

CHAPTER I

INTRODUCTION

This chapter will explain about the nature of media business, how it works, what the business model is, who the customers is and what are the key success factors, and recent market environment. From the business perspective, this chapter will drill down to describe the company, its product and Bisnis Indonesia Minggu.

Facts and information will serve as the basis to formulate problem identification, goals and objectives of this project, and the scope.

1.1. THE MEDIA BUSINESS

1.1.1. Understanding Business Model in Media

Media companies obtain revenue from selling space to advertisers. In fact, advertising is the biggest revenue source for a any media company, be it printed, electronic or online media. Specifically in print media such as newspaper and magazine, share of advertising income could reach up to 90% of total revenue. Income from sales of copies and subscription serves only to cover up a small fraction of the total production and distribution cost. For a free publication, production and distirbution cost is totally subsidized from advertising.

Advertisers require Medias to communicate their message effectively to the public, which are the readers of the media.

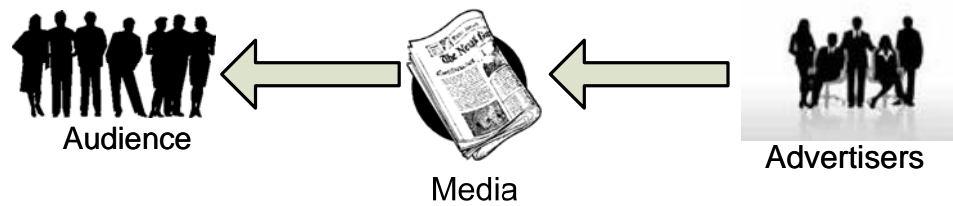


Figure 1.1 Advertiser communicate to audience through media

In buying space from media, advertisers have to consider distribution coverage (nationwide, regional or local), readership (number of readers) and audience profile (such as business executives, teenagers, or technology geeks). Media provides this information alongside advertising rate in Media Profile.

Coverage, readership and audience profile determined the value (price) of the media advertising space. Consequently, getting people to be the readers is critical before media can provide value for advertisers and receive income from advertising.

Media attract and maintain readers/audience by providing content suitable to target audience needs, then package it in form of the media's layout and format. Among the types of print media formats are newspapers, tabloids, magazines, booklets and bulletins or newsletters. The content, layout and format reflect the customer value that a media company is trying to achieve.

To give additional benefit for readers, publishers often provide supplement to their main product. Supplement is a publication that has a role

secondary to that of another preceding or concurrent publication. A newspaper supplement, often a weekly section of its parent, usually has a tabloid or magazine format and covers wide-ranging and less time-critical subjects.

Advertising supplements periodically accompany corresponding newspapers and they are prepared by the paper's advertising staff instead of its editorial staff. It is common for them to covering topics such as real estate and automobiles, on behalf of the paper's frequent advertisers. Some supplements are spin-offs from a newspaper sold separately and typically covering a specific topic,

After the product is printed, it needs to be delivered to readers. Media distribution channels consist of agents and retailers, as described in Figure 1.

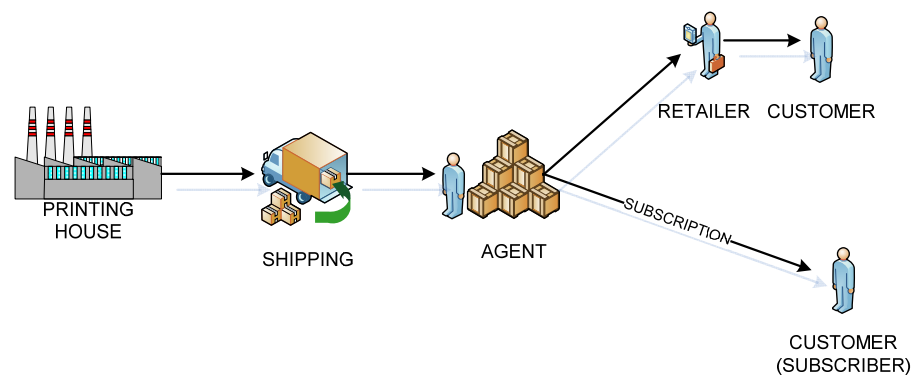


Figure 1.2 Media Distribution Channel

Media delivers product from printing house to agents. Agents deliver the product directly for customers who are subscribers, while retailers sell the product for non-subscribers.

From the description of media companies business model, the term sales refers to getting revenue from advertising space, whereas sales of copies to readers and subscribers is referred to circulation. While earnings and profit measure sales performance, number of copies, coverage and readership measures circulation performance.

1.1.2. The Value Creation Process

There are two steps of value creation process in media business because media has two customers: (1) audience/readers and (2) advertisers. Media has to provide value for audience/readers first, before it can tap revenue from the advertisers. It is useless to accommodate for one side of the customers only.

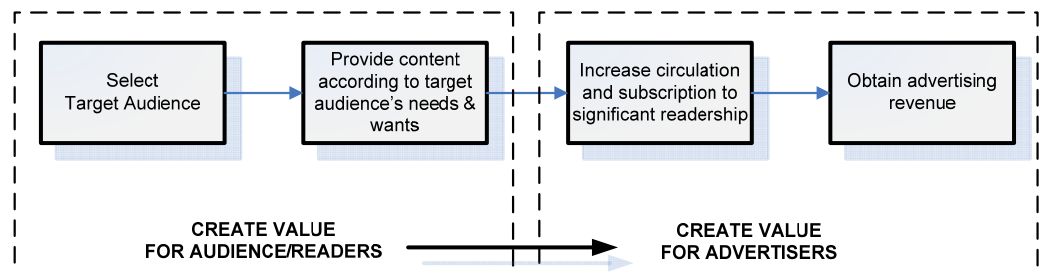


Figure 1.3 Value creation process of Media Company

It is common to find contradicting values between audience/readers and advertisers in media business. There is constant challenge in balancing the values it provides to both customers.

1.1.3. Key Success Factor: Content, Readership and Advertising Sales

From the value creation process, in order for a company to be successful in media business, it must especially good at three areas: (1) Providing content suitable for target audience, (2) Building and maintaining readership, and (3) Selling advertising space.

Consequently, if a media product fails to provide contents needed by its target audience, the media could not achieve significant readership, thus leaving it unattractive for advertisers to buy space. If a media is unable to sell advertising space, it will not survive.

1.1.4. Overview of Market Environment

The Indonesia print media industry has been showing tremendous growth since government-eradicated regulation on permit (Surat Izin Usaha Penerbitan Pers) in 1997. The number of publications surged six fold to 1.687 brands. There have been 1.389 new publications, a growth rate of 140 new print media per month. At least five new print media hit the street each day. In the following years, the industry then consolidated to 830 publication brands as of today.

According to newspaper publishers association (Serikat Penerbit Surat kabar), in 2005 there are 829 publishers consist of 246 daily newspapers, 220 weekly newspapers, 109 tabloids, 253 magazines and 2 bulletins. Despite large number of publishers, the combined total circulation is only 16 million

copies each day. The number is relatively small compared to the Indonesia population of 220 million people.

Apparently, Indonesian prefers watching TV than reading newspaper as shown by Nielsen study. During 2004-2007, consumption rates of TV in nine cities are above always 90% while newspaper is under 30%. In terms of readership, during the same period newspaper readers tend to decline.

1.1.5. Advertising Expenditure

The sales of newspapers are only a small fraction of total newspaper revenue. The primary revenue source is sales of advertisement space. In 2007, Indonesia advertising expenditure reached Rp37 trillion, grew 16% from the previous year of Rp32 trillion. TV absorbed 45% while newspaper obtained 25% of the total 2007 advertising expenditure.

Contrary to readership, newspaper has been showing an increasing trend since 2005 in advertising revenue while TV tends to decline. In the first half of 2008, newspaper enjoyed the highest growth rate of 38% compared to tabloid (33%), magazine (21%) and TV (17%).

1.2. COMPANY BACKGROUND

1.2.1. Brief History

PT Jurnalindo Aksara Grafika (JAG) is the company that publishes *Bisnis Indonesia*, founded in August 14, 1985 by prominent businesspersons from various industry backgrounds: Sukamdani Sahid Gitosardjono, Ciputra,

Eric Samola, and Anthony Salim (through Subronto Laras). Sukamdani is well known in the hospitality industry, Ciputra is a prominent figure in property, Eric Samola is one of the earliest media entrepreneurs, while Anthony Salim businesses spans from banking to automotive industry.

JAG first published its flagship product *Bisnis Indonesia* in December 14, 1985. *Bisnis Indonesia* has been the growth engine of the JAG, enable the company to expand its operation, product portfolio and establish subsidiary companies.

In 2000, JAG formulated its vision and mission. The company vision is “to be the trusted information media and multimedia provider to nation,” and the company mission is “to produce credible information, provide excellent service, fulfill its commitments and managed by professional and reliable human resources.”

1.2.2. Company Structure

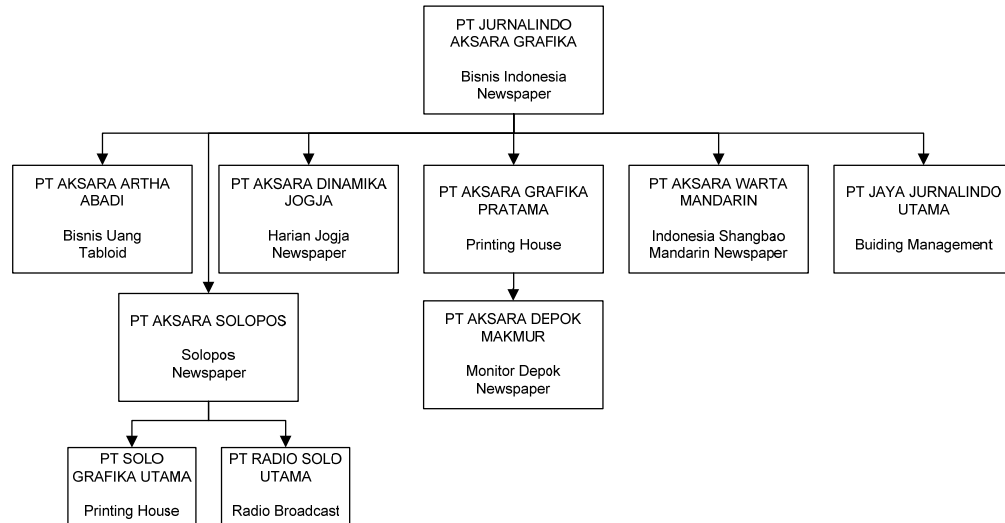


Figure 1.4 JAG Company Structure

JAG expanded its business portfolio with the establishment of PT Aksara Solopos in 1997, the publisher for daily newspaper Solopos for Solo and its greater area, Central Java. Later, the subsidiary formed another company PT Solo Grafika Utama (printing house) and PT Radio Solo Utama (radio broadcast). Solopos supported by the printing and radio business has been contributing significantly to JAG's revenue, and is one of the profitable subsidiaries.

To secure production and circulation, in 1999 JAG set up its own printing facility through PT Aksara Grafika Pratama (AGP). The subsidiary has been able to expand its business by providing printing services for

government projects, publishing houses even other media companies. In 2003, AGP founded another subsidiary PT Aksara Depok Makmur to publish daily newspaper Monitor Depok for readers in Depok, West Java. The newspaper ceased to publish in 2009.

In 2000, JAG founded another subsidiary PT Aksara Warta Mandarin to cater the growing Chinese speaking readers through Indonesia Shangbao daily newspaper. JAG sold majority of its share in the subsidiary company and currently owns less than 5% shares.

JAG established PT Jaya Jurnalindo Utama in 2003 as building management for Wisma Bisnis Indonesia. In 2004, JAG formed a joint venture PT Aksara Artha Abadi to publish Bisnis Uang tabloid. The publication on personal finance, investment and financial market ceased to publish in 2006. In 2008, JAG formed another joint venture PT Aksara Dinamika Jogja to publish Harian Jogja daily newspaper for Jogjakarta and greater area.

1.2.3. Company Strategy

JAG long-term strategy is to diversify its business relying on its core competence as business information provider. In the span of more than 20 years, the company has been able to collect valuable business information, particularly financial data, needed by financial analyst, investment bankers and financial students.

The company will try to capitalize on that wealth of financial data, information and knowledge through new products and services. In 2005, JAG established Bisnis Indonesia Intelligence Unit (BIIU) and Bisnis Indonesia Consulting (BIC) to explore opportunities beyond media business. The rise of digital channel has provided new opportunity to deliver information services to global customers. In order to fund business expansion, JAG plans to go public in the near future.

1.3. BISNIS INDONESIA DAILY

1.3.1. Brief History

Bisnis Indonesia is the flagship product of JAG, first published in December 14, 1985. The initial tagline of Bisnis Indonesia “*dari swasta, oleh swasta untuk pembangunan*” (from private sector, by private sector, for development) reflected the newspaper is emphasize to business issues. At that time, Harian Neraca was the incumbent player and the largest business publication, focusing on economy issues.

Bisnis Indonesia competed against Harian Neraca in the same business and economy category for the first two years. Entering 1988, Bisnis Indonesia changed its focus to provide more content on financial market in line with the government plan to establish stock exchange –the Jakarta Stock Exchange. The strategy worked successfully and Bisnis Indonesia gained its momentum with the booming of the first Indonesia stock market in 1988.

1.3.2. Target Audience

Bisnis Indonesia's target audience is business practitioners who are decision makers, high educated, working in financial services industry (FSI), have an established lifestyle (settled) and rich. The newspaper has been through several changes in content composition, layout and format but the target audiences remain constant.

1.3.3. Product Profile

Bisnis Indonesia is an eight columns newspaper (broadsheet format), consist of two editions: (1) Weekdays edition and (2) Weekend edition (tabloid format). The weekday edition published six times a week from Monday to Saturday while the Weekend edition –the Bisnis Indonesia Minggu (BIM) is published every Friday.

Bisnis Indonesia weekdays edition content composition reflected the target audience. The weekdays edition consist of 32 pages in four sections: the main section where the headline news is displayed, the F section for financials, the I section for industries and the M section for city and regional news.

Table 1.1 Bisnis Indonesia Newspaper List of Content

Section	Page	Page Title / Content
Main Section	1	Headline News
	2	Macro economy
	3	Global economy
	4	Banking
	5	Insurance and Multifinance
	6	"Oasis" (lifestyle, entertainment, culture, art, human interest and literature)
	7	Op-ed
	8	Varia" (politics, sports, social issues)
F-Section	F1	Financial Market Headlines
	F2	Stocks
	F3	Corporate Action
	F4	Financial Market Data (table)
	F5	Financial Market Data (table)
	F6	Mutual Fund Data (table)
	F7	Bond and Unit Linked Data (table)
	F8	Commodities
I-Section	I1	Industrial Headlines
	I2	Manufacturing
	I3	Automotives
	I4	Energy
	I5	Property
	I6	Agribusiness
	I7	Information Technology
	I8	Information Technology
M-Section	M1	Regional News
	M2	Trade
	M3	Retail and SMB
	M4	Transportation
	M5	Transportation
	M6	Services
	M7	Business Law
	M8	Regional News

Bisnis Indonesia customized the contents in M section according to the specific regional audience. Currently, there are four customized regional M sections according to their distribution areas: West Java, East Java and Jogjakarta, Central Java and Eastern Indonesia.

Retail price of Bisnis Indonesia is Rp5.900 per copy and subscription price is Rp117.000 per month. Advertising rates of Bisnis Indonesia are:

- Display Black & White: Rp32.000 per mm column.
- Display Color: Rp48.000 per mm column.
- Financial report Black & White: Rp19.000 per mm column.
- Financial report Color: Rp32.000 per mm column.

Today, *Bisnis Indonesia*'s has circulation of 81.000 copies with readership reached 114.000 people and nationwide coverage in most big cities including Bandung, Semarang, Surabaya, Makassar, Balikpapan, Denpasar, Batam, Medan and Pekanbaru. More than 95% of the copies are distributed as corporate subscription –paid by company for their employees.

1.3.4. *Bisnis Indonesia* by Products and Supplements

Bisnis Indonesia published English publication *Indonesia Business Weekly* (IBW) to target expatriate and regional market in late 90s. Due to low circulation and advertising sales that could not cover production costs, IBW ceased publishing in 2002. *Bisnis Indonesia* continued to cater English-speaking market through English Version service, delivered as subscription through the website.

In 2004, *Bisnis Indonesia* published *Trendigital* tabloid that covers information technology, computers, telecommunications and consumer electronics. Target audience of *Trendigital* is gadget and computer geeks. Unlike *Bisnis Indonesia* that relied on corporate channel, *Trendigital* was distributed through retail channels.

Bisnis Indonesia lacked the skill and experience to compete in the retail channels that is more cluttered, with complex price structure than corporate channel. Moreover, Trendigital faced stiff competition in the retail market from price wars. It was obvious that retail channels are not Bisnis Indonesia's core competency.

Low circulation that led to low advertising sales, forced Trendigital to cease publishing as separate publication in 2006 and became Bisnis Indonesia's four pages supplement. Trendigital as supplement went on until 2008 when management decided to terminate the publication permanently. Readers can still found former Trendigital's contents in the Digital section of Bisnis Indonesia's Saturday edition and Bisnis Indonesia Minggu.

1.4. THE WEEKEND EDITION: BISNIS INDONESIA MINGGU (BIM)

The weekend edition BIM has been an integrated part of Bisnis Indonesia's effort to provide value for its readers. As supplement, BIM is the augmented benefit for Bisnis Indonesia as a newspaper with the target audience is similar to the weekday's edition, but the content emphasizes on feature articles from management, lifestyle to fashion.

In the pursuit of creating value for Bisnis Indonesia's readers, BIM has underwent major changes in content, layout and even format from broadsheet to tabloid.

1.4.1. The Broadsheet Format

This is the initial format of BIM since *Bisnis Indonesia* was published for the first time in 1985. The broadsheet format follows exactly the weekday's edition, except for the content composition. BIM in the broadsheet format consist of 16 pages published altogether with the *Bisnis Indonesia* Friday weekdays edition.

Table 1.2 Broadsheet BIM List of Content

Page	Page Title / Content
1	Main Page – Headline News
2	Profil: People profile
3	Dinamika: people/company stories
4	Manajemen : Management
5	Manajemen : Management
6	Iptek & Internet: Science and Internet
7	Kebugaran & Gizi: Health & Nutrition
8	Olahraga: Sports
9	Tren: Recent trends
10	Resensi: Reviews
11	Desain: Design
12	Pesiar: Travel
13	Otomotif: Automotives
14	Senggang: Relax
15	Kesehatan: Health
16	Mode: Fashion

Aside of content composition, the differences between BIM and *Bisnis Indonesia* lies in the type of articles and layout. BIM put emphasis on feature stories rather than straight news found on *Bisnis Indonesia* weekday edition. On the layout side, BIM followed the color tone of *Bisnis Indonesia* but offered a more 'relaxed' impression for readers.

A feature story is a piece of journalistic writing that covers a selected issue in-depth. As such, a feature need not address an immediately topical subject as would be expected of a news story, is usually considerably longer, and may well present an opinionated view. Straight news is a style of writing for reporting current events, that attempts to answer all the basic questions about any particular event - who, what, when, where and why (the Five Ws) and often how - at the opening of the article. This form of structure is sometimes called the "inverted pyramid," to refer to the decreasing importance of information in subsequent paragraphs.

BIM was only available free as bonus for subscribers, which majority are corporate subscribers. BIM was not sold or distributed separately from Bisnis Indonesia. As part of Bisnis Indonesia subscription, BIM number copies is the same as Bisnis Indonesia weekdays edition. However, there is no data on specific readership of BIM. Advertising rate was the same as Bisnis Indonesia, but with discount rates that are more flexible.

Through BIM, management expected to grab luxuries products/brand advertisers that targeted the high-class market segment. Yet, the advertising sales of BIM were low. Advertisers were reluctant to buy advertising space, even though it was provided as bonus from placement in the weekday's edition.

In order to improve BIM market performance, the management rolled out an in-house market research in 2004. The qualitative research using focus group discussion (FGD) studied readers and advertisers opinion toward BIM.

The research revealed readers perceived that BIM's concept of combining business and lifestyle content was unique, but : (1) BIM broadsheet appearance was not for high-class market segment, (2) intended for men, (3) was no different than entertainment/gossip tabloids. Readers thought that the current BIM should be tabloid, instead of broadsheet newspaper.

On the advertisers side, the research showed that reluctance in buying advertising space was due because advertisers were in doubt about (1) distribution network, (2) positioning and target audience of BIM. Those doubts emerged even though BIM's distribution and target audience was the same as Bisnis Indonesia weekdays edition.

In conclusion, the research recommended several options for BIM: (1) keep BIM as supplement to maintain Bisnis Indonesia's image as business newspaper, (2) BIM as independent publication, but without using the brand Bisnis Indonesia, (3) Gradually move BIM from supplement to independent publication, from broadsheet to tabloid. For the third option, advertisers warned that tabloid would ruin Bisnis Indonesia image.

1.4.2. The Tabloid Format

It was not until 2007 when BIM entered a new era by changing its format from eight columns broadsheet newspaper to six columns tabloid. The new BIM tabloid has 36 pages, printed on 70-gram HVS paper which has higher quality compared to newspaper.

The BIM's changes happened a year after the company had stopped publishing *Bisnis Uang* tabloid and withdrawal *Trendigital* tabloid from retail shelves into *Bisnis Indonesia* weekdays as bi-weekly, four pages supplement. Management were split up between two options: (1) keeping BIM as supplement of *Bisnis Indonesia* thus reinforcing the brand; or (2) making BIM as independent publication following the 2004 research recommendation.

Later, the second option was ruled out considering lesson learned from *Bisnis Uang* and *Trendigital* that tried to penetrate the retail market. In spite of this, management see the possibility for the new BIM as promotion tools for *Bisnis Indonesia* through distribution in places like cafés, restaurants, hotels and other tourism facilities.

JAG had invested significant resources for *Bisnis Uang* and *Trendigital*. The BIM tabloid was expected to utilize the resources left by these two publications, as reflected from the content composition.

Table 1.3 BIM Tabloid List of Content

Page	Page Title / Content	Page	Page Title / Content
1	Cover page	19	Fiesta (party)
2	Lounge	20	Consultation
3	Insights	21	Motivation
4	Insights	22	Family
5	Topic	23	Trend
6	Fund	24	Science
7	Fund	25	Art
8	Investment	26	Driving
9	Investment	27	Driving
10	Financials	28	Fashion
11	Entrepreneur	29	Fashion
12	Strategy	30	Review
13	Marketing	31	Rendezvous (profile)
14	Corporation	32	Travel & Tourism
15	Corporation	33	Travel & Tourism
16	Career	34	Health
17	Executive (profile)	35	Health
18	Fiesta (party)	36	Celebrity news

The BIM tabloid had kept the content composition of business management and lifestyle, but added the breadth of the two topics. Topics related to personal finance management such as fund, investments and financials are example of contents from *Bisnis Uang*. BIM tabloids retain its writing style that emphasizes on features stories and added more portion for photographs and illustrations on pages.

It was for the first time that BIM had a tagline “Business Lifestyle.” The tagline refers to the content of BIM that combine business management and lifestyle. On the launching day of BIM tabloid, *Bisnis Indonesia* held a campaign themed “Thank God its

Friday” that featured top management distribution samples of BIM tabloid in the streets.

As supplement, BIM’s distribution channel and coverage is the same as Bisnis Indonesia weekday edition. It is provided free for subscribers. In addition, BIM’s new look as tabloid have made it eligible to be distributed separately through of ‘pick-up points’ consisting of cafes, restaurants and hotels as promotion for Bisnis Indonesia.

Despite all of these efforts, BIM problems persist. Advertisers are still reluctant to buy advertising space resulting in low sales. Like the previous BIM broadsheet, advertisers were not sure whether BIM’s readers profile reflected Bisnis Indonesia weekdays edition readers.

- *“Advertisers are reluctant to place ads because they didn’t have a clue of who the readers are,”* past sales manager. *“Because the content and the format are so much different.”*

To solve the problem, editorial that is in charge of creating customer value through contents, have been trying to improve the product, such as adding expert’s columns, and focuses to cover lifestyle of high-class people and brands/products that they use. However, the editorial team lacks information of who are the readers that they trying to serve.

- *“As long as I’m concerned, this [publication] is for businessmen [and businesswomen], business practitioners, business executives,”* said an editor.
- *“We don’t know who they are, we don’t have a clue. As long as it’s lifestyle, we write a story on it.”*

1.5. BISNIS INDONESIA'S CUSTOMER (AUDIENCE) PROFILE

BIM –both as broadsheet and tabloid- were provided as augmented benefit for Bisnis Indonesia readers who are also subscribers. Consequently, BIM targeted the same audience as Bisnis Indonesia weekdays edition: is business practitioners who are decision makers, high-educated, working in financial services industry (FSI), have an established lifestyle (settled) and are rich.

Nielsen's Readership Study in 2007 provided customer (audience) profile of Bisnis Indonesia. The study surveyed 14.000 respondents in nine major cities using stratified random sampling. Demographic segmentation covered age, gender, social economic status (SES), occupation, and education and decision maker.

1.5.1. Demography

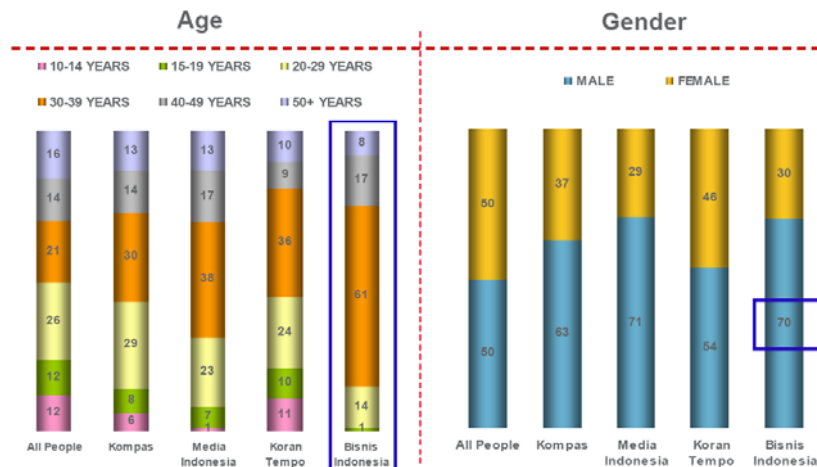


Figure 1.5 Age & Gender

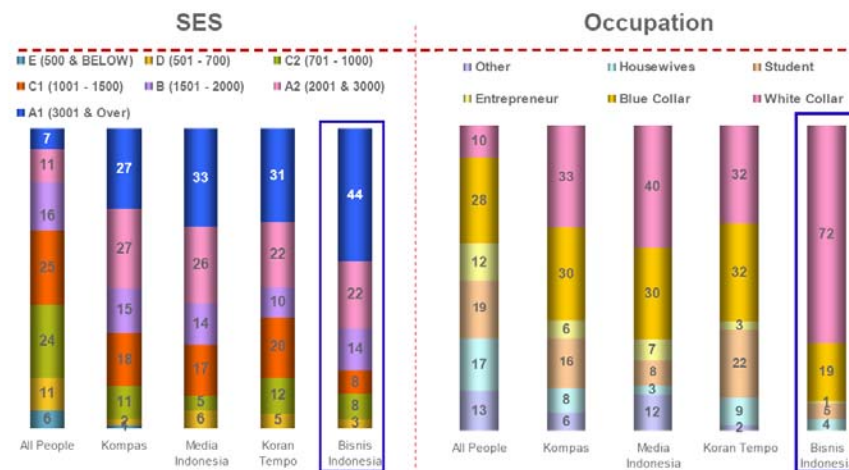


Figure 1.6 SES and Occupation

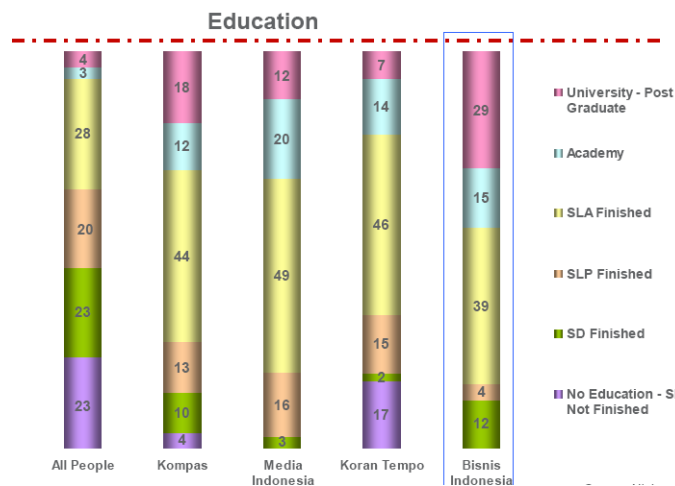


Figure 1.7 Education

Bisnis Indonesia's is not specifically targeted specific age group or gender. SES, occupation and education of audience profile data confirmed that Bisnis Indonesia reached its target audience of high educated and high-SES. In contrary, Bisnis Indonesia audience turns out to be not as decision makers. Only a small fraction (20%) of audience is decision makers.

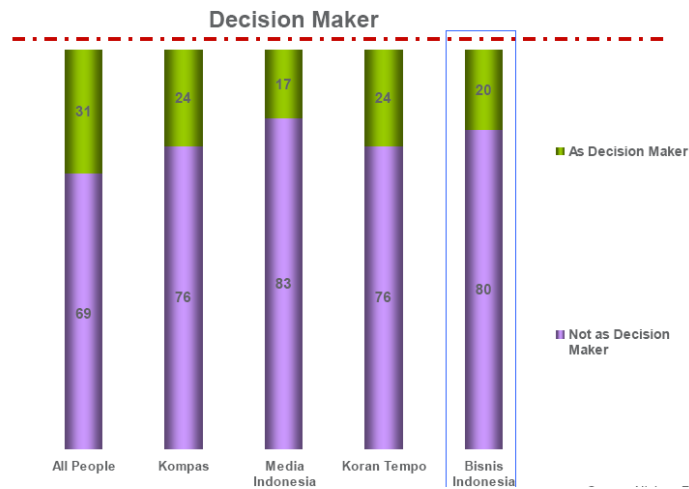


Figure 1.8 Decision Maker

1.5.2. Psychography

Nielsen had introduced eight consumers segmentation in urban Indonesia: (1) Skeptical, (2) Restless, (3) Apathetic, (4) Traditionalist, (5) Settled, (6) Young Loyalist, (7) Western Minded, (8) Material Comfort and (9) Optimists. According to the survey, Bisnis Indonesia readers are Optimist, Material Comfort and Western Minded.

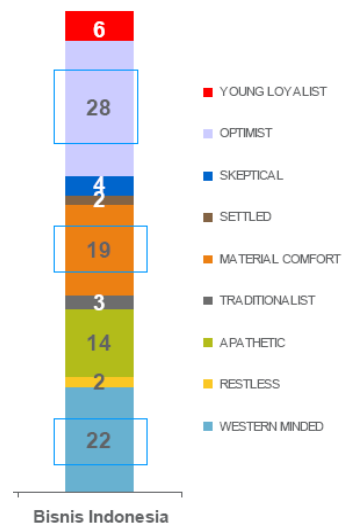


Figure 1.9 Bisnis Indonesia Readers are Optimists, Material Comfort and Western Minded

The characteristics of Optimist, Material Comfort and Western Minded are described in Table 1.4 below.

Table 1.4 Segmentation Characteristics

Segment	Characteristics
Optimists	<ul style="list-style-type: none"> ▪ Trusting ▪ Do not fear of failure ▪ Outspoken ▪ Health Conscious
Western Minded	<ul style="list-style-type: none"> ▪ Brand Minded ▪ Career Oriented ▪ Enjoying Life ▪ Lonely and need challenge
Material Comfort	<ul style="list-style-type: none"> ▪ Making good money and financially secured. ▪ Not price conscious. ▪ Appearance concerns.

Psychographic segmentation is helpful in formulating content of a publication because it provides information about reader's interest, opinions, attitudes and values. Those readers' information can serve as guidelines for editorial team in selecting topics and writing articles.

The management displayed this demographic and psychographic customer profiles in *Bisnis Indonesia Media Profile*. Advertisers look at the data provided in the *Media Profile* to make buying decision. However, advertisers needed deeper information of target audience for ad placement decision because demography and psychographic profile only provide basic data of reach and coverage of *Bisnis Indonesia*.

1.6. PROBLEM IDENTIFICATION

From the information and facts gathered in previous section, even though *BIM* has underwent radical changes in format (from broadsheet to tabloid), layout and added new contents, still it could not convince advertisers to buy space. As stated in the earlier section of this chapter, advertisers consider distribution (circulation), coverage and audience profile in making buying decisions.

As supplement, *BIM* have the same circulation and coverage of *Bisnis Indonesia*. But, how about the audience profile? Is there any difference between *BIM* audience and *Bisnis Indonesia* audience?

Moreover, study from Nielsen revealed gap between *Bisnis Indonesia* intended target audience and audience profile. It turns out that majority of

audience are not decision makers and the share of high-educated audience is not as big as it was believed to be. The gap not only makes it difficult for advertisers to decide, but have made the editorial team clueless in creating and delivering value to BIM's readers.

The gap might indicate problem in product strategy, but firstly we have to check the segmentation, targeting and positioning (STP) strategy of BIM. The fact that product changes failed to provide value to customer (notably the advertisers) underscores the necessity to evaluate STP.

Because customer in media business also consist of readers, STP study can help editorial address the right value by identifying the most viable target audience for BIM.

1.7. GOALS AND OBJECTIVES

Based on the problems identification, the project focused on strategic areas of the marketing process, concerned with STP of BIM. The goals and objectives of this project is to identify BIM target audience by segmenting readers based on behavior and provide recommendation on targeting and positioning.

1.8. IMPORTANCE OF THE PROJECT

Information on market segments, targeting and positioning strategy of BIM will help management to effectively and accurately deliver value to its customers (readers and advertisers), thus strengthening the value proposition

of Bisnis Indonesia brand. From a strategic point of view, management can use results and findings from this project for Bisnis Indonesia brand portfolio analysis and make sound brand decisions that would increase overall company competitive value.

1.9. SCOPE OF THE PROJECT

This project will emphasize on activities that related to market segmentation, market targeting and product positioning of BIM as supplement to Bisnis Indonesia. This project will also discuss the initial elaboration of BIM product or editorial content, to give the management feedback on the existing product.