

Intisari

PT Net Visi Media Tbk. merupakan perusahaan yang bergerak di industri media. Pendapatan terbesar diperoleh dari aktivitas bisnis di bidang penyiaran televisi. Namun performa *rating* dan *share* di industri masih mengalami pertumbuhan yang belum optimal. Hal ini berdampak terhadap pertumbuhan perolehan pendapatan. Sedangkan di bidang media digital, pertumbuhan konsumsi program—program di media digital yang semakin berkembang, diperlukan penciptaan nilai yang sesuai untuk menghadapi disrupsi yang terjadi. Tujuan penelitian adalah mengetahui kekuatan pendorong sebagai penyebab disrupsi industri media di Indonesia, mengetahui faktor kunci sukses pada industri media di Indonesia dan mengidentifikasi model bisnis yang relevan pada PT Net Visi Media Tbk. berdasarkan model bisnis kanvas akibat pengaruh kekuatan pendorong dan faktor kunci sukses. Metode penelitian melalui pendekatan desain kualitatif deskriptif dari perolehan data primer dan sekunder. Analisis pemahaman faktor kekuatan pendorong dan faktor kunci sukses diperoleh dari data primer melalui pendekatan kuesioner dan wawancara dengan para ahli di industri media dan data sekunder berupa literatur, webinar, dan data pendukung lainnya. Sedangkan data pada analisis model bisnis diperoleh dari data primer melalui wawancara dan fokus grup pihak internal perusahaan dengan dukungan data sekunder meliputi laporan tahunan, prospektus perusahaan, dan dokumen resmi lainnya.

Hasil penelitian mengungkapkan faktor kekuatan pendorong paling tinggi adalah faktor teknologi. Dua faktor lainnya yang mendominasi yaitu faktor sosial, budaya dan faktor hukum, regulasi. Selain itu, faktor kunci sukses di industri media yaitu model bisnis. Dua faktor dengan perolehan bobot yang sama yaitu sumber daya manusia ahli dan kualitas konten. Sehingga terdapat pengembangan model bisnis melalui penambahan aktivitas di kedua lini bisnis PT Net Visi Media Tbk.

Kata Kunci: Faktor Kekuatan Pendorong, Faktor Kunci Sukses, Lima Kekuatan Porter, Transformasi, Model Bisnis, *Platform*.

Abstract

PT Net Visi Media Tbk. is a company engaged in the media industry. The largest revenue is obtained television broadcasting activities. However, rating and share performance in the industry is having suboptimal growth. This has an impact on revenue growth. Meanwhile in the digital media side, the consumption of programs in the media is growing constantly that the requires the creation of relevant values to deal with the disruption that occurs. This study aims to find the driving-forces as the cause of the disruption of the media industry in Indonesia, to find the key success factors of the media industry in Indonesia, and identify relevant business models at PT Net Visi Media Tbk based on business models canvas due to impact of driving-forces and key success factors. The research design uses descriptive qualitative method and based on primary and secondary data collected. Analysis of understanding the driving forces and key success factors was obtained from primary data by questionnaire design and interviews with experts in the media industry and secondary data collected by literatures, webinars and another relevant data. Meanwhile, the data for the business model analysis were obtained by primary data such as interviews and focus groups of internal companies with the support of secondary data including annual reports, company prospectuses and another official documents.

The results views that the highest driving force factor was the technology factor. Two other factors that dominate are sociocultural and legal, regulatory factors. In addition, the key success factor in the media industry is business model. Two factors with the same value are the expertise of human capital and content quality. Therefore, there is new business model through the addition of activities in the two business lines of the firm.

Keywords: Driving Forces, Key Success Factors, Five Forces of Porter,

Transformation, Business Model, Platform.