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Bagaimana Radio Republik Indonesia Berinovasi dan Tetap Berkelanjutan di Era Digital: Tinjauan Manajemen dan Strategi

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Abstract

Radio Republik Indonesia (RRI) is a public broadcaster that is facing many challenges in the digital age. These include going digital, creating sustainable business models, creating quality content, transparent and professional management, and developing skilled workers. This study sought new management ideas to make RRI more competitive and sustainable. Researchers have used a qualitative approach to review the books, journals, and documents of Indonesian public broadcasters. They collected and analysed the data and documents. Successful management requires creating engaging content, using digital technology, building sustainable business models, effectively managing resources, maintaining good governance, and forming partnerships. RRI needs to use digital technology wisely, find new funding sources, create content that attracts audiences, practice good governance, and train skilled workers to remain relevant and competitive. By focusing on these areas, RRI can improve its competitiveness and sustainability in the digital world. This study aimed to create a new management model and policy recommendations to strengthen the role of RRI in the digital era.

Keywords: digital transformation, Radio Republik Indonesia, sustainable business model

Abstrak

Radio Republik Indonesia (RRI) adalah lembaga penyiaran publik yang menghadapi banyak tantangan di era digital. Tantangan-tantangan tersebut meliputi proses digitalisasi, menciptakan model bisnis yang berkelanjutan, menghasilkan konten berkualitas, menerapkan manajemen yang transparan dan profesional, serta mengembangkan tenaga kerja yang terampil. Penelitian ini bertujuan mencari ide-ide manajemen baru untuk membuat RRI lebih kompetitif dan berkelanjutan. Para peneliti menggunakan pendekatan kualitatif dengan menelaah buku, jurnal, dan dokumen dari lembaga penyiaran publik Indonesia. Data dan dokumen dikumpulkan serta dianalisis. Manajemen yang sukses membutuhkan pembuatan konten yang menarik, pemanfaatan teknologi digital secara optimal, pembangunan model bisnis yang berkelanjutan, pengelolaan sumber daya yang efektif, penerapan tata kelola yang baik, dan pembentukan kemitraan. RRI perlu menggunakan teknologi digital dengan bijak, mencari sumber pendanaan baru,

menciptakan konten yang menarik penonton, menerapkan tata kelola yang baik, serta melatih tenaga kerja terampil agar tetap relevan dan kompetitif. Dengan berfokus pada area-area tersebut, RRI dapat meningkatkan daya saing dan keberlanjutannya di dunia digital. Studi ini bertujuan untuk menghasilkan model manajemen baru dan rekomendasi kebijakan guna memperkuat peran RRI di era digital.

Kata Kunci: manajemen strategis, model bisnis berkelanjutan, Radio Republik Indonesia, transformasi digital

Introduction

Radio stations, such as Radio Republik Indonesia (RRI), are facing significant problems. Technology has changed how people obtain news. Most people use digital media for this purpose. Another problem is the increase in the number of illegal radio stations. These stations use new wireless technologies to disrupt their legal broadcasts. This means that smart systems are needed to find and manage illegal broadcasts (Ma et al., 2020). Traditional radio has a difficult time because more people prefer online media. RRI also struggle to share information. It is easy to share online, but we need to check whether the information is true and reliable. The digital age has made life better in many ways, but it has also spread false information, especially on social media. RRI also has trouble performing in-person activities to communicate fully with the public. Another issue is working on the media. With more digital media, RRI must change how it talks to its audience. A good image helps an organisation succeed. To address these problems, RRI should make new plans, such as improving digital content, training staff in digital skills, and working with others to share information widely. As a public broadcaster, RRI should use digital technology to better connect with and serve the public. The media world is changing because of digital technology. People consume media differently, competition is growing, and RRI must innovate and change its strategies and business models.

Today, public broadcasters, such as Radio Republik Indonesia, face significant challenges. The main challenge is to move to digital technology. This implies changing technology, business, and content creation. Going digital also means using things like podcasts, which connect the old radio with digital listeners. However, there is debate about whether podcast episodes are a big cultural change or just a tool for big media companies (Menduni, 2007). Good content is key to maintaining listeners. Therefore, it is important to improve digital content creators' skills. This encourages creativity and new ideas to meet public needs. Public broadcasters such as RRI must fully accept digital changes. This includes changes in the systems, infrastructure, business processes, institutions, and skill development.

This research examines how Radio Republik Indonesia (RRI) has adapted to the digital age. It focuses on the strategies and management of innovation and the continuation of operations. This study aims to see how traditional public broadcasters like RRI change and grow in the competitive digital media world. It also adds to the understanding of innovation and sustainability in the media, especially radio, during digital change. Finally, it provides practical advice and

recommendations for RRI and similar media groups for the effective management of innovation and sustainability.

Not knowing how to manage digital tools is a problem in improving RRI competitiveness and sustainability. More research is needed to find the best way for public broadcasting to deal with digital changes. This study aimed to identify the key factors and strategies for RRI success in the digital age. It will also create management strategies to improve RRI's performance and sustainability of RRI's. The main question of this study is how radio stations in Indonesia can innovate and become more sustainable in the digital era. What are the effects of management and strategic partnership?

Methods

This study examined how Radio Republik Indonesia (RRI) remains innovative and sustainable in the digital age. It focuses on the management and strategy. A qualitative method was used to understand the complex social issues. This research is based on a literature review that provides detailed information on a specific topic. This review provides the foundation for this study. Literature Search: The researcher searched for information in journals, books, and reports. Keywords include "media innovation," "digital radio strategies," "broadcast sustainability," "media management in the digital era," "public radio," "digital media disruption," "digital radio audience behavior," and "media business models." Identification of Concepts and Theories: The researcher will find ideas such as innovation, sustainability, strategic management, digital adaptation, and radio's role in the digital age. They will also look for theories such as the diffusion of innovation, organizational adaptation, strategic management, and the political economy of the media. Synthesis and Analysis: After collecting the literature, the researcher combined them to find patterns, gaps, and discussions. They will see how these theories apply to RRI and help form research questions. Framework Development: The literature review results will help create a framework to guide data collection and analysis. This framework shows the relationships among the concepts studied.

In qualitative research, themes are identified by closely examining data. This means that themes came from the data itself, even though the first literature review helped guide the process. Here is how it works: the researcher reads interview transcripts, observation notes, or other documents many times to understand the data. They highlighted parts that were interesting or important to the research question. The first code can be words, phrases, or sentences that show the main ideas in the data. Examples of first codes are "use of social media," "funding challenges," "employee training," "content collaboration," and "changes in listener habits." Similar codes are grouped into larger categories. For example, "use of social media" and "online interaction" might be grouped under "Digital Audience Engagement Strategies." These categories were studied further to identify larger themes. A theme is a repeated and important pattern in the data related to research questions. For example, from categories like "Digital Audience Engagement Strategies", "Content Diversification", and "Development of New Platforms", a

theme like "Content and Distribution Adaptation in the Digital Era" might come up. Themes were checked and improved by reviewing the original data to ensure that they truly showed what was being studied. A coding system was used to organise and sort the data. Thematic or qualitative content analyses were likely to be used in this study. The coding system includes: Initial codes that describe the data (like "promotion strategies", "organizational structure", "new technology"). Codes that start to explain the meaning behind the data (like "resistance to change", "training needs", "competitive advantage"). The codes used were exact words or phrases from research participants to maintain their original voices. NVivo software was used to code, organise, and visualise the data. This software helps create a code hierarchy, find patterns, and connect parts of the data to relevant themes.

Result and Discussion

This study examines how public TV and radio stations are managed in Indonesia, how business models are changing with digital technology, and how these models can be made sustainable. Public broadcasting means running TV and radio stations owned by the government or public groups. These stations aimed to inform, educate, and entertain the public. The government provides such services. This review examines studies on managing public broadcasting, digital changes, and sustainable business models in Indonesia. Public broadcasters are different from commercial broadcasters because they do not aim to make money. Instead, they focus on serving the public with educational, informative, and entertaining content.

The main goal is to serve the public's needs before making money. Public broadcasting must create a strong business plan, particularly with new digital technologies. Digital changes are important because they can affect business plans, infrastructure, and staff skills. Many studies see digital change as a threat rather than an opportunity for better business plans. Public services are crucial for public broadcasting as they support social control and democracy. In Indonesia, where the government is deeply involved with the media, exploring a mix of public broadcasting, digital change, and strong business plans is important. This is challenging for the infrastructure, staff skills, and business plans. Digital changes in Indonesian public broadcasting have affected the systems, business processes, institutions, and staff. Radio is part of Local Public Broadcasting Institutions and aids digital learning. Digital technology has altered business plans, so public broadcasting requires new ways to earn money and reduce costs to stay financially stable. Studies have shown that digitisation in Indonesia is controversial, with concerns about the government's approach. Hybrid multiple-access schemes are considered for better spectrum-sharing in future networks. For example, the manner in which multiplexing capacity is provided has been criticised for favouring state broadcasters and limiting private and community media.

Research examines who controls the media in the digital age. Early studies have shown that politics can affect media content and decisions, hurting the independence of public broadcasting. Stromback (2025) points out three threats: first, public broadcasters' ability to work; second, their independence; and third,

efforts to label them as biased, which lowers their trust. This situation causes problems, especially in terms of infrastructure, skills, and business models. In Indonesia, public broadcasting has changed in terms of systems, processes, institutions, and people due to digital technology. This change also impacted business models, making broadcasters find new ways to make money and cut costs in order to stay financially stable. A literature review found that the digitisation process in Indonesia is controversial. Civil society groups are concerned with how the government manages it. For example, the way multiplexing capacity is provided has been criticised for favouring state-owned broadcasters and limiting private and community media.

The program includes everyone in society. The company receives money from public funds and advertising. Honest management is important to maintain public trust in broadcasting. Good management also helps maintain the models. In Indonesia, public broadcasting is changing into digital formats with the help of rules. This change brings challenges such as infrastructure, skills, and business models. Studies show that organisations need to develop certain skills in workers for digital change and success. The three important skills are handling unstructured data, dealing with disruptions, and using new technologies. Good digital leaders think like entrepreneurs; have strong organizational and IT skills; can inspire others; and are adaptable, dedicated, and creative. Funding comes from public money, private donations, and other noncommercial sources. Independent boards oversee public broadcasters to represent the public interest. Creating sustainable business models for public broadcasters is complex. These organisations must balance public service goals with financial stability.

In Indonesia, online public services require significant changes. This means updating systems, infrastructure, business processes, and institutions and improving workers' skills. People want digital services that are faster, clearer, and more accountable. The first step is to convert the print, video, and audio into digital formats. Digital systems and infrastructure were built. The next step is digital transformation. It involves big changes in how organisations work, their processes, and their culture to better use digital technology. Many studies have examined digital transformation in Indonesia, particularly in public broadcasting. Digital transformation refers to big changes in an organisation's business model, processes, and culture to effectively use digital technologies. Many studies have examined digital transformation in Indonesia, particularly in public broadcasting. According to Allan (2007), public broadcasting differs worldwide. Unlike private broadcasting, which aims to generate profit, it usually focuses on public services. Public broadcasting management includes providing accurate news, quality education programs, healthy entertainment, public services such as health and emergency information, cultural preservation, and monitoring of public policies and social issues.

Public broadcasters must remain independent of politics and business. As technology changes, they must update their plans to continue running and meet their goals. They need steady funding, which means looking at ads and partnerships, but they must remain true to their mission. They face management issues and must remain free from political and business pressure. With digital changes, they needed

to adjust their plans to keep going. A major challenge is staying independent. As technology evolves, models must be modified to meet their goals. They require stable funding, which involves exploring ads and partnerships while remaining independent. Along with management challenges, they must remain free from political and business influence. In the digital age, they must adjust their models to keep running and meet their goals.

Public broadcasting requires both steady- and long-term funding. To achieve this, they should consider ads and partnerships but remain independent and focus on social goals. Today, public broadcasting competes with commercial broadcasters and the new media. Digital technology brings many challenges; therefore, public broadcasters must change their content and business models in the digital age. They need to keep up with the new broadcasting technologies and media formats. This digital shift requires changes in systems, infrastructure, processes, and institutions to help public broadcasters adapt and remain sustainable. Research shows that digital change in Indonesia's public broadcasting is a new area that requires further study, especially regarding sustainable business models and digital leadership. It is also important to consider the needs and expectations of the modern society. Public broadcasting transformation means changing to keep up with technology, public behaviour, and current demands. The goal is to keep public broadcasting relevant and effective in providing information, education, entertainment, and other services to diverse audiences.

Technology is changing public broadcasting. The Internet and social media have changed how people watch and listen to media. Public broadcasting requires new technology to reach more people. Media habits have changed significantly owing to technology. Today, audiences are more active and choose what they watch. Public broadcasters must understand these changes to remain important and meet public needs.

Today, people expect better quality, responsibility, and openness from public services such as public broadcasting. Digital changes in public broadcasting have covered several areas.

1. Digital Content can be defined as engaging, interactive, and accessible content on multiple platforms.
2. Digital Distribution refers to the dissemination of content through digital channels, including websites, mobile applications, and streaming platforms.
3. Digital Production is defined as the utilisation of digital technology in the production of broadcast content.
4. Digital Resources refer to the cultivation of human resource competencies that can effectively utilise digital technology.
5. Digital Infrastructure refers to the development of digital technology systems, applications, and infrastructure to support public broadcasts.

Digital leadership needs a clear vision for the ethical use of digital technology. Leaders in the public sector, such as broadcasting, must consider the ethical use of these technologies and improve digital skills in their organisations (Branderhorst and Ruijter, 2024). To maintain their audience, they must innovate and enhance their content and services. In Indonesia, public broadcasting faces

issues such as poor digital infrastructure in remote areas and insufficiently skilled workers. They also have limited budgets for digital change. Media fragmentation and competition with commercial media have contributed to these problems. To address these issues, public broadcasting in Indonesia requires a good digital plan. The plan should cover technology, content, human resources, governance, and financing. Government assistance through policies, regulations, and budgets is key to success. However, this plan faces challenges such as a lack of teamwork, investment in people, and the need for new business models (Pérez-Seijo and Silva-Rodríguez, 2024).

A sustainable business model for public broadcasting has helped the organisation for a long time. Public broadcasting aims to provide good information, education, entertainment, and public service. This model examines money, social, and environmental factors. Public budgets are the main source of funding for public broadcasts. It is important to keep this budget stable and predictable by using a public system for fair data collection. Public broadcasting can earn money through ads, sponsorships, or co-productions if they do not interfere with their missions. They also sought grants and donations from other institutions. Investing in the appropriate technologies can reduce costs. Public broadcasting requires skilled and motivated teams. Buildings and equipment should be well-managed. It is important to know what the public wants in terms of the content. The content should cover many topics to meet the needs of the different groups. High-quality content is crucial. Public broadcasting uses digital technology to attract more people. Content should be available on TV, radio, the Internet, and social media. Building active and engaged audience communities is important. Public broadcasting requires public feedback. Financial and operational management should be transparent. Public broadcasting must remain independent of political and commercial influence.

A sustainable business model has many benefits such as steady and diverse funding. Public broadcasting creates content that meets society's needs. Thus, it is important to share information, education, and entertainment. People and stakeholders highly think about public broadcasting. However, to remain sustainable, it must keep pace with technological changes. In public broadcasting, it is important to observe how media habits change. It also needs to stay ahead of the other media outlets. The future of public broadcasting depends on sustainable business models that offer important public service.

Managing public broadcasting and digital change in Indonesia presents unique challenges and opportunities for sustainable business models. As technology and digital change become more important, Indonesia's broadcasting sector is changing greatly to remain competitive and effective (Rohmah & Komarudin, 2023). Studies have examined the challenges and opportunities of this change, such as managing digital signals and handling market competition. For example, research shows that sustainable business models include social responsibility, fair access to services, and innovation in response to new technologies (Cocu et al., 2025; Fiorentino et al., 2020). The research findings were confirmed by checking different data sources such as interviews, company reports, and outside publications. This study examines the years 2010–2025, focusing on important

changes and trends. To understand the major changes in public radio broadcasting management from 2010 to 2025, we need to consider several factors. These include new technologies, changes in audience behaviour, changes in rules, and financial stability. Table 1 presents the main results of the study.

Table 1. Aspects of technological change, audience, and regulation

2010 – 2015	2016 – 2020	2021 – 2025
Technology Advancement		
The advent of digital broadcasting and the integration of internet streaming occurred in the early part of this period. Consequently, radio stations commenced the adoption of digital audio broadcasting (DAB) and the establishment of online streaming platforms	Significant advancements in mobile technology, coupled with the widespread adoption of smartphones, have given rise to a proliferation of mobile radio applications. Public radio stations, such as RRI, have initiated the development and enhancement of their digital presence through the utilization of mobile applications and social media platforms	The implementation of artificial intelligence and machine learning for the delivery of customized content and the analysis of audiences is increasing. Public radio is beginning to utilize artificial intelligence to create playlists and enhance the user experience
Audience Behavior Change		
Traditional radio listening remains strong, but there is a noticeable shift towards online streaming, especially among younger listeners	Podcasts and on-demand content are growing in popularity. Listeners are looking for more flexible and customisable content consumption options	The rise of interactive and participatory content trends, with audiences engaging more directly with radio programmes through social media and other digital platforms
Regulatory Changes		
Governmental and regulatory entities have initiated the process of revising broadcasting regulations to align with the emerging landscape of digital and online platforms	The overarching objectives of these policies is to ensure fair competition between traditional broadcasters and digital platforms. Public radio is incentivized to innovate while maintaining its public service mandate	The prevailing emphasis on data privacy and security is of particular significance. Regulations are being introduced to protect user data collected through digital platforms

The data were analysed to identify common themes and patterns regarding the challenges and opportunities for the RRI Public Broadcasting Corporation. The main findings of this analysis are as follows:

Developing digital competencies among public broadcasting personnel to effectively navigate digital transformation is paramount

Figure 1 shows that public broadcasting staff must learn digital skills to handle digital changes. They should acquire these skills through regular training programmes. It is also important to hire people who are aware of digital media and technology. Working with tech companies helps share knowledge and work on projects. Engaging with listeners means using social media and mobile apps to communicate with them. It is also important to have a system for gathering and studying listener feedback for ongoing improvement. Radio platforms help teach digital skills by showing the public how to better use information and communication technologies (Sjuchro et al., 2023). This helps include digital skills in current programs, so that staff can tackle modern challenges using digital tools (Iyamu et al., 2025). These skills should go beyond basic digital knowledge to include managing data systems, which is key to digital change in any field (Ramachandran et al., 2024).



Figure 1: Digital Opportunities and Challenges
(Source: Researchers' Analysis)

Figure 2 shows that focusing on certain areas can help manage challenges and take advantage of digital transformation opportunities for public broadcasting. One focus is on diversifying the content, such as using podcasts and on-demand services. This means adding video and interactive content along with the traditional radio. To stay financially stable, it is important to look for partnerships, sponsorships, and crowdfunding and to save costs without lowering content quality. Another focus is on following data privacy rules to protect audience information and meet broadcasting standards to remain credible. In innovation and technology, RRI uses artificial intelligence and automation to create content for individual viewers and to improve efficiency. The company also invests in strong digital infrastructure to support online and mobile broadcasting. Regarding community engagement, RRI makes content that addresses local issues and encourages

community involvement in creating content and making decisions. A key part of the RRI is societal engagement, which aims to make science, technology, and innovation more open and responsive to community concerns. This engagement ensures that different groups are represented, encourages ongoing involvement, and promotes interactions between researchers and communities (Bauer et al., 2021). By involving various societal stakeholders, including community members, the RRI framework helps to better understand societal needs and priorities and creates a collaborative environment in which community concerns can influence research and innovation (Salles et al., 2018).

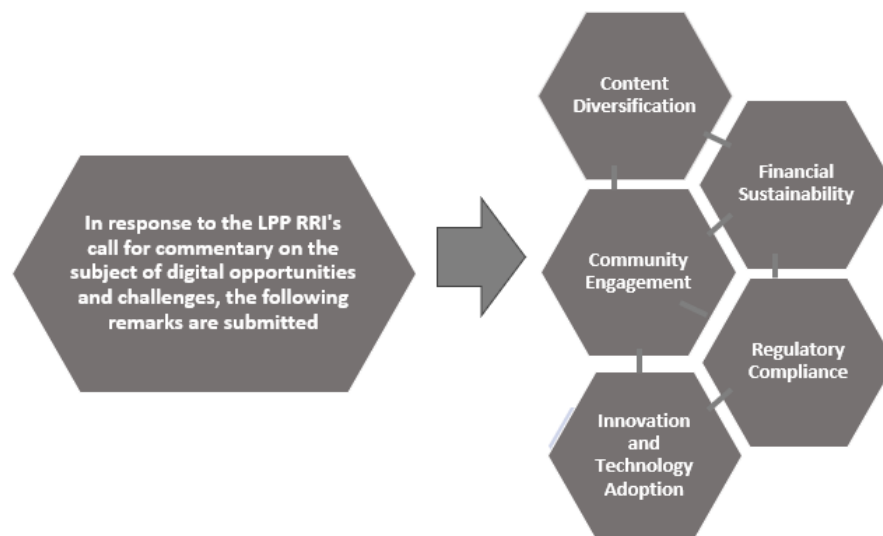


Figure 2: Fields to Respond to Digital Opportunities and Challenges
(Source: Researchers' Compilation)

By focusing on these areas, RRI can effectively solve problems and take advantage of the opportunities from digital changes in public broadcasting.

It is imperative for public broadcasting to devise innovative and sustainable business models that strike a balance between public service mission and financial viability

Broadcasters must balance their public service goals with money. The following are some important points for creating a successful business model. Figure 3 shows that the revenue comes from different sources. These include getting government funding for public services; forming partnerships with companies, non-profits, and schools for sponsorships; starting membership programs and fundraising to get support from loyal listeners; and applying for grants from international groups that support media and public broadcasting. Offering premium and subscription services can provide exclusive content, such as documentaries, interviews, and an ad-free experience for those who pay monthly or yearly fees. Another approach is to create a strong digital presence by creating mobile apps and online streaming to reach more people. Social media can help listeners interact, share content, and promote shows. Podcast and on-demand content can meet the growing demand for flexible media. Engaging the community and using

crowdsourcing can involve people in creating content and making decisions, which builds support. Crowdsourcing can also help to gather ideas for new programs and raise funds for specific projects. Organising workshops, webinars, and live events can add value to audiences and bring extra money. Selling branded items, such as T-shirts and mugs, is another option. Analysing the audience can help offer targeted ads that match listeners' interests without affecting the editorial quality. Working with businesses for sponsored segments that fit the broadcasters' values is also useful. These efforts not only help sustainability but also increase revenue and improve public perception (Firoj and Mohammad, 2024). Social media is important for developing sustainable business strategies. Public broadcasters can use social media to engage audiences, receive feedback, and create sustainable brand plans. This approach meets the growing demand for transparency and social responsibility (Adwan & Altrjman, 2024).

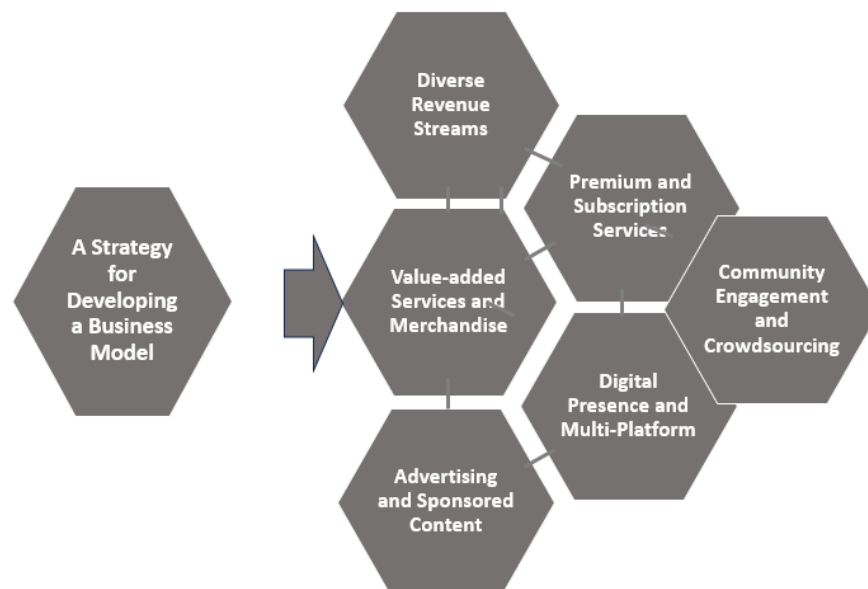


Figure 3: Business Model Development Strategy
(Source: Data Processed by the Researchers)

Public broadcasters such as RRI use these strategies to create new and lasting business models. This helps them balance their public service goals by making money. This allows them to keep giving important content to people while staying financially healthy. Ideas such as the Circular Economy and Product-Service Systems help to use resources wisely and have shown good results for sustainable business (Kurek et al., 2023).

It is imperative for public broadcasting to proactively adapt to evolving patterns in media consumption and ensure the provision of high-quality pertinent content to sustain public demand

To keep people interested, public broadcasters, such as RRI, need to adapt to new ways in which people use media and offer good, relevant content. Here are some main strategies to do this: By using this plan, public broadcasting can change

how people use media and offer quality content that keeps public interest, as shown in Table 2 below.

Table 2. Habit change strategy

	The following essay will propose a strategy	The following is a sub-strategy	The following action is hereby declared to be in process
1.	An investigation into the preferences of the audience is necessary to ensure a successful outcome	An investigation into the composition of the audience	It is imperative to conduct periodic surveys and research in order to comprehend the preferences, behaviors, and needs of diverse audience segments
		The following section will present an analysis of the data	The utilization of data analytics is imperative for the monitoring of listening patterns, the tracking of content performance, and the identification of trends
2.	Digital transformation	The entity in question has a presence across multiple platforms	Ensure content is available across multiple platforms, including traditional radio, online streaming, mobile apps and social media
		Interactive accounts are a type of financial account that allows customers to conduct transactions and manage their finances in a dynamic and participatory manner	The development of interactive content is essential for encouraging audience participation. Such content may include live question-and-answer sessions, polls, and social media interaction
		The On-Demand Service is available for use at the user's discretion	It is imperative to provide podcasts and on-demand content in order to appeal to audiences who prioritize flexibility in their listening schedules
3.	Content diversification	The present study will examine both local and global content	The following text is intended to provide a comprehensive

	The following essay will propose a strategy	The following is a sub- strategy	The following action is hereby declared to be in process
			overview of the subject matter
4. Quality and relevance		The program is designed to provide educational and informative content	The organization provides educational programs, news, and documentaries that offer in-depth analysis and valuable information
		Entertainment and cultural content	A diverse array of entertainment, music, and cultural programs is offered to appeal to a wide audience
		It is imperative to adhere to stringent production standards to ensure the integrity and quality of the final product	It is imperative to maintain stringent production standards to ensure the creation of engaging, well- produced, and professional content
		The subjects under discussion are pertinent to the current moment and timely	It is imperative to address contemporary issues and subjects that are of interest and concern to the audience in a timely and relevant manner
5. Community engagement		Diverse perspectives	In order to reflect the richness of the community and encourage inclusivity, it is essential to include diverse perspectives and voices
		Listener feedback	It is imperative to proactively seek and incorporate feedback from listeners to enhance the quality of content and address the needs of listeners
		Public participation	It is imperative to engage the community in the creation of

The following essay will propose a strategy	The following is a sub- strategy	The following action is hereby declared to be in process
	Initiative collaborative	<p>content and the processes that inform decision-making. This engagement fosters a sense of ownership and loyalty among community members, thereby strengthening the community's connection to the initiative and enhancing its sense of engagement and commitment</p> <p>Furthermore, it is recommended that content be created in collaboration with local organizations, schools, and community groups, with the objective of providing benefits to the public</p>
6. Innovation and adaptation	<p>Emerging technologies</p> <p>Experiment</p> <p>Continuous improvement</p>	<p>It is imperative to maintain currency with the latest advancements and trends within the media industry to facilitate the adoption of innovative methodologies</p> <p>It is imperative to be receptive to experimenting with novel formats, genres, and delivery methods to ensure the continued relevance and appeal of content</p> <p>A content strategy should be subject to regular review and update, with these updates based on</p>

The following essay will propose a strategy	The following is a sub- strategy	The following action is hereby declared to be in process
		audience feedback and performance metrics

Innovation in digital media should focus on the audience, not just on technology. This means creating content that fits what people like and how they use the media today. This includes using different formats and stories (Pérez-Seijo & Silva-Rodríguez, 2024). Public service media (PSM) is viewed as different from other media. People think that PSM offers better quality information, but younger people often choose social media for fun (Sehl, 2020).

The intricate and frequently contentious digitisation process in Indonesia's broadcasting sector necessitates a more comprehensive and inclusive approach to address the concerns of various stakeholders

Digitising Indonesia's broadcasting sector is both complex and controversial. This involves many different groups of interests. The switch from analogue to digital broadcasting has been delayed many times, because there is no clear set of rules. The government is attempting to update these rules to help with this change. However, many problems remain. Building the infrastructure necessary for digital broadcasting is a significant challenge. The government chose a private broadcaster (LPS) to accelerate the development of TV infrastructure. However, radio is still being tested, which causes delays and concerns regarding fair resource distribution. Different groups, such as private broadcasters, community broadcasters, and the public, have raised concerns about digitisation. Private broadcasters worry about financial and competitive effects, whereas community broadcasters fear being left out. Public awareness and use of digital broadcasting are low. To fix this, the government needs to run effective campaigns to educate the people. These campaigns should explain the benefits of digital broadcasting and its access to it.

Digital broadcasting provides better sound and picture quality than analogue broadcasting. It also offers more TV channels, giving viewers more choice. Switching to digital frees up the frequency space, which can be used for things such as better internet access and 5G networks. This change can boost the economy and improve connectivity. Digital broadcasting can also improve public services by adding channels for education and information. It also helps with emergency broadcasts and disaster preparedness.

Therefore, a broad, inclusive approach is essential. This requires the involvement of all key groups in decision making. This includes private and community broadcasters, government agencies, and the public sector. Regular meetings and feedback can help to solve problems and build agreements. Fair distribution of resources for building infrastructure is very important. This means supporting community broadcasters and smaller groups in order to prevent them from being left out. A public education campaign is required to inform people about digital broadcasting and its benefits. Providing subsidies for set-top boxes helps

families switch to digital broadcasting, thus encouraging its use. In addition, updating the rules to handle new challenges and ensuring a smooth transition are crucial. This involves setting clear guidelines for the transition, and ensuring transparency and accountability. Using a complete and inclusive approach is key for Indonesia to successfully manage digital change and to ensure that digital broadcasting benefits everyone involved.

RRI's current digital transformation efforts lack a clear plan and are scattered. To address this, a better plan is required. This plan should focus on training staff, creating a lasting business model, and improving content to match listeners' needs.

To address these issues, the researcher suggests the following: It is important to create a clear plan for digital change at RRI with set goals, timelines, and resources. The following suggestions include additional strategies and steps for RRI digital change, as shown in Figure 4. This figure shows the specific goals for the digital change process, such as improving digital audience engagement, content quality, and operational efficiency. Setting realistic timelines and milestones to track progress is crucial. Allocating resources such as money, technology, and people is key to success. Investing in modern broadcasting technology, servers, and software is necessary to create and share digital content. Developing easy-to-use digital platforms, such as websites, apps, and streaming services, is essential for reaching more people. Regular training for RRI staff is crucial for improving their digital skills. Hiring and maintaining experts in digital media and technology are important for leading digital projects. Expanding the content to include videos, podcasts, and interactive formats is necessary to meet different audience preferences. Maintaining high production standards ensures engagement and professional content. Strong social media strategies should be developed to engage audiences, share content and receive feedback. Creating interactive content such as live Q&A sessions, polls, and social media interactions is important. Exploring new revenue sources, such as sponsorships, partnerships, and crowdfunding, is essential for supporting digital projects. Developing ways to make money from digital content, such as subscriptions, premium content, and targeted advertisements, is very important. Public awareness campaigns are also recommended to inform audiences of the benefits of digital broadcasting. Providing support to users during the switch to digital formats, including tutorials, help centres, and customer support, is essential. Engaging stakeholders, such as private broadcasters, community broadcasters, government agencies, and the public, in decision-making through regular consultations and feedback is important. Starting collaborative projects with stakeholders is also recommended to address common challenges and seize shared opportunities. By following this comprehensive plan, the RRI can successfully manage the digital change process, address stakeholder concerns, and ensure a sustainable and impactful future in broadcasting.

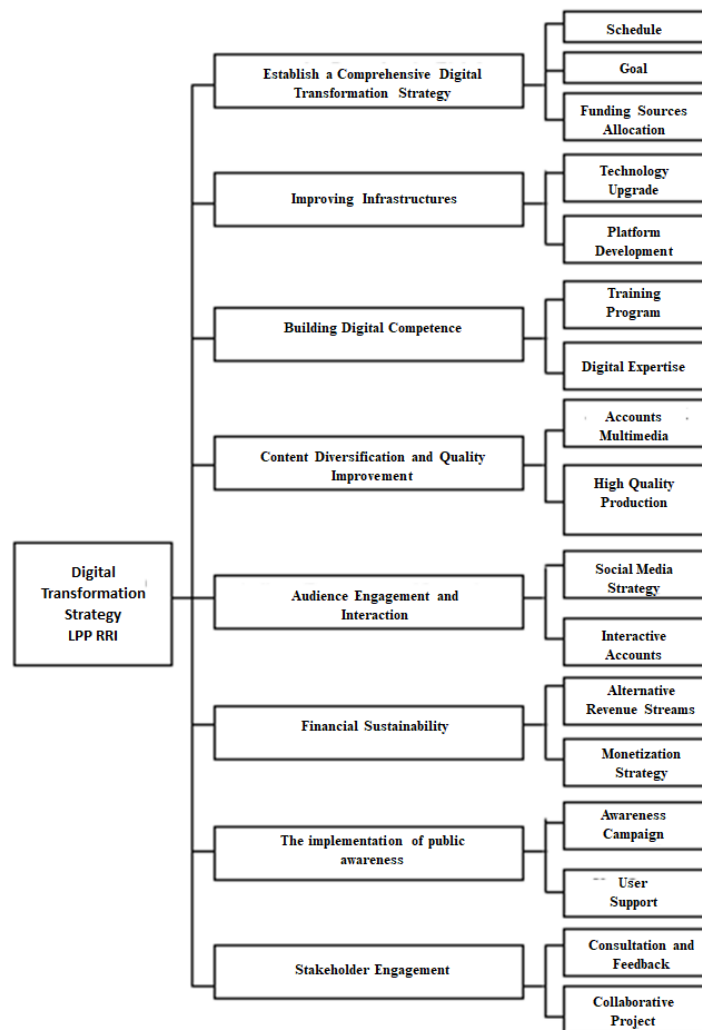


Figure 4: Illustration of the Public Broadcasting RRI Transformation Strategy Model
 (Source: Data Processed by the Researchers)

In Indonesia, changing TV and radio to digital technology is complicated and sometimes causes disagreement. It requires a plan that includes everyone involved. As in other areas, going digital changes how well organisations work and requires strong management. For instance, studies of Indonesian banks and insurance companies show that mixed IT management helps with this change. This management ensures that digital projects are handled well and that they match the organisation's goals (Mulyana et al., 2023). Going digital also helps businesses become more sustainable. This is influenced by the board's age, gender, and experience, all of which affect the decision-making process (Zhang et al., 2024)

Investing in the development of digital competencies among RRI personnel through targeted training and knowledge-sharing initiatives is crucial to the success of digital transformation

Building digital skills among RRI staff is key to successful digital transformation. There are some ways to do this: regular workshops on digital skills, such as content creation, digital marketing, data analysis, and social media. After these workshops, the industry experts were invited to provide practical training. Partners with online learning platforms such as Coursera, Udemy, or LinkedIn Learning offer courses on digital media, technology, and broadcasting. Encourage employees to take these courses and reward those who are certified. In addition, internal training sessions were led by experienced staff or outside experts. These should include digital content production, SEO, audience engagement, and multimedia editing. Set up a mentorship program where experienced digital professionals help less-experienced staff members. This will help to share knowledge and skills through regular mentor-mentee meetings.

Establishing an internal knowledge portal for employees. This portal should have resources, tutorials, and best practices for digital skills. It is often updated with new content. Encourage employees to share their insights and experiences. Promote teamwork by having people from different departments work together on digital projects. Assign team members with different levels of digital skills to work on specific tasks. Organise peer learning sessions in which employees can share knowledge and experiences. These sessions were used to discuss successful projects, digital tools, and techniques. Existing digital competence frameworks and tools, such as DigCompEdu, are used to create a complete strategy for digital skills (Grosbeck et al., 2023).

To keep improving, public broadcasting RRI should set up a way to obtain feedback from employees about how well training and knowledge-sharing programs work. Use this feedback to make changes and adjust future programs to fit staff needs. In addition, rewarded employees have great digital skills. This helps with the digital transformation. Offer bonuses, promotions, and public recognition motivate and maintain top talent. It is important to monitor how employees perform in digital roles, give them ongoing support and development opportunities, and set clear goals to track progress and ensure improvement. Conduct surveys or obtain feedback to identify areas where resources are missing or need improvement (Mathrani and Edwards, 2020).

RRI can help employees learn digital skills by offering special training and knowledge-sharing. This would make it easier to switch to digital broadcasting and make the company work better.

Explore innovative and sustainable business models that utilise digital technology while maintaining the RRI's public service mandate

The RRI, a public broadcaster, needs to find new and lasting ways to make money using digital technology. It must also continue to serve the public. Table 2 lists the strategies to be tried. By using these strategies, RRI can use digital tools to find new ways to make money while still serving the public. This will help RRI stay financially strong and keep providing important content to people.

Research has shown that digital change and content planning are very important for public broadcasters. Digital change helps them reach more people by making content available on websites, applications, and social media. This means that people can watch or listen anytime and anywhere, which keeps them interested.

Using digital technology makes work easier, reduces costs, and boosts productivity. This helps public broadcasters to focus more on creating and improving content. Digital change allows them to use data to learn what audiences like, which helps them create content that fits audience needs and interests. This increases customer satisfaction and loyalty. Digital platforms also help create interactive and personalised content such as live Q&A sessions, polls, and custom recommendations. This type of content builds stronger connections with audiences and encourages them to participate.

Content strategies require good research to attract and retain viewers. A clear plan helps public broadcasters provide valuable and interesting content. Good content builds trust in and loyalty to the audience. Offering different types of content, such as videos and podcasts, can satisfy various audience tastes. This helps to reach more people and keep them interested. Working with content creators, schools, and community groups can improve content and reach more people. This has created new resources and skills. In the digital age, it is important to update content plans on the basis of audience feedback and performance data. This keeps the content relevant and engaging. For example, BBC in the UK has successfully used digital tools such as the BBC iPlayer for streaming and personalised recommendations. In Japan, NHK has created digital platforms such as NHK World to offer high-quality content and interactive features. (Nakamura et al., 2019; Saito et al., 2016).

Table 3. Explore innovative and sustainable business models

	Business Exploration	Strategy	Sub-Strategy	Action
1.	Digital revenue streams	Subscription service	Premium accounts	Offers exclusive access to premium content, such as in-depth documentaries, special interviews, and ad- free streaming, through a subscription model
			Tiered membership	Introduce tiered membership levels with different benefits, encouraging listeners to support RRI at various levels
		Targeted advertising	Personalized ads	Utilise data analytics to deliver targeted ads based on listener preferences, ensuring ads are relevant and engaging

Business Exploration	Strategy	Sub-Strategy	Action
2. Accounts and digital platform		Sponsor accounts	Collaborate with businesses for sponsored content that aligns with RRI's public service values and mission
		Fundraising and donation	Launch a fundraising campaign for a specific project or initiative, engage the community and encourage donations
	Multimedia content	Podcasts and on-demand services	Expand the content offering to include podcasts and on-demand services, catering for listeners who prefer flexible media consumption
		Interactive and visual content	Develop interactive and visual content, such as live broadcasts, webinars, and video segments, to increase audience engagement
	Mobile apps and online platforms	Easy to use app	Invest in easy-to-use mobile apps and online platforms that offer seamless access to RRI content
		Social media integration	Integrate social media channels to promote content, engage with listeners, and gather feedback
3. Community engagement and collaboration	Community-based content	Local programming	Produce content that addresses local issues and interests, fostering strong relationships with the community
		Public participation	Encourage community involvement in content creation, so listeners can contribute ideas and stories
	Collaborative project	Partnerships with	Partner with schools and universities to create educational programmes

	Business Exploration	Strategy	Sub-Strategy	Action
			educational institutions	and internships, enriching content and providing learning opportunities
			Collaboration with NGOs and community organizations	Work with non-profit organisations and community groups to co-create content that supports social causes and public service initiatives
4.	Financial sustainability	Grants and funding opportunities	International grants	Apply for grants from international organisations and foundations that support media and public broadcasting
			Government support	Continue to secure government funding to support key public service functions while demonstrating the value and impact of RRI's work
		Cost optimization	Efficient resource management	Implement cost-saving measures, such as optimising resource allocation and reducing operational costs, without compromising on content quality
			Efficient resource management	Explore multiple sources of income to reduce reliance on a single source of funding

By using digital changes and a good content plan, public broadcasters such as RRI can become more competitive, attract more viewers, and remain strong in the digital age.

Conclusion

Radio Republik Indonesia (RRI) faces challenges and opportunities as media moves to digital platforms. To remain competitive and sustainable, RRI needs to improve its digital skills, try new business ideas, and adapt to changing media habits. This will help RRI to stay relevant and continue its public service role. Research supports the need for the RRI to update its digital strategy and create a sustainable business model. By doing so, RRI can attract more listeners and ensure

long-term success in the digital world. RRI must address issues such as digital transformation, creating quality content, transparent management, and skilled staff. This study looks for new management ideas to boost RRI's competitiveness and sustainability of RRI's. This study used a literature review and data analysis. The study found that success depends on creating good content strategies, using digital technology, finding new funding sources, and forming partnerships. The RRI should focus on these areas to remain relevant and competitive. The study suggests a new management model and policy ideas to strengthen RRI's role in the digital age.

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