

# Local Digital Media Business Predictions Post- “Political Year” 2024 in the Midst of Media Disruption

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## Abstract

*This study discusses the business resilience strategies of local media, namely Ayo Media Network with its portal AyoBandung.com and BandungBergerak.id which have different business approaches during and after the 2024 political year amidst media disruption. The intense political issues in 2024 with the holding of legislative and presidential elections, as well as simultaneous regional head elections are the background for the resilience efforts of the two media to be able to survive and maintain the sustainability of their businesses, and how they will continue after the 2024 political year amidst the media disruption conditions that occur as a critical impact of the development of social media and changes in media audience consumption behavior. By using a qualitative research paradigm approach and case study method, this study highlights how organizational resilience and digital transformation are applied in the business strategies of the two local digital media. Through interviews, observations, and document analysis, the main findings of this study are the similarities between the two media in strategizing diverse revenue streams not only from advertising on their news portals. The difference is, Ayo Media Network relies on media service innovation to adjust to market needs and utilizes an integrated multiplatform network as a bargaining power for advertisers or clients. Meanwhile, BandungBergerak.id focuses on the quality of journalistic content by maintaining its independence, especially from political influence, and accompanies community movements by opening up revenue opportunities from businesses outside of advertising. This research provides insight into the sustainability of media, in this case local digital media that is not affiliated with political forces, to remain relevant and competitive in a media industry that is increasingly being eroded by disruption.*

**Keywords:** digital media business, local media, media resilience, political year.

## INTRODUCTION

The media industry, both globally and nationally, is undergoing rapid change, especially due to digital technology that has changed the way information is consumed, produced, and disseminated. The development of digital technology has driven the emergence of new platforms, including social media and local digital-based media,

which are redefining the way information is produced, distributed, and consumed (Kraus et al., 2022; Verhoef et al., 2021)

Digital media has replaced many of the traditional functions of print, radio, and television. The Global Web Index (2020) report shows that more than 60% of global internet users access information via mobile device, with social media-based applications such as Instagram, Twitter, and TikTok

increasingly dominating content consumption (Hootsuite, 2020). This indicates that media consumption patterns have changed significantly in recent years.

The phenomenon that hit the media industry with quite radical changes is commonly called disruption. Significant media disruption occurs due to the development of digital technology and changes in consumer information behavior. Media disruption refers to the structural shift that occurs in the media industry due to technological developments and changes in consumer behavior. Digital technology, social media, and the shift in audience preferences towards algorithm-based platforms, contribute to the destruction of old business models that rely on traditional advertising and content distribution through conventional channels. (Christensen, 1997) in his disruption theory suggests that industries that are unable to adapt to changes in technology and the market will experience a drastic decline.

Traditional media is facing a major challenge with the emergence of platforms such as Google News, Facebook, and Twitter, which are radically changing the ecosystem of information distribution. The decline of traditional media industries is not just about declining demand, but also about a profound change in the way media operates and develops, which is more complex than simply shifting from an outdated product or service to a newer one.

In the Indonesian context, based on a survey by the Katadata Insight Center (KIC), Indonesian people tend to use social media as a source of information. In addition to social media, television and online news are other options for accessing easily accessible information. According to AC Nielsen research, currently online (digital) media readers exceed print media. Nielsen's data survey in August 2020 stated that the number of online media readers reached 6 million people, while print media readers were only 4.5 million people. The shift in lifestyle towards digital has influenced consumer behavior, with five keywords: access, engage, customize, connect, and collaborate (Rogers, 2016). The rapidly growing online mass media business faces stiff competition. Adaptation, innovation, and development are the keys to survival in this industry. A comprehensive strategy is important to face business competition.

The implementation of the 2024 General Election (Pemilihan Umum/Pemilu) is one of the important periods in the history of Indonesian democracy with a series of Legislative Elections (Pemilihan Legislatif/Pileg) and Presidential Elections (Pemilihan Presiden/Pilpres), then Regional Head Elections (Pemilihan Kepala Daerah/Pilkada) simultaneously. This situation not only has a significant impact on the government system but also on various sectors, including the business media which includes digital media. The political year provides a great opportunity in the form of

increasing the need for information by the public. Data shows that the level of digital media consumption increases sharply during the political campaign period. A study by the Reuters Institute (2022) revealed that 65% of global internet users are more active in searching for political news during the election period than on normal days (Newman et al., 2022).

The disruption that occurs in the media industry also opens up opportunities for local digital media to innovate in business models and content that are more in line with the needs of local audiences. Local digital media has great potential in answering the need for information that is relevant to the local context. Political events in 2024 have triggered a drastic increase in the need for accurate, reliable, and contextual local information, and have also given rise to the need for credible, fast, and relevant news, especially at the local level, where political dynamics are often more complex than at the national level (Nugroho, 2019).

On the other hand, the wave of digitalization during this media disruption era not only brings opportunities, but also sustainability challenges, especially for local digital media. They often face challenges in terms of limited capital or human resources, audience shifts due to changes in consumer behavior, and competition with major media and global platforms. The business model of local media that relies on advertising or subscriptions is still in the evolutionary stage, although some innovations have been seen,

such as the use of a paywall model or the integration of native advertising (Hachten & Scotton, 2006). In this business context, the challenges and threats of the “sunset industry”—which refers to sectors that are considered to no longer have significant growth potential and are high risk for investment—are shaking the media, especially local digital media.

In this regard, business resilience becomes a key concept to understand how local digital media can survive and adapt amidst increasing external pressures. Resilience, in business literature, refers to an organization’s ability to respond to change, overcome challenges, and continue to thrive despite uncertain conditions (Lengnick-Hall et al., 2011). In the realm of local digital media, resilience is not only related to financial aspects, but also to the ability to maintain audience trust, content innovation, and technology adaptation.

The rapid changes in the media landscape in the digital era require local media to adapt technically, structurally, and even culturally. The study "Traditional to Digital Media Transition: A Case Study of Local Media in Bengkulu" (Fajarini, S. D., Kurniawati, J., & Yuliani, F., 2025) shows that local media in Bengkulu experience five important stages in the digitalization process, namely: introduction, adaptation, development, integration and innovation, evaluation, and finally, adjustment. The obstacles that continue to emerge in the digitalization process include limited human

resources, inadequate digital infrastructure, and unstable finances. These challenges are especially evident when media organizations try to maintain local content and remain relevant to the community.

Content innovation is one of the key strategies for local media to sustain its local identity. Local media can preserve local elements through storytelling, multimedia, and transmedia approaches. These formats enable local media to remain engaging, relevant, and competitive without losing their local roots (Handayani, 2022). A study on *The Pikiran Rakyat* Newspaper, one of the largest local newspapers in West Java, shows that it continues to survive by positioning its print edition not as the main source of revenue, but as a symbolic company icon that reinforces its credibility and public trust. These attributes differentiate it from many online outlets that tend to rely on more “clickbait” content (Firmansyah et al., 2022).

Ayo Media Network and BandungBergerak.id are two examples of local digital media operating in West Java. Both focus on providing news that is relevant to the needs of the local community. In the context of the 2024 political year, both face similar challenges, but also have opportunities to increase their business resilience. These two local digital media entities have unique characteristics.

Ayo Media Network, a mass media company established since 2017, with continuous analysis, implementation, and innovation, this company expands its market

and increases its existence by having a digital news portal [AyoBandung.com](http://AyoBandung.com). Ayo Media Network, with a multiplatform approach, integrates local news with a journalistic style that focuses on the needs of its community and its client or advertisers.

Ayo Media Network has a wide reach in various cities in West Java with various content formats, ranging from news articles to short videos on social media. Based on pre-research, Ayo Media Network has no direct affiliation with political parties and the media network in Ayo Media Network is not a part of media political parties.

Meanwhile, [BandungBergerak.id](http://BandungBergerak.id), known as a non-profit media, focuses on public issues with an in-depth perspective. Known for its in-depth investigations and focus on social issues in Bandung. [BandungBergerak.id](http://BandungBergerak.id) is a media that focuses on reporting marginal issues and giving the spotlight to the marginalized. The existence of [BandungBergerak.id](http://BandungBergerak.id) as a media that provides a platform for the voices of marginalized communities, is considered important because especially in the context of development that often ignores the interests of citizens (Atan, 2023).

[BandungBergerak.id](http://BandungBergerak.id) is not a media intended for financial gain. [BandungBergerak.id](http://BandungBergerak.id)'s business model, which is not profit-oriented like mainstream media in general, has an impact on the media business related to how the media operates and how they produce journalistic coverage. Although not profit-oriented,

BandungBergerak.id still has its own source of income as a way for them to survive and remain consistent in reporting on issues they consider important (Valentina et al., 2024).

Local digital media such as Ayo Media Network and BandungBergerak.id play an important role in providing information that is relevant to local communities. Amidst the flow of global information dominated by national and international media, local media offers a unique perspective that is closer to the community. However, local digital media often face various challenges, such as limited funding, low levels of digital literacy among audiences, and competition with massive social media platforms.

In this context, there is a need to dig deeper into how local digital media businesses adapt to technological disruption and rapidly changing consumption needs. Local digital media such as Ayo Media Network and BandungBergerak face pressure to remain relevant and competitive. They are required to be able to take advantage of this political momentum while facing increasingly complex economic, technological, and social challenges (Allern & Pollack, 2017; Farid, 2023). Research by (Steensen & Eide, 2019) shows that media that are able to adapt through innovative strategies and cross-sector collaboration tend to be more resilient in facing crises. However, how local digital media in Indonesia are able to demonstrate resilience in this context is still an under-explored area.

The perspective of local digital media business resilience offers a new and relevant approach to understanding how local media can survive and thrive amidst ongoing disruption. The concept of resilience encompasses not only the ability to survive, but also the ability to adapt and even thrive in conditions of uncertainty (Kraus et al., 2022). Diversification of media business is a requirement to increase advertising revenue from direct advertising, and offer multiplatform ad packages (Yunianto, 2024). In the case of local digital media, this resilience can be realized through innovation in business models, revenue diversification, improving content quality, and more intensive audience community engagement.

Local digital media play a role as a pillar in supporting democracy and information diversity at the regional level. However, they also face serious challenges in dealing with media disruption triggered by the development of digital technology and social media platforms (Napoli, 2011). In the context of a political year, social media platforms such as Twitter, TikTok, and Instagram have become the main arena for the dissemination of political information, both valid and disinformation. Social media influences people to seek political information and have beliefs that contribute to the general election (Adinugroho et al., 2019). After the election, the residual effect of this phenomenon is the increasing audience expectation for local media to present fast and verified information.

Local media such as Ayo Media Network and BandungBergerak must compete with social media that offers instant access to information, but with great risks to journalistic accuracy and ethics. Post-election, local media are required to be the guardians of facts in the face of the long-term impact of political polarization, providing in-depth content that social media cannot present, such as post-election analysis and local development narratives, increasing their digital presence through the use of relevant algorithms and optimization of content distribution platforms (Scolari, 2018).

Both media need to take advantage of the post-election momentum to develop sustainable business models and capitalize on the audience database acquired during the election to create relevant products and services (Indonesia Digital Advertising Association, 2024). The ability to manage financial resources and update their business strategies reflects the level of organizational resilience (Lengnick-Hall & Beck, 2005).

Post-political year, the challenges of digital transformation for local media are increasingly real. Audience expectations for speed and accuracy of information driven by election dynamics require media to continue to innovate. Digital transformation is not only about the use of technology but also about strengthening relationships with local audiences in a more stable context. So are Ayo Media Network and BandungBergerak. Successful digital transformation will help these two local media not only survive but

also thrive in the post-election era by becoming relevant platforms for audiences.

This study aims to examine how local digital media, in this case Ayo Media Network and BandungBergerak can take advantage of opportunities and overcome challenges that arise, especially in the context of the political year 2024 and post-political year 2024. This study also aims to explore how local digital media manage the challenges and opportunities posed by the political year in facing media disruption. This study intends to dig deeper into the factors that influence the resilience of local digital media businesses, by taking a case study on both media during and after the political year 2024.

## **METHODOLOGY**

This study uses a qualitative research paradigm by adopting a constructivist approach to explore the resilience of local digital media businesses, in this case Ayo Media Network and Bandung Bergerak, during and after the Indonesian political year 2024. By using a qualitative paradigm, researchers can explore the experiences and perspectives of actors in media organizations and how they strategize to survive amidst political and economic pressures (Creswell, 2013).

This qualitative approach will explain a unique and interesting phenomenon in depth, about how the strategies, concepts and journeys of the media business are carried out by Ayo Media Network and

BandungBergerak. In addition, this study will reveal other realities by exploring the resilience efforts of the two media amidst the dynamics of the 2024 political year. This study also studies how Ayo Media Network and BandungBergerak change the decision-making process and media management during and after the 2024 political year.

This study uses a case study method that is appropriate for examining phenomena in a real-life context, focusing on the strategies and operational challenges faced by both media. This approach was chosen because the focus of the research is to understand the phenomenon of local digital media business resilience, namely Ayo Media Network and BandungBergerak, in the context of the 2024 political year and post-political year. Case studies allow researchers to explore phenomena in depth in real-life contexts, in accordance with Yin's argument that case studies are very effective in answering the questions "how" and "why" a phenomenon occurs (Yin, 2018). Yin (2018) emphasized that exploratory case studies are useful for understanding new or complex phenomena that have not been widely studied. In this context, the resilience of digital media businesses in Indonesia, especially during political years, is still relatively minimal in academic studies, so this study makes an important contribution in filling the literature gap.

The unit of analysis includes organizational practices dan strategic initiatives from Ayo Media Network and

BandungBergerak.id. Data were collected through interviews with key stakeholders, including the Editor-in-Chief and business director of both media; observation of operational workflows; and analysis of organizational documents. In data collection, researcher conducted observations, in-depth interviews, and documentation (Sugiyono, 2023). Then, this research will be analyzed using data analysis methods developed by Miles and Huberman, namely data reduction, data presentation, and drawing conclusions/verification (Sugiyono, 2023).

## RESULTS AND DISCUSSION

### Ayo Media Network Business Strategy Facing Political Years Amid Disruption

In utilizing political momentum, Ayo Media Network assesses that the 2024 political year will not have a significant impact on its media business even though there are a number of legislative candidates and candidates for city/district heads in West Java who are collaborating with it. This condition requires Ayo Media Network to let go of its dependence on political funds and choose to earn income through various services offered to clients or advertisers.

Ayo Media Network's business strategy during the 2024 political year can be analyzed through two main theoretical frameworks, namely organizational resilience

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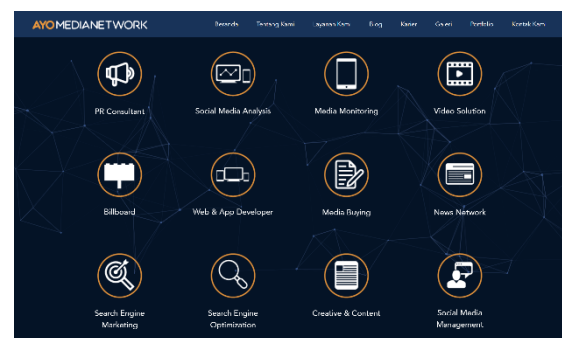
theory and digital transformation theory. From the perspective of organizational resilience theory, the company shows resilience from a financial perspective because the company has reduced employee efficiency in 2023, as have other media companies that have done so on a larger scale. This action was taken a year before entering the 2024 political year to adjust to work effectiveness, so that it can mitigate financial risks through organizational streamlining facing 2024.

Meanwhile, from a digital transformation perspective, Ayo Media Network continues to implement digital technology as the main foundation in developing its business model in 2024, which includes customer transformation, operations, business model innovation, and integration of digital technology in every aspect of its operations operations (Verhoef et al., 2021). Figure 1. Digital Growth Strategies for Platform Firms

(source: Verhoef et al., 2021)

The steps taken by Ayo Media Network are to establish partnerships with global technology platforms such as Google. This partnership is also a main strategy in improving the quality of content and digital advertising monetization. In addition, the development of advertorial services for corporations and non-political institutions is part of the revenue diversification that strengthens the company's financial position without sacrificing the principle of journalistic independence. This approach

reflects adaptive resilience (Lengnick-Hall et al., 2011), where organizations are able to adapt to a dynamic environment without sacrificing their fundamental values. Since its inception, Ayo Media Network has strived to optimize or maximize digital technology based on news portals, digital content production, including video production, to the use of social media as a service and channel to reach a wider audience. Ayo Media Network carries the "One Stop Service Solution" as a strategy that refers to the



principle of digital transformation to remain relevant in the ever-evolving digital media landscape (Verhoef et al., 2021). Ayo Media Network itself has utilized the existence of social media as a channel for spreading or distributing news. In addition, as an innovation carried out in its digital transformation following market needs, Ayo Media Network has developed a digital and social media agency business that includes digital content, search engine optimization.

Figure 2. One Stop Service Solution of Ayo Media Network

(source: Ayo Media Network, 2024)

“Our service offerings follow market needs. We need to strategize that way because the media business is getting



tougher, the challenges are getting bigger with the many players in the media business.” (Interview with Business Director of Ayo Media Network, Roberto Purba, January 9, 2024)

With an adaptive and digital-based strategy, Ayo Media Network still has to face the situation and challenges of the 2024 political year which is held simultaneously between the presidential election and the legislative election as well as the simultaneous regional head elections that do not fully support the increase in local digital media business revenue in particular. The provisions of the General Election Commission (KPU), including those related to the budget and time limits, make the economic impact on local digital media businesses, such as Ayo Media Network, considered insignificant. Not to mention the budgeting of the political contestant team must be divided into many media and other entities, income from activities in the political year is not significant for media companies.

“So actually the influence of the political year on the media business is illusory. People say that the political year is a harvest year for the media business because there is a publication budget, and so on, but it turns out not. Does it automatically increase the amount of income soaring which affects profit and loss? It turns out not. Because the posture of campaign communication costs is

not only the media and the media is also divided again. Usually candidates (members of the council or regional heads) usually want all coverage. This means that political spending is divided into large quantities, so that the nominal amount is not too large. We are talking about local media.” (Interview with Business Director of Ayo Media Network, Roberto Purba, January 9, 2024)

The decision maker or board of directors at Ayo Media Network also highlighted the existence of “homeless” media that is mushrooming in the media industry, something that is inevitable as an impact of the development of social media platforms. The existence of “homeless” media is not bound by rules, is more efficient because it is present to fill content on social media with a small number of people, does not invest heavily in infrastructure like news portals managed by media companies. “Homeless” media is a competitor for local digital media. This is one form of disruption in the media industry.

Figure 3. AyoBandung.com news portal network under Ayo Media Network.

(source: AyoMediaNetwork.com)

Media disruption is an issue and challenge for media companies and must be faced in order to maintain the resilience of the media business. For Ayo Media Network, major media disruption was felt when entering the Covid pandemic in 2020. Ayo

Media Network with its main news portal AyoBandung.com along with other network media experienced a phenomenon of changes in consumption preferences from digital media audiences. Even though the shift in media consumption patterns had already occurred, where mass media audiences preferred social media content as a reference, the media still had a positioning as a more credible party in presenting facts or news. However, when the Covid pandemic occurred, news production was also affected by the lockdown, namely there was no other way to fulfill news content on its portal, online media also relied on content or events, commotion, and trending topics that occurred on social media timelines. At that time, the credibility of the media was questioned by its audience.

“Before Covid, there were still many visitors and the local media business was still good. The big disruption was felt during the pandemic. After the difficult times during the Covid pandemic, the editorial policy has had restrictions regarding news production from social media. We

also continue to make improvements in an effective and efficient organization.” (Interview with

Editor-in-Chief of AyoBandung, Adi  
Ginanjana Maulana, January 7, 2024)

**BandungBergerak.id Business Strategy**  
**Facing Political Years Amid Disruption**

BandungBergerak has successfully utilized the momentum of the 2024 political year while maintaining journalistic independence. BandungBergerak asserts its independence by rejecting financial cooperation with the government and political parties. This step aims to maintain the credibility and objectivity of reporting amidst a political landscape that often places the media in a vulnerable position to external intervention.

Instead, BandungBergerak.id targets collaboration with non-governmental organizations (NGOs), in addition to building cooperation with local campuses and communities, or companies that have a shared vision in encouraging data-based journalism and critical analysis. This approach reflects the core values principle in organizational resilience theory, which allows organizations to survive in uncertain situations (Lengnick-Hall et al., 2011).

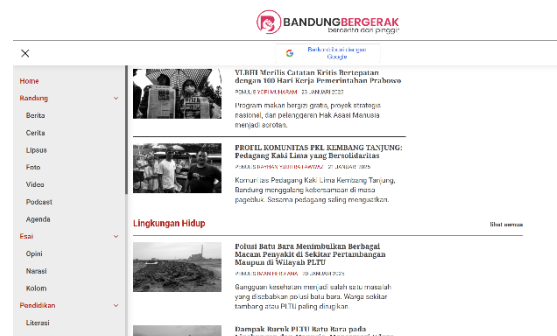
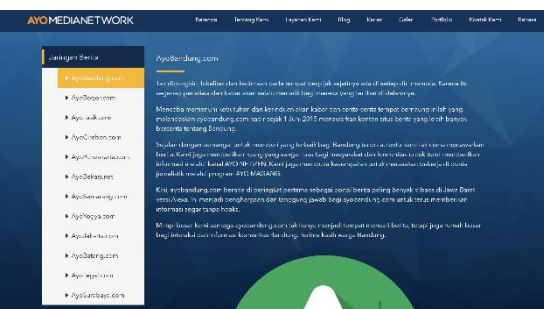


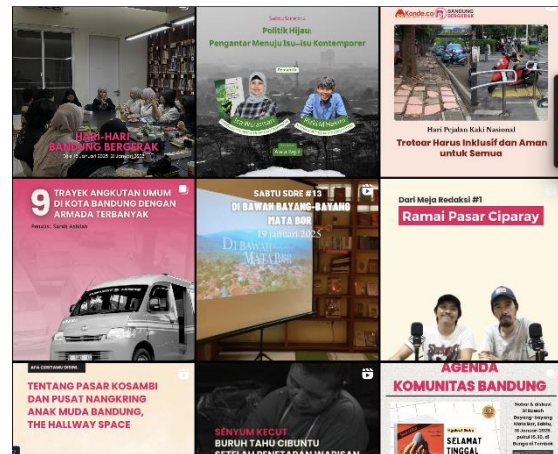
Figure 4. Website of the BandungBergerak.id  
(source: Bandung Bergerak.id, 2024)

As part of its business strategy, BandungBergerak.id has developed various initiatives to strengthen its financial sustainability. One of the steps taken is to diversify revenue through various business lines, including journalism training, book publishing, merchandise sales, and most recently opening a coffee shop and activating a community library. This effort allows BandungBergerak.id to earn additional income outside of digital advertising revenue, which is often unstable. This strategy also shows the implementation of business model transformation as stated by Verhoef et al., (2021), which emphasizes the importance of innovation in the digital media revenue structure.

"We deliberately do not open programmatic advertising and are very selective in choosing the advertisements or collaborations that come in. We have tried to maintain the quality of journalism products, how can strange advertisements suddenly appear. Or for example, if we write about a certain issue, it is impossible for an advertisement to appear that is contrary to the issue we are monitoring." (Interview with the Founder and Editor-in-Chief of BandungBergerak.id, Tri Joko Her Riadi, January 6, 2024)

On the other hand, the use of digital technology is a key element in BandungBergerak.id's business strategy. By optimizing content distribution through social

media and websites with limited conditions,



they are able to expand their audience reach more effectively through community approaches and relationships. The involvement of this media in the midst of the community allows it to understand the needs of readers and adjust content that is more relevant specifically to the growing trend of political information (Kane, 2015). This step is part of a broader digital transformation, which emphasizes innovation in business processes and active audience engagement (Verhoef et al., 2021).

Figure 5. The face of BandungBergerak that are spread through social media.

(source: Instagram Bandung Bergerak, 2024)

In maintaining its journalistic quality, BandungBergerak.id prioritizes in-depth, fact-based coverage supported by multi-layered verification. This practice is different from other media that emphasize the speed of news publication rather than the accuracy of information. This decision is based on the philosophy of its founder, Tri Joko Her Riadi, who emphasizes the importance of in-depth investigation in

journalism. By refusing to cooperate with the government and political parties, BandungBergerak.id seeks to avoid conflicts of interest that can damage the integrity of the media (McChesney, 2008).

"I was educated that good journalism is multi-layered and in-depth verification, although I am not saying that we at Bandung Bergerak are good. We strive for that." (Interview with Founder and Editor-in-Chief of BandungBergerak.id, Tri Joko Her Riadi, January 6, 2024)

Bandung Bergerak avoids the clickbait-based business model that is common in large digital media, preferring a strategy that prioritizes journalistic quality. Focusing on collaboration with NGOs, campuses, and communities that share the same vision is a concrete step in facing the changing media landscape. In addition, they maintain sustainability through diversification, such as book publishing, training, and merchandise sales. A business model that does not rely on advertising is an innovative alternative, although full of challenges. communities are reached and managed through "KawanBergerak" channels on social media platforms. Community support is a main pillar that strengthens the sustainability of the organization.

" In the early years it was tough, we could only rely on philanthropists. Entering 2023-2024 it started to stabilize, but for the next one we have to look for more. This is a

challenge for us, how to find income outside the government and also from politics. Even if there are clients, they must ensure that they have the same vision. That's the hassle. But I am confident, our identity is clear, we have value while maintaining quality in journalism." (Interview with BandungBergerak Business & Partnership Manager, Deni Yudiawan, January 6, 2024)

### **Sustainability of Local Digital Media Businesses Post-Political Year**

Local media do not exist in a vacuum; local political and economic conditions significantly influence their operational strategies. Local online media often rely on funding from local governments and are vulnerable to political and algorithmic pressure from digital platforms. This dependence has the potential to limit editorial freedom and journalistic integrity (Hidayat, R., & Rusadi, U., 2025).

As a digital-based media, Ayo Media Network implements a business strategy that not only focuses on increasing revenue but also ensures operational sustainability through diversifying revenue sources from its various business lines. By utilizing the theory of organizational resilience (Lengnick-Hall et al., 2011) and digital transformation (Vial, 2019), Ayo Media Network adapts its business model to remain relevant and competitive amidst the evolving political dynamics.

The key to sustainability based on the innovation that Ayo Media Network wants to carry out is quite dependent on the strength and management of human resources that are able to adapt to technological developments. Even though the company has implemented efficiency, Ayo Media Network will continue to recruit new employees and plan to shift to a freelancer-based work model and recruit a multi-talented team to reduce operational costs while increasing flexibility.

Ayo Media Network with its news portal network business line and various media services across digital media to outdoor media still has flexibility from various sides, including business model transformation through digital technology that can help create more relevant products and services (Kane, 2015). In addition, flexibility from the company's organizational side and the ability to innovate are key elements in maintaining business sustainability (Lengnick-Hall et al., 2011). This allows Ayo Media Network to adapt to all possibilities, including going through a political year that does not meet expectations, to facing an uncertain post-political year.

In addition to requiring the participation of academics, Business Director of Ayo Media Network sees that the local digital media industry will not have a good future if there is no government intervention through regulations that regulate all media companies up to the global level which are social media platform companies that are accessible in Indonesia. Likewise, the Chief

Editor of AyoBandung.com specifically mentioned that the Publisher Rights that have been approved by the government if implemented properly will support the sustainability of local digital media.

Meanwhile, BandungBergerak faces challenges and opportunities in maintaining the sustainability of its business after the 2024 political year, especially amidst the growing digital disruption. Factors that influence the sustainability of BandungBergerak's business include community support, journalistic independence, and the challenges of digitalization amidst competition with major digital media and social media platforms requiring this media to continue to innovate. Trust from the local community is an important element in ensuring business continuity, while BandungBergerak's position as an independent media increases its appeal to readers who want credible information.

Innovations that can be developed by BandungBergerak include strengthening digital content by developing multimedia formats such as documentary videos and podcasts as well as offline discussion events to reach a wider audience. Strategic partnerships with other independent media can expand networks and share resources. In addition, digital monetization through subscription-based business models or donations from loyal readers can be an additional source of income. BandungBergerak seeks other monetization alternatives, such as strategic partnerships and community fundraising (Mallak, 1998;

Sutcliffe & Vogus, 2003).

Figure 6. BandungBergerak opens donations from its readers.

(source: BandungBergerak.id, 2024)

Founder and Editor-in-Chief of BandungBergerak.id focuses on the values and ideals carried by its media. Matters concerning business are directed so as not to interfere with the quality of journalistic content and the noble values that are upheld even though it results in a small amount of income from the business side. However, the existence of BandungBergerak is determined by the impact or outcome for its reader community, so therefore the business it runs needs to be adjusted.

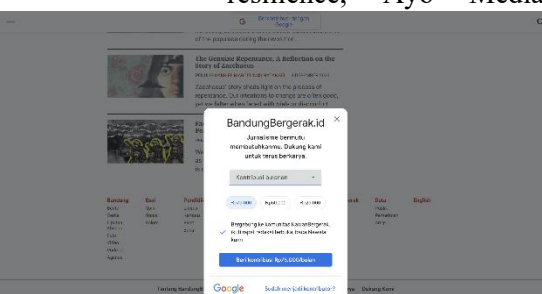
## CONCLUSION

Ayo Media Network Bandung and BandungBergerak are examples of how local media can survive amidst the challenges of digitalization and the economy through innovative sustainability strategies, commitment to journalistic quality, and community support. These results are relevant to understanding the dynamics of local media in Indonesia and offer a model that can be replicated by other media.

In the perspective of organizational resilience, Ayo Media Network and

BandungBergerak show flexibility and adaptability in facing external challenges. Local digital media may be market-oriented from advertisers with seemingly limitless digital transformation, but many companies have entered the media industry. By maintaining journalistic idealism and building a loyal reader community, this media can reduce dependence on political funding sources that risk sacrificing independence. This strategy reflects the principle of value-based sustainability, which emphasizes sustainability based on values and long-term trust from audiences and partners (Hamel & Välikangas, 2003).

Both media reflect the characteristics of a resilient organization, namely flexibility, responsiveness, and sustainability. The business strategies implemented by both media show their efforts to achieve alignment with the principles of organizational resilience that focus on innovation and operational flexibility in the face of uncertainty. Mallak (1998) emphasized the importance of organizational flexibility in facing external pressures, which can be seen in how the media is able to adjust its structure and strategy without sacrificing journalistic quality. With an approach focused on core values, innovation, and community support, local digital media will be able to maintain resilience and adaptability amidst the challenges of post-political years and digital disruption. The theory of organizational resilience provides a relevant framework for understanding how these strategies are



applied to ensure the sustainability of independent local media businesses.

The big challenges faced by local digital media are competition with large media and also their dependence on global digital platforms such as Google, and the majority of these digital media only rely on social media in content distribution. Therefore, fair regulation is needed to build quality journalism without sacrificing press freedom. The sustainability of local digital media is highly dependent on their ability to adapt to changes in the digital media landscape.

The financial and operational resilience of local digital media is supported by efficient organizational structures, revenue diversification, and community trust. With a focus on quality, collaboration, and technological development, digital media has a great opportunity to remain relevant in the post-political years, and even in the future.

This study expands the understanding of organizational resilience within the context of non-political local media in developing countries by emphasizing the interplay between organizational values, public trust, and revenue diversification. The analysis reveals that local media resilience is inseparable from the surrounding social, political, and technological context. Ayo Media Network exemplifies an adaptive business model through revenue diversification strategies involving creative services and corporate partnerships. Meanwhile, BandungBergerak demonstrates values-based resilience by upholding editorial independence and fostering community engagement through social collaboration. Although these two media organizational display distinct patterns of organizational resilience, both highlight the critical roles of innovation, values, and public trust in sustaining media viability in the digital age.

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