

NEWSROOM MANAGEMENT OF ONLINE NEWS PORTAL IN MANAGING SOCIAL MEDIA AS MEANS OF PROMOTION (CASE STUDY: www.inilah.com)

Hadiono Afdjani¹ and Moh. Syamsul Arifin²

^{1, 2} Universitas Budi Luhur

Jl. Raya Ciledug, Petukangan Utara, Kebayoran Lama,
Jakarta Selatan 12260, Indonesia

ABSTRACT

Social networking site known as Social Media is an internet-based platform of web 2.0 technologies and ideologies that allows users to create and consume content independently (user-generated content) then they share it to other users. Some popular social media such as Facebook, Twitter, Google+, Instagram, Path, Vimeo, Wikipedia, and so on. The use of social media in recent years is growing not only used by individuals for entertainment purposes, but has been used more widely to seek information and breaking news both individuals even by institutions or organizations such as Inilah.com (www.inilah.com). Media Online in form of online news portal is one of the organizations utilize this platform for the needs of its business operations in the media industry, becoming a mandatory tool (Toolkit) for journalists in their work, which generally journalists utilizing social media as a medium for expressing thoughts and ideas on all things, seek news sources and build traffic access to the website where they work. In the industry of online media, social media used as a means of promotion, content promotion as well as sales promotion. Social media is able to spreading links (URL / address of a page's content) quickly and massively into a community network or even to the entire Internet network, which will improve the flow of traffic access to the portal site news. And from this traffic, the data can be mapped about audience or reader related behaviors, needs and desires they are on a particular news item, where the data of parametric can be analyzed with Google, Facebook and Twitter Analytic. Parametric data analysis can be used to pull advertiser for putting ads on the online media. How newsroom management of portal Inilah.com in managing social media as a promotional tool; and to know the management pattern of communication between news department and social media team at the department of technology / IT (information technology) are the two research issues that will be revealed in this study.

Keywords: 1) Management (2 Newsroom (3 Social Media (4 Promotion

1. Introduction

Following the development of cyber media or new media are always interesting and never-ending. Internet technology with all types of its derivative technology become a happening topic in academia for research and study. One study that is more populer among researchers both globally and locally, is about social media researches due to its liquid characteristic that is able to entering many areas such as cultures and ages, also relating to economics, journalism/media, and politics; furthermore because social media is used now by millions of people make a changing to their behaviors be an interesting study. An

¹ E-mail: hadiono.afdjani@budiluhur.ac.id

² E-mail: syam.arifin03@gmail.com

example of the phenomenon of social media is last times humans to communicate with each other to convey messages through face to face meetings, mail by post, telegraph and telephone, but now in the age of digital communication it can be done instantaneously via Whatsapp application, BBM and others. Another fact mentioned by Kaplan that social media is a unique phenomenon that gives a tremendous impact in the social life of this decade, for example, Barack Obama used social media as a campaign to communicate with constituents and the people of American society so that the media have become one of his campaign tools in winning the presidential election in the United States years ago. Another example, executives and business consultants using geo-location of social media as important factors in decision making; in the field of media and communication Wikipedia, founded in 2001 has now become a source of information and referral because it has 35 million articles in 288 different languages in it, Facebook launched in 2004 has connected 1.4 billion active users worldwide, and Youtube which was founded in 2005 is one of the search engines (search engines) the most qualified in the virtual world as it proceeds 3 billion searches every month (Kaplan, 2015, p. 197).

Social media (social networking sites) owned by media organizations online news portal www.inilah.com – then called Inilah.com (read Inilahdotcom) managed by PT Indonesia News Center – includes Facebook (FB), Twitter, Google+ and Vimeo. This study focuses on the Facebook (FB) and Twitter of Inilah.com since Google+ and Vimeo has been inactive during the time of this study. Facebook Inilah.com which can be accessed through @inilahmedia and the Twitter account @inilahdotcom are two digital asset belong to Inilah.com portal that are used as a means of promotion, for the content spreading/diffusion (Kaplan, 2015, p. 198) and for promotional purposes (Usher, 2014 in Opgenhaffen (2015, p. 204). As a content diffusion or content promotion, Facebook @inilahmedia and Twitter @inilahdotcom are spreading links of news and information content of www.inilah.com to all network members or FB and Twitter follower through sharing facilities and timeline status, or even spreaded more widely to a large number of netizens (a term for internet citizens) through viral (sharing by sharing). For the purpose of promotion, Facebook and Twitter are to spread Inilah.com advertorialcontentlinks through follower network, which the behavior of audiences/readers on the contents are then analyzed and compiled into a parametric data analysis figures via Google, Facebook and Twitter Analytic. These data are attractive for advertisers, because it contains a number of audience populations with all behaviors, needs and desires. The functions of this promotion in accordance with Morissan promotion is divided into two types, namely the promotion of content and sales promotion. Promotional content includes activities to attract and retain audience, whereas sales promotion aimed at attracting advertisers (Morissan, 2008, p. 161).

The core activities of online media organization particularly online news portals are producing the content of information carried by a team in the news department to those who work in the newsroom, which then results are managed by the social media team at the department of technology/ IT (information technology) to process it as a promotion. In connection with the newsroom it will relate to newsroom management activities as a standard mechanism for any media organization. Management basically refers to the mass media management theory Peter Pringle describes as activity of POAC Planning, Organizing, Directing/Actuating and Controlling-Evaluating (Pringle, in Morissan, 2008, pp. 138-167). The management of newsroom is explained more specific by Fink (in Yuniarti, 2009, pp. 29-33) including concepts of Research in the newsroom, Planning in the newsroom, How to manage the newsroom's resources, and Evaluating-controlling in the newsroom.

This study reveals procedural mechanisms that occur in the newsroom on the implementation of the newsroom management of the online news portal in managing social

media as a means of promotion (case study: www.inilah.com); and describes the management pattern of communication that takes place between the newsroom team in the news department and social media team in the IT department, this pattern will be the management communication system in the news portal Inilah.com.

2. Literature Review

2.1 Theory of Mass Media Management

According to Pringle (1991, p. 12, in Morissan, 2008, pp. 138-167) the mass media management function includes activities abbreviated POAC (Planning, Organizing, Actuating/Directing, and Controlling) further described as follows:

1. Planning, to prepare a set of activities and decide what to do, when, how and by whom.
2. Organizing, the process of preparing the organizational structure that meet the objectives of the organization, resources and the surrounding conditions. Two main aspects of the process of preparing the organizational structure is departmentalization and division of work. Departmentalization is grouping similar activities that interconnected to work on together. The division of work is to divide duties for every individual in the organization with each responsibility to carry out duties properly and efficiently.
3. Directing and influencing, function of directing and influencing, stimulating enthusiasm and stimulating employees to behave effectively in their work.
4. Controlling, referring to function of supervision which includes activities of evaluating, appraising and correcting. According to Mockler, supervision management is a systematic effort to set the standard implementation with the purposes of planning, designing feedback information system, comparing the real activities with a predetermined standards, defining and measuring deviations with preparing and carrying out of correction-step activities to ensure that all the resources of the company utilized effectively and efficiently to optimal results as stated in the the company's objectives.

2.2 Theory of New Media

New media namely CyberMedia in the academic literature, other names such as online media, digital media, virtual media, e-media, network media and web media (Nasrullah, 2014, p. 13). CyberMedia more popular in academic circles since it is included into the popular study group of cyber culture. The names and terms boil down to the same point that refers to hardware and software which cyberculture implementation is not related to the technology issues only, but also all aspects of human social life, the political, economic, cultural, etc.

New media or CyberMedia by John Vivian (2008, pp. 262-264, in Nasrullah, 2014, p. 13) is shown with a connection to the Internet that is beyond the traditional media messaging deployment patterns, because the nature of the Internet can interact without any geographic limitation, the capacity of interaction and can done in real time. Nasrullah cited other characteristics of new media mentioned by Nicholas Gane and David Beer (2008) with the term of *network*, *interactivity*, *information*, *interface*, *archive* and *simulation*.

Pattern of interactivity on new media puts the audiences not as a passive audiences who only receive exposure to the message, as seen on traditional media (newspapers, television, magazines, etc.), but the term interactivity puts the audiences as element of an active capability of receiving and consuming message while making/ producing his own message then spreading in the internet. Interactivity according to Manovich (2001, in Nasrullah, 2014, p. 14) is divided into two types: 'open' that audiences are not just offered choice but to determine how to access the new media in accordance with what they wanted;

type 'closed' which only limits the audience to consume media in accordance with the structure or the choice that has been made.

2.3 Newsroom Management

Fink (1996, in Yuniarti, 2009, pp. 29-33) of his book *Strategic Newspaper Management* formulates management strategies within the scope of the newsroom management into four newsroom management activities include *Research in the newsroom*, *Planning in the newsroom*, *How to manage the newsroom's resources*, and *Evaluating-controlling in the newsroom*.

a) *Research in the newsroom*, it is about we attempt to understand the target audience, to understand the state of geographic and demographic markets that we wish to go, which include: gender, age, income, education, and other things that could describe clearly who the target audience we are targeting. After that, it is important to understand what the needs and interests of our audience targets. Some ways to understand media audiences with: *subscribe questionnaires* which spread the questionnaire; *circulation department of feedback* is to understand the reverse flow of circulation - feedback from readers or non-readers; *reader complaint or praise*, complaints or compliments from readers must be analyzed for an indication of public situations; *encounter group*, which held a group-elected meeting to obtain the feedback from readers; *personal contact*, which is a personal relationship manager to hear and see what the comments about the site/ portal news.

b) *Planning in the newsroom*, includes two important activities: first, *planning effective use of human resources*, namely the newsroom to be filled by people who are qualified, then newsroom manager's task is to do recruitment, training and improvement of newsroom's human resources. Second, the *overall planning journalistic tone and the drive for quality*, which is set up guide journalistic standard to create a quality news.

Fink (1996, pp. 200-204) gives a detailed explanation on the above concept. First, *A planning checklist for quality* include: *Make a financial commitment* that is making a financial responsibility for maintaining the quality of news; *Strengthen newsroom management* that is to manage the power of a newsroom or news content; *Strengthen the newsroom staff* is the strength of personnel or those who work in the newsroom or create news content; *cover the ground*, keeping the news still quality; *reexamine coverage strategy* is to re-examine the strategy of news review; *reexamine newspaper structure/content*, re-examine the structure or content of news; *improve/packaging layout*, improving news contentpackaging; *plans for hard news* are planning news content. Second, the *Plan "showcase" improvement* that plans to increase news coverage includes *frontpage*, *business section (business column)*, *editorial page*, *sports section*, *news of record*, *special sections (custom columns)*.

c) *How to manage the newsroom's resources*, newsroom contains all resources that are essential to the success of an online media. According to Fink, there are four elements that must be managed: First, *human resources*, human resource management, based on the principle of effective and efficient, which starts from the recruitment of personnel, training, working hours are clear, the schedule of work shifts, salaries and bonuses. Secondly, *the money*, the management of budget/fund must be well organized and carefully managed for media operations and salaries of employees by calculating revenues and expenditures, because it involves a huge amount of funds. Third, *external resources* i.e. outside parties that contribute to organization such as sources, news agencies, associations, advertisers etc. Fourth, *Newshole*, the spaces in the media that includes columns, pages and media design. In this section an editor is needed to digest the information that will be published, how the news will be written, balancing the page and determines the headlines. Also supported by the graphic design section that set the portal display layout so attractive and easy to read.

d) *Controlling and evaluating the newsroom*, process of control and evaluation in the newsroom is very important to do. This is to determine how far the success of the management plan and implementation is already running. Some indicators of success noted by Fink (1996, in Yuniarti 2009, p. 32) include: whether the product has been produced fulfill the audiences' wants and meet their needs; whether the advertiser expectations can be met; how well suited the schedule and its implementation; how motivation and performance of the entire editorial staff; how the budget allocation compared to the costs incurred.

2.4 Online Media – Online News Portal

Donsbach (2015, p. 418) in the book he edited the Concise Encyclopedia of Communication defines the online media as a technical communication medium from which digital content delivered from a server to the recipient in distance through the Internet or another digital network such as a mobile service and reintroduced via a computer or other similar terminal tools (laptop, PDA, cell phone, or tablet).

One type of online media is a news portal. According to Thurlow et al (2004, pp. 4-5 in Nasrullah 2014, p. 23), the portal is the door to enter the cyber space or also be interpreted as a gate that leads users to surfing further in cyberspace. Online news portals known famously such as The New York Times ([\[http://www.nytimes.com/\]](http://www.nytimes.com/)) was born on the web in 1996), Detikcom (<http://www.detik.com/>), Kompascom (<http://www.kompas.com/>).

2.5 Social Media

Carr and Hayes (2015, p. 50) explains that social media are internet-based channels allowing users to select the interaction and select the personal display, both in real-time or asynchronous, with a touch on wide and narrow audiences that enhances the value of content built by users and the interaction of mutual perception. Kaplan and Haenlein (2010) cite that social media refers to digital technology that focuses on the interactions and contents created by users (user-generated content and interaction). From the definition of the researchers on social media can be concluded that social media gives users the facility to create content information independently, and then distribute the content to other users within their community network.

Opgenhaffen and D'Haenens (2015, p. 204) in research *Managing Social Media Use: Whither Social Media Guidelines in News Organizations* said about the potential of social media relating to the content, interaction and promotion; Furthermore Heravi (2016: 1194) states about the potential of social media in the newsroom of online media as a search facilities for news source and promotional medium, "*Social media platforms, and in particular Twitter, have been widely adopted in newsrooms over the last number of years ..., ...they use it to find sources and eyewitnesses, and they harness its broad reach to crowdsource varied perspectives on newsworthy events. In a more general way, they also use social media for promoting content, attracting audiences, and driving traffic to personal or professional websites*".

Some of the popular social media such as Facebook, Twitter, Instagram, Path, Youtube, Google+, Vimeo, etc.

2.6 Management

Management according to Terry R. Gorge (in Saifuddin, 2014, pp. 53-54) is a typical process that consists of acts: planning, organizing, actuating/directing and controlling, which is done to determine and achieve the goals that have been established through utilization of human resources and other resources.

According to Abdurrahman (in Purwanto, 2009), management refers to the implementation of a series of activities to achieve the goals and objectives that has been determined by using others as executors.

2.7 Promotion

Promotion programs in the mass media is an activity to maintain the audience, attract new audiences and inviting advertisers. Promotional activities are addressed to the two parties: the audience and advertisers.

Michael Ray (in Morissan, 2008, p. 456) defines the promotions with the coordination of the entire effort that began the vendor to build various channels of information and persuasion to sell goods and services or to introduce an idea.

Morissan (2008: 161) mentions the promotional function includes content promotion and sales promotion. Promotional content includes activities to attract and retain an audience, whereas sales promotion aimed at attracting advertisers.

2.8 Pattern of Communication Management

Implementation of the newsroom management processes in managing social media as a promotional tool involving two departments, newsroom and technology/IT, which form a pattern of communication management in most effective way in pursuing the achievement of media organization goals. This pattern became a standard processes of management and communication system implemented at the media company's operations. Wufford (1997, in Soedarsono, 2009: 56) compiled a chart of common communication management system that can be applied by all companies, including online media organizations as follows:

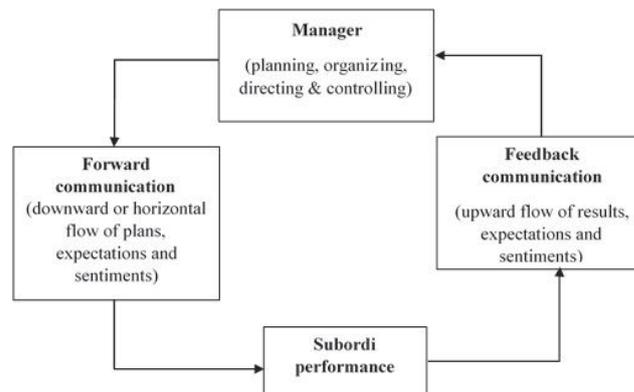


Figure 2.1: The Management Process and Communication

(Source: Wufford, 1977, p. 14 in Soedarsono, 2009, p. 56)

The figure above describes the connection of management process and communication process that occur within an organization, workflow involving all team members from all lines/group as stated in hierarchy of the organizational structure in accordance with the duties and responsibilities of each. The flow of information through a communication event upward, downward, vertical and horizontal useful for management to assess the performance of employees who serve in the job. Communication flow upward in the form of *feedback* on the report line performance of employees/staff/subordinate about achievements or problems facing this line. From this information flow *manager* will take action that is communicated and delegated to the entire staff to remain focused on the achievement of organizational goals. Thus managers have done function controls in order the management functions being their responsibility is maintained.

3. Research Methodology

This study uses constructivism. Constructivist perspective according to Bungin (2007, p. 81) that reality is a social construction result form of the human/individual intellectual mechanism after the individual do interaction with social. Truth is relative social reality, which applies appropriate specific context as relevance assessed by the social actors.

The approach used is qualitative research, which requires researchers went to the field to collect data, analyze it and draw conclusions based deductive theorising. Bungin (2007, pp. 25-28) mengemukakan that qualitative deductive, researchers armed with the theory as a starting point for answering the research problem, make hypothesis, making observations in the field until testing the data. Deductive theorizing generally concludes with a discussion of receiving and amplifying, or otherwise objectionable, critiquing and revising, or even refuting and rejecting.

Descriptive qualitative method with case studies used in this study to describe, summarize a variety of conditions and circumstances to then be drawn to the surface to be a feature, character, model of the reality of the phenomenon. Selection of case studies to better focus research on a single unit case, by making the full and complete explanation of the case, "stab" into the issues or to in-depth research goals (Pambayun, 2013, p. 247).

4. Result and Discussion

4.1 Research Result

Newsroom management process that took place in Inilah.com run linearly and relate to one another. First, the concept of *Research in the Newsroom*, the core activities of research to find out who and how audience behavior of Inilah.com. Activities performed by collecting a database of audiences through the concept of *reader's complaint and praise*, feedback and praise from the menu *Citizen Journalism*, *SuaraKonsumen* and *Komentarku*. Inilah.com audiences demographically dominated by males aged 20-50 years with a high school education background above, professionals and practitioners. The concept of *personal contact*, media leader activities are down to the bottom to find out the current behavior of the audience. In Inilah.com it is leadership activities while mingling with employees to find information related to audience done by Editor In Chief while in breakfast with employees through discussions about the trending topic being happening or crowded in cyberspace.

Second, the concept of *Planning in the Newsroom*, planning includes the concept of *planning effective use of human resources*, that the newsroom need human resources (HR) or qualified staff, therefore, the duty of newsroom manager is planning recruitment, training and upgrading of human resources. In Inilah.com this concept has been run by the pattern of recruitment and training as needed. During the past few year's improvements, initial recruitment step since 2014 was carried out recruitment of 20 new young reporters and professionals, have the young to be more proficient in the understanding of the digital world in the present era.

Then the concept of *Planning overall journalistic tone and the drive for quality* are preparing guidelines and standard mechanism for creating quality news. *A planning checklist for quality*, covering the *make a financial commitment* that is a financial commitment to maintain the quality of reporting in Inilah.com where salariessystem are set proportionally by posts both for permanent employees or freelance with rights granted by the rules Inilah.com; the addition of 20 new servers from which previously only one server is also included in the category of financial commitments in this regard.

Concept of *Strengthen newsroom management* is the management of the power of newsroom or news content, with coordination through regular meetings in the morning and afternoon every day either in the office meeting or a meeting through group chat whatsapp/BBM. Concept *Cover the ground* and *reexamine coverage strategy* which is to keep the quality news and re-check in the news review; Inilah.com applies this concept by mentoring junior reporter with seniors which junior writing results be accompanied and supervised directly by the senior.

Concept of *Reexamine newspaper structure/content* are re-examining the structure or news content; news content validation performed by the Managing Editor (called Red Pel in Indonesian) or even Editor in Chief (called Pemred in Indonesian) for certain content.

Concept of *Improve/packaging layoutis* to improve the packaging of news content; this concept is not implemented in Inilah.com considering the concept for the print media newspapers. Keep in mind it is the concept of Conrad Fink for his book *Newspaper Management Strategy* was released in 1996 directed to the newsroom management for media of newspapers, but the concepts are still relevant to be used for online media in this decade. Furthermore, the concept of *Planning for hardnews*, plan for the content of news; convened regularly every day about what issues will be raised that day and the next day.

Concept *Plan "Showcase" improvement* that includes *frontpage, business section, editorial page, sports section, news of record, special section*. The layout related to "showcase" or "exhibition" in the columns on the frontpage/homepage Inilah.com is divided into the Top Banner (main banner) contain moving pictures from the news related to the content of Business, Economics, Politics and World plus Technology and Mozaik. Under the Top Banner presented the editorial pages namely "*Pilihan Editor*" featuring motionless photos on the content: *Ekonomi, Nasional, Bola, Teknologi, Mozaik* and the *Dunia*. Menu *Pasar Modal, Ekonomi* and *Politik* themselves are at the top bar in the News Channel, as the main menu (main contents of Inilah.com's). Sports columns and special columns (menu Mozaik) are also included in this category News Channel. Finally, the *news of the record* is not used in Inilah.com because it is more suitable for print media.

The third concept, *How to Manage the Newsroom's Resources* include the *concepts of human resources, money, external resources* and *newshole*. Inilah.com implements these concepts ranging from *human resources* to manage people as human resources with the principle of effective and efficient. Inilah.com's newsroom is held by one department located in Inilah headquarterat Jakarta, where the news output is uploaded into major portal www.inilah.com also supplied to other portals in the group namely www.inilahkoran.com and www.yangmuda.com. Furthermore, recruitment of permanent employees and freelance is carried out strictly by providing training as needed, as example: two reporters of capital markets rubric are sent to official training to enhance knowledge about stocks and they are receiving a dispensation to join stock trading directly on the floor of the stock exchange so be accurate in making stock news with direct experience of stock exchange transaction. Working hours in Inilah.com is divided into three shifts starting at 07:00 to 16:00, 15:00 to 11:00 p.m. and 11 p.m. to 08:00 but for general administrative staff working hours at 09:00 to 17:00. Rewards is also given to those reporters whose report writing gains most-clicked, to provide some cash for the reporter having mere entertainment and drink coffee in the cafe.

The next concept of *money*, Inilah.com pays salaries for permanent employees or freelance in proportional and professional system. The company's operating budget is set professionally for a year of operation Inilah.com. The concept of *external resources*, concept about third parties contributing to media. Inilah.com is in collaboration with Antara news agency as international news supplier; also hires a business or political practitioners to write a content review of capital markets, economic and political. *Newshole* concept, it is dividing the spaces of portal into the columns, design and pages by editors who play an

important role in the set. In Inilah.com editor role is held by Red Pel (managing editor), who divides the portal spaces into the headlines in the Main Banner and Pilihan Editor and other news updates below. Then followed the Latest News and Top News and Highlights News on the right side of the homepage.

The fourth concept, *Controlling and Evaluating in the Newsroom*. The concept of control and evaluation becomes very important activity in the media.

The concept is to determine how far the success achieved between the management plan and its implementation. Indicators of success, according to Fink includes the suitability of the product to the needs and desires of the audience, whether it meets the expectations of advertisers, the fit between the program and the implementation schedule, how the motivation and performance of staff in the newsroom, and a comparison of the suitability of the budget with the cost. All these points are reported to the Chief Editor Inilah.com on meeting every morning (7:00 to 8:00 a.m.) and afternoon (15:00 to 16:00), coupled with the report of the Social Media team about analysis results of Google, Facebook and Twitter analytics consisting the number of clickers/pageviews, likes , shares and trending topic in cyberspace. Secretary of redation in Inilah will report: 10 most-clicked news, news hits yesterday, quantity production of news reporters on compliance with targets, feedback from social media (Facebook and Twitter).

The activities in the news department Inilah.com in implementing newsroom management in managing social media as a promotional tool is a set of activities that starting from feedback information be an *Input* process to be supported by all the resources owned Inilah.com (HR, computer, internet and money) that goes into the news department to be managed through a standard mechanism which refers to the newsroom management concept of Conrad Fink's (*Research in the Newsroom, Planning in the Newsroom, How to Manage the Newsroom's Resources, and Evaluating-Controlling In the Newsroom*) that produce Output in the form of information contents and news uploaded to the portal www.inilah.com then links of the contents' distributed via social media (Facebook and Twitter) as promotional content.

Contents already live on the portal, and spread across the internet, are then analyzed through the facilities of Google, Facebook and Twitter Analytic to produce numerical data of analytical parametric about audience behavior on the contents, how do they respond to the content, how many times clicks happened (pageviews/impression), likes and shares, how the value of engagement and so on. Content that is interesting and useful in the audience's point of view will be like then shared by audiences to a wider network which lead to viral (sharing become sharing). The higher the values of this parametric analysis results, the more useful for Inilah.com to offer cooperation to companies/advertisers as client leads - the high number of audience will be attractive to advertisers. When there is a deal of cooperation between companies and Inilah.com by putting advertisement on the portal www.inilah.com, then link of the ads re-posting again on social media Facebook and Twitter in the package of advertorial advertising which consisting backlinks to advertiser's website to increase traffic— that is the process of social media function as a sales promotion.

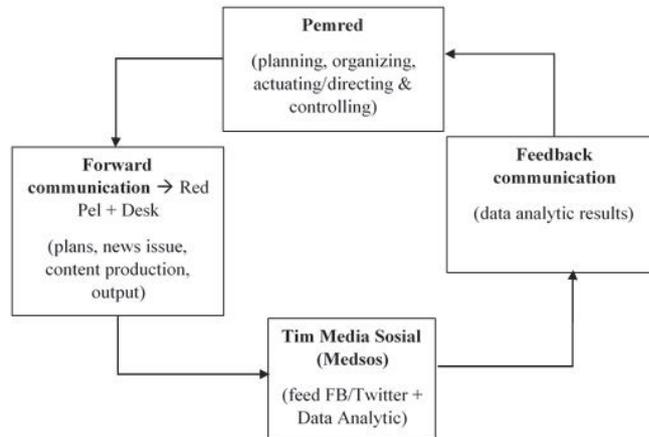


Figure 4.1 Pattern of Communication Management between News Department (Newsroom Team) dan IT Department (Social Media Team) at Inilah.com

The pattern of communication management becoming the communication management system standard between the news department (newsroom) with social media team under the department of technology/IT (information technology) in Inilah.com, is in the form of the communication cycle that spins ranging from *Pemred* (Editor Chief) with the news department implementing management functions POAC (planning, organizing, actuating/directing and controlling) as detailed in the management of newsroom of Fink's, continues communication (forward communication) to the Managing Editors (*Red Pel – Redaktur Pelaksana*) and their staff (Desk) in the newsroom which carry out the plans, news issue processing, content production until resulting the content output which is uploaded directly into the portal www.inilah.com from which links are submitted to social media team to live on social media assets Facebook @[inilahmedia](https://www.facebook.com/inilahmedia) and Twitter @[inilahdotcom](https://twitter.com/inilahdotcom) as content promotion and sales promotion. Results of content views on the internet are then analyzed via Google, Facebook and Twitter analytics to make the behavior mapping of audiences' response of the content, which will be data feedback for management to plan management-further actions in its efforts to achieve the company's goal that is the effective and efficient organizational performance resulting profits and progress for the media organization.

4.2 Discussion

The results showed findings that occur in the field related to the implementation of the newsroom management of news portal Inilah.com in managing social media as a promotional tool. In this discussion chapter, researcher will discuss and provide input on the findings that need improvement, referring to the concept of newsroom management of Conrad Fink's and also by referring to other online media companies that have successfully implemented Fink's concepts in their workplace.

Starting from the first concept of *Research in the newsroom*, as described in the above findings that the Inilah.com's readers predominantly male with an age range 20-55 years who create portal Inilah.com seem too masculine. Therefore Inilah.com needs to add contents about feminism by start recruiting female reporters and journalists – one rubric has been succeeded *disMozaik*. Menu *Mozaik* is managed by a young mother who always writes Islamic contents, especially the content for the *Nisa* (women). Google Analytic analysis showed rising graph on the menu *Mozaik* – an audience of of women readers continues to rise – so the feminism contents need to be applied also to other menus in the portal Inilah.com.

Secondly, *Planning in the newsroom* at point *planning effective use of human resources* about planning of human resource development (human resources) effectively begins with the right recruitment process to meet the needs of employees in the right man on the right position. Cooperation with vocational schools or universities providing graduate in journalism will benefit the online media. On the other hand, the company's policy for centralized newsroom in Jakarta as a producer and supplier of information contents to all members of the Inilah.com Grup are appropriate, as it will save on operating costs of the payroll that can be more efficient.

The next point of the concept of *Planning in the newsroom* namely *Planning overall Journalistic tone and the drive for quality*, with *A planning checklist for quality* that will discuss the implementation of *make a financial commitment* in providing 20 new servers from previously only 1 server is intended to improve server performance in serving the access request to Inilah.com which is increasing day by day. But the result of tests by Alexa.com shows Inilah.com value of 3,552 seconds, it means that the portal is very slow whereas 85% other similar portals much faster according to Alexa.com rating. In researcher's opinion, Inilah.com need to be scanning or vulnerability scanning to test servers periodically (usually every three months), such scanning test available free in internet through <http://www.acunetix.com/> to know the weakness of the 20 servers available to get attention and upgrade or repairs and maintenance so be efficient server to serving traffic access of the portal that continues to grow.

The third concept, *How to manage the newsroom's resources*, at point of *money* on financial management related to the operation of online media; it needs serious commitment in managing media's financial matters because it involves a very large amount of money from salaries of employees, maintenance of immovable assets, operating budgets and so forth. Management of the budget income and expenditure must be precise so that the company does not lose money. Related to the income for media organizations in general, including online media, advertising is the main income. Attracting as many advertisers will increase the revenue for the media. One way that can be taken to increase the ads revenue with double-ads advertisement, it means that the ads that have been installed in the portal Inilah.com advertised through social media Facebook and Twitter or Google AdWords in addition to increasing awareness of the company's advertisers as well as to reach a wider audience for Inilah.com again so that both sides benefited - Inilah.com gain increasing in awareness and traffic to the portal, as well as awareness and reach more audiences for advertisers because each link advertised and distributed on the internet has the potential traffic access through backlinks to both website – the company advertiser's website and portal Inilah.com.

The fourth concept, *Controlling and Evaluating In The Newsroom*, in addition to the evaluation meeting held regularly every day to assess the success of the implementation of what is already planned and implemented in the newsroom management process, is to look back at the results of implementation, besides assessed internally by its own internal team of Inilah.com, it is necessary (if possible) for assessing the performance of the team with external professional audit such as Synovate – a leading global market research company. This independent company will see things more objectively and measurable.

From the pattern of communication management between the team of newsroom in the news department with a team of social media in the IT department, it has been going well and communicative. The flow of information communication flows in accordance with the concept of communication management system stated by Wufford (in Sudarsono, 2009: 56) that starts from the newsroom leader by Chief Editor (*Pemred*) – as an analogy for manager – taking control of management processes (planning, organizing, directing/actuating and controlling) then what he planned is communicated and delegated

to a team below into the Managing Editor (*Red Pel, RedakturPelaksana*) and Desk (reporter/journalist) for carrying out the process of research, planning, processing the news issues, content production until generating content output in the form of information/news. This output is then uploaded/ displayed to the portal www.inilah.com from which links are then sent to social media team to be processed as promotion (content and sales promotion) displayed on Facebook and Twitter timeline. Results of content clicks in both social media will be a response from the audience/reader, which the behavior and responses can be analyzed via Google, Facebook and Twitter analytics to generate parametric figures, then arranged in such a way that appeals to prospective advertisers. The parametric figures will be feedback report from social media team to the top, for the management to plan further (see Figure 4.1).

5. Conclusion

The collection of data from in-depth interviews and observations conducted by researcher which the results were analyzed and studied as it has been presented in the chapter of results and discussion, the researcher concludes that Inilah.com is already implementing good management mechanism according to the theory of mass media management Peter Pringle and Conrad Fink's newsroom management concepts related activities of Inilah.com in newsroom management of online news portal in manage social media as a promotional tool. Although the newsroom management implemented in Inilah.com is not as complete and complex as other larger online media, in fact Inilah.com has been implementing the management processes in accordance with the theories and concepts of the above.

One input that researcher wants to say that about the point of double-ads advertising (in the third concept *How to manage the newsroom's resources*), researcher thinks it needs to try to carry out by considering there is no loss at Inilah.com, in contrary exposure levels for both parties (Inilah.com and company advertisers) will go up; in terms of budget allocation advertising costs can be charged to the client as the advertiser, of course, with the requirements and mutual agreement on both sides.

6. Reference

Book

- Blanchard, O. (2015). **Social Media ROI. Mengelola dan Mengukur Penggunaan Media Sosial pada Organisasi Anda.** Jakarta: Elex Media Komputindo.
- Bungin, B. (2007). **Penelitian Kualitatif. Komunikasi, Ekonomi, Kebijakan Publik, dan Ilmu Sosial Lainnya.** Jakarta: Prenada Media Group.
- Bungin, B. (2013). **Metodologi Penelitian Sosial & Ekonomi.** Jakarta: Kencana Prenada Media Group.
- Donsbach, W. (2015). **The Concise Encyclopedia of Communication.** West Sussex: John Wiley & Sons, Inc.
- Fink, C. (1996). **Strategy Newspaper Management.** Boston: Ally and Bacon.
- Homes, D. (2005). **Communication Theory: Media, Technology and Society.** London, Thousand Oaks. New Delhi: SAGE Publication.
- Littlejohn, Stephen W., dan Karen A. Foss. (2009). **Teori Komunikasi. Theories of Human Communication.** Jakarta: Salemba Humanika.
- McQuail, D. (2011). **Teori Komunikasi Massa. McQuail's Mass Communication Theory.** Jakarta: Salemba Humanika.

- Morissan. (2008). **Manajemen Media Penyiaran. Strategi Mengelola Radio and Televisi. Edisi Revisi.** Jakarta: Prenada Media Group.
- Morissan. (2008). **Teori Komunikasi Individu Hingga Massa.** Jakarta: Prenada Media Group.
- Nasrullah, R. (2014). **Teori dan Riset Media Siber (Cybermedia).** Jakarta: Kencana Prenadamedia Group.
- Pambayun, E. Y. (2013). **One Stop. Qualitative Research Methodology in Communication. Konsep, Panduan dan Aplikasi.** Jakarta: Lentera Ilmu Cendikia.
- Saifuddin. (2014). **Pengelolaan Pembelajaran Teoritis dan Praktis.** Yogyakarta: Deepublish Publisher.
- Soedarsono, D. K. (2009). **Sistem Manajemen Komunikasi. Teori, Model dan Aplikasi.** Bandung: Simbiosis Rekatama Media.

Journal

- Kaplan, A. M. (2015). Social Media, The Digital Revolution and The Business of Media. **International Journal on Media Management**, 17, 197-199.
DOI: 10.1080/14241277.2015.1120014.
- Opgenhaffen, Michael dan Leen D'Haenens. (2015). Managing Social Media Use: Whither Social Media Guidelines in News Organizations. **The International Journal on Media Management**, 17, 201-216.
DOI: 10.1080/14241277.2015.1107570.
- Carr, C. T. and Rebecca, A. H. (2015). Social Media: Defining, Developing and Divining. **Atlantic Journal of Communication**, 23(1), 46-65.
DOI: 10.1080/15456870.2015.972282