



New Media Disruption Towards Mainstream Media Resistance (Study of Fajar and Tribun Timur Daily in Makassar City)

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Abstract

The phenomenon of disruption penetrates all lines of life. Technological advances influence almost all human activities and activities. Conventional media loyal to their old style will slowly lose their fans. The methodology used in this study is qualitative-descriptive, with a case study approach consisting of several cases in Fajar & Tribun Timur Makassar using a purposive sampling technique. This study's results indicate decreased newspaper readers, but print media advertising growth is still growing. Some factors affected were the decline in circulation turnover triggered by a decline in public interest in reading Beria through print media. The strategy is digitizing newspapers through e-papers, content innovation, networking, and organizational restructuring. The disruption of new media by the Fajar & Tribun Timur newspaper industry managers process opportunities and threats. Opportunities in question are 1) the Strength of human resources in providing accurate information to the public. 2) Establish collaboration with stakeholders. 3) The company's management's Strength in response to journalistic style changes. 4) Technology Development. While the threats faced are 1) The presence of new media. 2) The speed of new media in providing information compared to the mainstream media. 3) High costs and 4) Business competitors. The electronic world is full of creations and cyber-journalistic abilities that can be combined in synergy with print media. This step can only be done if the leadership of this new media is controlled by a team that has technological, management, and cyber journalistic skills that are highly competitive in information competition.

Keywords: Media disruption, New media, Mainstream media, Media resistance

Introduction

Currently, the phenomenon of disruption has penetrated all lines of life. Technological advances influence almost all human activities and activities. The scope of change is comprehensive and affects the activities of all aspects of life (Cangara, 2016). This change can occur depending on a person's knowledge, attitude, and behavior (De Fleur, 1982). Therefore, change can also be interpreted as strengthening one's beliefs about what is happening around him, which

can change one's perception of a message received. New media impacts almost all life and business (Hennig-Thurau, et al, 2010). Health business, education, electronics, retail, transportation, and mass media to social society (Hennig-Thurau, et al, 2010; Evans, E., 2011). New Media brings changes quickly and fundamentally and ruffles business joints that have been patterned in conventional ways for so long (Creeber, G., & Martin, R., 2008). The era of disruption requires us to change if we do not want to become extinct (Puig De La Bellacasa, M., 2015).

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This change has begun to show in the last two decades. The 'internet of things' hit and destroyed behaviors and cultures previously part of everyday habits. Patterns of communication, consumption, and transactions change. Online shopping platforms have sprung up with all the conveniences and low prices offered (Rifkin, J., 2014; Moazed, A., & Johnson, N. L., 2016).

Disruption also occurs in the world of journalism. Digital technology allows anyone to play any role (Hidayatullah, et al., 2022). Every member of society can do journalistic work (Owen, T., 2015). The Internet of Things has given everyone the space and ability to cover and report everything they find and want so that the world is flooded with 'information' and 'news'. The difference is that they may not care about journalistic rules and ethical codes in disseminating information. No confirmation, no source, and it loaded without edit or censor. The convenience, freedom, and independence that the internet offers have distorted public understanding of the definition and meaning of journalistic professionalism (Beckett, C., & Deuze, M., 2016; Howard, P. N., 2010).

The Internet of things provides ample opportunities and flexibility for everyone to choose and determine almost everything, according to taste and ability (Rifkin, J., 2014; Howard, P. N., 2010). The parameters of taste and ability are measured in terms of financial and economic value. They include various bits of intelligence that distinguish humans from other creatures: intellectual, emotional, and spiritual.

Conventional media who loyal to their old style will slowly lose their admirers. The old-fashioned approach will likely only serve some old customers who may have

subscribed for decades. When this customer dies, the subscription status is terminated. The children or grandchildren of these old customers tend to no longer be interested in continuing their subscriptions to conventional media (read; newspapers). Conventional media subscribers are slowly being eroded as interest in reading newspapers decreases. One advantage of print media is the power of verification and facts. Today's freedom of information allows anyone to become an information disseminator. Precisely it opens opportunities for those who deliberately and plan to distort the truth of the news and information. Because they are more likely and free to flood the market which is always free and independent, pursuing speed, reliability, and convenience. Quality becomes subjective.

Disruption is a change that causes the industry to not be able to run as usual due to the presence of new competitors. According to (Christensen, 1997) the existence of new technological discoveries, which affect old business people in the mainstream media, needs to rethink the strategy for the changes that occur in this new era. Some have been successful in overcoming the current disruption situation, but some have yet to be successful. With the birth of 'the internet of things', almost all industries running their business have to fight, according to Rhenald Kasali's term "invisible enemies" (Kasali, 2017).

Thus, how to recognize disruption which will occur in the media industry, and how to deal with this problem? The availability of instantaneous information and quickly produced by various media organizations has accelerated the audience's knowledge of events happening from the 4 W aspects (who, what, when, where). However, there is one

thing that the media has not yet provided for, namely the other H and W questions (how, why) and "what does this event mean for the public". From a statement delivered by Jim Moroney, CEO and publisher of The Dallas Morning News, Christensen stated that what is currently needed from media companies is: PICA (Perspective, Interpretation, Context, and Analysis).

In this disruptive situation, amidst the abundance of online media in vogue and social media that can quickly disseminate news without going through in-depth studies of the accuracy and correctness of the information, the mainstream media can become an important part of maintaining the dignity of journalism. Newspapers that still adhere to the principles of journalistic work based on a code of ethics and Law no. 40 of 1999 have the power to balance freedom of information and the rise of hoax news. Data from the Ministry of Communication and Information released in 2017 said that 800,000 sites in Indonesia were detected as spreading false information. Meanwhile, there are approximately 132.7 million internet users in Indonesia.

Previous research conducted by (Setyawan 2019), "Media Cetak Bertahan Hidup (Strategi Jawa Pos Indonesia dan The Straits Times Singapura Mempertahankan Eksistensinya dari Gempuran Media Online)" Irwan explained this by taking the 2011 Nielsen Media Index Survey research results. Nielsen's data shows that there has been a decline in the number of newspaper readers in Indonesia. Nielsen stated that in 2006 the consumption of newspapers by the public was 24%. The following year it fell to 23% in the first quarter of 2007 and 2008, fell again to 20% in the first quarter of 2009, the following year it fell again to 16% in 2010 and

14% in 2011. Through this research, Irwan wanted to see and find out how the strategic management of letters *Kabar Jawa Pos* in Surabaya, Indonesia, and *The Straits Times* in Singapore are facing the presence of new media, which has drastically reduced the number of mainstream media fans.

The rise of hoaxes on social media platforms has reduced public or community trust in social media and search engines. The report published in the databox entitled 2018 Edelman Trust Barometer Global Report proves that public trust in social media platforms has decreased by 2% to 51% from 53% previously. Meanwhile, the level of public trust in mainstream media journalists and online media that can be trusted in 2018 increased by 5% to 59% from 54%. It was explained that the public was getting tired of the massive amount of fake news spreading on their media accounts. This made people prefer to seek news and information from reliable media. Fake or fake news occurs not only in Indonesia or Asia but also in other developed countries, including the United States. The victory over Donald Trump during the general election in the United States at that time triggered the high spread of hoaxes in a country with a more advanced level of education and technology than Indonesia.

The mass media acts as "a window on events and experiences", the second perspective, the media is stated as "a mirror of events in society and the world", implying a faithful reflection. For example, the media can reflect conditions that will occur in the world as they are. Third, the media's perspective is considered "a gatekeeper or filter", meaning that the media can choose any information they want to pay attention to or not. The media will differentiate each issue or information in

accordance with the applicable management standards. This makes the public unable to consume what news they will read because the mass media manager will regulate the news selection.

This research is important for the authors to highlight strategic steps from the Fajar & Tribun Timur Makassar daily as a divergence effort in facing the era of technological disruption to market competitors in today's era of globalization of information and global technology or the era of industry 4.0 (the era of digitalization). Urgency Today's era of technological disruption, especially in the city of Makassar, brings a number of new challenges and opportunities due to the presence of evolution in some media business models & strategies through media divergences, such as the path of business model evolution in newspapers, newspapers, magazines, and the broadcasting media industry by carrying out transformations model from Conventional Media to Digital Media. Therefore, the mass media has a strategic position in society. So this study aims to determine the impact caused by new media technology, which sectors are affected in the newspaper industry, and the sustainability of the newspaper industry (mainstream media) in Makassar City.

Method

The methodology used in this study is a descriptive qualitative approach (Creswell & Poth, 2016), which provides an overview of the problem under study regarding the strategic steps of Fajar & Makassar Tribun Timur Daily as an effort to diverge in facing the era of technological disruption to market competitors in the era of globalization of

information and global technology today or during the industrial era 4.0.

This research takes the object of PT. Media Fajar Koran, a print media company with the largest circulation outside Java, has its address at Jalan Urip Sumohardjo No 20 Makassar, South Sulawesi. The second object, Tribun Timur Daily, Tribun Timur is one of the Kompas Gramedia regional newspapers managed by PT Indopersda Primamedia (Persda Network), Kompas Gramedia Regional Newspaper Division which is located at Jalan Cenderawasih Makassar, South Sulawesi.

In this study, researchers used three types of data collection instruments: observation, interviews, and documentation. Direct observation was carried out by directly visiting the place that was used as the research location. In contrast, online observation was conducted through websites owned by the Fajar Newspaper and the Tribun Timur. Interviews were conducted in an open and in-depth manner structured as a data collection technique to save time and obtain matching interview results, with informan as shown in Table 1.

This research uses elements of the interaction model as a method of analyse after the data are collected, namely data reduction, data presentation, and concluding/ verification as something intertwined at the time before, during, and after data collection in parallel forms, to build general insights called analysis (Miles and Huberman, 2016).

Table 1. Informans' Profile

| No | Name | Identity |
|----|-----------------------|-----------------------------|
| 1 | Muhammad Ridwan Arief | President Director of Fajar |
| 2 | Faisal Syam | Daily Director of Fajar |

| | | |
|----|--------------------|---|
| 3 | Andi Suruji | Chief of Tribun Timur |
| 4 | Nasrul nur | Advertisement Manager of Fajar |
| 5 | Thamzil Thahir | Chief Editor of Tribun Timur |
| 6 | Ronald Ngantung | Vice Chief Editor of Tribun Timur |
| 7 | Basri Abbas | Chief of Human Resource Development Fajar |
| 8 | Jumadi Mappanganro | News Manager Tribun Timur |
| 9 | Ardi Syamsu | Vice Director Fajar |
| 10 | As Kambie | Print Production Manager Tribun Timur |

Result and Discussion

1. The impact caused by new media technology on the continuity of the newspaper media industry in Makassar City

In an analysis of the media industry, Christensen in technological disruption mentions three crucial factors that need to be considered in the current state of the media (Christensen, 1997), namely: first, always regarding and thinking about the interests of the audience (society); second, understanding the disruption that occurs in the media industry, and how to overcome the problem of new media disruption; third, what is the role of culture and capacity owned by the organization (media) and how to manage it. Amidst new media disruptions eroding readability, mainstream media companies admit that circulation is slowly eroding. Most customers switch to online media. One hope is to return readers and subscribers by making various efforts, such as improving different and exciting news content and delivery services to customers. What customers

often complain about is delays. Sometimes customers report that the newspapers arrive at their house while they are at the office.

a. Circulation

Oplah is a measure of the success of mainstream media. However, due to new media disruption, mainstream media companies need help maintaining their existence. Every month there is a decrease in the number of customers. At the same time, the number of new customers is different from the number that comes out. The results of interviews with several informants acknowledged the significant impact of technological developments. A twenty percent reduction must be considered. Mainstream media managers must recognize the decline in the number of subscribers that occurs every day, and there must be severe strategic steps to overcome this condition.

In addition, the Tribun Timur and Fajar newspapers have become increasingly difficult to find in retail sales at red lights and installs in the last three years. The policy of no longer developing customers is one factor that makes adding customers difficult. The disappearance of newspapers in strategic locations is like a red light because the average hawker who used to sell newspapers no longer wants to sell newspapers. They say newspapers are hard to sell. Several sellers who used to sell newspapers have left this business. The decrease in the number of subscribers recognized by Fajar Holding is an average of 20%, which can only be covered by the number of new subscriptions of 5%. However, data from the Press Publishers Union shows different figures.

Table 2 The Decreasing Number of Print Media,

| 2011-2017 | | |
|-----------|------|--------|
| No. | Year | Number |
| 1. | 2011 | 1.361 |
| 2. | 2012 | 1.324 |
| 3. | 2013 | 1.254 |
| 4. | 2014 | 1.321 |
| 5. | 2015 | 1.218 |
| 6. | 2016 | 810 |
| 7. | 2017 | 793 |

Source, Serikta Penerbit Pers (2018), 2022

The fact that *Tribun Timur* and *Fajar* experienced a decrease in circulation and other facts that the growth of online media and the tendency of Makassar people to access information and news through digital media, both news portals and social media by using gadgets, can be concluded that interest in reading mainstream media has decreased very drastically. . This is the same as what was disclosed by Faisal Syam in his dissertation research entitled "*Pengaruh Pemasaran Media Sosial, Pemasaran Even, dan Persepsi Publik Terhadap Minat Beli dan Keputusan Pembelian Koran Harian Fajar*" (The Influence of Social Media Marketing, Event Marketing, and Public Perceptions on Purchase Interest and Purchase Decisions of *Fajar* Newspaper". The figures revealed by Faisal Syam, as shown in Table 3.

Table 3 The Development of the Number of *Fajar* Makassar Daily Newspaper Circulating in Makassar City from 2013-2017

| No. | Year | Number |
|-----|------|--------|
| 1. | 2013 | 61.904 |
| 2. | 2014 | 62.361 |
| 3. | 2015 | 61.821 |
| 4. | 2016 | 59.933 |
| 5. | 2017 | 59.262 |

Source: Processed from *Fajar* Makasar (2018), 2022.

The decline in the public interest can also

be seen in the atmosphere of the coffee shop (warkop) where it is almost impossible to find people reading the news through newspapers. Generally, they are busy fiddling with gadgets. For mainstream media subscribers, the average age is over 40; their children are less likely to continue their subscription when they die. It must be admitted that the demand for mainstream media has decreased along with the development of internet technology that offers convenience.

b. Advertisement

The *Tribun Timur* director who became informants in this study, namely Dahlan Dahi (CEO of *Tribun Network Indonesia* and *Tribun Koran*), Andi Suruji Director of PT Bosowa Media Graphic) Moreover, Thamzil Thahir, Editor in Chief of *Tribun Print* and *Tribun News*, agreed to admit that the print business is good at selling Newspapers, and advertisements can no longer be expected to finance the company's operations. Ad bidding models are also transforming. In the past, the marketing team made presentations to prospective clients about the power of the media to influence people to buy the advertised product. When entering a new chapter in mass media, marketing is no longer a presentation because prospective clients can see the number of subscribers and the number of page views from search engines and Google Analytics.

The business division dealing with advertising continues looking for ways to achieve the advertising turnover target. The Strength of branding is the main selling point, including a broader coverage area and banging with online and social media. *Fajar* takes advantage of memorable moments. Such as birthday moments, the inauguration of new

officials as an opportunity to get turnover from congratulatory advertisements. Such as the inauguration of governors, regents, and regency birthdays. Moments previously not used by the newspapers were also successfully sold, such as Kartini's day. Fajar made a breakthrough by publishing a particular edition newspaper in tabloid size. This small newspaper is one of the doors of Fajar to get turnover. However, even that only sold well two years ago, after that, the interest of advertisers and agencies taking advantage of the small edition of the newspaper declined.

Based on the results of the research above on the resilience of the print media business amidst the widespread use of online media in Fajar and Tribun Timur, it can be concluded that the Fajar and Tribun Timur's business is still growing while maintaining its independence and capacity in reporting amid rampant hoaxes. existing on social media, expanding networks of cooperation and collaboration. To re-attract public interest in reading and increase the number of advertisers, Fajar and Tribun Timur are constantly innovating by following the tastes of readers and advertisers and keeping abreast of technological developments to be able to compete with competitors in the disruption-era media business in Makassar City.

2. Sectors affected in the newspaper industry (Fajar and Tribun Timur idaily n Makassar)

Since 2013, Fajar's circulation has slowly decreased. The Tribun Timur daily also feels the same way. The ad column for Jitu Fajar, which used to be the prima donna for advertisers, especially advertisers with minimal budgets, has been eroded by the free

advertising provided by shopping portals. Such as online shops, Bukalapak, Trade Makassar, Shopee, Lazada, etc. Jitu advertisements, which usually contain information on buying and selling used cars/motorcycles, and kitchen equipment, were originally provided on two pages. Now only a quarter of the page is left. The turnover of this advert page is a daily source of income which is the mainstay of Fajar. The decline in circulation turnover was triggered by a decline in public interest in reading news through print media.

The decline in circulation is not only for personal or public subscriptions but also for government and private agencies. Government and private agencies argue that the budget for publication in print media needs to be cut. For example, a collaboration subscription with Hasanuddin University once reached 100 copies per month. Then it gradually decreased, and in 2021 there were only 70 copies with a news coverage agreement. Several regencies in South Sulawesi also reduce the amount of cooperation every year. Both in circulation and advertising budget. For example, Wajo once subscribed to 100 copies. In 2022 only 25 copies, and Bone Regency Government 10 copies out of 50. This applies to Fajar and Tribun Timur Daily. The Wajo Regency Government has signed a cooperation contract with Fajar worth IDR 350 million from 2016 to 2018.

3. The sustainability of the Fajar newspaper industry and the Tribun Timur Daily in Makassar

The right strategy must accompany media resilience. The tough competition and the high cost of printing operations are challenges that must be overcome. Even though it is difficult, both the management of Tribun Timur and

Fajar believe that mainstream media will survive in the era of new media disruption, with efforts to serve the public's reporting needs regarding news, keeping abreast of technological developments, and media independence within the capacity owned by the media. If mainstream media wants to survive, apart from maintaining their independence and Strength as an accurate media, they must return home with the support of technological facilities.

But the high costs in the current difficult conditions make the print media must manage finances carefully in order to survive. In addition to technology investment capital, print media can survive if they maintain commitments with readers and advertising relations. The resilience of the print media business amidst the widespread use of online media at Fajar and Tribun Timur can be concluded that Fajar and Tribun Timur's business is still growing while maintaining independence and capacity in reporting amid rampant hoaxes on social media. Expanding the network of cooperation and collaboration. To return to attracting public interest in reading and increasing the number of advertisers, Fajar and Tribun Timur are constantly innovating by following the tastes of readers and advertisers and keeping abreast of technological developments in order to be able to compete with competitors in the disruption-era media business in Makassar City.

4. Strategies implemented by newspaper industry managers (Daily Fajar and Tribun Timur) in Makassar city from a journalistic and business world perspective in defending against new media disruption strategies in mainstream media (Daily Fajar & Tribun Timur) in Makassar City

Strategy determination is a crucial step that requires careful handling in every communication program. According to Cangara, in his book *Perencanaan & Strategi Komunikasi (Communication Planning & Strategy)*, if the determination of the strategy is wrong or incorrect, then the path taken to reach the goal results on failure, especially losses in terms of time, materials, and energy. In facing the era of new media disruption, mainstream media such as Fajar Makassar and Tribun Timur have implemented various strategies to seize the consumer market for newspaper readers while at the same time defending themselves in the current era of the onslaught of technological disruption and new media disruption.

a. Digitizing Newspapers in the form of E-Paper

One of the strategies implemented by almost all mainstream media in Indonesia when the disruption of new media is increasingly eroding is to take the strategy of media convergence and digitalization of newspapers as e-papers. Maintain the existence of the mainstream media. Fajar and Tribun Timur also created online media as news portals. As in the results of the research mentioned earlier, when the disruption of new internet-based media was getting stronger, Fajar and the Group adopted a policy of media convergence and publishing digital versions of newspapers in the form of e-papers. Through

media convergence, Fajar and the Group keep abreast of developments in communication technology without turning off the print version of newspapers. Trying both can go hand in hand between print and digital. With hope, both can develop. Fajar and the group still carry out this media convergence strategy. Digitalization is being carried out by all print media companies in the Fajar group by creating an online news portal and an e-paper version of a printed newspaper. All devices are updated, providing supporting facilities for journalists to take pictures and distribute news quickly. Parts of the world's newspapers are experimenting with combining paper and digital formats, looking for ways to charge for content without losing readers (Colombo, 2019). Technological advances demand that mainstream media change and adapt to circumstances. Fajar and Tribun Timur have also created a digital version of the newspaper, the E-paper.

b. Content Innovation

The quality of news content is essential for the mainstream media to maintain. Mediocre news can be sure to kill the mainstream media slowly. The similarity of online news with mainstream media is also a threat. Subscribers and readers will feel it is a loss to pay subscription fees if the news presented is the same as the news online and is free. News content innovation must be done amid easy access to information and news. Mainstream media news content does not only comply with the journalistic code of ethics but must show truth and be trusted. The rise of hoax news circulating on almost all social media is an opportunity for the print media to return their readers who have so far turned to digital media (Mustofa et al., 2022). According to previous studies,

journalistic idealism in the era of disruption is not only seeking and reporting news but also maintaining community belief and siding with the public. Not to any particular group or class. Journalists must maintain independence and neutrality. This is in line with research conducted by Rahayu, which argues that the truth of the news and the professionalism of journalists is an obligation that must be carried out as well as possible so that the news information provided can be accounted for its truth and can be trusted (Rahayu et al. 2021). The same thing was also stated by (Romli, 2018) that nowadays, journalists do not only seek and report the news but maintain the people's belief and side with the public because the factual truth of news lies in journalistic practice.

A "forced" change from paper to electronic books turned the journalism world upside down with falling newspaper sales and an increase in the electronic world industry (Colombo, 2019). In an interview with Dahlan Dahi, he said that the public is currently taking on many media roles. The increase in the price of newsprint and the low advertising revenue has forced several media to reduce the number of pages. Apart from the reason that the number of pages that are getting thinner is why customers choose to unsubscribe, the reason for the content of the content tends to be the same as the news that is online. According to the Deputy Chief Editor (Wapimred) of Fajar, Amrullah Basri, content is challenging and an obstacle for the editor. Dahlan Dahi, CEO of Tribun Network, editorial management under any circumstances must be professional. The principal director of PT Media Fajar, Faisal Syam, conveyed the same. According to both, the editorial will be affected if there is a

managerial failure. Referring to (Christensen, 2014) theory regarding the Internet of Things facing disruption is not just a spirit of motivation to change, but engagement with the public needs to be done. Under no circumstances should mainstream media companies be committed to making their products references and references about an event. Moreover, maintain journalism values and content quality as standards that must be met.

c. Networking

Every company or organization, especially services, aims to provide good customer service. Therefore, every company or organization's strategy must be directed toward customers, including improving the quality of human resources. This is as explained by (Hamel and Prahalad 1995) "that strategy is an action that is incremental (always increasing) and continuous, and is carried out based on the point of view of what customers expect in the future". Thus, strategy almost always starts from what can happen, not what happened. For example, strategy directs the organization toward reducing costs, improving quality, and expanding markets. The occurrence of new market innovation speeds and changes in consumer patterns requires core competencies. Companies need to look for core competencies in the business they do.

A good strategy is prepared based on internal capabilities, company weaknesses, anticipating environmental changes, and knowing competitors' movements. From the two opinions above, top management can interpret the strategy as a plan to achieve the desired goals. This plan includes goals, policies, and actions an organization must

take to maintain its existence and fair competition, especially for companies or organizations with a competitive advantage. The sole purpose of strategic planning is to enable companies to gain, as efficiently as possible, a sustaining advantage over their rivals. The cooperative strategy thus reflects an effort to change the company's strength relative to rivals as efficiently as possible.

d. Organizational Restructuring

Disruption is having a significant impact on the mainstream media industry. Adaptation must be made because the tastes and habits of people consuming news have changed. Strengthening content is one thing that must be done. The mainstream media covers both sides of news, verification, and validation with a code of ethics as a guide. The biggest obstacle to mainstream media today is the high operational costs—especially the raw material for newsprint. The increase in the price of newsprint and the low advertising revenue has forced several media to reduce the number of pages. Apart from content and online reasons, the reduced number of pages is one of the reasons customers unsubscribe.

Under no circumstances should mainstream media companies be committed to making their products references and references about an event. Moreover, maintain journalism values and content quality as standards that must be met. Organizational restructuring must follow the pattern of media development and market demands. Human resource management needs to understand the latest journalistic styles so that it is not wrong to make decisions when rotating employees. Strategic divisions, such as the editorial department, are given a slightly freer space to determine the choice of issues

and are not burdened with tasks outside the editorial realm. In the difficult times of print media due to technological leaps, journalism is no longer taboo to be part of advertising or circulation marketing. All potential is mobilized to be part of marketing. The fire fence between business and editorial becomes gray and sometimes even disappears. News and advertisements are sometimes difficult to distinguish. The editors argued at the request of business relations.

5. Opportunities arising from the disruption of new media that can be exploited by newspaper industry managers Fajar & Tribun Timur in seizing the consumer market for newspaper readers in Makassar City

a. Opportunity

In the theory of technological disruption (innovation) introduced by (Christensen, 1997) to explain the phenomenon of mainstream media efforts to seize the consumer market for newspaper readers in the era of new media disruption, introducing the values of simplicity, convenience, accessibility, and affordability where complexity and high costs are in the status quo position. Values in technological disruption (innovation) must be fully included in the print media industry to seize the consumer market for newspaper readers and survive in the era of media disruption. Some of the opportunities that arise in mainstream media disruption as follows.

1. The Strength of human resources in providing accurate information to the public.

Editorial HR is the primary driver in dealing with change. The essence of the

mainstream media's strength and resilience amid new media disruption is in the editorial staff through news, photo, and graphic works. Journalists, editors, and even chief editors play an important role in maintaining the existence of the mainstream media. If the production is good and the reader responds well, it will encourage an increase in reading or readership. When readership increases, other divisions, such as advertising and circulation will find it easier to market advertisements and events.

The ability to organize human resources in a simpler way to see changes in the era of new media disruption is an important record for mainstream media companies. Commitment to change in dealing with new media disruption must be comprehensive. Starting from management to those who work in the field. Such as the commitment to create quality content and meet the criteria for journalistic work.

2. Establishing collaboration with stakeholders

Utilization of the moment was also carried out by the promotion division formed by Fajar Daily. This promotion division is tasked with being an event organizer who works on events or programs of private and government agencies and makes their events. Such as housing exhibitions in collaboration with business organizations in Makassar. The Tribun Timur also took advantage of the event by taking advantage of the Tourism Village program in a number of districts by making a video that was shown on the YouTube channel

The event collaboration and newspaper sales reminded the public about Fajar because the Fajar banner was installed at the event location, and printed versions of the

newspapers were distributed free to event attendees. Sanovra said that through the management of video tours, he could remind the public that the *Tribun Timur* still existed and that cooperation with villages would bring news sources closer to consumers. This is in line with research conducted by (Pangesti, 2021), which suggests that digital-based collaboration, KOL, Newspapers, and Events, will produce marketing communications that can lead to brand strength and increase sales in the market.

3. The Strength of the company's management in responding to changes in journalistic style

The quality of company management greatly determines the durability of a company, including a newspaper company. When changes occur in journalism and information distribution media, the role of management is significant. How management perceives change is an obstacle and an opportunity for reforming. As was done by the *Tribun Timur Daily* in 2016, the shift in the tendency of the access to news reading model prompted the *Tribun Timur Daily* management to design a shift from the print media business choir to online media. A decision that was very brave at that time when print media was still the belle of high-priced advertisements. The media morphosis step is performed. The editorial crew covers the needs of printed newspapers and supplies news to the *Tribun-Timur.com* portal. Dahlan Dahi, CEO of *Tribun Network* calls it diversification. One division performs two functions. Likewise, the advertising division. Until 2022, *Tribun Timur* enjoys the company's management policies with profitable prospects for online media.

Fajar Management has been pioneering online media since 1997. However, working on new online media has been serious in the last ten years with the news portal *Fajar.co.id*. Another form of Fajar's seriousness is forming Fajar National Network (FNN) with an office on Jalan Pamlerah, Jakarta. FNN is a national network consisting of 99 members of the Fajar media group spread from Sabang to Merauke. In July and August 2022, Fajar's management changed its policy by allowing the distribution department to print promotional newspapers to gain new customers.

4. Development of technology

Mainstream media's biggest challenge to external attacks is the disruption of technological determination. The digital era means that media can only stand with the presence of telecommunications, information technology, and e-commerce. Print versions of newspapers must collaborate and be integrated and transformed. Today's newspaper competitors are not just peers or news portals but several social media applications such as Facebook, Instagram, and Tiktok. Competition for the Fajar and *Tribun Timur* newspapers is not only about the affordability of operational costs but more about adapting to technology in facing market competition in Makassar City. The power of management to see and take advantage of opportunities is one of the keys to the resilience of the newspaper business.

b. Threat

1. The presence of new media

Disruption is a disruption that causes the industry to not run as usual due to the emergence of new competitors due to the discovery of new technology, which causes old businesses in the mainstream media to rethink

strategies to deal with this new era. With the invention of the internet of things, almost all industries today have to fight what Rhenald Kasali terms "invisible enemies" (Kasali, R., 2017). Over time, new players (new media) have slowly continued to improve themselves and become major players in the business, and more or less have become strong competitors for the mainstream media.

The mainstream media of Fajar and Tribun Timur in Makassar City, the audience/community as newspaper readers experience a behavior change. Where newspapers are no longer the only source of information, readers are turning to digital media to get news. Print media lose control of the content. Control the way information is accessed and loss of control on the infrastructure for ad processing and ad distribution.

The threats facing the newspaper business are no longer from the same business. Even the people who were originally readers are also a threat. They are so easy to create an online news portal. For example, government agencies, the private sector, BUMN, the military, members of the legislature, and even individuals create their channels by utilizing the internet network. Apart from that, several shops that used to be sources of newspaper news have joined in to take advantage of the YouTube channel by making podcasts—for example, Akbar Faisal or local and national artists.

2. The speed of new media in providing information compared to the mainstream media

Mainstream media's biggest challenge to external attacks is disruption due to technological determination. Suwardi Thahir, Editorial Board of Fajar, said: "Newspapers

fought the internet, which gave birth to digital web news platforms, social media, and others. Internally, the mainstream media must change their editorial way of thinking and how they market their advertisements and print media. We even have to review the vision and mission, management, human resources, organizational structure, and values adhered to so far."

Because of this, the efforts of the mainstream media, Fajar and Tribun Timur, need to adapt and learn from the declining media to seize the reader consumer market. Newspaper managers must quickly adapt to changing business models by paying attention to the simplicity of costs, content, structure, and forth, and the convenience of readers in reading and searching for information in the era of technological disruption, paying attention to media accessibility with readers, getting to know the types of readers in the city of Makassar, and paying attention to affordability including costs. As Eriyanto said: "Disruption is not just a change in innovation because it changes the business model. The media died because they did not keep up with the changes. In a disruption situation, it is not enough for newspapers to improve performance, such as the quality of coverage, but the media must change their business model. Why digital has disrupted newspapers because the internet has changed the concept of media institutions. We can see that currently, on the internet, media content is very diverse, and demassification is different from the past, where the content was standard and similar."

3. High cost

The number of newspaper pages is reduced because Fajar and the Tribun are

doing paper efficiently. Almost all mainstream media took this step in Indonesia. The decline in circulation and the decrease in advertisements are inversely proportional to the price of raw materials for newspapers. Fajar also performed efficiently in dealing with this condition. In order to address the high cost of printing raw materials such as paper, efficiency is not only done by limiting the number of pages but also by putting the brakes on the ambition of increasing circulation. If a few years ago, increasing circulation was an essential target in the newspaper's marketing division, amid the disruption and the shift of most newspaper readers to online media, Fajar and Tribun Timur took a position of limiting circulation. The study's results also state that disruption makes newspapers no longer the only source of information and news. The mainstream media has lost control. Moreover, that affects many things, newspaper sales, and advertising revenue. So to keep the print version published, Tribun Timur Daily is serious about developing online media for print subsidies. Because according to Dahlan Dahi, if media companies want to be idealistic, they must be financially healthy. If it is not healthy, it is impossible to be idealistic. For that, digital must grow to be able to cover print.

4. Business competitors

The decrease in revenue and the increase in printing costs have forced the Tribun Timur Daily to concentrate more on online management. Rumata stated that Information and Communication Technology (ICT) decreased newspaper circulation, from 22.34 million copies in 2013 to 850 copies in 2017 (Rumata, 2018). The circulation decreased as advertising spending on print media decreased. Providing convenience to readers

is providing objective, truthful, and factual news assurance. This goes with the research by (Sone et al., 2021), which says that a media can survive if journalists stick to the method of reporting and presenting news based on the objectivity of the data and the factuality of the information.

As the results of the previous study stated that the disruption of new media caused a decrease in circulation by up to 20%. So that this becomes a record for mainstream media such as Fajar and Tribun Timur Daily, making strategic efforts to seize the reader consumer market in the city of Makassar, one of the efforts made is to provide satisfaction to the audience/ community about the news/ information provided and oriented towards on a goal (Katz, Blumer, 1974).

Conclusion

The impact of new media technology on the viability of mainstream media is a reduction in circulation of up to 20% and advertisements that can no longer be expected to finance the company's operations. The presence of Fajar.co.id and Tribun-Timur.com in terms of readers has increased, but their advertising revenue is less than 5% of the newspaper's turnover. In the city of Makassar, advertisers still choose Fajar and Tribun Timur as advertising media. In facing the era of new media disruption, mainstream media such as Fajar Makassar Daily and Tribun Timur Daily carried out various strategies to capture the consumer market for newspaper readers while at the same time defending themselves in the era of technological disruption, namely by 1) Digitalizing Newspapers in the form of E-Paper, 2) Content Innovation, 3) Networking, 4) Organizational Restructuring. Media

convergence also requires Tribun Timur's ability to master rapidly developing media technology. Therefore, there must be adequate preparation of human resources to master technology. Opportunities (opportunities) and Threats (threats) are external things that affect the business or happen outside the company. The opportunities and threats that occur due to the disruption of new media that can be utilized by newspaper industry managers (Daily Newspapers Fajar and Tribun Timur) in seizing the consumer market from opportunity factors are: 1) HR strength in providing accurate information to the public, 2) Collaborating with stakeholders, 3) Strength of company management in responding to changes in journalistic style 4) Technological developments. While the threat factors are 1) The presence of new media, 2) The speed of new media in providing information compared to the mainstream media, 3) High Costs, and 4) Media Business Competitors. In this case, they were optimizing the quality of the news, maintaining the accuracy and correctness of the information, and presenting inspiring news and good news to attract readers because online media often prioritizes speed and ignores the truth of news for mere popularity. While the information displayed in online media, sometimes without information value, is not following the values of the journalistic code of ethics and the applicable journalistic methods.

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