

ABSTRAK

Penelitian ini mengkaji strategi keberlanjutan perusahaan media *digital native* di Indonesia melalui studi kasus model bisnis IDN pada tahun 2025. Disrupsi teknologi, perubahan perilaku audiens dan dominasi platform global telah menimbulkan gelombang pemutusan hubungan kerja jurnalis di industri media. Tujuan penelitian ini adalah memberikan penjelasan komprehensif terkait strategi model bisnis yang diterapkan IDN untuk dapat bertahan dan berkembang di tengah disrupsi tersebut. Kerangka pemikiran penelitian ini mengintegrasikan teori Budaya Konvergensi karya Henry Jenkins dengan konsep Model Bisnis V⁴ rumusan Al-Debei dan Avison, yang mencakup *value proposition*, *value network*, *value finance* dan *value architecture*. Metodologi yang digunakan adalah pendekatan kualitatif melalui metode studi kasus tunggal. Data dikumpulkan melalui analisis dokumen, materi audio visual dan wawancara mendalam dengan informan kunci di IDN. Temuan penelitian menunjukkan bahwa IDN mencapai keberlanjutan dengan bertransformasi menjadi *consumer tech platform*. Secara *value architecture*, IDN menekan biaya operasional melalui penerapan teknologi One CMS dan pelibatan penulis komunitas yang menyumbang hampir 50% artikel dan *traffic*. Pada *value network*, IDN membangun ekosistem distribusi mandiri lewat IDN App untuk melepaskan diri dari ketergantungan algoritma platform global. Secara finansial, IDN menerapkan strategi subsidi silang, di mana laba dari sektor hiburan (JKT48) dan agensi kreator (ICE) digunakan untuk mendanai operasional *digital media*. Kesimpulannya, integrasi partisipasi audiens dan inovasi distribusi mandiri merupakan penentu ketahanan media digital.

Kata kunci: Budaya Konvergensi, IDN, Model Bisnis Media, Media Digital Native

ABSTRACT

This study examines the sustainability strategies of native digital media companies in Indonesia through a case study of IDN's business model in 2025. Technological disruption, shifts in audience behavior, and the dominance of global platforms have triggered waves of journalist layoffs within the media industry. The aim of this research is to provide a comprehensive explanation of the business model strategies implemented by IDN to survive and grow amid such disruption. The study's conceptual framework integrates Henry Jenkins' theory of Convergence Culture with the V⁴ Business Model concept proposed by Al-Debei and Avison, which encompasses value proposition, value network, value finance, and value architecture. The methodology employs a qualitative approach using a single case study method. Data were collected through document analysis, audiovisual materials, and in-depth interviews with key informants at IDN. The findings indicate that IDN achieves sustainability by transforming into a consumer technology platform. In terms of value architecture, IDN reduces operational costs through the implementation of One CMS technology and the involvement of community writers who contribute nearly 50% of articles and traffic. Within the value network dimension, IDN builds an independent distribution ecosystem through the IDN App to reduce dependence on global platform algorithms. Financially, IDN applies a cross-subsidy strategy, in which profits from the entertainment sector (JKT48) and the creator agency (ICE) are used to fund digital media operations. In conclusion, the integration of audience participation and independent distribution innovation serves as a key determinant of digital media resilience.

Keywords: Convergence Culture, Digital Native Media, IDN, Business mode