

Platformization and Dynamic Capabilities in the Digital Transformation of Legacy Media: A Case Study of PT Tempo Inti Media Tbk

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Abstract - This study examines the digital and multiplatform transformation of *PT Tempo Inti Media Tbk*, focusing on the reconfiguration of *TV Tempo* from a terrestrial broadcaster into a platform-based digital content producer. Using a qualitative case study approach based on in-depth interviews, observation, and document analysis, this research analyzes how organizational restructuring, content innovation, and new monetization strategies enabled this transition. The divestment of PT Tempo Inti Media Tbk in 2024 marked a strategic shift from infrastructure ownership toward platform-dependent distribution. The findings show that newsroom integration, intellectual property development, and data-driven production practices strengthened revenue growth and audience reach. However, increasing reliance on platforms such as YouTube and Spotify introduced structural tensions between editorial independence and platform commercial logic. This study demonstrates that media transformation involves not only technological change but also organizational adaptation and institutional negotiation to sustain journalistic integrity within platform-dominated ecosystems.

Keywords: Digital transformation; Legacy media; Platformization; Newsroom integration; Media sustainability

Introduction

The global media industry is experiencing a profound digital disruption that is reshaping how news is produced, distributed, and consumed. The rise of digital platforms, algorithms, and social media has not only accelerated the speed of information flows but also restructured power relations within the media landscape (Nieborg et al., 2022; Van Ruler, 2020). Rather than simply creating a new media ecology, this disruption shifts control from traditional news institutions to platform-based infrastructures. Platform logic driven by attention metrics, data extraction, and algorithmic personalization prioritizes engagement, visibility, and monetizable interactions. As a result, news circulation is increasingly governed by opaque algorithms and user data analytics rather than editorial judgment alone. In this context, conventional media organizations no longer function as central gatekeepers of public information. Instead, they operate as one among many content producers competing within platform environments where visibility depends on algorithmic ranking, audience engagement, and shareability. This transformation redefines journalistic authority, economic models, and the very conditions under which public discourse takes shape.

This paradigm shift affects the sustainability of legacy media, particularly print-based journalism, which has long relied on circulation and advertising revenue. At the global level, the integration of digital technology has enabled real-time cross-border news distribution, driven by the attention economy model (Albarran et al., 2018; Heitmayer, 2025). As a result, conventional media face declining print circulation, reduced advertising revenue, and intense competition from digital-native content creators. In Indonesia, the number of print media companies declined from 593 in 2021 to 399 in 2022, while newspaper circulation fell from 7.5 million to five million copies (Cholique, 2023).

Beyond indicating numerical decline, these figures signal a structural transformation in the information landscape. The shrinking print sector reflects not merely a business downturn, but a weakening capacity of legacy media to maintain influence, reach, and agenda setting power within an increasingly platform-dominated environment. This situation highlights the urgency of developing strategic information management rather than simply responding to falling revenues or circulation. Media organizations must rethink how information is produced, packaged, distributed, and monetized across interconnected platforms. Strategic integration combining newsroom workflows, data analytics, audience insights, and cross-platform storytelling becomes essential to sustain relevance, authority, and public trust in a competitive digital ecosystem.

PT Tempo Inti Media Tbk represents a strategic case for examining how legacy media respond to digital disruption. As one of Indonesia's most prominent news institutions, long associated with investigative and independent journalism, Tempo operates from a position of strong editorial credibility. Yet this reputation does not insulate it from structural pressures affecting print-based media. Instead, Tempo's response illustrates how legacy organizations attempt to convert reputational capital into strategic advantage within a platform-dominated environment. Rather than treating digital transformation as a purely technological upgrade, Tempo has pursued a multiplatform strategy through the implementation of a single integrated newsroom aligned with the Newsroom 3.0 framework (Neto et al., 2019).

This approach emphasizes collaborative workflows, cross-platform coordination, and continuous interaction between editorial teams, audience data, and digital networks. By reorganizing its newsroom structure, decision-making processes, and production logic, Tempo positions convergence not merely as technical integration but as an organizational strategy aimed at strengthening adaptive capacity and long-term sustainability.

In this context, legacy media compete not only with fellow news organizations but also with influencers, content creators, and other non-journalistic actors. Consequently, sustainability can no longer depend solely on editorial excellence; it requires strategic, structural, and cultural transformation at the organizational level. The widespread adoption of multiplatform strategies and newsroom convergence represents the dominant response to digital disruption. However, convergence should not be reduced to technological integration or content distribution across platforms. As Küng (2017) argues, it involves the reconfiguration of organizational structures, decision-making processes, workflows, and business models, indicating a broader shift in how media organizations operate and compete.

Viewed through this lens, convergence reflects the development of organizational capabilities to adapt to uncertainty and continuous change. It encompasses the ability to integrate resources, coordinate cross-platform production, utilize data analytics, and redefine professional roles in ways that sustain competitiveness. Yet many media studies still frame convergence in primarily technical terms focusing on tools such as CMS, social media, or multimedia formats without sufficiently linking these practices to deeper organizational capacities. As a result, convergence as a form of dynamic capability remains insufficiently theorized and empirically examined.

This is where Dynamic Capabilities Theory, Teece (2016) becomes central as the main analytical framework of this study. DCT conceptualizes organizational adaptation through three interrelated capabilities: sensing (identifying opportunities and threats in a changing environment), seizing (mobilizing and reconfiguring resources to capture those opportunities), and transforming (continuously renewing organizational structures, processes, and culture to sustain competitiveness).

Rather than treating digital transformation as a technological shift alone, this research positions sensing, seizing, and transforming as observable organizational processes that shape how legacy media respond to platform-driven disruption. In the context of media organizations, sensing can be examined through how newsrooms interpret algorithmic changes, audience analytics, and shifts in consumption behavior. Seizing involves strategic decisions such as newsroom integration, multiplatform investment,

leadership restructuring, and the development of new revenue models. Transforming refers to deeper, long-term adjustments in professional roles, workflow coordination, editorial values, and organizational culture.

Table 1. Conceptual Relationships Between Theoretical Frameworks

Level of Analysis	Theoretical Framework	Conceptually Focused	Research Focus	Tempo Application
Macro Level (Media Ecosystem)	Media Ecology (Nieborg et al., 2022; Van Ruler, 2020)	Structure of digital media ecosystems, platform logic, algorithmic frastructure	Explains structural and environmental pressures shaping legacy media transformation	Platform dominance changes news consumption patterns, traffic and engagement
Meso Level (Organizational Level)	Dynamic Capabilities (Teece, 2016)	Organizational capabilities: sensing, seizing and transforming	Core analytical framework for examining Tempo's strategic adaptation and business model transformation	Tempo detects opportunities, work culture
Micro Level (Work Practices)	Media Convergence	Integration of newsroom workflows, technologies, and content production across platform	Explains operational and editorial transformation in journalistic practices	Single integraty newsroom, multiplatform

Source: Researcher analysis (2026)

Although DCT has been widely applied in management and innovation studies, its use in media research remains largely conceptual and normative. Few studies operationalize how these capabilities are developed in newsroom settings, how they relate to leadership and workplace culture, or how they intersect with media-specific frameworks such as convergence and platformization. In the Indonesian context, research on media transformation has predominantly focused on content digitalization, social media optimization, and traffic strategies.

Studies that examine legacy media as value-based organizations grounded in journalistic principles, independence, and public interest remain limited. Under conditions of algorithmic pressure and the dominance of global platforms, quality media organizations face a structural dilemma: they must adapt their business and production models while safeguarding editorial integrity. By foregrounding DCT as the primary analytical lens, this study seeks to move beyond descriptive accounts of digital adoption and instead analyze how sensing, seizing, and transforming operate as concrete organizational capabilities within legacy media transformation.

PT Tempo Inti Media Tbk represents a strategic case because it embodies a legacy media organization with strong symbolic capital in investigative and independent journalism, yet must continually negotiate with platform logic and digital market forces. At the macro level of ecosystem analysis and the meso level of organizational analysis, media ecology (Nieborg et al., 2022; Van Ruler, 2020) highlights how the structure of the digital media ecosystem is centered on platform logic. This perspective helps explain the external pressures faced by legacy media, which are shaped by platform dominance, changing news consumption patterns, traffic metrics, and engagement demands.

Accordingly, this study addresses three main gaps: (1) operationalizing Dynamic Capabilities Theory (DCT) within the context of media organizations; (2) linking DCT with media ecology and newsroom convergence; and (3) providing an Indonesian empirical context on how quality media sustain both editorial integrity and business viability. This research seeks to answer the following questions: How does PT Tempo Inti Media Tbk develop sensing capabilities in responding to pressures within the digital media ecosystem? And how are dynamic capabilities manifested in Tempo's

newsroom strategies and business model? To address these questions, this study employs a qualitative approach using a case study of PT Tempo Inti Media Tbk, drawing on in-depth interviews, documentation, and observation.

Theoretical Framework

The theoretical foundation of this study is derived primarily from communication theories that explain media transformation in the digital era, complemented by organizational and management theories that provide analytical depth to processes of adaptation and strategic renewal. This multi-theoretical approach allows for a comprehensive understanding of how PT Tempo Inti Media Tbk navigates digital disruption while maintaining journalistic quality.

Media Ecology Theory. Media Ecology serves as the first theoretical point of departure. This perspective conceptualizes media as environments that shape patterns of thinking, social interaction, and institutional behavior (Kazak et al., 2018; Rogers et al., 2019). Technological change, therefore, is not merely a tool but an ecological force that restructures the entire communication environment. The shift from print to digital media reflects a broader ecological transition in which speed, interactivity, and cross-platform connectivity redefine how information is produced, circulated, and consumed.

In the context of PT Tempo Inti Media Tbk, the organization's move toward online platforms, audio-visual formats, and subscription-based digital services represents an ecological adaptation to a transformed media environment. Media ecology provides a conceptual lens to understand that Tempo's transformation is not solely technological or economic, but also a strategic response to fundamental changes in the communication ecosystem.

Media Convergence and Diffusion of Innovations. Complementing this ecological perspective, the theory of media convergence emphasizes the integration of content production, newsroom workflows, and distribution channels across multiple platforms (Jenkins, 2018). Media convergence requires media organizations to restructure internally, adopt cross-platform practices, and implement innovative production workflows. The Diffusion of Innovations Theory (Zorzi et al., 2016) provides additional insight, suggesting that media organizations adopt innovations through stages of recognition, matching, redefinition, clarification, and routinization.

Tempo's shift from print-centered workflows to a digital-first newsroom exemplifies these stages. The organization first recognized declining print readership, then restructured internally, integrated multimedia production, and finally institutionalized digital routines such as online reporting, data journalism, and audiovisual storytelling. These processes highlight that digital transformation in media institutions involves not only technological change but also cultural, structural, and processual evolution embedded within professional practices.

Dynamic Capabilities Theory. To deepen the analysis of organizational adaptation, this study applies Dynamic Capabilities Theory (Teece, 2016, 2018), which emphasizes an organization's ability to sense environmental changes, seize emerging opportunities, and transform internal structures and resources. Tempo demonstrates strong sensing capabilities by recognizing shifts in audience behavior toward mobile and social media-based news consumption. Seizing capabilities are evident in the development of digital products such as TempoID+, adoption of Google News Showcase, and the creation of multiplatform content formats. Transforming capabilities are reflected in the establishment of a single integrated newsroom, implementation of digital content management systems, and reconfiguration of editorial teams for multiplatform production. Maintaining alignment between dynamic capabilities and core competencies, such as investigative excellence and editorial integrity, ensures that innovation does not compromise the organization's journalistic identity.

Material and Methodology

This study employs a qualitative descriptive approach based on a case study, allowing an in-depth exploration of the multiplatform transformation at PT Tempo Inti Media Tbk in response to digital disruption. The case study method is chosen because it provides a comprehensive and contextual understanding of organizational change in a complex and evolving digital environment. According to Miles et al (2016) qualitative research aims to generate deep insight into the meanings, structures, and hidden patterns within social practices. In this context, the research is naturalistic and interpretive, seeking to capture how Tempo Media develops adaptive strategies, strengthens dynamic capabilities, and navigates environmental changes through innovation and multiplatform transformation.

The theoretical framework guiding the study includes Dynamic Capabilities (Kung, 2017; Teece, 2016), Diffusion of Innovations (Kazak et al., 2018; Rogers et al., 2019), and Media Ecology (Kazak et al., 2018; Rogers et al., 2019), which collectively allow analysis of organizational change from strategic, structural, and ecological perspectives. This framework is appropriate for capturing the strategic, institutional, and ecological dimensions of Tempo Media's transformation holistically.

The study uses an embedded case study strategy within a naturalistic qualitative paradigm, as recommended by Beuving & Vries (2025) and Lee (2022). This strategy enables detailed examination of the primary case Tempo's multiplatform transformation through several interrelated internal units, including *Tempo.co*, *Majalah Tempo*, and *Tempo TV*, which face unique challenges and dynamics. Each unit is analyzed as an embedded unit of analysis, operating semi-autonomously while integrated into the company's overall digital strategy.

The study explores how each unit applies the capabilities of sensing, seizing, and transforming (Küng, 2017; Teece, 2016) adopts innovations incrementally (Kazak et al., 2018; Rogers et al., 2019), and adjusts to shifts in the media ecology (Kazak et al., 2018; Rogers et al., 2019). The embedded case study approach aligns with the constructivist paradigm, emphasizing that reality is contextual and socially constructed.

The study focuses not only on transformation outcomes but also on decision-making processes, organizational learning, and strategic adaptation, providing a robust framework to explain interactions between organizational strategy, digital capability, technology, and work culture in supporting the sustainability of a legacy media business model.

The research site was selected based on contextual relevance, proximity to key actors, and alignment with the study's focus (Miles et al., 2016). PT Tempo Inti Media Tbk, located at Palmerah Barat Street, Tanah Abang, Central Jakarta, functions as the center for strategic decision-making, digital content production, and newsroom integration. The study specifically examines *Tempo.co*, *Majalah Tempo*, *Tempo TV*, and relevant divisions such as the Digital Product and Digital Subscription teams, providing both physical and social context to investigate the internal dynamics of the organization during digital disruption.

Data collection relied on qualitative triangulation to ensure credibility and validity. Three main techniques were applied: in-depth interviews, limited participatory observation, and document analysis. Semi-structured interviews were conducted with key informants from strategic units to explore perceptions of digital strategy, decision-making, and organizational dynamics during multiplatform transformation. Limited participatory observation enabled the researcher to witness newsroom workflows, cross-unit coordination, and digital content production, capturing verbal and non-verbal interactions.

Document analysis included company reports, internal archives, meeting minutes, and official publications to provide historical and institutional context and triangulate other data sources. Data were analyzed using the interactive model of Miles, (Miles et al., 2016), which encompasses data condensation, data display, and drawing or verifying conclusions. Coding used first-cycle and pattern coding to identify relationships among business strategies, organizational structure, and digital transformation processes.

Data displays, including matrices, tables, and chronological charts, helped visualize Tempo's transition from print-based media to a diversified digital ecosystem. Triangulation and member checks were employed to maintain credibility, dependability, confirmability, and transferability (Beuving & Vries, 2025).

This study employed a purposive sampling technique involving four key informants selected based on the relevance of their roles and involvement in the multiplatform transformation process of *PT Tempo Inti Media Tbk*. The informants were drawn from editorial management, business management, the digital division, and senior journalists who directly experienced the migration from print to digital media.

The selection of the number and characteristics of these informants followed the principle of information-rich cases, namely choosing individuals capable of providing in-depth and reflective data on the phenomenon under study (Miles et al., 2016).

Table 2. Criteria for Selecting Informants

No	Category of Informan	Division	Selection Criteria	Reason for Selection
1	Strategic actor	Board of commissioners and editorial board (Editor-in-chief, chief director of Tv Tempo	Having strategic and substantive insight into digital information	Explaining the policy direction of transformation, organizational strategy, and internal dynamics
2	Operational technical executor	Information technology division, digital products, digital subscriptions	Directly involved in the execution of digital strategies and technical implementation	Providing technical information related to newsroom convergence, multiplatform, and the use of data analytics
3	Individuals who have experienced migration	Journalists who have moved from print to digital	Directly experiencing changes in the system and work culture	Provides a historical and reflective perspective, as well as explains social dynamics and resistance within organizations
4	Informants based on informational value	Various position are not only high-ranking structurally	Having deep knowledge, hands-on experience, and the ability to explain changes	Emphasizing the quality of the information provided, in accordance with the principles of purposive sampling (Miles et al., 2016)

Source: Data adapted from Miles et al (2016).

Organizational transformation at PT Tempo Inti Media Tbk has been marked by significant changes in the editorial bureau structure as a response to digital disruption. Based on an interview with informant Faiz Nasrillah Tempo previously maintained a network of bureaus spread across various provinces in Indonesia; however, during the digital transformation process, this structure was streamlined through a centralization policy by concentrating editorial activities in Jakarta. The research was conducted over approximately four months, covering the stages of preparation, data collection, analysis, and final report writing. The criteria for selecting informants included: (1) holding a strategic position within the organization; (2) being directly involved in the processes of sensing, seizing, and transforming; (3) possessing adequate work experience, and (4) understanding the editorial and business dynamics of Tempo's media operations.

This approach is consistent with information-oriented sampling, which emphasizes the quality, relevance, and depth of data as the primary basis for validity in qualitative case study research (Miles et al., 2016). This change reflects the transforming capability within the framework of Dynamic Capabilities Theory (Teece, 2018), namely the organization's ability to reconfigure its assets, structures, and work processes to align with rapidly changing environmental demands.

From a media ecology perspective, this centralization also demonstrates Tempo's adaptation to the digital media environment, which requires newsroom integration, speed of distribution, and cross-platform coordination (Nieborg et al., 2022; Van Ruler, 2020). The restructuring of bureaus is not merely administrative in nature, but rather an adaptive strategy to sustain high-quality journalism amid platform logic and competition for public attention.

This Data analysis followed the interactive model of (Miles et al., 2016). Data condensation involved coding interview transcripts, documents, and observation notes to identify emerging themes such as monetization transformation, multiplatform strategy, and organizational restructuring. Data displays organized findings through tables, matrices, and charts, highlighting the evolution of Tempo's business model and newsroom practices. Drawing and verifying conclusions involved iterative analysis, triangulation, member checks, and identification of negative cases to ensure the validity and reliability of interpretations comprehensive approach allowed the study to capture Tempo Media's multiplatform transformation as a complex, dynamic, and socially constructed organizational process.

Result and Discussion

The findings indicate that the transformation of TV Tempo from terrestrial broadcasting into a digital content producer represents a strategic reconfiguration of its business model rather than merely a technological migration. This decision reflects broader structural changes in the media industry, where digital platforms increasingly function as the primary infrastructure for content production, distribution, and monetization.

Within the framework of Dynamic Capabilities (Teece, 2016), this shift reflects the transforming dimension, namely the organization's ability to reconfigure its assets and capabilities in response to environmental changes. TV Tempo no longer relies on terrestrial broadcasting networks but instead positions itself as a content-based media unit distributing journalistic products through YouTube, Spotify, and Tempo.co. This transformation demonstrates that strategic value no longer lies in owning distribution channels but in the capacity to produce content that is compatible with the platform ecosystem.

The second cycle coding results identified the use of Search Engine Optimization (SEO), podcast distribution via Spotify, and YouTube performance optimization as key strategies for digital adaptation. These practices align with the concept of the Platformization of cultural production (Nieborg & Poell, 2018), in which media production and distribution increasingly depend on the infrastructure and algorithmic systems of global platforms. In this context, Tempo not only utilizes platforms as distribution channels but also integrates algorithmic logic into its content production practices. Performance metrics such as watch time, engagement rate, and search visibility have become strategic indicators in editorial decision-making. Consequently, a shift has occurred from traditional editorial gatekeeping toward algorithmic gatekeeping, where the visibility and reach of journalistic content are mediated by computational platform systems.

Economically, this transformation has yielded significant results. TV Tempo's revenue increased from IDR 3.9 billion in 2023 to IDR 8.4 billion in 2024, with 85% derived from creative production and 10% from AdSense and intellectual property (IP). These figures demonstrate the successful integration of digital monetization models. However, reliance on platform-based monetization also reveals an asymmetrical relationship between media organizations and global platform companies. Tension Between Editorial Independence and Platform Commercial Logic Although digital transformation has strengthened financial sustainability, the findings reveal potential tensions between journalistic values and platform commercial logic. Digital platforms operate within the framework of the attention economy, where content value is measured through quantitative metrics such as clicks, views, and engagement. Within this system, algorithms tend to prioritize content that generates higher levels of user interaction.

This creates the risk of journalistic commodification, in which algorithmic performance considerations may influence editorial priorities. In-depth investigative reporting and complex journalistic content may receive less visibility compared to more accessible or sensational content. In other words, digital economic success may simultaneously generate structural pressures on editorial independence. From a Media Ecology perspective (Myers, 2025; Oricchio, 2021), digital technologies are not neutral tools. Platforms function not merely as distribution channels but as environments that shape patterns of media production, consumption, and even the epistemological structure of news.

Podcast and video formats promote personalized and immersive media experiences while simultaneously introducing data-driven performative logic into journalistic production. As a result, the algorithmisation of journalism not only transforms news distribution but also influences how news is constructed. Production practices increasingly rely on performance data, and editorial decisions are continuously negotiated within the constraints of platform algorithmic systems.

These findings suggest that Tempo's multiplatform transformation cannot be separated from its organizational ability to negotiate between two competing institutional logics: public-interest journalism and commercial platform logic. The sensing capability enabled Tempo to identify shifts in digital audience behavior. The seizing capability was reflected in intellectual property development and multiplatform monetization strategies. Meanwhile, the transforming capability was demonstrated through the restructuring of the television unit into a more efficient and flexible digital content production entity. However, in this context, dynamic capabilities do not merely represent adaptive capacity but also reflect the organization's ability to maintain its journalistic identity under algorithmic pressure. Tempo's multiplatform transformation demonstrates that media sustainability in the digital

era is not solely a matter of technological innovation but also a matter of balancing editorial values and platform economic rationality.

Thus, this study confirms that Tempo's business model transformation represents both a process of structural adaptation and normative negotiation. Platforms provide opportunities for expansion and monetization, yet they also introduce risks of commercialization and subordination to algorithmic logic. Long-term sustainability depends on the organization's ability to preserve journalistic integrity while remaining economically viable and relevant within the platform-driven media ecosystem. Technology integration and content production in the platform ecosystem the findings indicate that the transformation of TV Tempo from terrestrial broadcasting into a digital content producer represents a strategic reconfiguration of its business model rather than merely a technological migration. This decision reflects broader structural changes in the media industry, where digital platforms increasingly function as the primary infrastructure for content production, distribution, and monetization.

Within the framework of Dynamic Capabilities (Teece, 2016), this shift reflects the transforming dimension, namely the organization's ability to reconfigure its assets and capabilities in response to environmental changes. TV Tempo no longer relies on terrestrial broadcasting networks but instead positions itself as a content-based media unit distributing journalistic products through YouTube, Spotify, and Tempo.co. This transformation demonstrates that strategic value no longer lies in owning distribution channels but in the capacity to produce content that is compatible with the platform ecosystem.

The success of programs such as *Bocor Alus Politik* and *Jelasin Dong!* illustrates Tempo's sensing capability in recognizing shifts in audience preferences toward audio-visual and on-demand formats. Meanwhile, the achievement of the YouTube Gold Play Button in October 2024 confirms the organization's seizing capability by leveraging digital opportunities through content innovation and optimized platform distribution.

Table 3. Dynamic Capabilities and Platformization in Tv Tempo's Digital Transformation

Analytical Dimension	Empirical Findings	Strategic Interpretation	Theoretical Link
Transforming Capability	TV Tempo divested terrestrial broadcasting and repositioned it self as a digital content via YouTube, Spotify and Tempo.co	Demonstrates organizational ability to reconfigure assets, shifting from infrastructure-based broadcasting to platform-based content production. Strategic value moves from ownership of distribution infrastructure to adaptability in platform ecosystems	Transforming dimension refers to the organization's ability to renew and reconfigure resources in response to environmental change (Teece, 2016).
Sensing Capability	Development of programs such as Bocor Alus Politik and Jelasin Dong! That focus on audio-visual and on demand formats aligned with audience preferences	Reflects the organization's capacity to identify emerging consumption patterns and anticipate audience migration toward digital and on-demand media formats.	Sensing involves identifying opportunities and threats through monitoring technological and market changes (Teece, 2016).
Seizing Capability	Achievement of YouTube Gold Play Button in October 2024 and expansion of digital audience reach through platform optimization	Indicates successful exploitation of digital opportunities through content innovation and strategic use of platform distribution mechanisms.	Seizing refers to mobilizing organizational resources to capture value from identified opportunities (Teece, 2016).

Platformisation Strategy	Implementation of SEO, podcast distribution via Spotify and YouTube performance optimization	Shows adaptation to platform-dependent distribution environments and integration with platform infrastructure.	Platformization describes the increasing dependence of cultural production on digital platform infrastructures (Nieborg & Poell, 2018).
Algorithmic Integration	Editorial visibility and audience reach mediated by algorithmic platform system rather than traditional editorial selection alone	Demonstrates the incorporation of algorithmic logic into content production and editorial strategy.	Platform ecosystems operate through algorithmic systems that structure visibility and distribution (Nieborg & Poell, 2018).

Source: Author's elaboration based on empirical findings and theoretical frameworks (Nieborg & Poell, 2018; Teece, 2018).

Platformization and Algorithmic Infrastructure Logic. The second cycle coding results identified the use of Search Engine Optimization (SEO), podcast distribution via Spotify, and YouTube performance optimization as key strategies for digital adaptation. These practices align with the concept of the Platformization of cultural production (Nieborg & Poell, 2018), in which media production and distribution increasingly depend on the infrastructure and algorithmic systems of global platforms. In this context, Tempo not only utilizes platforms as distribution channels but also integrates algorithmic logic into its content production practices. Performance metrics such as watch time, engagement rate, and search visibility have become strategic indicators in editorial decision-making. Consequently, a shift has occurred from traditional editorial gatekeeping toward algorithmic gatekeeping, where the visibility and reach of journalistic content are mediated by computational platform systems.

Economically, this transformation has yielded significant results. TV Tempo's revenue increased from IDR 3.9 billion in 2023 to IDR 8.4 billion in 2024, with 85% derived from creative production and 10% from AdSense and intellectual property (IP). These figures demonstrate the successful integration of digital monetization models. However, reliance on platform-based monetization also reveals an asymmetrical relationship between media organizations and global platform companies. **Tension Between Editorial Independence and Platform Commercial Logic.** Although digital transformation has strengthened financial sustainability, the findings reveal potential tensions between journalistic values and platform commercial logic.

Digital platforms operate within the framework of the attention economy, where content value is measured through quantitative metrics such as clicks, views, and engagement. Within this system, algorithms tend to prioritize content that generates higher levels of user interaction. This creates the risk of journalistic commodification, in which algorithmic performance considerations may influence editorial priorities. In-depth investigative reporting and complex journalistic content may receive less visibility compared to more accessible or sensational content. In other words, digital economic success may simultaneously generate structural pressures on editorial independence. From a Media Ecology perspective (Myers, 2025; Oricchio, 2021), digital technologies are not neutral tools. Platforms function not merely as distribution channels but as environments that shape patterns of media production, consumption, and even the epistemological structure of news. Podcast and video formats promote personalized and immersive media experiences while simultaneously introducing data-driven performative logic into journalistic production. As a result, the algorithmisation of journalism not only transforms news distribution but also influences how news is constructed. Production practices increasingly rely on performance data, and editorial decisions are continuously negotiated within the constraints of platform algorithmic systems.

Dynamic Capabilities as a Mechanism of Structural Negotiation. These findings suggest that Tempo's multiplatform transformation cannot be separated from its organizational ability to negotiate between two competing institutional logics: public-interest journalism and commercial platform logic. The sensing capability enabled Tempo to identify shifts in digital audience behavior. The seizing capability was reflected in intellectual property development and multiplatform monetization strategies. Meanwhile, the transforming capability was demonstrated through the restructuring of the television unit into a more efficient and flexible digital content production entity.

However, in this context, dynamic capabilities do not merely represent adaptive capacity but also

reflect the organization's ability to maintain its journalistic identity under algorithmic pressure. Tempo's multiplatform transformation demonstrates that media sustainability in the digital era is not solely a matter of technological innovation but also a matter of balancing editorial values and platform economic rationality. Thus, this study confirms that Tempo's business model transformation represents both a process of structural adaptation and normative negotiation. Platforms provide opportunities for expansion and monetization, yet they also introduce risks of commercialization and subordination to algorithmic logic. Long-term sustainability depends on the organization's ability to preserve journalistic integrity while remaining economically viable and relevant within the platform-driven media ecosystem.

Conclusions

This study demonstrates that the transformation of TV Tempo from a terrestrial broadcasting unit into a digital content producer constitutes a fundamental reconfiguration of its business model rather than a mere technological migration. This transition reflects broader structural changes in the media industry, where digital platforms increasingly function as the primary infrastructure for content production, distribution, and monetization. The findings confirm that Tempo's transformation was enabled by the development of dynamic capabilities across three interrelated dimensions: sensing shifts in audience behavior and digital consumption patterns; seizing emerging opportunities through intellectual property development, multiplatform monetization, and content optimization; and transforming organizational structures to create a more flexible and efficient digital production unit.

However, the study also reveals that digital transformation involves more than strategic adaptation. The increasing reliance on platforms such as YouTube and Spotify embeds algorithmic logic into newsroom practices, shifting editorial decision-making from traditional gatekeeping toward algorithmic gatekeeping. While this transformation strengthens financial sustainability and expands audience reach, it simultaneously introduces structural tensions between public-interest journalism and platform commercial logic. Performance metrics such as watch time, engagement rates, and search visibility have become influential indicators in content strategy, potentially reshaping editorial priorities and introducing pressures toward commodification. Thus, Tempo's transformation reflects not only structural adaptation but also ongoing institutional negotiation between journalistic integrity and platform economic rationality.

Theoretically, this study contributes to the literature in three ways. *First*, it extends Dynamic Capabilities Theory by demonstrating that sensing, seizing, and transforming capabilities in media organizations function not only as mechanisms of technological adaptation but also as instruments of normative resilience under platform dependency. *Second*, it provides empirical support to the Platformization framework by illustrating how algorithmic infrastructures become embedded in newsroom routines and strategic decision-making. *Third*, drawing from Media Ecology, the findings confirm that digital platforms operate as environments that shape journalistic epistemology, organizational practice, and power relations within the media ecosystem.

Together, these contributions offer an integrated framework for understanding media transformation as a multidimensional process involving technological restructuring, economic adaptation, and institutional negotiation. Practically, the study suggests that media sustainability in the digital era depends less on ownership of distribution infrastructure and more on the capacity to develop distinctive content and adaptive organizational capabilities. Media organizations must cultivate continuous sensing of technological shifts, strategically seize digital opportunities, and maintain the flexibility to transform internal structures. At the same time, they must implement governance mechanisms that safeguard editorial independence while navigating platform-based monetization systems.

This study is subject to several limitations. As a single-case study, its findings are context-specific and may not be generalizable across different media systems. The qualitative design provides depth but limits quantitative measurement of algorithmic impact and audience behavior. Furthermore, the study focuses primarily on organizational perspectives, leaving platform governance structures and audience reception dynamics less explored. Future research could undertake comparative cross-media analyses, integrate quantitative performance data, and examine platform algorithms as institutional actors shaping journalistic production.

Investigating how media organizations diversify revenue streams to reduce platform dependency would also deepen understanding of long-term sustainability strategies. Ultimately, this study concludes that digital media transformation is not merely a question of technological innovation but a complex process of structural adaptation and normative negotiation. The sustainability of journalism in the platform era depends on the organization's ability to balance economic viability with the preservation of editorial integrity within an increasingly algorithm-driven media environment.

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