



# Dhoho TV Management Policy Entering the Digitalization Era

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**Abstract.** Ministry of Communication and Information (Kominfo) policies Indonesian policies that will apply migration from analog systems to digital or what is commonly called switch off (ASO) on November 2, 2022, seem to be still requiring a considerable process. One problem was that the digital television socialization process, felt inadequate, and the inadequate number of Set Top Box (STB) was missing. In addition, the readiness of local television in east Java, in entering the digital age is also a problem in itself. The study was conducted at Dhoho TV who owned a home base in Kediri, east Java. This study is a qualitative study with a subjective paradigm, from a case study perspective. The purpose of the study was to know Dhoho TV management policies in the face of the digital era. Research methods are conducted through in-depth interviews, as well as through secondary data-collection. The discussion of the study mentioned, that Dhoho TV understood if television digitalization was an unavoidable era again in a century whose people had entered the digital age. The conclusion of this study suggests, that the age of digitization is an inevitability. Dhoho TV management tended to prefer the adaptation of digitization in the television broadcasting system. Of course, such policies still take into account the financial and sustainability aspects of programs, as part of television media that want to preserve local culture. That the age of digitization is an inevitability. Dhoho TV management tended to prefer the adaptation of digitization in the television broadcasting system. Of course, such policies still take into account the financial and sustainability aspects of programs, as part of television media that want to preserve local culture. In the end, this research can contribute to communication science, especially for local television management so that they can survive in the digital era.

**Keywords:** Local Television · Case Studies · Broadcasting Management · Digital Television

## 1 Introduction

The world of digital television in Indonesia seems to be going through a considerable process. Judging from its history, migration from analog to digital systems has experienced some delays. Even in the early days of the ASO plan was moved by Minister Kominfo at

the time still being jabbed by Tifatul Sembiring, the Indonesian Local Television Association (ATVLI) was used. ATVLI used Permenkominfo number 22 of 2011, concerning: the provision of free-to-air terrestrial digital television broadcasting. This lawsuit was brought to the Supreme Court (MA), which in its decision in 2013, overturned the Permenkominfo. However, the implementation of the ASO (Analog Switch Off) which had been delayed several times, was answered through the Ministry of Communication and Information (Kominfo) which had issued Minister of Communication and Informatics Regulation Number 3 of 2019, concerning: Implementation of Simulcast Broadcasting in the Framework of Preparation for Migration of Analog Television Broadcasting System to Digital Television Broadcasting System. The Minister of Communication and Informatics, which was signed by the Minister of Communication and Informatics Rudiantara, essentially provides opportunities for private television managers to make preparations.

The government's decision to immediately implement ASO seems to bring fresh air to the development of the broadcast media industry. Usman Kansong, Director General of Information and Public Communication of the Ministry of Communications and Informatics, when speaking to the media, explained that the termination of analog TV broadcasts was in accordance with the mandate of Law Number 11 of 2021 concerning Job Creation. According to the law, no later than November 2, 2022, Indonesia has migrated from analog TV broadcasts to digital television and stopped broadcasting analog TV or Analog Switch-Off. Thus, at that time all television in Indonesia was already using digital broadcasts. Thus, television digitization is a necessity [10].

As an electronic medium, television is able to penetrate space and time. The information is very fast and simultaneously covers all areas that are within the reception radius. In addition, the messages are accompanied by vivid, colorful images, making them interesting for viewers to watch. Television has different characteristics from other electronic broadcast media [6]. It is clear that television has changed the lifestyle of Americans, distracting people from the things that previously caught their attention [2].

As an extension of the government, Kominfo's desire to organize a television broadcasting system from an analog to a digital system should be appreciated. Moreover, Indonesia is a member of the ITU (International Telecommunication Union), namely: an organization of countries that cooperate in the telecommunications sector. ITU has divided the world into three regions or regions. Indonesia is included in Region III. However, in implementing ASO (Analog Switch Off), the migration from analog broadcasting to digital television, Indonesia is actually still lagging behind other countries in Asia and Southeast Asia, such as Japan, Singapore, Malaysia, Brunei Darussalam, Thailand. There are several advantages when the television broadcasting system adopts digitization. Among other things, more energy efficient and better audio-visual quality [11].

Chairman of the Regional Indonesian Broadcasting Commission (KPID) of East Java, Afif Amrullah in an interview with researchers, said that with the shift of the analog television broadcasting system to digital, the rights of the Indonesian people to obtain information or access television media will increase. And it will further strengthen the diversity of content or broadcast content.

Due to the concentration of media ownership in a number of entrepreneurs with the practice of mergers, it will not create a democratic climate in the broadcasting sector [3]. The concentration of television ownership in Indonesia had resulted from the practice of mergers. The form of merger and consolidation in the media business is a logical consequence of media liberalization, and this is not profitable in terms of media democratization. When there is no or less competition, with only a small number of media companies, power and domination are inevitable. The media industry is dominated and this creates media oligopoly and political bias [3].

The tendency and impression of ‘monopoly’ are also seen in the granting of licenses to the holders of multiplexing broadcasts. So far, the Government has only granted permits to, among others: TVRI, Trans TV, Metro TV, and MNC Group. Of course, this policy cannot be separated from political interests. Thus, if there is a local television that wants to continue to exist or be able to broadcast, then the local television must cooperate with one of the license holders for the operation of multiplexing broadcasts. Of course, there are costs or fees that must be paid, such as the cost of renting a canal. One of the problems that arise is that not all local television stations in East Java are in a fairly healthy financial condition. Not a few of them are local television stations in East Java, whose financial income is flat and almost out of business.

Dhoho TV is a local private television station with a home base in the city of Kediri, East Java. Founded in 1995, Dhoho TV still exists by prioritizing local broadcast content, such as dangdut music. Not much different from other local televisions, Dhoho TV is also experiencing uncertainty in entering the digital era, namely with the implementation of ASO (Analog Switch Off) on November 2, 2022 (Fig. 1).

However, proximity to the audience (proximity), especially those around Kediri, Nganjuk, Tulungagung, Blitar and Jombang regencies, is a separate consideration for Dhoho TV management to continue broadcasting in the digital era as it is today. Moreover, digitalization is a necessity, especially since society has entered the digital age [8]. Dhoho TV management in facing the digitalization era is actually based on the perspective of four pillars in broadcasting management [9]. The four pillars are technique, program, marketing and human resources (HR). Based on the explanation and



**Fig. 1.** Dhoho TV Kediri Building (photo: Budi)

description above, the formulation of the problem in this study, namely How is Dhoho TV Management Policy in Entering the Digitalization Era?

## 2 Previous Research

To support this research, the researchers used several national journals, especially those related to research topics, namely: Dhoho TV Management Policy in Entering the Digitalization Era. The first research was conducted by [1] entitled The Role of Policy Design: Digitizing Television Broadcasting in Indonesia. The focus of this research is more towards qualitative research with this literature study carried out with the aim of describing the policy of digitizing television broadcasting after the enactment of Law Number 11 of 2020 concerning Job Creation. Meanwhile, research conducted by researchers focuses more on local media management efforts, in this case Dhoho TV in entering the digital era. That the policy of digitizing television broadcasting should be formulated in a holistic manner and its implementation involves the support of stakeholders. Agus-Kasim's research focuses more on policies and implementation of broadcasting digitization to stakeholders.

The second research, conducted by [12] entitled: Implementation of a Digital Television Broadcast System at LPP TVRI Central Java Station. In this qualitative research, the focus is more on the implementation of the digital broadcast system, especially regarding the community's readiness to adopt a new system, the infrastructure for the reception system and television units must be replaced, as well as adding *Set Top Box* (STB) equipment.

The purpose of this study was to determine the implementation of a digital television broadcasting system at LPP TVRI Central Java Station. This study uses a qualitative descriptive method, with data collection techniques of observation and interviews. The difference between the research conducted by [12] and the research conducted by the researcher is on the object of research. Research conducted by researchers is more focused on how local television management.

## 3 Broadcast Management

Management-wise, there are four inseparable pillars when managing the media industry, both in terms of print media (newspapers, magazines) and electronic media (radio, television and online media). Willis and Aldridge explain that the four pillars are technique, program, marketing and human resources [9].

- **Technique:** relating to broadcasting facilities and infrastructure including: master control devices, switchers, cameras, studio rooms, computer equipment, strong internet networks, printers, and a number of other supporting equipment.
- **Program:** broadcast content (content), whether in the form of entertainment/entertainment programs, or news programs.
- **Marketing:** is the ability of broadcasting institutions, to be able to market their programs.
- **HR (Human Resources):** are company employees who work in the broadcasting industry, who professionally carry out their duties and obligations to achieve the goals set by the company.

## 4 Research Methods

This research is a qualitative research with a subjectivist paradigm, as well as from a case study perspective. According to [13], a case study is an inquiry that: investigates phenomena in real-life contexts, when: the boundaries between phenomena and contexts are not clearly visible, and where: multiple sources of evidence are used. The case study design is used in qualitative research, which requires attention to special cases [4]. Thus, the case study must clearly define the boundaries of the case, but also provide a detailed explanation [5].

Data collection techniques were carried out through in-depth interviews. In this interview process, researchers dig up information to informants who master, understand the data, information, and facts that are the object of research [4]. To obtain the depth of the data, the interviews were conducted in a semi-structured manner, and were still related to the problems studied [7].

Research informants involved in this study included Budi (**initial B**), as Dhoho TV Manager, Afif Amrullah (**initial AA**) from the Regional Indonesian Broadcasting Commission (KPID) East Java, and one other media practitioner, namely Welly Susanto (**initial WS**), former Technical Director of Global TV Jakarta. The involvement of media practitioners is carried out, apart from being part of triangulation, also to provide a more objective picture of ASO (Analog Switch Off) issues.

The object of the research is local private television Dhoho TV, which is located on Jalan Mayjen Panjaitan, Kediri City, East Java. Dhoho TV was chosen with consideration, this local television still exists broadcasting since its establishment in 1995.

## 5 Results and Discussion

Feelings of anxiety or uncertainty in welcoming the implementation of ASO which are felt by local private television managers, seem to be acceptable. Why? Because this transports capital or capital. And, this problem is a ‘big’ problem that is often faced by local private television managers. They fight over the advertising ‘cake’, which is the only source of income (Fig. 2).

The manager of Dhoho TV Kediri, Budi (**B**) explained, as part of local television that also lives or relies on advertisements, the management of Dhoho TV is aware of such conditions. Advertising is the main source. In addition to financing broadcast operations, the funds obtained from advertisements are also used to pay Dhoho TV employees.



**Fig. 2.** Control room. (Photo: Budi/ Dhoho TV)

There is no choice, but to adapt to new communication technologies. This adaptation also has consequences. Can survive, or vice versa will go out of business. There are four steps taken by the management of Dhoho TV, in welcoming the implementation of ASO.

“We acknowledge that advertising is our main source of revenue. In addition to financing operational activities, we also use revenue from advertising to pay employee salaries. And, we have to work hard to meet the target of the advertising sector”.

**- Technique:** Dhoho TV management will not activate towers that have nothing to do with the digitization process. In the implementation of entering digital TV, Dhoho TV management will only leave one tower in the news room section. This is because this tower will be used to transmit (sender) from the news room to the tower (receiver) to the owner of a digital broadcast operator license (multiplexing).

Manager of Dhoho TV (**B**) said: “In approaching analog switch off, we will be more effective in the future. This means that we will only activate one tower for the purpose of transmitting or sending broadcast material from the Dhoho TV Building to the receiver device holding the multiplexing Responding to technical issues, Welly Susanto (**WS**) said that the digital era makes local television, must be addressed with careful preparation. Including preparation of devices that support the digital broadcast process. Indeed, later there will be no need for towers on the hills which during the course of analog broadcasting systems are still needed. Permit holder. I think it’s more effective”.

Responding to technical issues, Welly Susanto (**WS**) said that the digital era makes local television, must be addressed with careful preparation. Including preparation of devices that support the digital broadcast process. Indeed, later there will be no need for towers on the hills during the analog broadcast system.

Meanwhile, the Chairman of the East Java KPID, Afif Amrullah (**AA**) explained that the digitalization system was unavoidable in the current digital era. For this technical issue, there is a policy that is affirmative to local TV managers. The government will provide discounts or discounts on multiplexing rental fees, especially those in collaboration with TVRI as one of the multiplexing holders.

“This technical problem should not be an obstacle, when it has entered the digital TV era. There are facilities provided by the government. Later local TV organizers can cooperate with TVRI. Thus, technical problems will certainly be helped”.

**- Program:** the production department will be encouraged to be more creative in creating local content, based on local culture/wisdom. The person in charge of the program will not produce programs that imitate (imitation) of national television programs, but rather produce special programs that touch the hearts of viewers, especially the Kediri Residency area. For example, the dangdut music program is quite familiar to the audience in Kediri and surrounding areas.

Manager Dhoho TV Budi (**B**) explained, “We will be more creative later by making breakthroughs in making local content based on local wisdom. For example, dialogues that bring local officials or community leaders. In addition, we will also develop entertainment productions such as dangdut music”.

Responding to program problems, research informant Welly Susanto (**WS**) said that in the multiplexing system, local TV managers only provide content. The problem is whether the content made by local television can compete with broadcast content made by national television. “Because, the content that is created is directly proportional to the cost of production. Quality content, of course, requires a large enough budget. You can translate this problem yourself”.

Meanwhile, practitioner Afif Amrullah (**AA**) who is also the Chair of the East Java KPID explained, the implementation of this migration from analog to digital is actually not just moving channels, from analog to digital. This migration is carried out to fulfill the rights of citizens to get access to quality television media information. “Access to quality information is actually not just a matter of technique, how the audio and video are clear and clean, but also to strengthen the diversity of content”.

Dhoho TV manager, Budi (**B**) said the marketing department had to fight hard to cover operational costs. For example, paying rent to the holder of the multiplexing broadcast provider, which costs around 20 million rupiah per month.

“The marketing sector will also be proactive to look for advertisements that can collaborate with the program department, such as advertisements for alternative medicine and so on”.

Responding to the marketing issue, Welly Susanto (**WS**) explained, it must be admitted that the advertising cake has decreased. This condition became even more severe during the Covid-19 pandemic, which occurred last March 2020. “The advertising cake is reduced. The competition is getting tougher. And, this is a challenge for the marketing department to find new breakthroughs and new land to get advertisements. This can be done through good cooperation with government and private institutions”.

Meanwhile, media practitioner, Afif Amrullah (**AA**) explained, changes in media consumer behavior are moving rapidly along with technological advances, to contribute to the declining television advertising revenue. “If there is a television that finally stops broadcasting, it is not solely due to the analog switch off policy, but rather on changes in consumer behavior. And, this needs to be answered by the marketing department to continuously make breakthroughs”.

**- Human Resources (HR):** perform efficiency in the number of personnel, but still based on labor regulations. The management as far as possible, not to do layoffs on a large scale.

Manager Dhoho TV, Budi (**B**) said it predicts that there will be a reduction in employees. There may be a reduction of employees in the engineering department. However, we are trying to reduce the number of employees not so much. “Of course there is a reduction in employees. For example in the engineering section, in the tower guard staff.

Responding to HR issues, media practitioner Welly Susanto (**WS**) explained that the digital era will inevitably reduce the number of workers. “Because, the analog television

system work, will be facilitated by the digital system. For example, in the future there will no longer be a need for personnel to maintain the towers”. The manpower needed must be professional”.

## 6 Discussion

Based on the description of the data analysis that has been described previously, Dhoho TV Management has implemented four pillars as the main keys in broadcasting management. The four pillars, namely: techniques, programs, marketing (marketing) and Human Resources (HR). Technical field: Dhoho TV has taken anticipatory steps, namely by making one tower effective which is used to support transmitting or sending material to the multiplexing provider's receiver device. Program sector: Dhoho TV management will prioritize programs that contain local culture, such as dangdut music, as well as programs that present local officials or community leaders. Marketing sector: Dhoho TV management is more proactive by making new breakthroughs in capturing advertisements. HR (Human Resources).

## 7 Conclusion

The purpose of this study is to determine the management policies of Dhoho TV in the face of the digitalization era. In this study, the formulation of the problem has been answered based on data analysis and discussion of data obtained through in-depth interviews (case studies) and other secondary data collection. From the results of the exposure described above, from this research, it can be concluded that:

1. Migration from analog system to digital system (Analog Switch Off/ASO) is a necessity that must be faced by all private television managers in Indonesia.
2. Dhoho TV management will take advantage of advances in communication technology to be able to adapt to enter the digitalization era. There is no other choice, but to adapt and take advantage of technological advances.
3. The adaptation carried out by Dhoho TV remains based on the four pillars of broadcasting management which include: technique, program, marketing (marketing) and HR (Human Resources).

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