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TVRI'S Strategic Role in Ecosystem Development Digital broadcasting in indonesia

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ABSTRACT

The transformation of analog broadcasting to digital broadcasting is a strategic agenda carried out by Indonesia to improve the efficiency of the use of the frequency spectrum, the quality of broadcasting services, and strengthen the competitiveness of the media industry in the digital era. In this process, Television of the Republic of Indonesia (TVRI) as a Public Broadcasting Institution has an important position in supporting the development of the national digital broadcasting ecosystem. This research aims to analyze TVRI's strategic role in the development of the digital broadcasting ecosystem in Indonesia through aspects of regulation, infrastructure, broadcast content, human resources, and funding support. The research uses a descriptive qualitative approach with documentation study methods, observations, and analysis of various policies and data related to the broadcast digitalization process. The results of the study show that TVRI has prepared itself as a major actor in the migration of digital broadcasting through the development of digital infrastructure, as well as the expansion of service coverage to cover a large part of the national population. In addition, TVRI plays a role in providing content oriented to public services, education, culture, and information that supports the needs of society in the digital era. However, the transformation process still faces various challenges, such as regulatory limitations in the early days of digitalization, the need to improve human resource competencies, and sustainable funding support. This study concludes that TVRI has a strategic role as the main driver in the development of the digital broadcasting ecosystem in Indonesia. Policy strengthening, technological innovation, content quality development, and institutional capacity building are important factors in supporting the success of national digital broadcasting transformation.

Keywords: TVRI, Digital Broadcasting, Digitalization of Broadcasting, Digital Broadcasting Ecosystem, Public Broadcasting Institutions

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INTRODUCTION

The development of information and communication technology has brought significant changes in the broadcasting industry in various countries, including Indonesia. One of the obstacles to these changes is the migration of analog broadcasting systems to digital broadcasting. This shift is a consequence of technological developments that are based on the efficiency of the use of frequency networks, the improvement of broadcast quality, and the expansion of information services to the public. Broadcast digitalization is also part of a global trend that has been implemented in various countries based on the International Telecommunication Union (ITU) agreement through the 2006 Geneva Agreement which encourages member countries to migrate analog to digital broadcasting.

In Indonesia, the implementation of digital broadcasting faces various challenges, especially related to regulatory aspects, infrastructure readiness, human resources, and people's readiness to accept technological changes. The delay in the digital broadcasting migration process caused Indonesia to lag behind several other countries in the Southeast Asian region. Nevertheless, the government continues to strive to accelerate this transformation through various national policies and programs that support the digitalization of broadcasting.

In this context, Television of the Republic of Indonesia (TVRI) as a Public Broadcasting Institution has a strategic position in supporting the development of the national digital broadcasting ecosystem. As a state-owned broadcasting institution that has a wide reach to remote areas, TVRI not only functions as a provider of public information, but also as a driving force in the process of digital broadcasting transformation in Indonesia. This role is even more important considering that TVRI has broadcasting infrastructure spread across various regions of Indonesia and has started the implementation of digital broadcasting since 2009.. Broadcast digitalization offers various advantages over analog systems. From a technical point of view, digital broadcasting allows for a more efficient use of frequencies through multiplexing technology so that one channel of frequency can be used for several broadcast channels at once. In addition, the resulting image and sound quality is better, supporting interactive services, user mobility, and integration with various other digital platforms. The presence of digital technology also opens up opportunities for the development of the creative industry and digital economy through the expansion of content distribution.

As a public broadcasting institution, TVRI is required to be able to adapt to these changes. Adaptation is not only carried out through the development of digital infrastructure, but also through the development of content quality, increasing the capacity of human resources, and strengthening organizational governance that is able to answer the challenges of the digital era. These efforts are important because the success of digital broadcasting migration is not only determined by technological readiness, but also by the ability of broadcasting institutions to create an ecosystem that supports the sustainability of public services.

This research aims to analyze the strategic role of TVRI in the development of the digital broadcasting ecosystem in Indonesia. The focus of the study is directed at aspects of regulation, infrastructure, broadcast content, human resources, funding, and various challenges faced by TVRI in carrying out digital transformation. The results of the research are expected to make an academic and practical contribution to the development of national digital broadcasting policies and strengthen TVRI's position as a public broadcasting institution in the digital era.

METHOD

This study uses a qualitative approach with a descriptive method. The qualitative approach was chosen because it was able to provide a deep understanding of TVRI's strategic role in the development of the digital broadcasting ecosystem in Indonesia. This research seeks to comprehensively describe various aspects related to the digital broadcasting transformation process carried out by TVRI.The source of research data consists of primary data and secondary data. Primary data is obtained through interviews with parties related to the broadcast digitization process, while secondary data is obtained through official documents, research reports, laws and regulations, scientific journals, books, and various publications relevant to the research topic.

Data collection techniques are carried out through documentation studies, observations, and interviews. The documentation is used to obtain information about the broadcasting digitalization policy, TVRI's infrastructure readiness, and various programs that support digital broadcasting migration. Observations were made to see the development of the implementation of digital technology in the TVRI broadcasting system. Meanwhile, the interviews were used to dig deeper information related to the strategies and challenges faced by TVRI in the digitalization process.

Data analysis is carried out using an interactive analysis model which includes data reduction, data presentation, and conclusion drawn. The analysis process is carried out

continuously from the time the data is collected until the research is completed. To ensure the validity of the data, this study uses source triangulation techniques and method triangulation.

RESULT AND DISCUSSION

This study examines the strategic role of Televisi Republik Indonesia (TVRI) in developing the digital broadcasting ecosystem in Indonesia. The analysis focuses on five main aspects: support for digital broadcasting regulations, infrastructure readiness, digital content development, human resource capacity building, and funding and the sustainability of digital transformation. In addition, the study identifies various challenges faced by TVRI in supporting the development of the digital broadcasting ecosystem.

Data were collected using three techniques: documentary analysis, observation, and interviews. Documentary analysis involved four documents relevant to digital broadcasting policies, the implementation of the transition from analog to digital broadcasting, the development of broadcasting infrastructure, and TVRI's responsibilities as a public broadcasting institution. Four observation sessions were conducted to obtain an overview of broadcasting activities, infrastructure utilization, content management, and activities related to digital transformation. Meanwhile, interviews were conducted with four informants whose roles and experiences were relevant to the research focus. The interviews aimed to explore their perspectives, experiences, and insights regarding the implementation of digital broadcasting policies and the challenges associated with developing the digital broadcasting ecosystem.

These three data collection techniques were used complementarily. Documentary analysis helped identify the policy framework and available written information, observations provided insights into broadcasting practices, and interviews helped capture the experiences and perspectives of the informants. Comparing information across these sources was necessary to enhance the credibility of the research interpretations and reduce reliance on a single type of evidence. Nevertheless, the specific findings from each document, observation session, and interview must be presented on the basis of the actual research records.

1. TVRI's Role in Supporting Digital Broadcasting Regulations

TVRI occupies a strategic position in supporting the implementation of Indonesia's policy to transition from analog to digital broadcasting. As a national public broadcasting institution, TVRI is responsible not only for providing information and programming to the public but also for maintaining the continuity of broadcasting services throughout the technological transition. This role is closely associated with the implementation of the Analog Switch-Off (ASO) policy, which involves the gradual termination of analog television broadcasts and the transition to digital broadcasting systems.

In this context, TVRI's role can be examined through its involvement in maintaining the continuity of public information services, adapting operational processes to technological developments, and supporting broader public access to digital broadcasting. The success of the transition depends not only on technological availability but also on institutional coordination, public outreach, the readiness of receiving devices, and public understanding of changes to the broadcasting system.

Previous studies indicate that the implementation of ASO in Indonesia is closely related to institutional readiness, broadcasting management strategies, and public acceptance of digital technology (Master et al., 2023; Mitrin et al., 2023). Therefore, TVRI's role should not be understood merely in terms of broadcasting operations but also as part of an ecosystem connecting government policies, technological infrastructure, content provision, and public needs. To strengthen the research findings, the documentary analysis should identify policies or documents specifically related to TVRI's role. Meanwhile, observations and interviews should explain how support for these policies is implemented in practice, including forms of coordination, operational adjustments, and obstacles encountered during the transition to digital broadcasting.

2. TVRI's Infrastructure Readiness

Infrastructure readiness is one of the key factors in developing a digital broadcasting ecosystem. Broadcasting infrastructure includes transmitters, transmission networks,

production equipment, signal processing facilities, and supporting systems that enable the distribution of broadcasts to the public. The availability and reliability of this infrastructure determine a broadcasting institution's ability to maintain service quality and expand digital broadcasting coverage.

In the digital transformation process, infrastructure readiness cannot be assessed solely on the basis of the availability of technological equipment. Other factors that need to be considered include equipment condition and capacity, maintenance, equitable signal coverage, technical support, and the ability to adapt infrastructure to evolving broadcasting requirements. Differences in geographical conditions and technological access across regions may also affect the effectiveness of digital broadcasting distribution.

For TVRI, infrastructure development is particularly important because the institution has a public service mandate that requires it to reach communities with diverse social, economic, and geographical characteristics. Therefore, the success of digital transformation depends not only on equipment modernization but also on the ability to maintain public access to information and public-interest programming.

Research on the adoption of digital television in Indonesia indicates that the transition to digital broadcasting is influenced by several factors related to access, technological availability, and public decisions regarding the use of digital television services (Ariansyah & Yuniarti, 2021). Accordingly, TVRI's infrastructure readiness needs to be analyzed alongside external factors that determine whether the public can receive and utilize digital broadcasting services effectively.

The observation findings should describe the infrastructure conditions actually observed, while the interviews can be used to identify technical and operational constraints experienced by relevant managers or personnel. Documentary evidence, such as technical reports or network development documents, can further support the assessment of infrastructure readiness. Presenting such evidence is necessary to ensure that conclusions about TVRI's readiness are not based solely on general assumptions about digital transformation.

3. Digital Broadcasting Content Development

In addition to infrastructure, content development is an essential component of a digital broadcasting ecosystem. Technological changes affect not only the distribution of broadcasts but also create a need to adjust programming formats, quality, diversity, and presentation strategies. In the context of TVRI as a public broadcasting institution, content development should consider public interests, educational functions, cultural preservation, information provision, and the delivery of quality entertainment.

Public broadcasting content differs from content produced exclusively for commercial profit. TVRI needs to maintain its public service function by providing programs relevant to diverse segments of society, including communities in areas with limited access to information. Educational, cultural, sports, news, and public information programs can play an important role in fulfilling this mandate.

However, the development of the digital ecosystem has also encouraged broadcasting institutions to pay greater attention to changing media consumption patterns. The public increasingly has access to information and entertainment through various digital platforms. This situation requires public broadcasters to evaluate their content production and distribution strategies to remain relevant while continuing to fulfill their public service responsibilities.

Sehl (2020) emphasizes the importance of audience perspectives in understanding the performance of public service media in a digital media environment. Meanwhile, van Es and Poell (2020) examine how platform imaginaries influence the ways in which public service media position themselves within an evolving media ecosystem. These perspectives suggest that digital content development should not focus exclusively on technological adoption but should also consider audience needs, accessibility, and the characteristics of the digital media environment.

To demonstrate TVRI's contribution more concretely, the research findings should identify the types of content documented or observed, the strategies used to distribute that content, and the efforts undertaken to adapt programming to audience needs. Interviews can

also explain the considerations underlying program selection, production constraints, and strategies for maintaining content relevance. This approach would enable the analysis to demonstrate the relationship between TVRI's public service mandate and the demand for innovation in digital broadcasting.

4. Human Resource Capacity Building

Digital transformation requires human resources capable of operating, developing, and managing broadcasting technologies effectively. Infrastructure modernization alone cannot produce optimal results unless it is accompanied by improvements in employees' competencies in digital production, equipment operation, content management, multiplatform distribution, and information technology.

For TVRI, human resource capacity building is essential to maintaining operational continuity and improving broadcasting service quality. Technological changes require employees to continuously adapt their skills to evolving job requirements. In addition to technical expertise, competencies in understanding audience behavior, managing digital information, and working with diverse content distribution systems are becoming increasingly important.

Human resource capacity building can be pursued through technical training, continuous learning, mentoring, knowledge exchange, and competency development tailored to organizational needs. The effectiveness of these efforts should be assessed by examining the relevance of training materials to actual work requirements and employees' ability to apply the acquired skills in their daily broadcasting activities.

In the context of public service media, changes in the digital environment also require organizations to balance technological innovation with their commitment to public interests. Martin and Johnson (2024) discuss the challenges of universality in public service media in the platform age, highlighting the importance of maintaining service accessibility and relevance amid changes in the media environment.

Therefore, this study should describe the forms of competency development actually identified through documentary analysis, observations, and interviews. Information about training programs, participating personnel, competency development constraints, and emerging skill requirements would help explain the extent to which human resource readiness supports TVRI's digital transformation.

5. Funding and the Sustainability of Digital Transformation

Funding is a crucial factor influencing the sustainability of digital transformation. Broadcasting system development requires financial resources for equipment procurement and maintenance, infrastructure capacity improvements, content production, employee training, and the development of digital distribution systems. Consequently, the success of digital transformation depends not only on the decision to adopt new technologies but also on an organization's ability to provide and manage financial resources sustainably.

As a public broadcasting institution, TVRI operates under a service mandate that cannot be evaluated solely in terms of commercial profitability. Funding must support the continuity of programs that serve the public interest, including the provision of information and services to communities that may be less attractive from a commercial perspective. In this context, budget management must balance technical requirements, content quality, human resource development, and equitable access.

Budget constraints may affect the pace of infrastructure upgrades, the capacity to develop digital content, and the implementation of employee training. However, assessments of funding adequacy must be based on clear evidence, such as budget documents, program reports, or relevant informants' accounts. Without such evidence, budget limitations should be treated as potential challenges requiring further examination rather than as established empirical findings.

The sustainability of digital transformation also depends on an organization's ability to prioritize budget allocation. Technological investment needs to be accompanied by maintenance planning, competency development, and service effectiveness evaluations. Funding should therefore be understood not merely as an initial financial requirement but as

part of a long-term strategy for maintaining the quality and sustainability of public broadcasting services.

6. Challenges in Developing the Digital Broadcasting Ecosystem

The development of Indonesia's digital broadcasting ecosystem faces challenges related to technology, institutions, human resources, financing, and societal conditions. These challenges are interconnected and therefore cannot be addressed solely through infrastructure procurement. The availability of receiving devices, signal coverage, digital literacy, coordination among stakeholders, and changes in media consumption patterns must also be considered.

One important issue is equitable access. The transition to digital broadcasting has the potential to improve broadcast quality and increase the efficiency of spectrum use. However, these benefits cannot be distributed equitably if some communities continue to face limitations in receiving equipment or access to adequate signals. Consequently, the success of the transition should be assessed not only in terms of policy implementation but also in terms of the public's ability to access digital broadcasting services.

Another challenge concerns changing audience behavior. The growth of digital platforms and internet-based services has intensified competition for public attention. Public service media need to maintain content relevance, improve accessibility, and adapt distribution strategies to audience habits without neglecting their public service mandate. Research on public service media in the digital environment indicates that the relationship between service universality, audience needs, and platform development is an important issue in maintaining the public function of broadcasting institutions (Sehl, 2020; Martin & Johnson, 2024).

Furthermore, developing the digital broadcasting ecosystem requires sustained coordination among the government, broadcasting institutions, infrastructure providers, and the public. Established policies must be supported by consistent technical implementation, adequate public outreach, and the evaluation of obstacles encountered in practice. Studies on digital broadcasting migration in Indonesia highlight the relevance of policy, implementation readiness, and transition management in understanding the implementation of ASO (Master et al., 2023; Mitrin et al., 2023; Sinambela et al., 2024).

In this study, these challenges need to be distinguished according to the empirical evidence obtained. Interviews can explain the constraints experienced by informants, observations can reveal implementation conditions in the field, and documentary analysis can identify relevant policies or reports. Integrating these three data sources can provide a more comprehensive understanding of the factors that support or hinder TVRI's strategic role in developing the digital broadcasting ecosystem.

DISCUSSION

This study offers a perspective that positions TVRI not merely as a broadcasting institution adapting to technological change but also as a strategic actor in the development of Indonesia's digital broadcasting ecosystem. The novelty of the study lies in its effort to connect regulation, infrastructure, content development, human resources, and funding within a single analytical framework. From this perspective, digital transformation is understood as a multidimensional process involving policy, technology, organizational capacity, and the fulfillment of public needs. This approach enables a more comprehensive analysis of TVRI's role than an approach focusing exclusively on technological migration or ASO implementation.

The main finding to be emphasized is that the successful development of a digital broadcasting ecosystem depends on more than infrastructure availability and regulatory implementation. Transformation also requires relevant content development, competent human resources, sustainable funding, and strategies to ensure that the public can access digital services. Within this framework, TVRI occupies an important position because the institution must balance technological adaptation with its public service responsibilities. However, the level of success achieved in each area must be established through evidence obtained from the four documentary analyses, four observation sessions, and four interviews conducted for this

study. Conclusions regarding the most influential or problematic aspects should therefore reflect patterns that actually emerge from the data.

The findings of this study can be discussed in relation to several previous studies. Master et al. (2023) examine a digital broadcasting management model in preparation for ASO in Riau Province, while Mitrin et al. (2023) investigate the implementation of ASO migration at TVRI Riau. Both studies are relevant to understanding the management and implementation of digital broadcasting migration. Adnjani and Mubarok (2018) examine strategies for communicating the transition from analog to digital broadcasting in Central Java, providing insights into the importance of communicating policy changes to the public. Ariansyah and Yuniarti (2021) investigate factors associated with the adoption of digital television in Indonesia, while Ariyanti and Yuniarti (2020) discuss the challenges and opportunities associated with implementing Integrated Broadcast Broadband (IBB). In the context of digital public service media, Sehl (2020) emphasizes the audience perspective in assessing public service media performance, van Es and Poell (2020) examine platform imaginaries in public service media, and Martin and Johnson (2024) discuss the universality of public service media in the platform age. Taken together, these studies provide a basis for understanding that digital broadcasting transformation involves policy, technology, public acceptance, and the sustainability of public service functions.

This study shares several concerns with previous research, particularly regarding changes in broadcasting systems, implementation readiness, and the challenges arising in the digital media environment. However, it differs in its scope by examining the relationships among regulation, infrastructure, content, human resources, and funding in relation to TVRI's strategic position within the digital broadcasting ecosystem. Previous studies focusing on ASO or digital television adoption may provide more specific explanations of migration processes and technology adoption behavior. By contrast, this study seeks to extend the analysis by examining the relationship between technical factors and organizational capacity. Any differences between the findings of this study and those of previous research should be explained in terms of research location, study period, informant characteristics, data sources, and analytical focus. Such comparisons should go beyond identifying similarities or differences and provide plausible explanations grounded in the research context and evidence.

The contribution of this study lies in developing a framework for understanding the role of public broadcasting institutions in digital transformation. Conceptually, the study highlights the importance of viewing regulation, infrastructure, content, human resources, and funding as interconnected components. Technological readiness, for example, does not automatically guarantee successful public service delivery without employee competencies, relevant content, and adequate public access. Similarly, digital content development requires sustained infrastructure and resource support. This framework can help explain why the success of digital transformation should be evaluated through the integration of multiple dimensions rather than through technical indicators alone. More specific claims regarding the study's empirical novelty must be supported by comparing its findings with those of previous studies.

Practically, the findings may inform TVRI's efforts to prioritize infrastructure development, strengthen human resource competencies, improve content relevance, and develop digital distribution strategies that respond to public needs. Academically, the study may contribute to research on public service media and digital broadcasting transformation, particularly through an approach that integrates multiple organizational dimensions into a single analysis. From a policy perspective, the findings may provide input for stakeholders seeking to strengthen coordination, equitable access, public outreach, and the evaluation of digital broadcasting policies. Future research could expand the number of informants, include more geographical areas, compare TVRI with other broadcasting institutions, or employ mixed methods to measure signal coverage, audience acceptance, and the effectiveness of content distribution strategies. Such efforts could help assess the extent to which TVRI's strategic role contributes to equitable access and the sustainability of Indonesia's digital broadcasting ecosystem.

CONCLUSION

This study highlights the strategic role of Televisi Republik Indonesia (TVRI) in supporting the development of Indonesia's digital broadcasting ecosystem. As a public broadcasting institution, TVRI's role extends beyond the adoption of digital broadcasting technology to include support for broadcasting policy implementation, infrastructure development, public-oriented content provision, human resource capacity building, and the sustainable management of institutional resources. These dimensions are interconnected and collectively influence the ability of TVRI to maintain the accessibility, continuity, and quality of its public broadcasting services in the digital era.

The analysis indicates that the development of a sustainable digital broadcasting ecosystem requires more than regulatory implementation and technological modernization. It also depends on institutional coordination, the availability of competent human resources, relevant and diverse programming, adequate and sustainable funding, and equitable public access to digital broadcasting services. Therefore, TVRI's strategic position should be understood in relation to its dual responsibility to adapt to technological developments and fulfill its public service mandate. Nevertheless, the extent to which these factors affect TVRI's performance must be established through systematic analysis of the documentary evidence, observations, and interviews conducted in this study.

Based on these considerations, strengthening TVRI's role requires continued infrastructure maintenance and modernization, improvements in employee competencies, innovation in content production and distribution, and more effective long-term resource planning. Coordination among government institutions, broadcasting organizations, infrastructure providers, and other relevant stakeholders is also important to address challenges related to signal coverage, receiving-device accessibility, and changes in audience media consumption. Future research should involve a broader range of informants and geographical settings, as well as comparative or mixed-method approaches, to evaluate infrastructure performance, audience acceptance, and the effectiveness of digital broadcasting policies. Such research would provide a stronger empirical basis for assessing TVRI's contribution to an inclusive, sustainable, and public-oriented digital broadcasting ecosystem in Indonesia.

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