

## ARDAN RADIO CONVERGENCE AS AN ADAPTATION OF PRIVATE RADIO IN THE DIGITAL ERA

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### ABSTRACT

The digital age poses great challenges to traditional media institutions, including the radio industry. This research aims to examine the application of convergence by private radio institutions, particularly Radio Ardan, to navigate this dynamic landscape. Adaptation is key in facing fierce competition in the digital media landscape for survival and achievement of media goals. Radio Ardan, considering the number of listeners, the ranking of private radio stations in Bandung City, and its business strategy, is the center of attention of this research. The internet accelerates cultural shifts in media consumption, facilitates access to audio-visual information, and encourages the growth of alternative mass media platforms, significantly changing the traditional radio landscape. The resulting convergence model can serve as a guide for other private radio stations in Bandung City, helping them adapt to the challenges of the digital era and meet changing consumer preferences. Convergence involves the integration of traditional radio broadcasting with digital platforms such as online streaming, podcasts, social media engagement and mobile apps. By utilizing these various channels, radio stations can expand their reach, engage with audiences in new ways, and stay relevant amidst growing media competition. Through research and analysis of Radio Ardan's convergence efforts, it is hoped that it can provide useful insights and recommendations for other private radio institutions. By understanding and implementing effective convergence strategies, radio stations can increase competitiveness, maintain listener engagement, and secure their position in the ever-evolving media landscape in Bandung City and its surroundings. Adaptation and innovation are the keys to success in the face of these changes, while collaboration with digital platforms opens up new opportunities for the radio industry to spread its wings and continue to survive in the digital era.

**Keywords:** Adaptation; Convergence; Digital era; Media institutions; Radio industry.

### ABSTRAK

Era digital menimbulkan tantangan besar bagi institusi media tradisional, termasuk industri radio. Penelitian ini bertujuan mengkaji penerapan konvergensi oleh institusi radio swasta, terutama Radio Ardan, untuk menavigasi lanskap dinamis tersebut. Adaptasi menjadi kunci dalam menghadapi persaingan ketat di lanskap media digital untuk kelangsungan hidup dan pencapaian tujuan media. Radio Ardan, dengan pertimbangan jumlah pendengar, peringkat stasiun radio swasta di Kota Bandung, dan strategi bisnisnya, menjadi pusat perhatian penelitian ini. Internet mempercepat pergeseran budaya dalam konsumsi media, memudahkan akses terhadap informasi audio-visual, dan mendorong pertumbuhan platform media massa alternatif, dan mengubah lanskap tradisional radio secara signifikan. Model konvergensi yang dihasilkan dapat menjadi panduan bagi stasiun radio swasta lain di Kota Bandung, membantu mereka beradaptasi dengan tantangan era digital, dan memenuhi preferensi konsumen yang terus berubah. Konvergensi melibatkan integrasi penyiaran radio tradisional dengan platform digital seperti streaming online, *podcast*, keterlibatan media sosial, dan aplikasi seluler. Dengan memanfaatkan berbagai saluran ini, stasiun radio dapat memperluas jangkauan, berinteraksi dengan pemirsa secara baru, dan tetap relevan di tengah persaingan media yang semakin ketat. Melalui penelitian dan analisis terhadap upaya konvergensi Radio Ardan, diharapkan dapat memberikan wawasan dan rekomendasi yang bermanfaat bagi lembaga radio swasta lainnya. Dengan pemahaman dan penerapan strategi konvergensi yang efektif, stasiun radio dapat meningkatkan daya saing, mempertahankan keterlibatan pendengar, dan mengamankan posisinya di lanskap media yang terus berkembang di Kota Bandung dan sekitarnya. Adaptasi dan inovasi menjadi kunci keberhasilan dalam menghadapi perubahan ini, sementara kolaborasi dengan platform digital membuka peluang baru bagi industri radio untuk mengempakkan sayapnya dan terus bertahan di era digital.

**Keyword:** Adaptasi; Era digital; Institusi media; Industri radio; Konvergensi,

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## INTRODUCTION

Convergence and digitalization have become important strategies for private radio stations in the city of Bandung in facing changes in media consumption culture. By utilizing social media and digital platforms that are widely accessed by listeners, radio stations are seeking to expand their reach and diversify their audiences. According to the PRSSNI Secretary's explanation, this was done in order to gain a wider audience and reach a more varied audience. This activity is related to the branding carried out by each radio to ensure that commercialization can continue to develop (Albarran et al., 2008).

According to Ganang Parto, Secretary of PRSSNI (Persatuan Radio Siaran Swasta Nasional Indonesia) West Java, a new trend in the radio industry is the commercialization of the number of followers on social media platforms. However, not all radio stations are able to carry out this trend. Only those with big names and those targeting the youth segment are able to develop digital platforms as new media for their business. This is related to young people's closeness to digital media itself. In practice, only radio stations that already have big names and radio stations in the youth segment can develop digital platforms into new media for diversification. PRSSNI (Persatuan Radio Siaran Swasta Nasional Indonesia) is the institution which has housed private radio institutions in Indonesia.

Convergence is not only occurring at the level of media technology, but also in consumers' brains and in their social interactions. This, according to Jenkins (Jenkins, 2006), shapes the way we understand everyday life through the information we receive from various media. However, in the context of the media economy, convergence is used for

commercialization and conglomeration (Albarran, 2010).

Radio Ardan is a clear example of successful convergence in facing the challenges of today's media industry. By utilizing digital platforms, including social media and streaming, they have succeeded in expanding their market and maintaining their existence amidst increasingly fierce competition. Based on the results of a survey conducted by the Nielsen Institute in 2020, Ardan radio was able to consistently rank in the top 5 radio stations with the largest number of listeners. This can be seen from the number of listeners in the first to fourth quarters of 2020. Apart from that, based on pre-research conducted by researchers by looking at each social media, Ardan radio has the highest number of followers on every private radio social media in the city of Bandung. This can be seen from the number of followers on Instagram social media, each with 104,000 followers, YouTube social media with 292,000 subscribers, as well as the streaming radio platform used by Ardan radio to reach the digital listening market.

Data shows a decline in radio usage over the past few years with many stations experiencing financial difficulties. This shows that changes in media consumption culture have changed the overall industrial landscape and this was validated by Ganang Parto, Secretary of PRSSNI West Java, who explained that since digitalization and the emergence of digital media.

In facing these challenges, Ardan radio and other stations must continue to adapt and develop new strategies to maintain their relevance. The emergence of the internet has actually become a new market in the current competitive media industry. Apart from giving birth to media in digital form, the internet has also caused changes in people's culture in using media (McLuhan, 2013). So this research was conducted to see how convergence practices are implemented by Ardan radio

as a private radio in the city of Bandung as a form of business adaptation carried out in the competitive media business industry in the digital era.

## METHODS

The research method used in this research is a qualitative method with a case study approach. According to Creswell (Creswell & Poth, 2018), case study research is research with a qualitative approach where the researcher explores the real reality of the competitive industry situation in the media business industry by looking at a system of contemporary cases linked over time, through observation, observation and in-depth detailed data collection. In this research, the case chosen is the convergence phenomenon carried out by conventional radio as part of the efforts made by radio in facing competition in the media industry in the digital era, especially in looking at the form taken by Ardan radio as one of the private radio stations in the digital era in facing competition. Radio business industry in the city of Bandung. It is hoped that the research results in this study can provide a new perspective for other private radio institutions in carrying out convergence efforts as a form of new business adaptation in the face of tough competition in the media business industry in the digital era.

## DISCUSSION

According to Jenkins (Jenkins, 2004), Media convergence and media integration have a close relationship, but there are fundamental differences between the two. Media convergence refers to the blending of different media platforms and technologies into one whole. While media integration refers to combining various different media content into one platform or format. In this paper, the core is convergence not integration. It is because Ardan radio just uses their brand in digital media but for the business they have a different form.

In conducting this research, there are two concepts of convergence, namely industrial convergence and continuum convergence, which are used as references by the author, although the beginning of convergence begins with platform convergence which emphasizes media convergence through 3C, namely computing, communication and content. Continuum convergence according to Dailey *et.al.* (2005) states that continuum convergence is a form of convergence using other media to support the activities of a media. In short, this media can be classified as a complement to media. The convergence continuum provides a conceptual framework for understanding convergence by identifying five stages of activity. This stage is termed the 5 C of convergence, namely (a) cross-promotion, (b) cloning, (c) co-operation, (d) content sharing, (d) content sharing, (d)

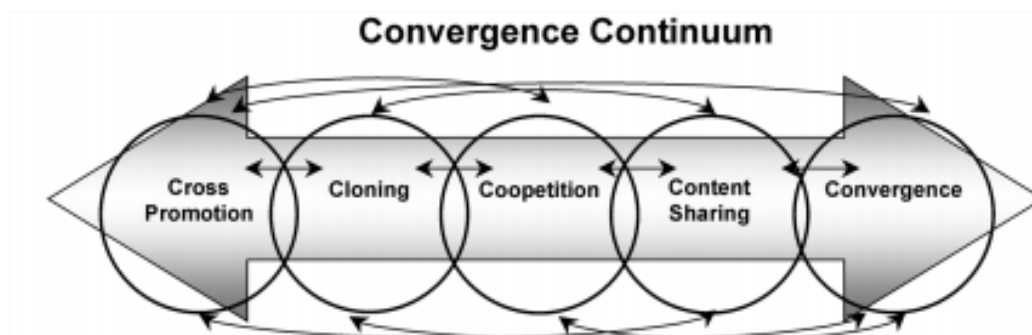


Figure 1. Continuum Convergence Model  
Source: Dailey et al, 2005

content sharing, and (d) content sharing. and (e) full convergence The five circles on the continuum illustrate that each stage is characterized by a series of behaviors that can overlap as the level of interaction and cooperative activity increases (see image 1). The form of convergence is Weaver's convergence regarding the business industry, where the convergence looks at how two institutions mix and merge into

collaboratively by leveraging the strengths of their respective media platforms. in terms of content collection, production and distribution, and aims to maximize the unique characteristics of each medium to deliver content. At the full convergence stage, working media produce content and topics collaboratively by leveraging the strengths of their respective media platforms.

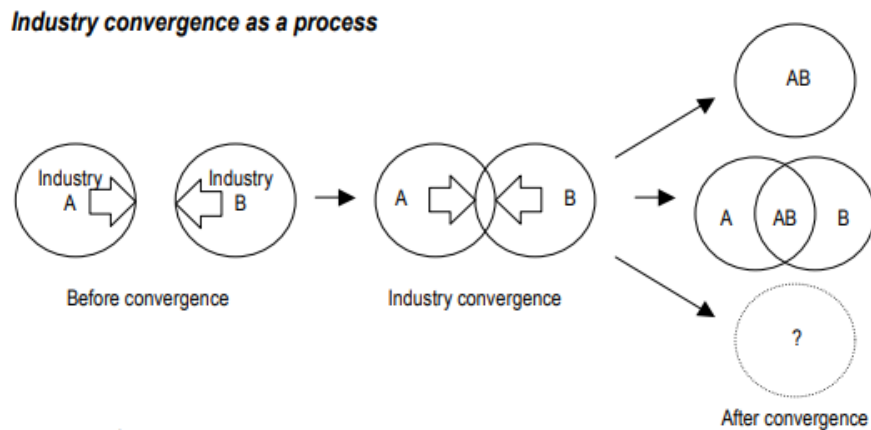


Figure 2. Industry Convergence Model  
Source: Weaver, 2007

one new institution (see Image 2). Cross-promotion in this case is a form of collaboration between two media to provide each other with space to introduce each other's media content. Cloning, namely when media content is reproduced for publication in other media. This means that one media displays content from another media's production space as it is without changes. Coopetition is the stage when converged media cooperate and compete at the same time. Content Sharing which allows two different media to share content in the form of repackaging or even budget sharing. There is a lot of media convergence

At this stage There is a lot of media convergence at this stage carried out by media that are under one ownership. Full Convergence, namely when various media work together fully, both in terms of collection, production and distribution of content, and aims to maximize the unique characteristics of each media to deliver content. At the full convergence stage, working media produce content and topics

The second convergence concept used is the industrial convergence concept according to Greenstein and Khanna (Weaver, 2007), they state that there are two convergence concepts for an institution, namely substitution convergence and complement convergence. Convergence in substitution occurs when different, interchangeable products share features and provide the same functionality to end users. Convergence in complementarity occurs when previously unrelated products are combined together to form a new combined and integrated product class with added value for the end user.

The two concepts above are a reference to see the form of convergence carried out by Ardan radio as a form of business adaptation in facing media industry competition in the era of convergence. This concept will be looked at to see whether Ardan applies the two concepts above or only one of each convergence which is used as the conceptual basis for this research.

Ardan radio's efforts in the digital era are by optimizing digital media. The reason is, the internet has become a technology that has become a momentum for technological development in all fields, including the economic sector. So in this case, in developing the radio business carried out by Ardan, convergence was carried out as an adjustment for Ardan radio to the technological developments that were taking place. There are several advantages to the presence of the internet as a new market creator in the era of convergence, especially benefits for media accessing audiences, including: (a) audience control, where people can freely choose the content they want to obtain, (b) nonlinearity, allowing each piece of content to remain standing itself so that the audience does not need to access it sequentially to understand it, (c) storage and retrieval, content that the audience accesses can be stored and accessed again easily, (d) unlimited space, content is much more complete than other media because the available space is unlimited, (e) immediacy, content can be directly enjoyed by the audience, (f) multimedia capabilities, content can be delivered in various forms in the form of text, sound, images, video and other components, and (g) interactivity, opening up opportunities for increased audience participation in presentation of each content.

In the competitive media industry in the era of convergence, media interaction is increasingly expanding due to the presence of new markets caused by the internet through social media such as Twitter, Facebook, Instagram, and even YouTube. Apart from that, according to Jenkins, media convergence is the unification of conventional communication technology with computers or the internet, giving rise to radical changes in the handling, provision, distribution and processing of all forms of information, whether visual, audio, data and so on. in (Jenkins, 2004). As a result, mass media is becoming stronger and

more diverse in presenting its creative products to the public. But on the other hand, the media must be able to compete with each other to maintain the loyalty of their audiences. Therefore, mass media must follow advances in information technology by combining the internet with traditional mass media (Albarran & Arrese, 2019).

Media convergence occurs due to technological developments in all aspects of internet presence. This cannot be separated from the technological determinism that occurs. The internet makes it easy to transfer data from analog to digital, making society very dependent on technology in using media and the social order in society is very dependent on its ability to deal with this technology. Media generally acts directly to shape and regulate a culture (McLuhan, 2013). This is the central point of mass media convergence. The most crucial difference between computer-centered mass media and other media technologies is that these media are more digital than analog (Turow, 2017).

This change also occurs in the circulation mechanism in the distribution of content as messages from mass media. In line with economic principles where there are 3 main components, namely production, circulation and consumption (Singarimbun *et al.*, 2019), in the competitive media industry in the era of convergence, radio must ultimately come up with new business strategies in terms of media economics as part of their adaptation. to changes in the market environment. In Indonesia itself, broadcast media is regulated in Law no. 11, 32, and 50 of 2002 stipulated by the Indonesian Broadcasting Commission, this law regulates the rules for how radio stations must be managed even though their ownership is independent (Hidayat *et al.*, 2019). Media institutions really need profit as their breath in maintaining their existence in the media industry. Therefore, when media convergence presents new markets and new competitive maps, this

must be balanced with a renewed media economic strategy as a step for private radio to face media industry business competition in the era of convergence and regulations that are present as referees in the media. industrial battle in this era of convergence. The sophistication of technology and internet technology has led to developments in various sectors, including a shift in the role of conventional media in providing information and entertainment. As a result, new audiences emerged, non-traditional, non-passive, but participatory and independent. Taberero (Cordeiro, 2012) even declared the internet as a competitor to established media organizations, as an alternative source of information and entertainment as well as a means of access to new channels and platforms that are constantly being updated. Instagram, YouTube and other digital platforms are new platforms as new players in the information and entertainment media industry. What's worse, digital media as a new platform approaches consumers (conventional audiences) as content producers and distributors. Bonet argues that media institutions use diverse technological distribution platforms to achieve their public service and profit goals. This also encouraged Ardan radio to finally use a digital platform to support and

Based on the research results, Ardan Radio uses several social media that are tailored to the target market that is its segmentation, namely Instagram, YouTube, Twitter and also streaming radio which is available on the company's web page. So, through social media by utilizing the internet, Ardan radio program content, which previously could only be accessed via one platform, can now be accessed by the public via multiple platforms. Viewers no longer need to search for waves from Ardan radio, they just need to connect to the internet so that viewers can enjoy Ardan radio broadcast content either via personal computers or via their cell phones. In this case, the convergence carried out by Ardan radio is only in the form of platform convergence where Ardan only changes the previous form of Ardan with conventional media, namely tape with the help of an antenna as a wave translator via the internet. Ardan radio media no longer requires a transmitter as a distribution medium and uses a digital platform as a distributor media to provide its programs.

Platform convergence is a form of media convergence where content and services that were previously only accessible on one platform can now be accessed on several platforms and in new combinations of content and services

**Table 1. Digital Platform used by Ardan Radio**

Nama Radio	Platform digital yang digunakan		
	Twitter	Youtube	Instagram
Ardan radio	495.800 <i>followers</i>	255.000 <i>subscribers</i>	102.000 <i>followers</i>
OZ radio	281.000 <i>followers</i>	4140 <i>subscribers</i>	22.500 <i>followers</i>
Hits radio	20.700 <i>followers</i>	736 <i>subscribers</i>	16.400 <i>followers</i>
Urban radio	-	619 <i>subscribers</i>	30.400 <i>followers</i>
99ers radio	23.900 <i>followers</i>	22.300 <i>subscribers</i>	5.495 <i>followers</i>

Source: Research, 2021.

become a means of business carried out by institutions (Bonet et al., 2011).

(Tapsell, 2014). Radio Ardan utilizes social media used by its segmented audience. Instagram, YouTube and also streaming radio. Ardan took advantage of this

condition as an effort to expand the market. Utilizing internet media in the business it runs is a step taken by radio in an effort

### **1. Optimization of Ardan radio via Instagram**

From this table we can see that Ardan radio uses the same digital platform as the digital platform used by its listeners. This happened because Ardan radio did not want to lose money, they marketed it as a commodity for sale. The optimization carried out by Ardan radio through social media Instagram is specifically focused on three factors, namely as a branding medium, engagement and as Computer Mediated Advertising for Ardan radio in the digital world. Instagram is a digital social media that Ardan focuses on as a digital business medium as well as a medium for radio interaction with listeners. This can be seen from the interactions carried out by Ardan radio and the content produced by Ardan radio on its Instagram account by utilizing the features provided by the Instagram platform. Ardan radio's participation in the digital world is a form of on-air success in strengthening Ardan radio's branding in its presence in the digital world.

The first step taken by Ardan radio via Instagram was to make Instagram a media for institutional information regarding company institutions related to existing programs, as well as a medium for rebuilding or re-branding Ardan radio as the number one youth radio in the city of Bandung. Formed in the digital world. This can be seen from the type of content produced and the interactions carried out by Ardan radio in the digital world via Instagram. In this way, Radio Ardan is ultimately able to create an attachment between the radio and its listeners.

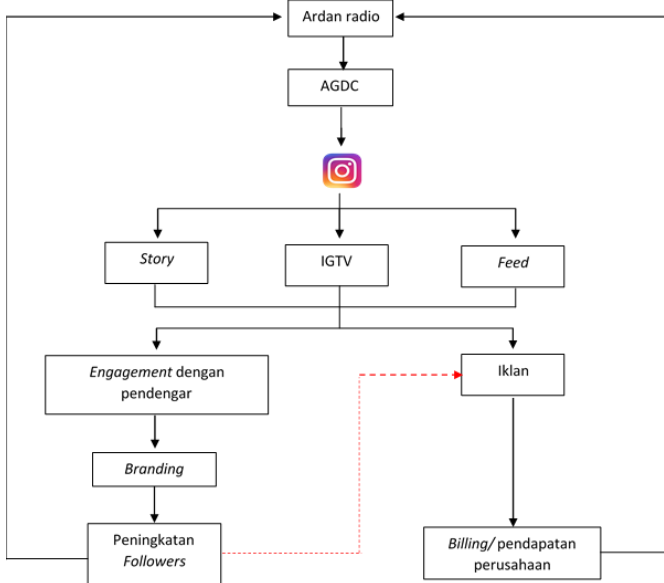
Of all the features on Instagram, Ardan radio utilizes the feed, story and IGTV features in the company's activities in the digital world. Instagram feed is used by Ardan radio as a medium of information, promotion and also as a means of advertising. Information in

this case is more transparent in radio's delivery and approach to its listeners, especially the Ardan radio program. So in this case, listeners become more aware of Ardan radio, starting from the program at any time as well as the announcer who broadcasts the program. By using Instagram, this source admitted that Ardan is getting closer to his listeners, this is indicated by the number of followers of Ardan's Instagram account which can be said to be large, reaching hundreds of thousands. This closeness was explained by the interviewee because the form of radio is no longer just audio, but with the presence of Instagram because of the internet, radio has changed into audio visual. So listeners no longer only hear the announcer's voice, but through Instagram listeners can see the announcer's face and activities when broadcasting.

IGTV is used by Ardan to store on-air and online broadcast content from each of Ardan's on-air programs. According to sources, this was done so that listeners would not miss Ardan's programs or could still replay missed broadcasts. In this case, IGTV is also a medium for inventory or storage of Ardan radio in the digital world. The more content stored, the more marketing portfolios can be submitted as products for advertising. Therefore, IGTV is utilized as well as possible by Ardan radio as a medium for archiving broadcast recordings of several top Indonesian singing artists by storing recordings of live broadcasts on Instagram which are synchronized directly with broadcasts from programs belonging to Ardan radio flagship program.

The aim of Ardan radio is to utilize Instagram media as a medium of interaction between corporate institutions and audiences which is used as market segmentation for the media business run by Ardan radio. Kotler in his book on marketing management explains that engagement is the level of customer attention and active involvement in

communication. This can reflect a much more active response than an impression and is more likely to create value for the company. Some measures of online engagement can be seen from the number of “likes” on social media platforms (Kotler & Keller, 2016). The closer the program is to listeners, the higher the rating figure for a program, this will affect the selling price of the program. So in this case, online and on air factors



are mutually reinforcing factors commercially in terms of profits.

Figure 3. Instagram Optimization by Ardan Radio Source : Research, 2021.

Through the use of the live Instagram feature, Ardan shows a form of radio convergence which was originally in audio form so that listeners could only listen to audio format, with this feature radio becomes audio visual, so listeners can only access @ardanradio Instagram account during live broadcasts, they can directly watch the programs that are being broadcast and can directly interact with Ardan radio via the comments column. Live video streaming on social media emphasizes the value of interactivity, participation, and social networking. The application of live video streaming is a form of media convergence because it combines the characteristics of broadcast media (live

broadcasts) and social media using internet technology.

What is focused on in this case is the engagement that is built between radio and its listeners. This involvement is required by the Ardan radio program which airs in the program rating. A high rating will have an impact on program advertising prices which are Ardan radio's source of income. Therefore, in this case, Instagram social media is a very profitable digital platform for Ardan Radio. Apart from being the social media with the highest media penetration used by teenagers.

## 2. Youtube Optimizing of Ardan Radio

Ardan Radio sees the high number of YouTube accesses in Indonesia as an opportunity for institutions to run their business by expanding into this video sharing-based platform. Based on the results of researchers' searches on the Ardan radio YouTube platform, the Ardan Radio account itself on YouTube is followed or in YouTube terms subscribed to by 250 thousand followers. Technically, the Ardan radio YouTube platform is currently only used as an archive medium for several programs. Especially for the on air program which is a mainstay on Ardan radio, namely Nightmare side. This again proves that the existence of a digital business strategy with the AGDC division supports each other with the on air broadcast business strategy.

Ardan utilizes the YouTube platform as a media archive for the Nightmare Sides program to build Ardan radio branding on YouTube and build positioning to create awareness of Ardan radio listeners on the YouTube platform. The use of the Nightmare side program is intended with a clear goal, namely to get listener involvement and attract sponsors' interest in advertising. Ardan radio's YouTube account only contains content about the Nightmare side program. Judging from the number of viewers (views) for each video on the Nightmare side program content, the average number is around 7,000 - 20,000 viewers (views). Placing a YouTube account



as an archive as well as a special Nightmare side program is a step that is quite considered.

The choice of Nightmare side content as a commodity on the YouTube platform was due to the high interest of viewers and listeners towards the broadcast. Radio Ardan uses the YouTube platform as a positioning strategy for Nightmare Side as the only horror program owned by private radio from all radio stations in Bandung.

This can be seen from the large number of viewers who watch Nightmare side Ardan content via the Ardan radio YouTube account channel. Based on data obtained from observations, the Ardan radio channel received up to 6.7 million impressions from a total audience of 27 million during one month. If we determine the number of viewers who watch content on the Ardan Radio YouTube channel per day it reaches 542,900 views (viewers), with the Ardan Radio channel having an audience of 97,500 views per hour with an average viewing time of 10 - 11 minutes.

Ardan gets that many viewers only through Nightmare side content which is Ardan's gimmick on the YouTube platform. This is also what makes Ardan commercialize YouTube through his nightmare side content as a commodity that is sold to clients as a means of company income. From a business perspective, YouTube is able to become a medium for expanding the target audience for the Nightmare Side program and the Ardan radio audience. Ardan's concentration on the YouTube platform is to shape the program's positioning in the minds of the public through the Nightmare side program which airs as Ardan's radio flagship program.

From a business perspective, YouTube is able to become a medium for expanding the target audience for the Nightmare Side program and the Ardan radio audience.

The existence of YouTube as a media archive for the on air program Nightmare Side

means that the program is no longer missed by its listeners. With digitally archived Nightmare side content, listeners can listen back to content from nightmare side programs that they missed by not listening to the show on air.

The initial basis was back to the programs that became Ardan radio's mainstay on-air programs, namely Nightmare Side, Hegarmanah, Cipaganti, and Ardan Jamz. The result remains a superior nightmare side program and attracts many viewers, therefore as a business strategy step this program was chosen as Ardan's radio product on the YouTube platform.

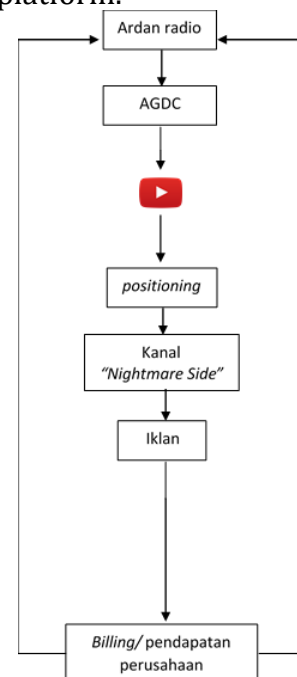


Figure 4. Youtube Optimization by Ardan Radio

Source: Research, 2021.

### 3. Optimizing of Ardan Radio via Web Streaming

Streaming radio is Ardan Radio's first step in bringing radio convergence from conventional to digital. Ardan considers this to be a threat to Ardan's existence as a radio. The assumption that listeners have begun to abandon radio as a means of entertainment and prefer to access the internet became the initial basis for Ardan Radio to launch streaming radio.

Radio Ardan uses radio streaming as a business medium to bring Ardan closer to its listeners, especially because Ardan is aware of changes in the consumption patterns of the listening community. The mechanism used by streaming radio is still the same as conventional radio, the output produced is audio, but Ardan streaming radio uses the internet, not emitting waves like conventional ones.

The main aim of radio streaming itself is to expand the market reach of Ardan radio so that Ardan listeners can listen to Ardan radio anywhere and anytime. The nature of this radio is still real time like conventional radio. So that broadcast hours and times and anything that is broadcast conventionally is also played streaming.

The web page address with streaming radio has the same address, namely [www.ardanradio.com](http://www.ardanradio.com). Theoretically, there are three service models provided by radio in utilizing the

company information. The use of the internet is used as radio streaming and as a means of company information. This is based on a source who said that the Ardan radio website was used as a medium for company information to the public. So it is hoped that with this web page the public will become more familiar with Ardan radio, starting from the programs on Ardan radio to the broadcasters who present these programs. Apart from expanding the Ardan radio market, they use streaming radio and the company's web page as branding tools.

#### 4. ARDAN RADIO CONVERGENCE

Based on the discussion above which refers to the optimization of each social media used by Ardan Radio, the continuum convergence model (look figure 7) can be described in image 6 below about Ardan radio's Continuum Convergence.

Based on the discussion regarding continuum convergence carried out by

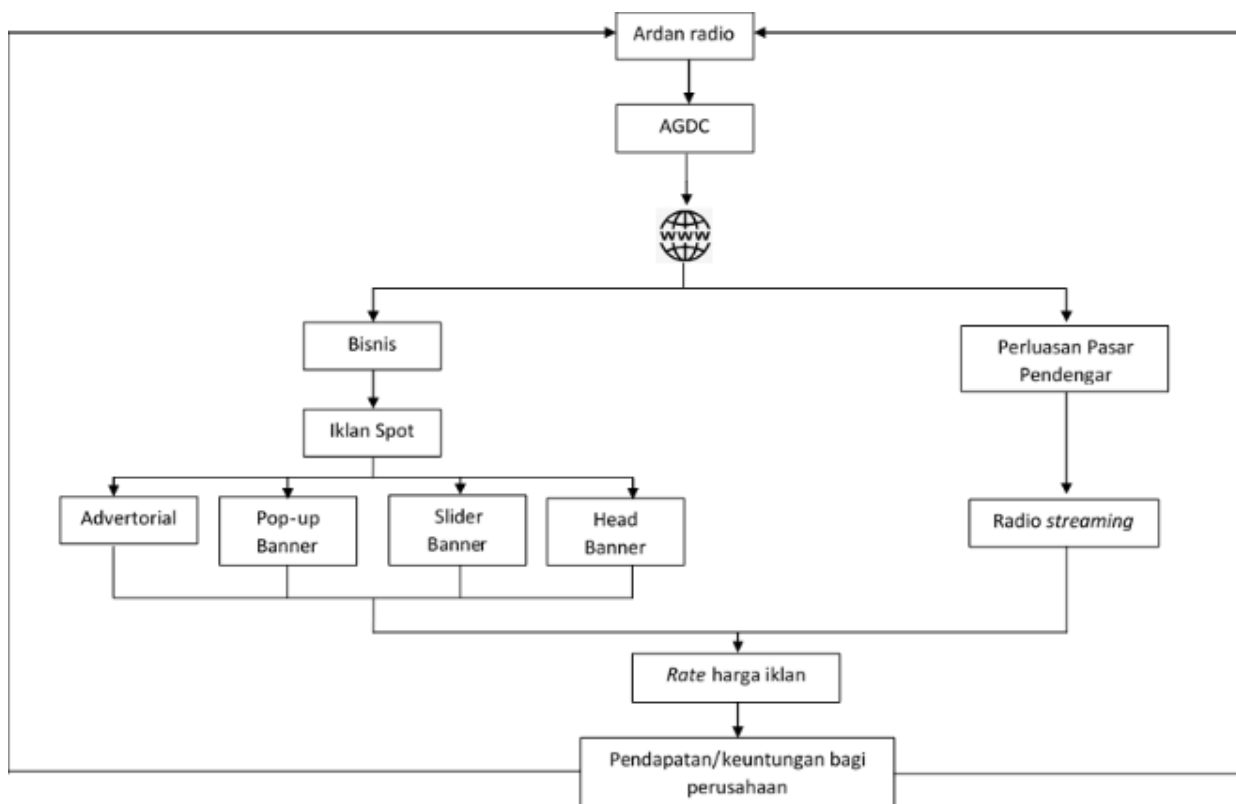


Figure 5. Web site Optimization of Ardan Radio Model

Source : Research, 2021.

internet (Apriliana, 2019). The first model is the use of the internet as a means of

Ardan radio as a platform, the position of digital media in this case is to support the

existence of conventional Ardan radio. Indeed, what Ardan is doing is actually a general form of conventional media collaborating with digital media as their extension to reach digital audiences.

However, what is unique in this case is that the use of digital media by Ardan radio is not only oriented as an expansion of listeners and a bridge. Because Ardan is a media institution driven by an entrepreneur, everything that Ardan radio does must be oriented towards the end result, namely income.

The condition of Ardan Radio, which is a private radio, requires Ardan Radio to seek independent sources of income to support the company. A similar thing also happened with the "convergence" carried out by Ardan radio. Like commercialization practices in conventional markets where Ardan commercializes the number of listeners it has to attract advertisers' interest in its digital practices, Ardan also does the same thing. The question is whether other radio stations are also doing the same thing by selling the number of social media followers as a new commodity? So the answer is yes, they do this. However,

what differentiates Ardan radio from other private radio stations is Ardan's ability to innovate and play this market professionally.

This industrial convergence (looks at figure 8) refers to the concept of convergence according to Greenstein and Khannan, where this convergence involves two industrial sectors merging into one. This combination can function as a substitute or complement. In this process, the industrial convergence that occurs is the joining of old media and new media, in this case Ardan as contemporary radio media, with new media, namely social media, including Instagram, YouTube and streaming radio.

When Greenstein stated that this convergence was substitute and complementary, this did not apply to Ardan. Ardan carries out convergence as part of its diversification so that the form of industrial convergence carried out by Ardan is integrated diversification. In this case, social media is empowered as a form of business venture and is included as a new resource that is commercialized as a new source of income.

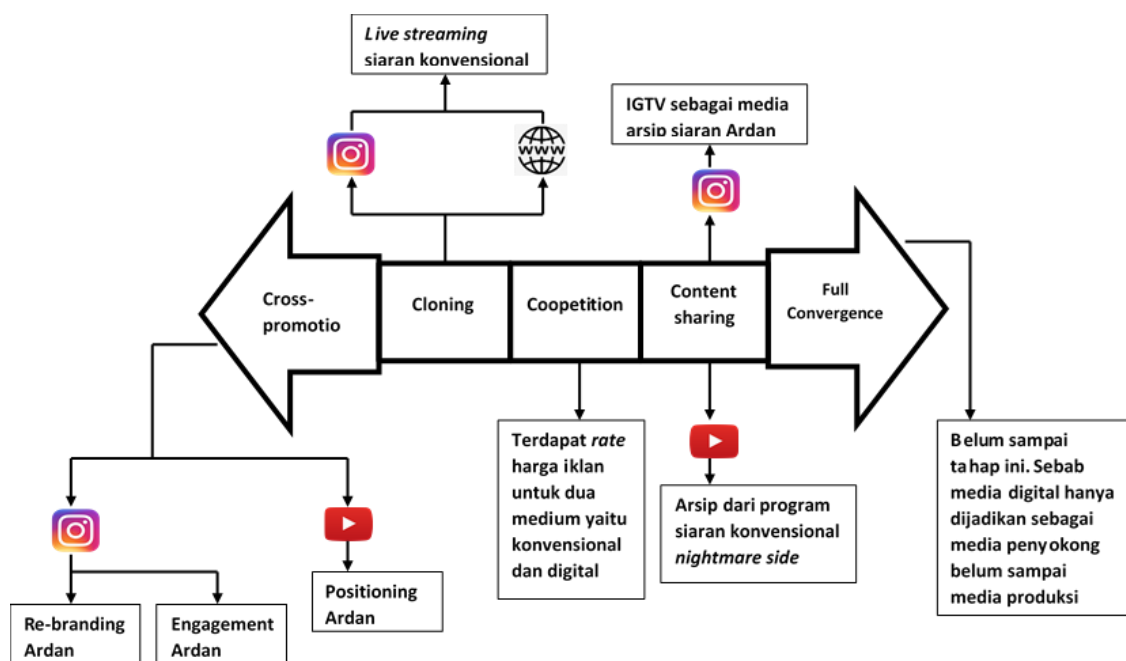


Figure 6. Ardan radio's Continuum Convergence Model  
Source : Research, 2021.

AGDC or Ardan Group Digital Communication is a division formed by Ardan which is responsible for all digital activities carried out by Ardan, including content production to digital business. This division has been demanded by Ardan as a profitable division, so that whatever activities they carry out are not just a means of creativity in creating content but there are financial factors that are the main concern.

Based on the model from the research results above, a clear line is obtained that Convergence as a business process inevitably influences changes in the business paradigm of the entire industrial system which is developing based on the digitalization of production. At the same time, convergence has triggered major changes in societal or individual behavior influenced by changes in the media industry, causing audience migration. On the one hand, convergence as a term is starting to be used everyday as a term to explain overall changes in the production and consumption of content in the media industry, and on the other hand, convergence is characterized by the emergence of new media. an industry based on the development of the internet, in this case the social media used by Ardan is an implementation of changes in media production and distribution of content. In the social process, with the digitalization and convergence of production, in addition to the creation of completely new markets, the overall social paradigm of media content consumption has changed.

The fundamental characteristics of media industry convergence are its continuity and the changes and developments it continues to experience. Once the foundation for development has been laid, it will continue to be enhanced with new forms of content and media categories. Modern technological solutions, with the help of modern Internet networks, allow improving and developing the media industry to a completely new level. All this emphasizes the importance of process

convergence in the development of new media production solutions. Convergence in the context of the media industry is a process that connects patterns or origins of change so that it has no final starting point. The absence of an end point in this business convergence has caused Ardan to include social media as part of the business he runs. The formation of the AGDC division and the use of social media will always change following developing trends.

## CONCLUSION

From the research that has been carried out, it can be concluded that Ardan's background in conducting convergence is as a form of market expansion carried out by Ardan radio which is oriented towards commercialization activities in utilizing the digital market as a new form of business to maintain its existence and also to expand sources of income as company income. Technological developments and the birth of several digital media ultimately led to migration by audiences and resulted in the creation of new markets created by each user. These users gather according to the media they use which is called the digital market.

In terms of the form of convergence, Ardan radio converges in the form of a continuum where in this case the internet/digital media/social media become conventional supporting media for Ardan radio, and vice versa. However, in the context of commercialization, the industrial convergence carried out by Ardan radio is a form of integrated diversification carried out by Ardan through the AGDC division which is used to expand business reach to the digital market by utilizing and optimizing social media.

Convergence, which is an environmental condition in this research, was actually carried out by Ardan radio. This refers to the market conditions of conventional Ardan radio which are starting to experience changes due to migration on the listener side with the birth of digital media. Through the adaptations

made and the convergence that occurs, Ardan does these two things in order to obtain various additional income as a source of income and company funding.

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