013 edition, Koran Tempo won the "Best Headline Writing BPK" award [14].

Koran Tempo stopped publishing its last edition on December 31, 2020, referring to changes in the behavior of newspaper readers and the increasing number of subscribers to the digital version of Koran Tempo. Koran Tempo announced that it will stop publishing the print version and will completely switch its newspaper to digital starting January 2021. According to Tempo Media Group Business Development Director, Y. Tomi Aryanto, this decision was taken by his party because of changes in the behavior of newspaper readers in recent years. By the increasing use of smartphones, reader behavior has shifted from print to digital media.

3.2. Innovation

The term innovation is always interpreted differently by various experts. Innovation is the heart or center of activity of every company because innovation plays an important role

in the continuity of the company, as well as in the management of all activities, including the idea formation process, technology development, manufacturing processes, and marketing of new or developed products [15]. Innovation is a specific tool for companies, where innovation can export or take advantage of changes that occur as an opportunity to run a different business [16]. This can be presented as a discipline, learning, and practice. Innovation is briefly defined as “changes made within an organization that include creativity in creating new products, services, ideas, or processes, either existing within the organization or developing from outside the organization [17].

Innovation is born from a new idea. Meanwhile, the ability to give birth and generate useful new ideas is known as creativity. Innovation without creativity cannot work, because innovation and creativity are inseparable units and are usually used interchangeably. Innovation is a combination of creativity and commercialization [18]. Companies need a process, procedure and structure that allows timely and effective implementation of projects so that the resulting products are highly innovative. Creativity is a requirement for innovation and organizational transformation, because without creativity, innovation is meaningless, the transformation will be more or less the same as before [19]. “The creativity process to give birth to innovation itself is formed through the stages of searching, collision, decision and trial” [20].

3.2.1. Innovation goals

The general aim of innovation is to create conditions so that the business sector can develop well. The goals of innovation based on 4 (four) viewpoints are [21]:

- a. Budget or financial perspective, namely always looking for innovation to find new ways to use a relatively small budget, but can get large results.
- b. Customer perspective, that is, all elements in the company are always innovating, looking for lots of customers and providing the best service.
- c. Internal business management perspective, namely the reality that every element of management must have innovation to create a conducive atmosphere within the company.
- d. Perspective on growth or expansion of business fields.

3.2.2. Types of innovation

Types of innovation are also always interpreted differently by several experts. The following are the types of innovation according to several experts. According to Susanto et al. [22], the types of innovation are as follows:

- a. Product Innovation which includes new products or services.
- b. The innovation process includes production and delivery methods.
- c. Innovation from the supply chain where innovation transforms the source of product input from the market and the delivery of product output to consumers.
- d. Marketing innovation where the results are seen in the evolution of new marketing methods, with tools, additions in product design, packaging, promotion, pricing, and so on.

3.2.3. Principles innovation

According to Susanto et al. [22], innovation has several principles, namely:

- a. Be action oriented. Innovators must always be active in creating new ideas, opportunities, or sources of innovation.
- b. Make products, processes, or services simple and easy to understand. People quickly understand how innovation works.
- c. Start small. Innovators must start small, then have ideas to build, develop, and allow for growth with the right planning and expansion in the right way at the right time.
- d. High goals: Innovators must have high goals to achieve success and seek an appropriate position in the market.
- e. Try/test/revise. Innovators must follow the rules, namely try, test, and revise. This really helps the work regardless of weaknesses in the product, process, or service.
- f. Learn from mistakes. Innovation cannot guarantee success. Even failure can create innovation.

3.2.4. Various innovations

There are 3 (three) innovation models, the first is making simple modifications to the product and does not lose its original properties, the second is making new products that are unique and different from previous products [19], and also having new properties

so that they are different from the original properties, and the last one has creativity in creating new products or pre-existing products [23], as well as creating and changing shapes or designs in order to achieve superiority competitiveness [18]. According to Abernathy & Clark [24] and Tidd [25], innovation has 4 types, namely:

1. Architectural innovation, this innovation means establishing the basis of products and processes and establishing the technical and marketing agenda that will incorporate further development.

2. Market Niche Innovation, this innovation has the potential to open up new market opportunities through technology that has an impact on production and technical systems, as well as maintaining and strengthening established designs.

3. Regular Innovation, such innovation involves changes based on technical and production capabilities imposed on existing markets and customers. The impact of these changes is to maintain existing skills and resources.

4. Revolutionary Innovation, these innovations are disruptive and make technical establishment and production capabilities slower, but the money is applied to existing markets and customers.

3.2.5. Product innovation

Currently, many products are produced and offered by producers to the public, so competition in the business world is getting tighter and sharper. Due to the current tight competition, producers are required to come up with and develop a product innovation idea that is different from its competitors or develop existing products. become a special product to capture consumer interest. Product innovation is very important for the development and growth of the company. An innovation represents an idea or an object that is perceived to be new [26]. According to this theory, the diffusion rate is affected by a relative advantage of innovation, complexity, compatibility, trial-ability and observability.

Additional theory is needed to complete the previous theory. Christensen said the concept of disruption borders on growth. There are three types of innovation related to the concept of “growth” in disruptive theory [27]. The types are as follows:

1. Market-creating innovation it is an innovation that opens up opportunities for new markets. Innovation that reorganizes expensive and sophisticated products into products that are more affordable in terms of costs and can be easily used and obtained

by many people. The growth factor comes from people who innovate, distribute, sell and serve buyers.

2. Sustaining innovations is innovation that has a role in the economy to shape existing products into better products than before. This innovation maintains market interest in the product and keeps the market competitive and dynamic.

3. Efficiency innovations it is an innovation that targets more results with less effort by imitating previous innovations and then utilizing disruptive patterns to dominate the market. From a competitive point of view they have the same impact but the former company could also be eliminated, but the goal in the market is to increase market efficiency.

Based on this explanation, it can be concluded that each innovation plays a very important role in an economy, and they are related to each other. Market-creating innovations for market growth by opening new opportunities, sustaining innovations to maintain old products and change them to be better. Efficiency innovations to shorten work by eliminating things that are not needed.

3.3. Generation Z

Generation Z, or Gen Z, is a term for people born between 1995 and 2010. This naming is based on the theory of generation first presented by Karl Mannheim in 1923 [28]. Based on that theory, sociologists then divide humans into a number of generations: the Depression Generation, World War II Generation, Post-WWII Generation, Baby Boomer Generation I, Baby Boomer Generation II, Generation X, Generation Y, aka Millennials, and then Generation Z, or Gen Z [29]. However, in the generation theory proposed by Codrington, there are only five generations of humans based on the year of birth, namely: (1) the Baby Boomer Generation, born 1946–1964; (2) Generation X, born 1965–1980; (3) Generation Y, born 1981–1994 (often called millennials); and (4) Generation Z, born 1995–2010 (also called the iGeneration, GenerasiNet, and Internet Generation). And (5) Generation Alpha, born 2011–2025 [30].

According to a study by Tracy Francis and Fernanda Hoefel from McKinsey [31], Gen Z behaviour can be grouped into four large components, as seen in the Figure 2 below:

First, Gen Z is referred to as “the undefined ID,” which is to value the expression of each individual without assigning a specific label. Second, Gen Z is identified as “the communaholic,” who is very inclusive and interested in engaging in a variety of



Figure 2: The search for the truth is at the root of all Generation Z's behavior [31].

communities by leveraging the sophistication of technology to expand the benefits they want to deliver. Third, Gen Z is identified as “the dialoguer,” who believes in the importance of communication in conflict resolution and that change comes through dialogue. Fourth, Gen Z is referred to as “the realistic,” which tends to be more realistic and analytical in the taking of disconnection compared to previous generations [31].

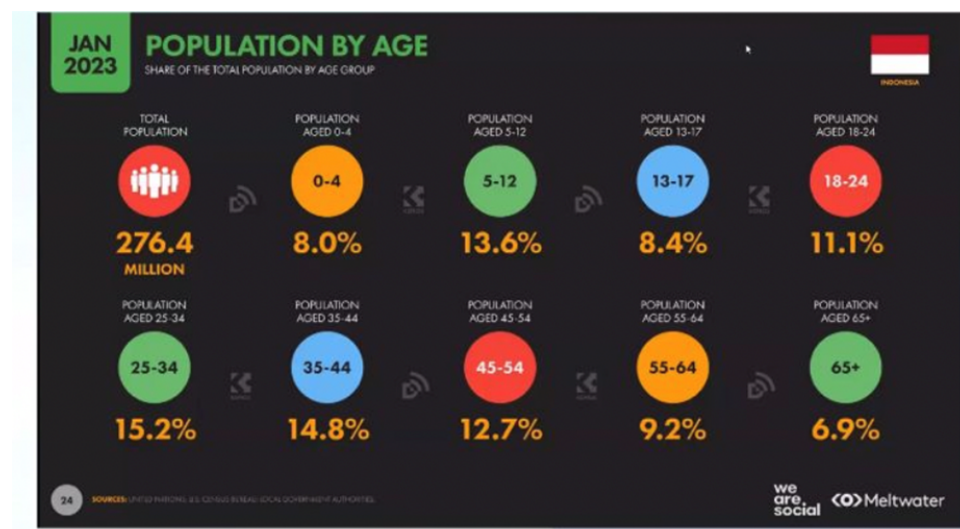


Figure 3: Population by Age, per January 2023. It shows that Gen Z become majority population [6].

3.4. Digitalization

Digitalization is the process of moving existing processes into digital technologies. Digitalization can control costs, increase efficiency, and create more avenues for revenue generation. An example of digitalization is implementing digital order fulfillment operations using technological tools and software. Unlike digitization, digitalization doesn't have a single, clear definition. “Digitization’ and ‘digitalization’ are two conceptual terms that are closely associated and often used interchangeably in a broad range of literature,” explain J. Scott Brennen, Doctoral Candidate in Communication, and Daniel

Kreiss, Associate Professor, both at the University of North Carolina School of Media and Journalism. “We refer to digitalization as the way in which many domains of social life are restructured around digital communication and media infrastructures.”

Brennen and Kreiss thus base their definition of digitalization on social life – in other words, how people interact. As such interactions move away from analog technologies (snail mail, telephone calls) to digital ones (email, chat, social media), both work and leisure domains become digitalized. Gartner also weighs in on this term. “Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities,” according to Gartner’s glossary. “It is the process of moving to a digital business.” Gartner’s definition is thus quite different from the academics’, focusing on changing business models rather than social interactions [32].

The Gartner definition, digitalization is more about business operations than either social interactions or business models – although clearly all of these notions are interrelated. The Brookings report, in fact, focuses on how digitalization impacts people. “Digitalization is transforming the world of work,” according to the report. “The acquisition of digital skills has now become a prerequisite for individual, industry, and regional success.” As organizations implement ‘digital technologies’ – which in this context really means computers and other information technology – people’s jobs change. Imagine factory workers putting down their hammers and lathes and instead using computer-controlled equipment, for example. According to the Brookings report, such change is at the heart of digitalization [30].

In this example, implementing the technology behind such an online platform isn’t the digitalization step per se – it’s shifting the business process to such a platform. It seems, therefore, that Gartner’s definition that ties digitalization to business operations is on point, as such operations consist of business processes that digital technologies can transform. As stated by Gartner, digitalization refers to using digital technologies to change a business model and provide new revenue and value-producing opportunities.

We can say that it includes every activity and process that’s made possible by digital technologies. Digitalization in business has brought many companies to success [33]. From automating their marketing activities to processing their orders, businesses have fully leveraged digital technologies. Digitalization in business helps to improve the efficiency of its operations, making automation possible. There are fewer human errors and operational costs are reduced, due to the decreased need for human resources.

4. Methodology

This study was conducted using qualitative methods and a case study approach through deep interview. Qualitative research methods are often called “naturalistic research methods” because their research is carried out in natural conditions (a “natural setting”); they are also called “the ethnography method,” because initially this method was more widely used for cultural anthropological research; and “the qualitative method,” because the data collected and analysed are more qualitative [34].

5. Results and Discussion

Some pundits have predicted the downfall of print media. A number of world figures have predicted the emergence of technology paperless newspaper. These figures are Roger F. Fidler, Bill Gates, Rupert Murdoch, and Philip Meyer. There are four implications of increasingly widespread use tablet newspaper or paperless newspaper technology in the mass media industry in Indonesia. First, the direct implication is that there will be a massive technological shift from print media to a paperless newspaper business base which is very cheap in terms of procurement of production costs and distribution throughout the world [34].

Second, another direct implication is that there is a change in people’s orientation and lifestyle in accessing mass media from the original conventional nature, by opening page by page; switch to pressing buttons or pressing the monitor screen. Third, the implications for media content will be more varied; because it reaches areas that are not separated by country/regional boundaries. Fourth, another main implication is that various mass media companies are increasingly integrating multimedia networks; so that multimedia convergence occurs. Fifth, another implication is that conventional print media companies will automatically go out of business.

In facing this challenge, the response of print media in Indonesia is different from media companies in the United States. American print media places greater emphasis on organizational improvements through the division of news management and economics such as editorial and business divisions as well as marketing and advertising on the Internet. American print media is not just converting to online media, but planning how to utilize websites in accordance with existing trends. Meanwhile, Indonesian print media is still at the adoption stage media convergence. One of them is what Koran Tempo did.



Figure 4: Koran Tempo's Logo.

In an in-depth interview, Tempo Media Group Business Development Director, Y. Tomi Aryanto admitted that digitalization has had an impact on print media, which has declined in recent years. To serve readers' behavioral patterns while still achieving journalistic quality with the rules and characteristics of Tempo's coverage so far, Koran Tempo has decided to only publish digitally. Moreover, Tempo data shows that Koran Tempo readers in the last two to three years have been dominated by their application, namely readers from the younger age group. "In digital, the increase has actually increased many times over the last two or three years. So, the increase is not a few tens of percent, but a lot by percentage. "Because we started from before, there was nothing, right," he said to author.

Tomi also sees that switching physical newspapers to digital can provide mutual benefits for readers and Koran Tempo itself. With digital newspaper innovation, readers can get more diverse content such as videos. The quality of the images displayed will also be better and there will be minimal degradation. Apart from that, switching physical newspapers to digital also makes production costs cheaper, which in turn will cut reader subscription costs. "Digital subscription is a solution that we see as being more effective," said Tomi. The digital version of Koran Tempo's segmentation is aimed more at the younger generation of readers.

Editor in Chief of Koran Tempo, Jajang Jamaludin, explained that after going digital, there were a number of innovations made regarding content and design. There are several innovations carried out by the Koran Tempo editorial crew to attract the attention of young readers (Gen Z). Based on the innovation variant according to what Koran Tempo management carried out was the first type of innovation, namely simple modifications to the product and not eliminating its original characteristics [19].

The first innovation is in terms of content, namely increasing news that falls into young people's favorite categories, such as sports, hobbies, and art. News like this is accommodated in the Weekend Edition of Koran Tempo and the Urban Column.

Koran Tempo's Urban Editor, Reza Maulana, in an interview explained that in theory Gen Z tends to be more suited to Urban newsrooms. Urban and Weekend sections



Figure 5: Koran Tempo Sunday, 12 November 2022 Edition. This cover shows how they try to relate to GenZ in each edition, especially for weekend.(Source: Koran Tempo Digital).

have been proven to increase page views. The editorial crew tries to present interesting content by attracting many communities, such as the Korean drama lover community, Gundam lovers, and even those interested in diet programs. The hope is that this content can attract the interest of young people. Even though it is trying to attract the attention of young people, Koran Tempo's innovation still does not abandon Tempo's characteristics as an anti-corruption media and defender of democracy.

Economic and Business Editor of Tempo Newspaper, Efri Ritonga, revealed that the innovations carried out in terms of content are minimal because Tempo continues to prioritize serious news, not always following the tastes of young people. It's just that the choice of angles and themes for coverage is always sought to be the newest, which is close to the lives of Gen Z, such as creative economy themes like startup, new technology, automation, or artificial intelligence.

Apart from younger content, another innovation carried out by Koran Tempo Digital to attract the attention of young readers or Gen Z is by creating two versions of the title. The version shared on the internet is different from the original title in the digital newspaper. This is done in order to attract more readers, guided by the principles of Search Engine Optimization (SEO). The editorial crew has evaluated and realized that news titles in Koran Tempo which are weighty, comply with journalistic rules and the Indonesian language, contain artistic value, and introduce a lot of new vocabulary are actually not interesting or do not attract generation Z to read them. Therefore, the titles



Figure 6: Example of Profile Article in Business and Economy Section, Koran Tempo. It was a young achievement that relate to Gen Z [35].

offered in storefronts on the internet are modified to be more easily recognized by the Google search engine. The innovation in this title modification includes the second type of innovation, namely the creation of a new product that is unique and different from previous products [19], and also has new properties so that it is different from the original properties.

For example, news about this fast train appears on Google with a link entitled <https://koran.tempo.co/read/berita-utama/485323/plan-project-kereta-cepat-ke-surabaya>. This teaser title was deliberately given so that readers who search for news on Google are filtered to the Tempo site, because the title chosen meets the SEO version of the title writing criteria. In fact, originally, the title in Koran Tempo was “Kereta Cepat Berlanjut ke Surabaya”. When a link on Google is clicked, what appears on the destination page is the title that matches the original in the newspaper. So, the title on Google functions only as bait to attract young readers who are still fixated on SEO.



Figure 7: A Teaser News Title for Google, for SEO purpose to engage Gen Z attraction [36].

Chief Executive Officer of PT Tempo Infomedia Digital, Wahyu Dhyatmika added, apart from the new products above, Koran Tempo's innovation on the content side is also creating an audio version for each main article. The hope is that readers can listen to the entire article without having to read. The podcast "From the Editor's Desk" was also produced to explain the latest issues to young readers which was broadcast on the Tempo Media YouTube channel.

It was an extended content that aired in YouTube Channel to engage Gen Z participation [38].

The latest innovation carried out by Tempo is outside of content, namely in terms of design. An in-depth interview with the Koran Tempo design team revealed that the design innovation is visually more attractive, and it is hoped that the navigation will be clearer. So far, the main problem with various web versions of news content is navigation. Readers may easily see that day's headlines on the front page, but for non-headline sections it is a bit difficult to achieve this. Therefore, Koran Tempo changed it by creating a design like Netflix. By making posters of all the articles and displaying them all on the front page, all the newspaper content will not be missed by readers [39].



Figure 8: The Original News Title in Koran Tempo Digital [37].



Figure 9: Podcast “Dari Meja Redaksi” Jika Pilpres Digelar Hari Ini Edition.

Even with this design, a week’s edition can all appear on the front page. Until now, this design is still used for the web versions of Koran Tempo, Tempo Magazine, and Tempo English. This is based on the fact that Gen Z is digital native, meaning that the majority

of digital newspaper readers are Gen-Z, in fact many of them are not familiar with print media. Apart from the appearance on the site which has been changed to Netflix style to attract Gen Z film viewers. Another innovation specifically designed to attract the attention of GenZ is the creation of motion posters for advertisements on social media Instagram @korantempodigital. Koran Tempo's main news poster is designed in such a way that it is very attractive, with motion and a hit backsound.



Figure 10: The cover poster for Koran Tempo's October 21, 2023 edition watched by 1.8 million people. It shows how the “younger” design can attract more views [40].

Based on researchers' random searches and interviews with several accounts that put a love sign on this poster upload, all of them are Gen Z. Thus, the innovation carried out by Koran Tempo Digital to attract the attention of Gen Z can be considered successful. Moreover, Koran Tempo's Chartbeat data can reach more than 50 thousand page views every day. This number of readers is achieved from just one or two popular articles. Other articles are like just hitching a ride, they already have an abundance of readers. “If the issue is good, just one afternoon it will get that many readers. “So, the key is still the issue,” said Editor-in-Chief, Jajang Jamaluddin.

However, the editorial efforts to attract young readers of Koran Tempo Digital also sacrificed several things. One of them is that the working hours of the editorial crew are unlimited. Because there is no deadline, whenever there is a news update, they have to do it, like other online media. The efforts to attract Gen Z readers have indeed been qualitatively successful in the sense that they have received sufficient attention from readers. However, from a financial perspective, there has been no surge in income coming from GenZ. According to Wahyu Dhyatmika, Gen Z does not yet have much purchasing power for digital media products because they still like everything that is

free. Therefore, attracting attention to Gen Z is just an effort to find successor readers in the medium and long term.

6. Conclusion

The migration of Printed Koran Tempo to Koran Tempo Digital provides an opportunity to attract audiences from Gen Z who have been more familiar with digital media. Koran Tempo management realizes that Gen Z today is more familiar with social media. Therefore, they also broadcast their latest news through social media. So, that it becomes the subject of discussion of young people through social media. After that, the material is then shown on television by providing more in-depth information.

The steps taken by Koran Tempo above are in accordance with the four basic characters and the proximity of Gen Z to social media. Thus, Koran Tempo has a great opportunity to be able to get viewers from generation Z. Based on this research, a number of questions asked at the beginning can all be answered completely, as follows:

(1) What is behind Koran Tempo's move to switch completely to digital format is the development of the era which has entered the digital era. To serve readers' behavioral patterns while still achieving journalistic quality with the rules and characteristics of Tempo's coverage so far, Koran Tempo has decided to only publish digitally. Moreover, Tempo data shows that readers of Koran Tempo in the last two to three years have been dominated by their application, namely readers from young age groups, including Gen Z. The transition from physical newspapers to digital can provide mutual benefits for readers and Koran Tempo itself. With digital newspaper innovation, readers can get more diverse content such as videos. The quality of the images displayed will also be better and there will be minimal degradation. Apart from that, the Covid 19 pandemic has made print production costs heavier because paper prices continue to rise, while public purchasing power is also not growing quickly. Migration to digital will reduce production costs while Koran Tempo products remain on the market.

(2) The innovation carried out by Koran Tempo to get closer to Gen Z readers is innovation in terms of content and design. In terms of content, there is an effort to direct the news topics to be younger and more relaxed, not always focused on serious corruption issues. Urban and Weekend coverage is carried out in collaboration with various communities that are currently happening. There were also two versions of the title, to make it easier to pick up young readers from Google. Also prepared audio

news for readers who are lazy to read. As for the design, it is done with poster motion, news arrangements on the web such as Netflix, and the inclusion of back sound that is familiar to Gen Z ears.

(3) The obstacles in editorial management after switching to digital format are only in terms of systems and work rhythm, which now feels like there are no breaks because they are not limited by deadlines. Apart from that, there are no problems because the editorial crew has been able to adjust the news choices and themes accordingly without reducing the quality of Tempo.

(4) The innovation carried out by the Koran Tempo Digital editorial crew can be categorized as successful in attracting the attention of Gen Z. This is shown by the large number of Gen Z's attention to the Koran Tempo Cover posters on Instagram @korantempodigital. However, sufficient attention from Gen Z has not been able to generate significant profits because their purchasing power is still low.

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