

Mass Media Management Strategies to Survive in the Media Digitalization Era: Case Study of Listrik Indonesia Magazine for the Period 2021 - 2023

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ABSTRACT

Recently, the mass media has faced great challenges along with the presence of the media digitalization era. The mass media has been disrupted. The era of digitalization has fundamentally changed the way people capitalize, transmit, consume and disseminate information. Digitalization is a term used in relation to the emergence of digital, internet networks, especially computer information technology. Changes in the way people treat information have had a profound impact on mass media business platforms. One of the oldest and most popular types of mass media is print based media, especially newspapers and magazines. Print based media is one of the media that has been greatly affected by media digitization. The purpose of this research is to analyze the strategy of mass media, especially print based media, especially segmented magazines in anticipating and responding to the digitalization era to survive, through a case study of Listrik Indonesia magazine for period 2021 - 2023. This highly segmented media has survived since its first publication in 2009 in printed and online editions. This research uses a qualitative case study research method with a constructivism paradigm. Researchers conducted observations, interviews and documentary studies to obtain the desired data. The results of the research can be used as a reference for mass media managers to survive in the midst of the media digitalization era. The results show that with its position as a segmented mass media, Listrik Indonesia is more resilient in the face of media digitalization disruption. In addition, the publisher of Listrik Indonesia magazine also applies several strategies to deal with media digitalization, namely diversification strategies, convergence strategies and editorial strategies.

Keywords: *Mass media strategy, Digitalization, Convergence, Segmented media*

INTRODUCTION

Recently, the mass media has faced great challenges along with the arrival of the media digitalization era. The digitalization era has fundamentally changed the way people capitalize, transmit, consume and disseminate information. Information is a vital necessity in the era of globalization.

Digitalization is a term used in relation to the emergence of digital, internet networks, especially computer information technology. Digital technology is often represented by new media. New media is a term used to refer to a type of media that is different from previous media. The main characteristic of new media is that it relies on the internet network as the main distribution medium for the messages in the media. The term new media began to appear since the advent of the internet era.

So digitalization gave birth to new media, where what was originally manual became automatic, what was originally complicated became concise, making it easier for users. New media is always connected to the internet network and the messages contained in new media are distributed to the audience through the internet network. So when there is no internet, people cannot access new media. What is classified as new media is online media and social media. While other than the internet, such as print media (newspapers, magazines and others), electronic media (radio, television) do not include new media.

One of the oldest and most popular types of mass media is print media, especially newspapers and magazines. Changes in the way society treats information have greatly impacted the mass media business platform. Print media is one of the media that has been greatly affected by media digitization. In fact, it can be said to be very affected. All over the world, one by one, print media began to fall. Likewise in Indonesia.

According to data from SPS, the number of print media in Indonesia from year to year has decreased significantly. In 2017 the number of print media was 793 media, consisting of daily newspapers, weekly newspapers, magazines and tabloids. In 2023 the number of print media will be 489 media or 304 media will decrease.

Tabel 1 : Recap of the Growth of Indonesian Print Media 2017 – 2023

No	Type of Publication	2017		2018		2019		2020		2021/2022		2023	
		Med	Circulation	Med	Circulation	Med	Circulation	Med	Circulation	Med	Circulation	Med	Circulation
1.	Daily Newspaper	399	7.121.176	398	6.348.791	383	5,713,910	360	4.059.834	327	2.882.482	318	2.452.892
2.	Weekly Newspaper	67	173.724	75	156.350	77	140.715	69	101.548	72	73.977	57	68.534
3.	Magazine	194	6.436.487	154	4.763.001	111	4.286.701	86	2.041.976	66	1.375.892	58	1.297.695
4.	Tabloid	133	3.443.851	117	3.030.589	73	2.727.530	78	1.222.296	73	611.178	56	356.280
Total		793	17.175.238	744	14.298.731	644	12.868.856	593	7.425.654	538	4.943.529	489	4.205.400

Source: Serikat Perusahaan Pers (SPS)
Med: Media

The number of print media outlets fell even more drastically. In 2017, the total circulation was 17,175,230. By 2023, the total circulation of print media will be 4,205,400 or 12,969,838 less. In Indonesia, we witnessed newspapers and magazines collapsing one by one. Some print media in Indonesia that finally closed or switched to digital media include: CHIP magazine, HAI magazine, PC magazine, FHM magazine, Republika, Suara

Pembaruan, Koran Tempo, Koran Sindo, Indopos, tabloid Bola, tabloid Bintang, tabloid Oto Plus and many more.

In fact, print media such as National Geographic magazine are also affected. As reported by tempo.co, National Geographic laid off its last 19 writers on Wednesday, June 28, 2023. National Geographic or NatGeo magazine was first published in 1888 or more than a century old. This then encourages print media managers to compromise with the situation. Print media that do not want to compromise with the situation will die. We see so many print media that once had a big name then no longer published. Their existence is replaced by different platforms even though they have the same name.

Listrik Indonesia Magazine is a printed mass media that was born in 2009 in Jakarta, and printed 10,000 copies of each edition. The penetration of Listrik Indonesia magazine is readers in the upper middle class, with a segmentation of readers of the electricity and energy business actors, the environment of the Ministry of Energy and Mineral Resources (ESDM), PLN, related associations, as well as companies that synergize with the electricity and energy industry and the general public.

It can be said that Listrik Indonesia magazine is a very segmented media. Listrik Indonesia magazine is a forum and forum for people who care about the field of electricity and energy, as well as a guide for users, business people, researchers, and observers of the world of electricity and energy in Indonesia. Listrik Indonesia magazine presents a very serious material that is energy and electricity while still comfortable to enjoy and easy to understand. In this case the magazine relies on the strength of photography, design, and inspirational writing.

Along with the development of the times into the era of digitalization, this magazine was transformed into Listrik Indonesia. Listrik Indonesia presents a print magazine version and an online portal. With more than a decade of experience, Listrik Indonesia wants to be a reference media for electricity and energy by the general public, electricity and energy business people, academics, regulators, and researchers. Innovations continue to be made in digital services for easy access for readers with a mobile application that can be downloaded via PlayStore.

Listrik Indonesia Magazine continues to exist for 15 years. The magazine also conducts media convergence by publishing a news portal with the same name and using social media. But that is not enough. Of course there are other strategies from this media that can still exist in a dozen years. The researcher chose Listrik Indonesia magazine to be researched according to the topic above, with the reasons:

- 1) This magazine has continued to be published in print and online formats for the last 15 years.
- 2) This magazine has very serious content, about energy, and a very specific reader segment so that maintaining continuity of publication requires extraordinary efforts
- 3) The researcher is well acquainted with the magazine's management so that it is expected to facilitate the research process

From the description of the background, the researcher formulates the following research questions “How is the Strategy of Indonesian Electricity magazine management for period 2021 – 2023 to Survive in the Era of Media Digitalization?” The purpose of this research to describe and analyze the strategy of Listrik Indonesia magazine for period 2021 – 2023 in surviving in the midst of the media digitalization era. The objective of this research to obtain information and input on how mass media, especially print media, especially segmented magazines anticipate and respond to the digitalization era that has hit all sectors of life in order to survive in carrying out its mission.

This research uses niche theory. Niche theory emerged from the discipline of Ecology. Based on this theory, to maintain its survival, each living creature needs supporting resources in the surrounding nature. If the necessary life-supporting resources are the same and the amount is not excessive or limited, then these resources will become a struggle or competition.

This ecological principle when applied to mass media can be called “Media Ecology”. Then came the Niche Media theory. Niche in this case is a niche or niche.

According to this theory, in the mass media business, to maintain its survival, it also requires supporting resources and the amount is not excessive but limited. The advertising cake is limited, the media audience is limited, the resources to support media

life are limited. Here the mass media is analogized as having to maintain its life in an environment full of competition.

Therefore, competition between mass media companies is inevitable. According to this theory, in order to maintain survival, a mass media industry requires life-supporting resources in the surrounding environment. This resource is called niche breadth. If the life-supporting resources required are the same and limited in number, there will be competition between other industries (niche overlap) (Kriyantono, 2006: 276). Niche theory explains how competing organizations interact and coexist in an environment with limited resources.

In the concept of media ecology, competition between media industries is a competition for life-supporting resources. According to John W. Dimmick and Eric Rohtenbuhler (1984: 105) as conveyed by Pancawati (2018) there are three sources of media life support:

- 1) Capital includes capital structure and advertising revenue.
- 2) Types of content include program aspects and or types of media content
- 3) Types of audience include types of target audiences or targets

LITERATURE REVIEW & THEORY

Previous research on similar issues will be a reference, reference and source of inspiration for the research that the researcher will conduct. Previous research is also a comparison that can explain the novelty in the research plan that researchers will carry out. His research includes: Bella Efrilia Saifudin and Yeni Rosilawati (2020), F. Mutiara and A. Priyonggo (2019), Afdal Makkuraga Putra, Andi Setia Gunawan and Novi Erlita (2023), Danar Kristiana Dewi, Ace Sriati Rachman, Sri Sedyaningsih, M. Priono and Rachmawati Windyaningrum. Priono and Rachmawati Windyaningrum (2021), Opal Yusnata, Sumaina Duku and Muslimin (2023), Ahmad Mohammad Alzub (2023) and Putu Arina Hermarani, Ni Made Ras Amanda Gelgel (2021).

Bella Efrilia Saifudin and Yeni Rosilawati, from Universitas Muhammadiyah Yogyakarta, in July 2020 conducted research on Media Management of Jawa Pos Multi Media (JPM) Stream in Facing Competition in the Era of Digital Disruption. The research

analyzed the media management applied by JPM Stream, in order to survive in the competition in the era of digital disruption.

The era of digital disruption has made many companies transform and innovate to strengthen their business. The media transformation occurred in television broadcasting, namely Jawa Pos Group with its network parent Jawa Pos Multi Media (JPM) which launched an innovative streaming-based digital television application, named JPM Stream. The JPM Stream team has an effective media management pattern, through networking, given that JPM Stream is home to Jawa Pos network television. The JPM Stream application is a pioneering network television integration application. This study also shows that JPM Stream has exclusivity with its channels and uses a nationwide network schedule to promote the JPM Stream application through Jawa Pos Group network television. Bella and Yeni used a descriptive qualitative research method with a case study research form. Primary data collection with in-depth interviews with JPM Stream managers and secondary data using company performance reports.

Another study, by F. Mutiara University of Surabaya, Surabaya, Indonesia and A. Priyonggo University of Malaya, Kuala Lumpur, Malaysia, in 2019 with the title Digital disruption in print media: challenges of convergence and business models. Information technology disruption has caused newspapers to experience a significant decline in revenue from subscribers and advertising. However, efforts by print media companies in Indonesia to expand their customer base and revenue by expanding to online media platforms have not found the right business model due to a number of constraints on the business environment of the media industry in the country.

Existing human resources are still too strong with a “print” mindset and information technology infrastructure is a bottleneck. On the other hand, the audience still views online information as a product that does not need to be paid for. Whereas the cost of producing information is very high. The results of the study recommend that the packaging of mass media products must refer to the three characteristics of digital journalism, namely immediacy, interactivity, and participation. Immediacy means that the speed of delivery of media products to reach consumers is important, especially when device platforms such as mobile phones are the main means for audiences to access media

products. Furthermore, interactivity means that consumers (audiences) must be provided with technological means to interact in terms of access to various media products (content). Participation indicates that media companies must be able to provide platforms that allow collaboration of media products with audiences (engagement) by producing user-generated content.

Another research by Afdal Makkuraga Putra, Andi Setia Gunawan and Novi Erlita from Mercu Buana University in 2023 with the title From Conventional to Digital Media: Digital Transformation Strategies on Metro TV in Indonesia. Researchers see that the development of technology and the internet has changed the way people consume media and this is a threat to conventional media. They then responded by carrying out digital transformation. Researchers also found that Metro TV news television was among the late responders to these conditions because it was only in March 2022 that it did so by establishing the Digital Hub as the main kitchen in the digitalization process. Even though the threat of disruption had occurred long before.

This research aims to find out the background, process, and form of change produced by Metro TV's Digital Hub. Researchers used a case study research method with a qualitative descriptive approach.

The results showed that:

- 1) Metro TV initially saw social media as a threat to mainstream media but was late in making digital transformation.
- 2) Metro TV made the Digital Hub as the main kitchen of the transformation process to improve quality, expand versions, and diversify content to social media.
- 3) Metro TV applies the principles of the three forces of The Long Tail: democratization of production, democratization of distribution, and supply and demand relationships.

Danar Kristiana Dewi, Ace Sriati Rachman, Sri Sediyaningsih, M. Priono and Rachmawati Windyaningrum, from the Open University, in December 2021 examined Print Mass Media Strategies in Central Java and Yogyakarta Provinces to Survive the Disruption Era. The emergence of the internet which has the power of convergence and

multiplatform eliminates information boundaries. The flow of information flowing through the internet creates many changes in various lines of life. One of the changes felt is the movement of information from print to online. This condition greatly affects print media companies, where customers and advertisers in newspapers begin to migrate to a new platform, namely the internet. If print media does not immediately take action to adapt and innovate, it will be difficult to survive. Researchers want to know the strategies carried out by print media companies that currently exist to survive the disruption era. The results of this study show that the survival strategies carried out by print media to survive are innovation efforts, collaboration, maintaining good relations with customers, and strengthening the production of journalistic content to be more interesting.

Print media, like newspapers, may fade and have a small market share. However, as an information medium, it will still exist. Its form is to transform into other forms following the technological developments that require them to unite. Print media will metamorphose in form, distribution model, and way of working. Although print media will still exist, innovation is still very much needed to meet the needs of society. To move quickly and keep up with the pace of digital technology, the media needs to collaborate and synergize with stakeholders. Researchers used descriptive qualitative research methods.

The next research was conducted by Opal Yusnata, Sumaina Duku and Muslimin from Raden Fatah State Islamic University Palembang in June 2023 with the title Palembang Ekspres (PalPres) Strategy in Media Convergence. Researchers see that in the past print media was one of the most effective communication media for conveying information. Now, media convergence allows professionals in the field of mass media, especially Palembang Ekspres print media, to deliver news and information as well as entertainment through various types of media that can be accessed by the public at large.

The challenges of the newspaper industry in the era of information and communication technology are very tough, especially after the emergence

of new internet-based media. Technological advances increase the speed of news dissemination, so that print media such as newspapers and magazines lose their competition with electronic media, television, and the internet. The results showed that Palembang Ekspres developed a new strategy by forming an online portal or website to meet the needs of people who increasingly use digital technology to read news. Researchers used qualitative research methods with a case study approach.

Ahmad Mohammad Alzub from the School of Multimedia and Communication Technology, University Utara Malaysia, Kedah, Malaysia and Petra University, Amman, Jordan, in April 2023 conducted research with the title Navigating the Disruption of Digital and Conventional Media in Changing Media Consumption Landscape in the Digital Era. The media consumption landscape has undergone significant changes as a direct result of the proliferation of digital media. The researcher tried to investigate the impact of digital media on traditional media formats, such as print, broadcasting, and advertising. In particular, we investigated how the proliferation of digital platforms has impacted traditional media formats.

The researcher discussed the various ways in which digital media has disrupted traditional media, conducted a thorough assessment of the existing literature and conducted an analysis of the various ways in which digital media is changing consumer behavior, business models, content creation and distribution. The results explain the difficulties and possibilities that traditional media face in the era of digital technology and offer suggestions on how academics and practitioners in the media field might adapt and succeed in a changing environment. The researcher used qualitative research methods with in-depth interviews.

Putu Arina Hermarani and Ni Made Ras Amanda Gelgel from Udayana University, Bali in 2021 conducted a research entitled Business Strategy of Local Broadcasting Institution PT Bali Ranadha Televisi (Bali TV). According to the KPID Bali website in 2020, PT Bali Ranadha Televisi is the first and

only private local television broadcaster in Bali Province that is still active and sustainable in broadcasting local programs. The broadcaster established a local television broadcasting station called Bali TV. The purpose of this research is to find out the business strategy of local broadcasting company PT Bali Ranadha Televisi. This qualitative research uses Niche theory analysis in Media Ecology. The result of the research shows that:

- 1) There are six types of local broadcast program content aired by Bali TV,
- 2) Target audience from children to adults,
- 3) The capital used by Bali TV is human resources (HR), revenue from broadcast program production costs, advertising revenue, broadcast programs, and additional off-air programs,
- 4) Bali TV is called a generalist media because it has various sources of life support.

Researchers used qualitative research methods with data collection techniques in the form of interviews, observations, and documentation studies.

METHODOLOGY

This research uses a qualitative research method of case study. Case study is a research method that uses various data sources (as much data as possible) that can be used to examine, describe, and explain comprehensively various aspects of individuals, groups, a program, organization or event systematically (Kriyantono, 2008).

Case study research aims to reveal the uniqueness or uniqueness of the characteristics contained in the case under study. The case itself is the cause of case study research, therefore the main purpose and focus of case study research is on the case that is the object of research. That in case studies involves collecting a lot of data because researchers try to build an in-depth picture of a case. For a good analysis is needed in order to compile a detailed description of the case that appears.

This research uses a qualitative case study research method, with the intention of revealing the uniqueness or uniqueness of the Listrik Indonesia magazine strategy in surviving in the midst of the media digitalization era.

RESULTS AND DISCUSSION

Listrik Indonesia magazine is a media that was born in 2009 in Jakarta, Indonesia. Listrik Indonesia published by PT Murtila Promosindo. Listrik Indonesia is not PLN's internal media. Now 15 years old, Listrik Indonesia magazine confirms its commitment to being a media that continues to make a positive contribution to the progress of the country's electricity and energy infrastructure by providing balanced, educational and constructive reporting.



Figure 1: Listrik Indonesia magazine

PT Murtila Promosindo is an experienced company in marketing, advertising, publishing; exhibition; and event organizer. This portfolio is then one of the key factors for the existence of this magazine in the midst of the media digitalization era. And then, Murtila Promosindo established a subsidiary PT Listrik Indonesia Media which later became the publisher of Listrik Indonesia magazine.



Figure 2: Geographic Spreading Listrik Indonesia magazine

Listrik Indonesia are available in hardcopy, e-magazine, online (listrikIndonesia.com) and podcast (Listrik Indonesia Bicara & Meja Redaksi). Listrik Indonesia magazine has deep penetration among middle and upper class readers. As a segmentation media, Listrik Indonesian magazine can be received and read by the public, electricity and energy business actors, the environment of the Ministry of Energy and Mineral Resources (ESDM), PLN throughout Indonesia, related associations, academics and companies operating in the field

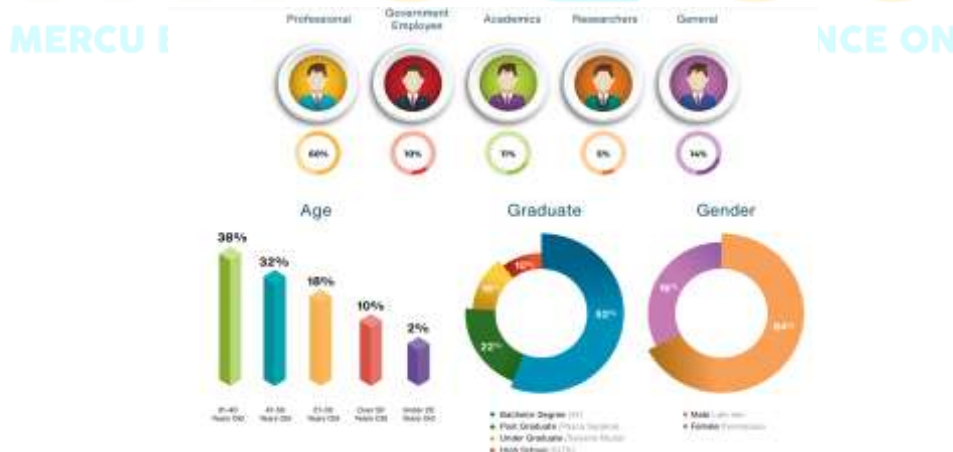


Figure 3: Readership Segment of Listrik Indonesia magazine

The advent of digital technology has changed the world platform. All sectors feel the impact of change due to digital technology. The same applies to the media. Media technology and digitalization have changed the way people consume media and the way entrepreneurs advertise.

Profitable Segmented

The position of Listrik Indonesia magazine which has segmented readers is felt to be advantageous in the face of media digitalization. Segmented media tends to have far fewer competitors than general media. This is also the case in the energy and electricity sector. There are relatively few media that dedicate themselves to the energy sector.

With segmented media, the need for human resources to prepare content does not need to be too much. Listrik Indonesia magazine's small team allows it to move with agility and flexibility. This is different from general media that has many variations of rubrics. More human resources are needed to prepare the varied media content. Referring to Niche theory, segmented media competition for supporting resources is relatively lighter than general media.

On the other hand, the publisher of Listrik Indonesia magazine is an advertising and marketing company. The personnel in it are people who have a tough mentality in creating ideas, making programs, understanding market conditions and willingness, selling, monetizing. This is considered a very strong basic capital in organizing the media.

With this spirit and mentality, Listrik Indonesia magazine has good adaptability, flexible with the times. Informants even claimed not to feel the impact of media digitization in organizing Listrik Indonesia magazine. The digitalization era is not able to disrupt Listrik Indonesia magazine.

Diversification Strategy

1. Strengthening brand awareness. Listrik Indonesia is a media specialized in electricity and energy. Positioning as a specialized electricity and energy media continues to be built by conducting offline events, socialization through various social media and online.
2. Organizing offline events. By going offline, it is personally closer to the speakers and the audience.

MERCU BUANA INTERNATIONAL CONFERENCE ON COMMUNICATION SCIENCE

Events organized by PT Murtala Promosindo include awarding, exhibitions, seminars, business forums. These types of events can be mixed between several types into one complete event.

For example, the awarding activity called Indonesia Best Electricity Award (IBEA) has become a regular annual agenda. At the same time, exhibitions and seminars with related themes are also held at the same venue. Similarly, Anugerah DEN (National Energy Council) is a combination of awarding, exhibition and seminar.



Figure 4: Indonesia Best Electricity Award

There is a unique relationship between the Event Organizer (EO) Division and Listrik Indonesia magazine. Both are involved in symbiose mutualism. The EO Division needs the media for event promotion and publication. The media needs the EO Division not only to support its publication, but the event also becomes an interesting media content material. In addition, organizing events is also a means for magazines to strengthen brand image and build closeness with stakeholders who become sources and readers of the magazine.

The promotion and publication is also unique and interesting, which does not stop at just publishing the event but there is a monetization process at the beginning, during and after the event. Pre-event publication and promotion of the event to be held. During the event, event reportage

is carried out. After the event, reportage and also collective advertisements congratulate the award winners.



Figure 5: Energy Transition Conference & Exhibition

Convergence Strategy

Along with the development and responding to the presence of information technology and digitalization, the Listrik Indonesia magazine, which was originally only published in the form of printed media, also published an emagazine. This is the electronic version of Listrik Indonesia magazine. It can be said that Listrik Indonesia magazine also implements a convergence strategy. Convergence strategy is the merging of several types of media and comes in digital form. However, in a convergence strategy, the old media usually remains and metamorphoses into a new form. Listrik Indonesia magazine, besides continuing to exist in its printed media form, is also published in an e-magazine version.

Some of the convergence strategies of Listrik Indonesia magazine are:

1. Continue to publish in the printed media version. According to the management, the printed version of Listrik Indonesia magazine is still awaited by its readers who are segmented among the middle and upper class of electricity and energy stakeholders. The magazine is published with luxurious, art paper paper and sold at a retail price of Rp. 55,000. The content of Listrik Indonesia magazine which is very serious and contains features is considered more suitable to be read in printed format

and less suitable to be read through mobile gadgets as people usually read online media.

2. Published e-magazine version. However, Listrik Indonesia also publishes an e-magazine version to accommodate the wishes of some readers and also to accelerate the distribution of the magazine throughout Indonesia.



Figure 7: Listrik Indonesia e-magazine version

3. Publish a portal www.listrikindonesia.com. The portal is to accelerate the delivery of hard news information. The portal material is different from the magazine material.



Figure 8: Portal www.listrikindonesia.com

4. Managing Instagram social media. Social media is used to expand the reach of information about the existence of Indonesian Electricity media and also deliver media content. News published online also appears on social media to reach social media readers.

Social media is also used as a medium to inform special events organized by the company.

5. Organizing podcasts to discuss the newly published edition of the magazine (Meja Redaksi) and current issues in the field of energy and electricity (Listrik Indonesia Bicara).

Editorial Strategy

With the various media business strategies above, the next question is, how does Listrik Indonesia magazine carry out the functions of the press in the field of electricity and energy?

The generic functions of the press are:

- 1) Provide information
- 2) Educate
- 3) Entertaining
- 4) Perform social control.

These functions are carried out by Listrik Indonesia, especially the function of information and education. Listrik Indonesia magazine maintains these functions with several strategic steps, namely:

1. Appointing a competent editorial team and ensuring the editorial team works professionally.
2. Maintaining the quality of articles both interview profiles, features and news by doing direct reportage with sources.
3. Provide briefing and understanding to journalists about energy and electricity material and understanding of journalism.

In media organization, there is a business side and an editorial side, both of which must go hand in hand. The business side ensures resources

and financial support for media operations. The editorial side ensures that the media can carry out its mission properly. As usual in the media, there is a tug of war between business interests and editorial interests. This is also the case in Listrik Indonesia. The editorial strategy keeps the spirit of publishing in the path of professional journalistic practice and character.

CONCLUSION

From the description above, it can be concluded that Listrik Indonesia magazine management has several strategies for period 2021 – 2023 to survive in the midst of the media digitalization era:

1. Diversification strategy

- Strengthening brand image
- Organizing offline events

2. Convergence strategy

- Continue to publish in the printed media version
- Published e-magazine version.
- Publish a portal www.listrikindonesia.com.
- Managing Instagram social media to publish news and inform special events.
- Organizing podcasts Meja Redaksi and Listrik Indonesia Bicara.

3. Editorial strategy

- Appointing a competent editorial team
- Maintaining the quality of articles
- Providing briefing and understanding to journalists

Listrik Indonesia magazine can survive in the midst of media digitalization era also because there are factors:

- Its position as a segmented mass media
- Strong foundation because the publisher is an advertising and promotion company

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