

THE MULTIPLATFORM TRANSFORMATION OF LEGACY MEDIA: A CASE STUDY OF PT TEMPO INTI MEDIA TBK

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Abstract. This study analyzes the transformation of PT Tempo Inti Media Tbk as a legacy media organization in Indonesia in responding to digital disruption and the decline of print media. The research aims to explain Tempo's strategic adaptation through the development of multiplatform journalism and the restructuring of its business model. This study uses a qualitative case study method with data collected through in-depth interviews, documentation, and observation. The Dynamic Capabilities theory by Teece (2007) is applied to analyze three dimensions of transformation: sensing digital changes, seizing business opportunities, and reconfiguring organizational resources. The findings show that Tempo has succeeded in building a multiplatform strategy through newsroom integration, data-driven journalism, paid subscription services, and digital product innovation. However, business transformation still encounters challenges in monetization, algorithm dependency, and sustainability of investigative journalism. This study contributes to communication and media business studies by providing empirical evidence of how legacy media build resilience in the platform economy era.

Keywords: digital transformation, legacy media, dynamic capabilities, multiplatform strategy, Tempo Indonesia.

INTRODUCTION

The global media industry is currently facing an unprecedented digital disruption that has fundamentally transformed the traditional landscape of mass communication, including in Indonesia. Changes in information consumption patterns driven by algorithms and digital platforms have forced media organizations to implement comprehensive transformations. McQuail (2010) emphasizes that new media challenge the one-way structure of conventional mass communication and shift it towards a networked, interactive, and participatory model. This paradigm shift affects the sustainability of legacy media, particularly print-based journalism, which has long depended on circulation and advertising revenues. At the global level, the integration of digital technology has enabled real-time news distribution across borders, driven by the attention economy model (Davenport & Beck, 2001; Albarran et al., 2018). Consequently, conventional media face declining print circulation, reduced advertising income, and fierce competition from digital-native content creators. In Indonesia, the number of print media companies decreased from 593 in 2021 to only 399 in 2022, while newspaper circulation dropped from 7.5 million to 5 million copies (Cholique, 2023). These data confirm that traditional business models can no longer sustain legacy media operations, urging the need for multiplatform and integrated strategies.

PT Tempo Inti Media Tbk represents one of Indonesia's most prominent legacy media institutions, widely recognized for its investigative and independent journalism. However, despite its strong editorial credibility, Tempo faces similar challenges as other print media. To address these issues, Tempo has adopted a multiplatform transformation strategy through the implementation of a single integrated newsroom, aligned with the Newsroom 3.0 framework (Neto et al., 2019). This model promotes collaborative, convergent, and cybernetic news production, emphasizing continuous interaction between human and network systems. Within the framework of Dynamic Capabilities Theory (Teece, 2007; Kung, 2017), Tempo's transformation illustrates the organization's sensing, seizing, and transforming capabilities. Tempo demonstrates sensing by identifying declining print readership and shifting preferences toward digital and audiovisual formats; seizing by diversifying income through digital subscriptions and branded collaborations; and transforming by restructuring

its newsroom, adopting cross-platform content management systems, and fostering digital journalism skills. This process corresponds with Verhoef et al. (2021), who categorize digital change into three phases: digitization, digitalization, and digital transformation.

Although Tempo's multiplatform strategy has increased revenue from IDR 191.65 billion in 2020 to IDR 216.76 billion in 2023, net profit declined from IDR 50.07 billion to only IDR 1.24 billion, indicating operational inefficiencies and a high dependency on advertising income reaching up to 74% of total revenue. Such reliance risks compromising media independence and long-term sustainability (Picard, 2004; Herd, 1952). Hence, innovation in business models and digital adaptation becomes crucial. The urgency of this research lies in understanding how legacy media like Tempo develop dynamic capabilities to adapt to digital disruption while maintaining journalistic integrity and editorial independence. Previous studies on media transformation (Widagdhaprasana & Dahana, 2024; Ginjara & Widiartanto, 2020) tend to be descriptive, focusing on digitalization or convergence, without deeply analyzing internal organizational dynamics such as leadership, newsroom culture, or adaptive capability. Moreover, limited research applies the Dynamic Capabilities framework to the Indonesian media context, particularly within value-driven institutions like Tempo (Teece, 2007; Murschetz et al., 2020; Soluk & Kammerlander, 2021).

This study fills that gap by combining strategic, structural, and cultural dimensions within an integrative analytical framework. It applies the Dynamic Capabilities perspective to explore how Tempo senses environmental changes, seizes digital opportunities, and transforms its organization to sustain its legacy in the digital era. It also integrates Verhoef et al.'s (2021) three-stage digital transformation model with the Dynamic Capabilities framework to provide a more detailed mapping of Tempo's adaptive process. Thus, this research aims to analyze how PT Tempo Inti Media Tbk builds and develops dynamic capabilities to respond to digital disruption, and how its multiplatform strategies ensure the coexistence of journalistic quality, editorial independence, and business sustainability. The study offers both theoretical and practical contributions: theoretically, it enriches discussions on Dynamic Capabilities in the media industry; practically, it provides insights for other legacy media organizations seeking to implement sustainable digital transformation models amid algorithmic and market pressures.

RESEARCH METHOD

This research applies a qualitative descriptive approach with a case study design to explore in depth the dynamics of multiplatform transformation at PT Tempo Inti Media Tbk in responding to digital disruption. The case study approach enables contextual and comprehensive understanding of how the organization adapts its strategy, structure, and culture amid the shift from print to digital. According to Miles, Huberman, and Saldana (2014), qualitative research aims to capture meaning, structure, and underlying patterns within social practices. The study is guided by several theoretical frameworks: Dynamic Capabilities (Teece, 1997; Kung, 2017), Diffusion of Innovations (Rogers, 1995; Lawson-Borders, 2003), and Media Ecology (McLuhan, 1964; Postman, 1970). These frameworks help explain the organizational transformation from multidimensional perspectives strategic, institutional, and technological.

1.1 Type and Approach

The study adopts an embedded case study strategy (Yin, 2018; Lincoln & Guba, 1985) focusing on the main case of PT Tempo Inti Media Tbk, while examining several internal sub-units Tempo.co, Majalah Tempo, and Tempo TV. Each unit represents a distinct yet interrelated component of the organization's multiplatform transformation process. This approach aligns with the constructivist paradigm, which views reality as subjective and contextually constructed through social interaction. Thus, transformation is interpreted not merely as a technological shift but as a socio-cultural process involving organizational learning, leadership adaptation, and digital innovation.

1.2 Research Location

The research was conducted at PT Tempo Inti Media Tbk headquarters, located on Jalan Palmerah Barat, Tanah Abang, Central Jakarta. The site serves as the central hub for editorial decision-making, digital content production, and newsroom integration key elements of Tempo's multiplatform transformation.

1.3 Data Collection Techniques

Following the triangulation principle (Lincoln & Guba, 1985; Miles et al., 2014), data were collected using three techniques.

- 1.3.1 In-depth interviews with key informants such as digital editors, heads of audiovisual content, and managers of digital products. These interviews aimed to reveal subjective perspectives regarding Tempo's adaptive strategies and digital transformation process.
- 1.3.2 Participant observation in the newsroom environment to observe coordination, workflow, and cultural adaptation within the single newsroom system.
- 1.3.3 Document analysis, including company reports, editorial meeting notes, internal archives, and public publications related to Tempo's digital strategy. Triangulation across these sources strengthens the credibility, dependability, and confirmability of the findings.

1.4 Informant Selection

Informants were selected using purposive sampling, emphasizing information-rich cases (Miles et al., 2014). The sample included strategic decision-makers (e.g., Chief Editor, Managing Director), technical-operational staff from Digital Product and IT Divisions, and journalists directly involved in the digital transition process.

1.5 Data Analysis

Data were analyzed using the interactive model by Miles, Huberman, and Saldana (2014), consisting of three cycles:

- 1.5.1 Data condensation – selecting, focusing, and simplifying data.
 - 1.5.2 Data display – organizing and presenting information in matrices and thematic tables.
- Conclusion drawing and verification - identifying patterns, relationships, and theoretical implications. The analysis process was iterative and reflexive, ensuring the findings accurately represent participants' perspectives and the contextual reality of Tempo's multiplatform transformation.

1.6 Research Validity

The study applied credibility, transferability, dependability, and confirmability criteria (Lincoln & Guba, 1985) through triangulation of methods, prolonged engagement, and member checking to maintain data integrity and analytical rigor.

RESULT AND ANALYSIS

The results of this study indicate that PT Tempo Inti Media Tbk has successfully implemented a multiplatform transformation strategy through three phases: digitization, digitalization, and digital transformation.

1.1 Digitization Phase

During this phase, Tempo focused on converting print content into digital formats such as e-paper and establishing online archives. This strategy allowed the company to preserve existing content while enabling digital access for readers. The approach reflects sensing capabilities, as Tempo identified the early shift in audience news consumption toward digital platforms.

1.2 Digitalization Phase

In the digitalization stage, Tempo implemented a Content Management System (CMS), integrated its newsroom operations, and monetized digital content through programmatic advertising and subscription services. This phase demonstrates seizing capabilities, where the organization leveraged emerging opportunities by creating new revenue streams and enhancing content delivery efficiency.

1.3 Digital Transformation Phase

During this phase, Tempo launched innovative digital products, including TempoID+, the Bocor Alus Politik podcast, and various audiovisual content formats. In addition, Tempo conducted organizational restructuring, journalist training, and strengthened its digital culture. These initiatives illustrate transforming capabilities, enabling the organization to adapt processes, skills, and culture to the demands of a fully digital environment.

Table 1. Summary of Tempo's Multiplatform Transformation and Dynamic Capabilities

Transformation Phase	Strategi/Implementasi	Example Products/Services	Dynamic Capabilities	Analysis/Impact
Digitization	Digitizing print content into e-paper formats and creating online archive	E-paper, online archives	Sensing-detecting the shift in news consumption to digital	Preserved content while enabling digital access; early recognition of audience behavior changes
Digitalization	Integrating the newsroom, implementing a CMS, monetizing content via programmatic ads and digital subscriptions	Digital subscription services, programmatic ads	Seizing-leveraging opportunities through digital product innovation	Created new revenue streams, enhanced content delivery efficiency and expanded digital presence
Digital Transformation	Launching innovative product, organizational restructuring, journalist training, strengthening digital culture	TempoID+, Bocor Alus Politik podcast, audio-visual content	Transforming-transforming the organization and reinforcing a digital culture	Expanded audience reach, increased engagement, and built a sustainable culture for continuous innovation

Source : Researcher's analysis, 2025

1.4 Analysis

The three-phase transformation highlights how Tempo applied Dynamic Capabilities to maintain competitiveness in the digital era, consistent with Soluk & Kammerlander (2021). The sensing phase ensured that Tempo was aware of changing audience behaviors. The seizing phase capitalized on market opportunities by diversifying digital offerings. Finally, the transforming phase reinforced organizational adaptability and fostered a culture supportive of continuous digital innovation. This structured approach not only enhanced Tempo's audience reach and monetization but also demonstrates the practical application of Dynamic Capabilities in media organizations undergoing digital transformation.

This study examines the multiplatform transformation of PT Tempo Inti Media Tbk in response to digital disruption, using the Dynamic Capabilities framework (Teece, 2007), Media Convergence (Lawson-Borders, 2003), Media Ecology (McLuhan, 1964), and Political Economy of Media (McChesney, 2015) as analytical lenses.

1.5 Sensing Capability

Tempo demonstrates strong sensing capability by recognizing declining print relevance and shifting advertising patterns. The 2020 discontinuation of Koran Tempo reflects adaptive organizational

awareness rather than defensive resistance, showing strategic recognition of market realities. Tempo also identifies opportunities in real-time digital news and investigative journalism, aligning with Dynamic Capabilities theory that emphasizes adaptive organizational responsiveness (Teece, 2007).

Table 2. Growth of Tempo's Online News Consumption

Tahun	Digital Traffic Growth	Print Circulation Koran Tempo
2019	21 million readers/month	80.000 copies
2020	27 million readers/month	Ceased Print
2021	32 million readers/month	-

Source: Tempo internal data, 2024

1.6 Seizing Capability

Tempo leverages opportunities through diversified business models and multiplatform products, including Tempo.co, Tempo Digital Premium, Tempo Store, Tempo Institute, Tempo Event, and Tempo TV. The adoption of a paywall exemplifies value-driven journalism, balancing revenue generation and editorial independence. Strategic investments in technology, human capital, and partnerships illustrate seizing as a systematic approach to creating new revenue streams and expanding audience reach.

1.7 Transforming Capability

Transforming capability ensures sustainable adaptation through organizational restructuring, cultural change, and operational innovation. The formation of a single newsroom integrates cross-platform content production, fostering multi-format journalism. Tempo strengthens digital work culture through reskilling, upskilling, and collaborative workflows. Operational innovations, including CMS integration, analytics-driven journalism, and OKR-based performance management, reinforce continuous strategic renewal. This transformation aligns commercial sustainability with core journalistic values, demonstrating a balanced approach to multiplatform adaptation in a disruptive digital environment.

1.8 Implications of Research Findings

The study of PT Tempo Inti Media Tbk's business model transformation through Dynamic Capabilities (Teece, 2007) reveals several key implications for theory, industry practice, and journalism sustainability.

1.9 Theoretical Implications

The findings confirm that media transformation is strategic, not merely reactive. Tempo's approach sensing market changes, seizing digital opportunities, and transforming organizational structures and culture demonstrates the applicability of dynamic capabilities in legacy media moving to multiplatform operations. The study extends media convergence (Lawson-Borders, 2003) and media ecology (McLuhan, 1964) perspectives, arguing that survival depends on adaptive organizational capabilities rather than resource size alone. It challenges technological determinism by showing that organizational capabilities are decisive for legacy media survival.

1.10 Practical Implications

Tempo's transformation illustrates the importance of revenue diversification, integrated newsrooms, and investment in human capital. Paid content models, cross-unit collaboration, and digital literacy programs provide viable strategies for sustainable media operations in Indonesia's digital landscape.

1.11 Strategic Implications

Multiplatform transformation can sustain editorial quality while supporting business viability. By adopting innovative formats documentaries, podcasts, and data journalism—media can strengthen public journalism. Overall, the study emphasizes that media sustainability relies on balancing technological innovation, business strategy, and editorial integrity through dynamic capabilities

CONCLUSION

This study concludes that the transformation of PT Tempo Inti Media Tbk into a multiplatform media organization represents a comprehensive adaptive process in response to digital disruption. The research reveals that Tempo's transformation was not linear but evolved through continuous adaptation involving technological innovation, organizational restructuring, and redefinition of journalistic values within the digital ecosystem. First, the transformation was driven by the crisis of the print media business model, which required continuous innovation. The decline of print circulation and advertising revenue since 2015 pushed Tempo to strengthen its digital infrastructure, resulting in a significant rise in digital subscription income, reaching 74% of total revenue by 2023. Second, the implementation of the single newsroom and single brand strategies became two central pillars of the company's multiplatform transformation.

These strategies enhanced newsroom efficiency, unified editorial identity, and streamlined content production and distribution across platforms such as Tempo.co, Majalah Tempo Digital, Tempo TV, and podcast networks. Third, Tempo's success in transformation is rooted in its dynamic capabilities, sensing changes in the media landscape, seizing digital opportunities, and transforming organizational structure and culture. These capabilities enabled the company to remain relevant, competitive, and financially sustainable in the digital media environment. Fourth, the transformation reaffirmed Tempo's commitment to independent and investigative journalism. While adopting digital strategies, Tempo continued to uphold verification ethics and quality reporting as its core identity, balancing commercial pressures with public service journalism. Finally, this study highlights that media transformation is not merely a technological shift but a strategic and cultural evolution requiring visionary leadership, adaptive human resources, and consistent innovations.

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