



Kaltim Post Editorial Strategy in Maintaining the Existence of the Media Business in the Digital Era

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Abstract

Currently, print media is starting to be abandoned because most people have digital media as a place to find news. This is felt by Kaltim Post which indirectly requires it to adapt to changes in behavior in society in reading news today. For this reason, this research aims to determine the Kaltim Post Editorial Strategy in Maintaining Existence in the Digital Media Era. This research uses qualitative research methods with data collection techniques in the form of interviews. In data collection, this research had five key informants. The results obtained in this research are that Kaltim Post is proven to have used a media conversion strategy to be able to maintain their existence in the current digital era.

Introduction

Communication is something that humans really need to support daily activities. Communication is a process that helps humans to form interactions between humans which will later give humans happiness (Prastatian, 2022). Communication provides many benefits for human life, one of which is a process to inform and explain (to inform) or convey information related to something. The communication process has developed along with technological developments and changes in the way of communication experienced by society from time to time (Dwiputra, 2019; Arsyah Fateh Hanan, 2021). This is certainly felt by the mass media.

The changes that occur in mass media are more or less influenced by the development of the digital era which is caused by the growth of technology and the internet which continues to increase from time to time (Riskiono & Darwis, 2020). The digital era is the transformation of information into a data format that can be read by hardware such as computers and other technological devices. Currently, the media provides direct communication, information and interaction systems which have different risks from print media which are not affected by technological advances in the form of the internet (Supriatin & Babys, 2022). Despite this, written newspapers have been the first form of communication that humans understood. Decades ago, people wrote messages on layers of trees and palm leaves as a medium, which were then edited on paper, which is now known as newspapers and is called newspapers.

For the newspaper industry, the most real threat is the shift of newspaper readers to online media, followed by the increasingly massive influx of advertising to online media (Poerwaningtias et al., 2013). Supported by cheap and easy internet access, media consumption patterns have also changed. Readers who usually read newspapers then switch to using online media because they want to get information that is faster and easier to access (Suyasa & Sedana, 2020; Arnus, 2018).

Technological advances have an impact on print media which is increasingly being replaced by online media (Khattak & Nasir, 2012). Easier access to information and higher production costs due to rising paper prices mean that print media such as newspapers and magazines are

increasingly losing readers. This happens because new media has greater advantages in terms of speed and interaction. The existence of digital technology and the increasing number of online media also threaten print media advertising revenues (Malesev & Cherry, 2021). The very rapid growth of media has made advertising owners look more to online media to advertise their products. The level of competition that is so tight between print and online media requires conventional media to be aware of it. This is intended to further increase market penetration as widely as possible and with the hope of increasing market needs and advertising revenue. To survive in the midst of competition with online media, print media inevitably needs to make changes according to audience typology (Ramadhan et al., 2024).

Mass media or what is known as print media, especially newspapers, is predicted to disappear along with the development of electronic media such as radio and television. However, this prediction has not come true, at least until now. In fact, print media continues to change, either by adding, eliminating or adapting the media. Since the development of the internet, print media have begun to open networks (online) as a defense against the rapid development of technology (Radjagukguk, 2017).

Social networks are the most popular social media platforms. In accordance with research conducted by the Katadata Insight Center (KIC), Ministry of Communication and Information (Kominfo) with the title Status of Digital Literacy in Indonesia 2021, in 2021, 73% of respondents used social media to get information. Even though the percentage was higher in 2020, namely 76 percent, social media is still relatively high as a source of information. The second most researched media is television. The percentage is 59.7 percent in 2021 and 59.5 percent in 2020. Third is the internet at 26.7 percent in 2021 and 25.2 percent in 2020. Other sources are government websites, print media, radio, and others, each source accounting for less than 15 percent (Databoks, 2022).

The development of large and interesting content on social networks has changed the way information is consumed, including news. The results of research conducted by Reuters in 2021 on digital information consumption in various countries, including Indonesia, show that Indonesian people use their smartphones to get information (Silvhiany et al., 2021). As many as 85% of respondents use smartphones to access information, 37% use computers, and 10% use tablets.

The phenomenon of online journalism which is utilized by the mass media in presenting its information material in online form is currently an interesting example. The audience as media accessors, aka readers, simply click on the information they want on the internet, and in an instant, thousands of pieces of information they are looking for will be easily obtained. As a result, the application of communication technology has proven capable of bypassing the transportation routes for sending media information to its audiences.

Kaltim Post as the largest media in East Kalimantan experiences various dynamics in maintaining and maintaining its customers, especially related to exposure to information circulating with fairly rapid escalation. The response to changes in information became a turning point for the media to maintain its existence amidst the competition for readers of mainstream media such as the Kaltim Post.

This phenomenon certainly means conventional media has to work even harder to maintain its existence in the era of digitalization. Print media continues to carry out various strategies to continue to attract audiences. Because with the emergence of media, it is feared that the influence of technology will replace the role of print media. In everyday life, readers of newspapers or newspapers are very rarely seen compared to audiences who use mobile phones

to read information on the internet. Print media companies continue to monitor this phenomenon in order to remain able to survive amidst competition with increasingly sophisticated internet-based technology.

On a national scale, several media have implemented the concept of media convergence, one of which is the Kompas Gramedia Group. Kompas continues to maintain the print platform that was pioneered in 1965 and launched an online edition of Kompas (kompas.com) in 2008 and in 2011 Kompas Gramedia founded Kompas TV. Another national media is the Media Group which oversees two print media, namely Media Indonesia and Metro TV television. Media Group carries out a unique convergence, namely integrating events and employees between Media Indonesia and electronic Metro TV. This not only provides economic benefits, but also educates journalists to be able to multitask, namely being able to write for print media as well as write television narratives.

Several local media also implement media convergence to maintain their existence. One of them is Solopos which implements newsgathering convergence, in this model journalists are required to achieve multitasking levels. One reporter works for several media in one group. Meanwhile, Tribun Jogja shows that the 3-M strategy (Multimedia, Multichannel and Multiplatform) is a strategy in the process of convergence and transformation towards full convergence.

Methods

The research approach used in this research is a case study approach. Case studies are one of various research approaches used for research, especially to carry out in-depth analysis, collect information as a whole in accordance with the instructions set out in data collection standards and in accordance with a predetermined time span. Based on the type of data, this research was conducted using a descriptive qualitative approach. This method is applied holistically and by means of descriptions in the form of words and language in a special natural context by utilizing various natural methods. This research was conducted at Kaltim Post which is located in the Blue Building, Jalan Soekarno Hatta Km. 3.5 Balikpapan, East Kalimantan, Indonesia.

Results and Discussion

Results of the interview with the Editor-in-Chief, Romdani.

The first question discusses the opinions held by the Kaltim Post regarding changes in behavior among readers in the digital era. The answer given by the informant was:

"Changes in behavior are a phenomenon that is inevitable for many news portals, one of which is the Kaltim Post. Readers currently tend to only use news that is disseminated online, either through social media or through snippets that have been made by parties, so there are very few print media readers. "Apart from that, today's readers also have less interest in reading news via digital media because they think it takes more time, so readers currently choose news that has been summarized as briefly as possible so that it can be better understood."

Apart from that, the author also asked about Kaltim Post's efforts in packaging news to become a trusted newspaper in East Kalimantan. The answer given by the informant was:

"Kaltim Post itself always provides good training to the journalists we have. We not only recruit fresh graduates who don't have experience, but we also prioritize journalists who already have experience to shape journalists to be more critical. We also always try to take a personal approach to sources so we can get factual news."

Don't forget, we also carry out cross checks to ensure that the news can be justified. "Because currently the spread of hoaxes is very widespread in society, so we have an obligation to always provide factual news."

Apart from that, another question asked to informants was what Kaltim Post was doing as an effort to maintain its existence despite the current rise in society who prefers to consume information from other media, such as social media. The answer given is as follows.

"We mostly use defensive strategies by adapting to trends that are currently popular with society. We actively create content via social media by utilizing the digital team that we have formed. "Of course, this is one of the self-defenses that Kaltim Post has to always be accepted and convey reliable news to the public."

Apart from that, we also asked about the segmentation that Kaltim Post has. The answer given by the informant was:

"Kaltim Post's segmentation is in the upper middle class. We mostly target parties who already have positions, such as government officials, company officials, or other parties who really need certain news for their business or company needs. However, we also produce a lot of news that can be enjoyed by young people, even though I can't say they are our main segment yet."

Another question asked was what things the informant did to continue to provide actual and reliable information to the public. The answers given are as follows.

"We are actively in the field looking for interesting news to broadcast. However, we have several rules, namely not to create clickbait news titles which could ultimately reduce public trust in us."

As a writer, I also ask questions related to the treatment given by the Kaltim Post to motivate parties related to journalists and other editorial staff. The answer given by the informant was:

"We always provide sufficient salaries and rewards for them. "Apart from that, we also provide various facilities that they can use, both in the form of skills training and the opportunity to participate in and cover important events at the international level to further hone their skills."

The final question is the assessment carried out by the informant to select the news to be published. The informant gave the following answer.

"For the assessment, I entrust it to the editor I have. "I also continue to cross-check the facts on the ground so that the news is safe to publish and does not harm any party."

SWOT Analysis of Kaltim Post

Strength

Strength is the strength that Kaltim Post has in realizing its strategy to continue to exist at this time. Based on answers to interviews conducted with key informants, the strengths possessed by Kaltim Post include the following. There is a high sense of integrity in conveying news that is in accordance with the facts that occurred. Having human resources with a high level of loyalty so that Kaltim Post can continue to adapt to developments in changing media trends.

Weakness

Weakness contains the shortcomings that Kaltim Post has in realizing its strategy to continue to exist at this time. Based on interview answers that have been conducted with key informants,

the weaknesses of Kaltim Post include the following. There is still a lack of community participation in providing information about current phenomena. Difficulty getting good engagement because it competes with other news which often uses clickbait titles.

Opportunities

Opportunity is an opportunity that can be obtained by Kaltim Post in realizing its strategy to continue to exist at this time. Based on the answers to interviews that have been conducted with key informants, the opportunity that Kaltim Post has is that Kaltim Post has a division called the digital division. In this division, Kaltim Post maximizes the use of digital media by creating content that is interesting for each audience. This can certainly be a great opportunity to maintain the existence of Kaltim Post.

Threats

Threats are threats felt by Kaltim Post in realizing its strategy to continue to exist at this time. Based on answers to interviews that have been conducted with key informants, the strength of Kaltim Post is changes in people's behavior who now trust news pieces on social media more than news written by digital media, one of which is Kaltim Post.

Media Convergence Strategy

According to the views of Dan Schendel and Charles Hofer Higgins, there are four levels of strategy called master strategy, namely enterprise strategy, corporate strategy, business strategy, and functional strategy (Ali, 2021). The following are the strategies implemented by Kaltim Post in carrying out media convergence.

Enterprise Strategy

This process has an impact on relations with society, namely groups that are unorganized and cannot be controlled. In this planning there is a relationship between society and the organization, a relationship that can be beneficial for the organization. By maintaining the relationship between the community and Kaltim Post, which is a loyal reader of the leading newspaper in East Kalimantan, Kaltim Post has also created a system to build the necessary public trust by maintaining the quality of every information presented and also providing value to the content. The news provided tells stories with a purpose. Every piece of news sent has a hidden message that the reporter wants to convey to the reader.

In the journalism or news delivery sector, things that must be considered include the value of the story in accordance with the characteristics of the story. The value of this story is an example of whether the story is worthy or not. General criteria for news value are novelty, innovation, impact, immediacy, information, conflict, interest, surprise, human interest, and sex).

As a regional newspaper, Kaltim Post supports journalistic values, namely closeness. The Kaltim Post management is confident that with the publication of this news and its news value, the Kaltim Post newspaper remains alive today.

Every media has a way to survive the media transition to the digital era like today. To retain its readers and fulfill the audience's needs as readers of content, Kaltim Post offers different methods so that the audience can enjoy it. This is done by Kaltim Post by continuing to print the Kaltim Post Newspaper for those who want to continue enjoying newspapers, then <https://kaltimpost.jawapos.com/> to meet the needs of the current digital population, as well as Samarinda TV and Balikpapan TV to present audio content and visuals of the news delivered in the Kaltim Post.

Apart from that, Kaltim Post also offers electronic bulletins which can be accessed via its website. This is done by Kaltim Post to reach all levels of society so that they can continue to enjoy the content presented on various Kaltim Post platforms.

Corporate Strategy

This plan is linked to organizational goals which are also called big ideas. This strategy covers aspects involved in an organization (Ali, 2021). To create successful and timely media coverage, any media company must keep up with current technological advances. In the digital era, many advertisements fail because they cannot survive. The increasing development of the internet is shifting the analog system from printed media/media to the digital system, namely new media.

To anticipate developments, changes are needed in the media industry through transformation carried out by the output produced by Kaltim Post. However, this does not turn off normal media. Instead, digital media has become a complement to the written press. Kaltim Post, which is one of the regional newspapers in East Kalimantan and already has a good reputation in the broadcasting sector, also gathered media. Kaltim Post brings change by creating new media in the form of digital media. This change was made so that Kaltim Post becomes a media that continues to progress as a conveyor of information and is also successful from a business perspective. Seeing the rapid development of the media industry, Kaltim Post assesses that this is not a threat but an opportunity for the growth of its business sector. In this context, Kaltim Post implements the 3-M (multimedia, multichannel and multiplatform) business transformation strategy. With this feature, any informative content can be shared publicly across media (audio, video, graphics and text), channels (physical and virtual) and platforms (print, electronic and digital).

Business Strategy

Strategy at this level describes how to capture the market within the company. How to place an organization in the hearts of leaders, entrepreneurs, donors, etc (Ali, 2021). Changes in the media industry due to technological developments require traditional media to change in order to survive.

Kaltim Post sees changes in the industry as a growth opportunity for its business units. By implementing 3-M's business transformation strategy, any information content can be delivered through various media such as audio, video, text, graphics, physical and non-functional channels on print, electronic and digital platforms.

Of course, these technological changes also affect people's information consumption habits. The culture of reading is decreasing and the existence of new media is leading to digitalization and visualization.

Apart from that, the speed and ease of access to information causes the condition of the media to get worse as issues are published. This also applies to business finances. One of them is related to the advertising budget. To overcome the decline in advertising revenue and declining advertising revenue, Kaltim Post relies on electronic and digital presence. Facing this situation, Kaltim Post believes that the strength of its content must be strengthened. Additionally, relationships between media suppliers are also strengthened and renewed as integration continues.

Functional Strategy

This strategy is a complementary strategy and supports other plans. There are three types of strategic planning, namely economic planning, management planning, and strategic planning (Ali, 2021). Even though Kaltim Post itself implements operational policies, as stated by many informants, Kaltim Post always prioritizes its human resources.

Kaltim Post always supports many things to support the success of Kaltim Post, such as equipment, training, and providing the right opportunities for its journalists to meet their needs.

Apart from marketing on various platforms and social networks, Kaltim Post also provides training to existing human resources so that they continue to develop following changes in digital media. Apart from that, Kaltim Post also plans to support infrastructure and technology to meet media integration needs.

Kaltim Post Media Convergence Model

According to Grant, journalistic convergence requires how the media thinks about news and its coverage. How the media produces news and how the media conveys news to its audience. In journalistic convergence, there are three models, namely the newsroom convergence model, content convergence, and newsgathering convergence.

Newsroom Convergence

In this setting, a news story is also used in the same production space. Journalists in this forum gather from various platforms in one room and work according to their platform. At the time of implementation, Kaltim Post did not use one room for the letter production process. Each platform has a different space for creating each content.

However, even without a single space to publish its news, Kaltim Post has an online editorial group created as a group on the WhatsApp platform. All content, whether photos, videos or articles, will be sent through this group and will be managed by the respective platform managers. In the past, journalists created some material and sent it by e-mail to editors, while other journalists who were not members of the platform's management team could not receive or use the information for free.

This shows that Kaltim Post has carried out newsroom convergence very effectively so that it can make it easier for journalists, editors and managing editors to check, edit and approve news.

Content Convergence

In this collection, information is presented in media format which is a combination of text, images, audio, video, blog, podcast, or slideshow. Editors and reporters on this forum receive training to select the most effective content and various media options. Kaltim Post has not optimized this collection of content. The new Kaltim Post reporter only creates online content and publications. Many people produce it all at once for social media needs, but it is still considered not good.

Some journalists still don't know what is needed on all Kaltim Post online platforms, especially on social media. The different characters involved in writing copy writing, creating news, and taking pictures for content to designs that are considered attractive for social media.

Some journalists still don't know the methods that can be used to maximize the spread of news effectively on all Kaltim Post platforms, especially on social media. The variety of characters involved in writing and capturing TV data as well as videos and images at the same time means that some journalists are not yet familiar with them. However, to get around this, Kaltim Post created a new division in 2018 called the digital team. This division has a special responsibility

to be a pillar in creating digital content at Kaltim Post. For this reason, it can be said that Kaltim Post has tried to carry out Content Convergence by forming a Digital Team.

Newsgathering Convergence

In this context, journalists must be able to carry out many tasks. Through the training provided, journalists are required to work on other platforms in the same group. For example, a print media journalist must be able to produce news for print, online and television media at the same time (August 2009).

A journalist working in convergent media will be able to work across multiple platforms. Written information is not only published on one platform, but also on many media from various platforms. In fact, this changes the work culture of media professionals implementing contracts and will influence the success or failure of media implementation. Changes were made to the work culture at Kaltim Post designed to support these relationships and divisions. This process also takes a long time and not all parties are immediately involved in changing work culture. Kaltim Post received this link in several parts.

As a first step, journalists are asked to create information not only in newspapers, but also online. Journalists send their messages online via WhatsApp groups to convey information as quickly as possible for online needs, while others for publication purposes will be sent in full via email or reporters come directly to the office to publish the news. The next step is between Kaltim Post Print, <https://kaltimpost.jawapos.com/> and Samarinda TV or Balikpapan TV. Apart from being asked to make newspapers on the internet, journalists are also asked to make videos that will be shown on Samarinda TV or Balikpapan TV. Information is sent directly not only in the form of videos, online texts, but also for newspapers which will be hosted by editorial teams from various platforms.

By participating in these three platforms, journalists are forced to change the way they work, often moving from one platform to another. He is not the only journalist who works for a media company, namely Samarinda TV or Balikpapan TV, <https://kaltimpost.jawapos.com/> and also the Kaltim Post which is printed in physical form.

To support the effectiveness of the work of journalists working in the field, Kaltim Post management provides more salaries to many working journalists so they can send news in the form of media at home. Many accessories are also needed, such as a camera to send video reports. Everything created by Kaltim Post journalists, whether in the form of text, photos or videos, is collected in one Kaltim Post editorial room. However, some content received is sent directly via e-mail or to individual platforms where only certain parties can access the information. This is repeated in every story character on the platform. In this way, the latest news is collected in a special space that can be accessed by each person in charge of the platform.

This makes it easy for any platform to retrieve information. After everything has been submitted to the editorial team, all existing platforms including Kaltim Post, <https://kaltimpost.jawapos.com/> and Samarinda TV or Balikpapan TV can bring the material back to the editorial team. However, for Kaltim Post's needs, administrative officers will complete the data or other information and prepare it so that the news displayed in the newspaper is complete and protected from fraudsters.

Based on the type of work carried out by Kaltim Post journalists, it can be concluded that Kaltim Post implements an acceptable news editing system. In implementing this model, journalists must be able to achieve multitasking levels. During the training, journalists will

work for different platforms within the same group. For example, a print journalist may also produce news stories for television and online, which also gives them the opportunity to take photos or videos.

Conclusion

Kaltim Post has implemented an institutional strategy by creating a system to build the necessary public trust by maintaining the quality of all information presented and also providing value to the content. The news provided tells stories with a purpose. Every piece of news sent has a hidden message that the reporter wants to convey to the reader. Kaltim Post has also implemented a corporate strategy by bringing change by creating new media in the form of digital media. This change was made so that Kaltim Post becomes a media that continues to progress as a conveyor of information and is also successful from a business perspective. Seeing the rapid development of the media industry, Kaltim Post assesses that this is not a threat but an opportunity for the growth of its business sector. Kaltim Post has implemented a strategy program by relying on electronic and digital presence. Facing this situation, Kaltim Post believes that the strength of its content must be strengthened. Additionally, relationships between media suppliers are also strengthened and renewed as integration continues. Kaltim Post has implemented a resource support strategy by providing training to existing human resources so that they continue to develop following changes in digital media. Apart from that, Kaltim Post also plans to support infrastructure and technology to meet media integration needs. Kaltim Post is expected to be able to present news that contains clearer explanations to be able to convey the meaning of the narrative provided so as to minimize misunderstandings and still be able to maintain public trust. Kaltim Post is expected to be able to adapt to changing business developments so that it can continue to maintain its business. Kaltim Post is expected to be able to increase content convergence by creating more interesting news content to increase the segmentation of their readers. Kaltim Post is expected to provide intensive training for its journalists to be able to produce quality news and writing and always support infrastructure and technology to meet media integration needs.

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