

ANALYSIS OF PT. YOGYAKARTA INTERMEDIA PERS COMPETITIVE STRATEGY IN FACING THE DIGITAL TRANSFORMATION

ABSTRACT

By: Nindya Saraswati

This study aims to analyze PT. Yogyakarta Intermedia Pers' (the so-called *Radar Jogja*, a newspaper publisher in Yogyakarta under *Jawa Pos* Group) competitive strategy in facing digital transformation. This study is conducted by analyzing both external and internal environments. The external environment assesses external factors in the industry which presents opportunities and threats for the company. Identifying printed media industry characteristics is necessary; subsequently, the printed media industry attractiveness is analyzed using Porter's Five Forces, Driving Forces analysis, and KSFs (Key Success Factors) analysis. Meanwhile, the internal environment includes resources and capabilities of the company, presents strengths and weaknesses for the company. This was analyzed using VRIN (Valuable, Rare, Inimitable, Non-substitutable) Test. The analysis of SWOT (Strengths, Weaknesses, Opportunities, Threats) is conducted afterwards to formulate the strategic actions in accordance with the company internal strengths and market opportunities as well as to improve the potential weaknesses and defend against external threats. This study is using content analysis method. Data collected through interview and observations, which then analyzed in qualitative descriptive approaches. The results of this study indicate that the company strategy in facing the digital transformation is quite effective. By implementing broad differentiation strategy, the company needs to be aware of the changing industry in order to remain competitive in this digital era. Hence, this study proposes alternative strategies which fall into two main categories: improving the use of technology and determining potential synergy with the likely customers.

Keywords: Competitive Strategy, Internal Environment, External Environment, VRIN Test, Industry Characteristics, Porter's Five Forces, Driving Forces, KSFs, SWOT, Broad Differentiation Strategy, Printed Media Industry, Digital Transformation, Strategic Management.

ANALISIS STRATEGI BERSAING PT. YOGYAKARTA INTERMEDIA PERS DALAM MENGHADAPI TRANSFORMASI DIGITAL

INTISARI

Oleh: Nindya Saraswati

Penelitian ini bertujuan untuk menganalisa strategi bersaing PT. Yogyakarta Intermedia Pers (yang disebut Radar Jogja, penerbit surat kabar di Yogyakarta dari Jawa Pos Group) dalam menghadapi transformasi digital. Penelitian ini dilakukan dengan menganalisis lingkungan eksternal dan lingkungan internal. Lingkungan eksternal menilai faktor eksternal di industri yang memberi peluang dan ancaman bagi perusahaan. Mengidentifikasi karakteristik industri media cetak sangat diperlukan, selanjutnya daya tarik industri media cetak dianalisis dengan menggunakan Porter's Five Forces, Driving Forces dan KSFs (Key Success Factors). Pada saat yang sama, lingkungan internal yang mencakup sumber daya dan kemampuan perusahaan, menyajikan kekuatan dan kelemahan perusahaan. Hal ini dianalisis dengan menggunakan uji VRIN (Valuable, Rare, Inimitable, Non-substitutable). Kemudian, analisis SWOT (Strengths, Weaknesses, Opportunities, Threats) dilakukan untuk merumuskan tindakan strategis yang sesuai dengan kekuatan internal perusahaan dan peluang pasar, serta yang dapat memperbaiki potensi kelemahan dan bertahan dari ancaman eksternal. Penelitian ini menggunakan metode content analysis. Data dikumpulkan melalui wawancara dan observasi, yang kemudian dianalisis dalam pendekatan deskriptif kualitatif. Hasil penelitian ini menunjukkan bahwa strategi perusahaan dalam menghadapi transformasi digital cukup efektif. Dengan broad differentiation strategy yang dimiliki, perusahaan perlu menyadari adanya perubahan pada industri agar tetap kompetitif di era digital ini. Oleh karena itu, penelitian ini mengusulkan strategi alternatif yang terbagi dalam dua kategori utama: meningkatkan penggunaan teknologi dan menentukan potensi sinergi dengan potensial pelanggan.

Kata Kunci: Strategi Bersaing, Lingkungan Internal, Lingkungan Eksternal, uji VRIN, Karakteristik Industri, Porter's Five Forces, Driving Forces, KSFs, SWOT, Broad Differentiation Strategy, Industri Media Cetak, Transformasi Digital, Manajemen Strategi.