

THE SURVIVAL, THE SUSTAINABILITY, AND THE NEW MEDIA DISRUPTION: A CASE STUDY OF THE NEWSPAPER INDUSTRY HARIAN FAJAR IN MAKASSAR CITY

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ABSTRACT

The era of disruption is a period that requires the newspaper/print media industry to innovate and be creative to keep up with the times and technology. The tight competition in the newspaper industry requires media companies to be able to survive in the face of competitors. This article aims to analyze the sustainability resistance used by the Harian Fajar newspaper industry in Makassar City, so that it still exists in a very tight media competition. The method used in this research is a qualitative-exploratory approach with a case study approach, to answer how the sustainability of Harian Fajar newspaper in Makassar City is doing. The results of the study show that the application of divergence by Harian Fajar newspaper in Makassar City is to respond to changes in the way audiences read newspapers which were previously conventional, but now the public can enjoy digital content online. In addition, innovation and creativity efforts towards news and entertainment content as well as the application of media divergence are strategies used by Harian Fajar newspaper in Makassar City to stay afloat. This divergence concept is applied as an effort to make Harian Fajar effective in disseminating information by utilizing digitalized media such as the Fajar Online.co.id Portal and E-Paper to get closer to the readers. This was done by Harian Fajar newspaper in Makassar City as an effort to maintain its existence.

INTRODUCTION

Information is very important in human life (Bughin, et al., 2017; Warner & Wager; 2019). To obtain information, many media can be used as sources, one of which is newspapers or newspapers. Newspapers are one of *the big five traditional media* (Straubhaar, et al., 2015). The development of

In the case of the rapid digital transformation of products and services across industries, several news sites also reported that a number of newspapers were closed due to digital media pressure and increasing competition in the print media business (Sanderson, A., 2014; Margianto, JH, & Syaefullah, A., 2012). Among them, Fajar Sinar Harapan stopped publishing as of January 1, 2016, following the print editions of the Jakarta Globe, Koran Tempo Minggu, and Harian Bola which also stopped publishing, the same fate befell The New Day, Independent, and a number of other print media (Margianto, JH, & Syaefullah, A., 2012; Straubhaar, et al., 2015; Lievrouw & Livingstone, 2006). The National Journal Daily or Jurnas also experienced a tragic problem, as of November 1, 2014, this media also had to die and completely turn into digital media. One of the countries with the most prominent media inequality is the United States (Margianto, JH, & Syaefullah, A., 2012; Sanderson, A., 2014). Print media in this country was massively destroyed by Digital media as *New Media* in the era of disruption in the industrial revolution 4.0 century, even *The New York Times* had to acknowledge the greatness of digital media. This newspaper finally had to grow with digital media by publishing news on online channels (Margianto, JH, & Syaefullah, A., 2012; Bucklin, et al., 1989).

Currently, print media publishers are aware that their existence is threatened by conventional mass media or print media because various information that was previously controlled by the print media can now be easily accessed by the public without being bound by space and time (Karimi, J., & Walter, Z., 2016). What is more interesting is the advantage in terms of speed and varied information which is predicted to replace print media (Feroz, et al., 2021; Melville, 2010; Skog, et al., 2018). Until now, many experts have debated the sustainability of print media in the midst of the proliferation of digital media (Skog, et al., 2018). Some even believe that the print media will not survive (Margianto, JH, & Syaefullah, A., 2012). It is not easy for print media businesses such as newspapers to survive in the midst of increasingly fierce competition with the presence of digital media (Sanderson, A., 2014; Skog, et al., 2018). In the city of Makassar itself, digital media continues to grow and mushroom even though Fajar Newspaper is still consistent with its publications.

Based on the above background, the formulation of the problem in this study is how the endurance of the Harian Fajar media industry is to survive in the midst of the widespread use of digital media in the city of Makassar. The purpose of this study was to determine the condition of the Harian Fajar media business industry facing the onslaught of digital media in the era of disruption *New Media*.

METHODS

This study uses a qualitative-exploratory method with a case study approach to the printed media of the Harian Fajar Makassar Newspaper (Creswell & Poth, 2016) as an exploration of the case for the newspaper/print media industry to innovate and be creative to keep up with the times and technology in the era of technological disruption. The data and facts used are obtained through literature study by studying, reading, studying books, journals, official documents and other relevant data sources so as to produce the best research. Once obtained, the data is then analyzed and interpreted as developed by Miles, Huberman, & Saldana (2014) with the stages of data collection, data reduction, data presentation, and data verification, to produce conclusions. In the form of new findings that will be useful for readers in seeing the sustainability of the Harian Fajar newspaper industry in Makassar City due to the disruption of *New Media*. Then assisted with *tools* qualitative research Nvivo 12 Pro (Woolf & Silver, 2017) to explore more deeply the problems that occurred and get perfect conclusions.

RESULTS AND DISCUSSION

Survival of the Newspaper Industry: Harian Fajar Newspaper Industry in Makassar City

Adopting the office model belonging to the Jawa Pos Group, Fajar built the Graha Pena office building on Street Urip Sumoharjo number 20 Makassar. Inaugurated in early 2008, the 20-storey Graha Pena building is the first tallest building outside Java. Its function was not only as an office for Fajar and its subsidiaries, but also for renting out to the general public for office space and for various activities, the Racing Center Office later became Fajar University (Mutmainnah, S., 2016; Astuti, SW, 2016). The rapid development of the internet caused Fajar as a newspaper to be affected by the trend. Therefore make digital newspapers, newspapers through websites on the internet (Mutmainnah, S., 2016). In 2009 published by Fajar.co.id, Fajar can be enjoyed and accessed freely via the internet (Astuti, SW, 2016). In the business cycle, Fajar is now in the top position. The mission now is simple: maintain a position to stay on top. A formidable challenge, considering that competing newspapers began to emerge and develop in Indonesia, Tribun Timur, and Koran Tempo (Mutmainnah, S., 2016; Astuti, SW, 2016). The table below describes about of the Fajar Newspaper Industry:

Table 1. About Vision & Mission Harian Fajar Newspaper Industry

Vision Harian Fajar	To become the largest and most influential media-based multi-business company in Indonesia.
Mission Harian Fajar	1. Realizing a strong, healthy and reliable company. 2. Develop business by utilizing technology and information. 3. Produce products and services that are beneficial to the public interest.
Struktur Organisasi Harian Fajar	Publisher PT. Media Fajar Koran

Source: Processed from Astuti (2016), 2021

Table 2. About the Structure of Harian Fajar Makassar Newspaper Industry

1	Fadil Sunarya	Kepala Koran
2	Muh. Yunus	Pj. Government Subscription
3	Nur Alim	Pj. Village and Private Subscriptions
4	Rahmawati Tangko	Newspaper Admin Staff and Greeting Board
5	Aenul Yaqin	Pj. General Subscription
6	Syamsuddin	Pj. Bone Representative
7	Asri	Pj. Palopo Representative
8	Arifin	Pj. Retail
9	Hendra	Newspaper Staff
10	Sirajuddin	Newspaper Staff

11	Hasnah Daud	Pare-Pare Representative Staff
12	Kaharuddin	Head of Representative Pare-Pare
13	Rudy Hermansyah	Bone staff
14	Abdul Haris	Printing/Airport Supervisor

Source: Prepared by researchers from Fajar Daily, 2021

Table 3. About the Structure of Harian Fajar Editor & Rubric

No	Desc	Editor & Rubric
1	Cover Fajar	Andi Syaiful-Takdir
2	FIN	M Arman
3	Economy	Yukemi Koto
4	Financial	Yukemi Koto
5	Parliamentary Votes	Ilham Wasi
6	Opinion, Column	Andi Syaiful-Takdir
7	Connector	Andi Syaiful-Takdir
8	Health	Hamdani Saharuna
9	Metropolis	Ridwan Marzuki
10	Metro Makassar	Ridwan Marzuki
11	Gowa Maros-Sulsel Kita	Nurlina Arsyad
12	Sulsel	Ardiansyah
13	Campus - Sturdy	Hamdani Saharuna
14	Sportive	Ardiansyah
15	Metro Sambungan	Ridwan Marzuki
16	National Ball PDF	Ardiansyah
17	World Soccer	M Arman
18	Sportainment	Yukemi Koto
19	All Sport	M Arman
20	Nusantara	Nurlina Arsyad
21	Internasional	Ilham Wasi
22	I-Tech	Hamdani Saharuna
23	Entertainment	Nurlina Arsyad
24	Coffee Break	Ilham Wasi

Fajar Social Media Responsible		
1	Instagram	Abe - Ilham Wasi
2	Youtube	Harifuddin
3	Facebook	Ridwan Marzuki
4	Twitter	Tim Keker
5	Tik Tok	Nurhadi - Surya
6	Online FajarKoran.co.id	Nurlina - Basri Abbas

Source: Prepared by researchers from Fajar Daily, 2021

In 1988, Fajar joined the Jawa Pos Group led by Dahlan Iskan. At that time, Dahlan really wanted to open a newspaper in Makassar. Dahlan met Alwi through the intermediary of Sinansari Ecip and Eric Samola. This collaboration raised the work spirit of Fajar's crew. Improvements and changes were made in all lines including administration, finance, and editorial. A simple PC type XT was also provided for all journalists' desks. The goal is to speed up the work process, journalists are also given the opportunity to take turns to do internships at Jawa Pos. Although the cooperation with Jawa Pos is progressive, the welfare of employees has not been considered. As a result, many potential journalists chose to resign even though they had learned a lot from Fajar, such as Abun Sanda who moved to Kompas (currently serving as Deputy General Leader of Kompas). There are also many potential journalists who refuse to enter Fajar because of welfare issues. The collaboration with Jawa Pos made Fajar's circulation increase slowly but surely, as well as his advertisements, which began to flow heavily. This increase makes the intention to move offices appear. Moreover, the office on Street Ahmad Yani is felt to be no longer able to support Fajar's development and indeed the Makassar Regional Government is willing to sell the land on Street Urip Sumoharjo number 20 Makassar (Astuti, SW, 2016; Mutmainnah, S., 2016).

The choice of location for the new office building fell on Jusuf Kalla's land on Street Racing Center Makassar. The money from circulation and advertising was collected to build a building on the land, without the help of bank credit. As a result, in 1991, the office building *Racing Center* was inaugurated. A 3-story luxury building with a fairly large yard. New printing presses were also provided to increase the quality of the newspapers. Dawn appears colorful. Oplah and the ads shine even more. Fajar then quickly developed into a major market leader getting rid of the bankrupt People's Guidelines. Employee welfare also increases. Newspapers inside and outside the Makassar area began to be developed such as Ujung Pandang Express, Makassar City News, Pare Pos, Palopo Pos, Kendari Pos, and others. Television and radio were also established even though the light was not as bright as newspapers (Astuti, SW, 2016; Mutmainnah, S., 2016).

Harian Fajar Newspaper (SKH) in the New Media Disruption Era: Challenges & Disruptions

In this era of disruption of *New Media*, print media will still exist, but the level of competition is so fierce (Bughin, et al., 2017; Warner & Wager; 2019). The print media industry should strive to penetrate the widest possible market with the hope of increasing market share and advertising (Omenugha, NO, 2020; Ikhwan, 2020). Various strategies were carried out in the form of adaptation and innovation with technological advances. The print media industry must make changes in order to survive in the midst of technological developments that are growing so rapidly (Karimi, J., & Walter, Z., 2016; Karimi, J., & Walter, Z., 2021). Newspapers must be able to define themselves from the medium. Newspapers should not be conventional with just a piece of paper. In addition, it is also

necessary for the print media to present themselves as media that can truly meet the needs of the people who are now more "mobile" in the midst of the presence of digital media. Ikhwan (2020) revealed that the convergence of print media can overcome the decline in the number of readers in mainstream media because news distribution no longer depends only on newspapers, but also on digital media. The presence of this digital media is part of conventional media which aims to strengthen the media function of the media so that they can expand the network of readers through a wider reach of news distribution. This is the answer to market demands in order to survive and win the market in the era of the industrial revolution 4.0. Thus, the Fajar daily print media utilizes *New Media* so that they can meet and compete in an effort to seize the market in the era of the industrial revolution 4.0.

Research from Hasni, et al (2019) shows an increase in reader growth in digital media, but in terms of growth in print media advertising is still growing far below digital media. The presence of Fajar.com (New Media Transformation) as a new media transformation facing technological disruption in the 4.0 Industrial revolution era has indeed increased in terms of readers, but its advertising revenue is not up to 5% of newspaper turnover. Until now, in the city of Makassar, advertisers still choose SKH Fajar and SKH Tribune Timur to be used as advertising media. In a position like this, it is necessary to have the right product development strategy to increase readers and advertisers. Determination of alternative strategies by SKH Tribun Timur and SKH Fajar was obtained from a SWOT analysis.

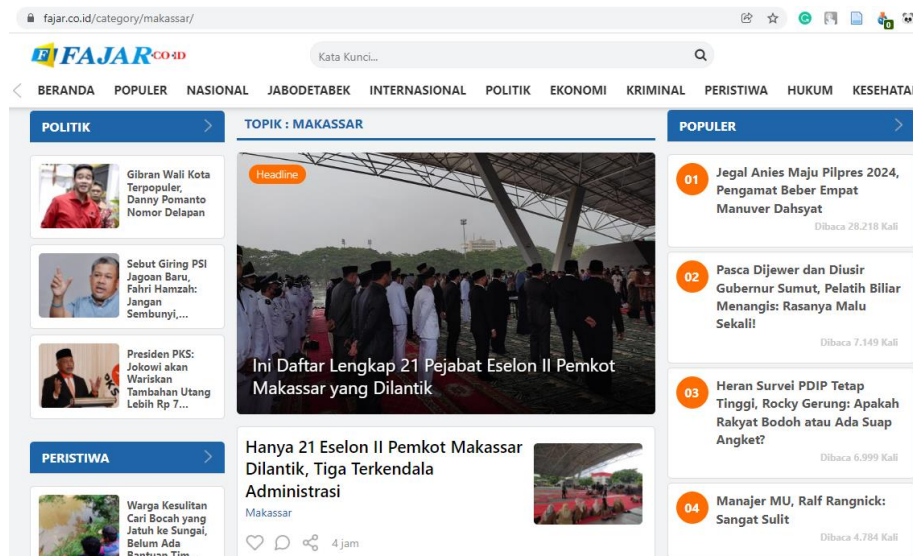


Figure 2. Display of Fajar Online.co.id Portal

Source: Taken from Fajaronline.co.id Portal, 2021



Figure 3. Display of E-Paper at Fajar Online.co.id

Source: Taken from Fajaronline.co.id Portal, 2021

In figures 2 & Figure 3 above the Fajar Online.co.id portal continues to develop itself, such as its features and functions will continue to be developed since its inception, adjusting to the development of newspaper portals in the world. So that the news accessors are not bored when looking for the news or information they are looking for. Since the beginning of the emergence of the online news portal, innovations have been continuously made so that the features are more attractive and supported by images or videos that support the news. Fajar Online.co.id also provides electronic paper (e-paper) is a replica of the printed edition of the newspaper, making it possible for readers to get the news with easier access only through a smartphone in their hand and not bothering to open a wide sheet of paper. especially for those who don't have much time and bother to carry newspapers everywhere, just log in and just select the news you want to read (Mutmainnah, S., 2016).

Harian Newspaper (SKH) Fajaras media practitioners find themselves at a crossroads. Due to increased digitization and reduced funding for so-called traditional outlets, “forms *New Media*” have emerged and, with them, new economic models for generating income have also differed. platforms *New Media* such as Fajar Online described above have changed from the old media archetypes in the way they leverage content interaction and commerce through electronic technology. Content and trade breakthroughs with new ideas for media sustainability to increase the credibility of the Fajar SKH industry in the Era of disruption *New Media*. Sanderson (2014) analyzes some of the major *New Media* economic platforms – sponsored content in digital-first publications, stories *crowd-funding* and models *e-commerce* ranking– in hopes of finding new insights into new media content and its revenue. Finally, this study discusses the recommendations that practitioners might apply *new media* in an effort to develop economically and ethically in this grey digital era (Sanderson, AB, 2014).

In addition, according to Karimi & Walter (2016), it is suggested that in the challenges & disruptions in the era of disruption *New Media* such as the Fajar Daily Newspaper (SKH) industry, it is necessary to carry out activities *Corporate Entrepreneurship* as an innovation adoption of the Industrial Disruption model. Usually aimed at the continuous regeneration of industries, organizational rejuvenation, strategic renewal, and redefinition of organizations, or markets. It relates to “the ability of the organization to regularly introduce new products or to enter new markets and to build the organization in the creation of new market product innovations” (Covin & Miles, 1999: 50). Therefore,

the similarities among all companies that can be described as entrepreneurs are the presence of innovation in them (Covin & Miles, 1999). activities *Corporate Entrepreneurship* when "in companies where strategic and cultural leaders together generate a strong impetus to innovate, take risks, and aggressively pursue new venture opportunities" (Dess & Lumpkin, 2005: 147).

The Survival and Existence of Harian Fajar Newspaper (SKH) in the era of New Media Disruption.

With the development of technology, the competition in the print media industry is getting tougher. Newspapers are no longer just competing with other print media, radio, television, but the presence of digital media is also a business rival to get advertisements and attract the attention of readers. It is not easy for print media businesses such as newspapers to survive in the midst of increasingly fierce competition with the presence of digital media (Hasni, et al, 2019; Karimi, J., & Walter, Z., 2016; Karimi, J., & Walter, Z., 2021).

Technological developments that are increasing with the emergence of digital media, do not make business growth in Fajar's media decline. SKH Fajar still has a print circulation of 85,000 copies per day with good print and paper quality and advertising achievement is still growing up to 30% (Hasni, et al, 2019). SKH Fajar carried out a number of strategies to stay afloat in the media industry, one of which was to develop a digital media business to be in line with print media that were prepared to be able to compete. However, Fajar's online turnover is only 0.1% compared to newspapers. The digital media established by SKH Fajar is used to support the print media business. By displaying news headlines in newspapers to Fajar.com, newspapers are still sought after to obtain deeper and more accurate information. Fajar.com's digital media is also used as an offer for advertising packages, where advertisers will get free advertising on Fajar.com when placing ads in the Fajar newspaper for a certain period (Hasni, et al, 2019).

Harian Fajar Newspaper (SKH) believes that as long as the media innovates, the media will not die, and this has been proven by SKH Fajar, which has survived for 36 years in the print media business. Daily Dawn continues to innovate and create its own market segmentation. SKH Fajar is optimistic that it will survive in the midst of media business competition and the development of an increasingly sophisticated era with the presence of digital media (Hasni, et al, 2019).

Table 4. Strength-Opportunity (SO) Strategy of Harian Fajar Newspaper (SKH) Facing New Media Disruption

No.	Strategy of Harian Fajar Newspaper (SKH)	Description
1	Accommodating	Accommodating the tastes and needs of readers and continuing to innovate while still improving the quality of news that is packaged in a comprehensive, objective and proportional way so that it remains accurate.
2	Maintain cooperative relationship	Maintain cooperative relationships that have been established and re-establish collaboration with new stakeholders both with the government and the private sector to participate in organizing events / promotional activities that are carried out regularly to attract communities or hold

		activities to form communities so as to increase the readability of newspapers while strengthening the brand image owned by SKH Fajar.
3	Upgrading the production machine	Upgrade production machines / printing machines so that they can optimize printing operations both in terms of print time and print quality.
4	Expand distribution area	Expanding the product distribution area considering the market potential is still wide, there are many rural areas on the outskirts of Makassar City that have not been targeted. Villages or remote areas have the same information needs as urban communities.

Source: Processed from Hasni, et al, (2019), 2021

This strategy (see table 4) was carried out to strengthen the existence of SKH Fajar in the face of *New Media* Disruption due to the development of information and technology in the industrial revolution era 4.0 (Margianto, JH, & Syaefullah, A., 2012; Lievrouw, LA, & Livingstone, S., 2006; Karimi, J., & Walter, Z., 2021). Judging from the results of research from Novianti (2016), the East Tribune Daily Sustainability Strategy, which is currently still ranked first, has taken its strategic steps with newspapers with the largest number of readers reaching approximately 250,000 copies per day. This is based on the results of research conducted by Nielsen (a well-known survey agency in the world) which is maintaining its existence Harian Tribun Timur began to set a price of Rp. 3,000 per copy. With a fairly affordable price, people prefer the Harian Tribun Timur newspaper over other newspapers. The East Tribune daily did not need a relatively long time to exist in the midst of the current development of digital media. The East Tribune Daily News is not produced easily but through a fairly long process by using special reporting strategies or methods and a different writing approach to newspapers in general. Some of the things that became the basis for the news of the East Tribune Daily, namely: 1. Grouping news, 2. Fixing news coverage, writing and display, 3. Developing graphics and design. This can be a strategic step that can be adopted for Harian Fajar Newspaper (SKH) in encouraging the durability of its existence in the Era of disruption *New Media*.

In the current era of *New Media* disruption, we know that the Internet and digitization, along with large news and information companies, have disrupted the business models of traditional newspaper companies, and raised serious concerns about the future viability of the print newspaper industry (Karimi, J., & Walter, Z., 2021; Lievrouw, LA, & Livingstone, S., 2006). A study conducted by Karimi, J., & Walter, Z. (2016) suggests that the entrepreneurial attributes of leading companies have an impact on the adoption of disruptive business model innovations, and how such adoption impacts business model performance. So, to strengthen the existence of Harian Fajar Newspaper (SKH) in the Era of Disruption, *New Media* needs to take strategic steps according to the development of Makassar society conditions, such as (1) Accommodating; (2) Maintaining cooperative relations; (3) Upgrading production machines; also (4) expanding the distribution area and the need to carry out business innovation movements for the newspaper industry to continue to exist such as self-development such as features and functions on the Fajar Online.co.id portal and development on electronic paper (e-paper) as a replica of print edition newspaper. The application of divergence by

Harian Fajar newspaper in Makassar City is to respond to changes in the way audiences read newspapers that were previously conventional, but now the public can enjoy digital content online. In addition, innovation and creativity efforts towards news and entertainment content as well as the application of media divergence are strategies used by Harian Fajar newspaper in Makassar City to stay afloat. This divergence concept is applied as an effort to make Harian Fajar effective in disseminating information by utilizing digitalized media such as the Fajar Online.co.id Portal and E-Paper to get closer to the readers. This was done by Harian Fajar newspaper in Makassar City as an effort to maintain its existence.

CONCLUSION

As stated by Karimi, J., & Walter, Z. (2016) that the entrepreneurial attributes of leading companies have an impact on the adoption of disruptive business model innovations, and how such adoption impacts business model performance. While autonomy, risk-taking, and proactiveness do have a positive relationship with the rate of adoption of disruptive business model innovations, innovation does not. This needs to be a concern for SKH Fajar in its existence on the sustainability of the Harian Fajar Newspaper industry in Makassar City due to the disruption of *New Media*. The Sustainability of the Harian Fajar Newspaper (SKH) in the Era of Disruption *New Media* takes strategic steps according to the development of the Makassar community, such as (1) Accommodating; (2) Maintaining cooperative relations; (3) Upgrading production machines; also (4) expanding the distribution area and carrying out business innovation movements for the newspaper industry to continue to exist such as self-development such as features and functions on the Fajar Online.co.id portal and development on electronic paper (e-paper) is a replica of the newspaper. print edition.

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