

**Resilience Of Tribunone Newspaper In The Era Of Development Of Digital Media Technology. At Bone Regency, Indonesia**

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**Abstract:** This type of qualitative research through a phenomenological approach, while the results of the study show that there are four things in building a strategy so that the Bone local tribune newspaper remains successful, namely a normative approach, where the company builds emotional closeness to political elites, both from the legislative, executive and judiciary, whether these figures are still active as government officials or have finished their positions, In addition, the company builds positive relationships with macro community leaders and a number of stake holders spread from the government level to rural areas, besides the quality of the product in this case the news is soothing and balanced, then also reliable, integrated and professional management capabilities.

**Keywords:** Newspaper, alliance, media. Digital. Famous, promotion

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## **CHAPTER I. INTRODUCTION**

Today's mass media in its development has transformed into a promising business industry. People's daily need for information and entertainment is a benchmark for how the media is the main destination for people. The diversity of media types is increasingly evident, and many of them have a profit orientation in business or capitalism by presenting new activities in relation to efforts to gather the masses and create social relations that accelerate the creation of changes in consciousness towards consumer culture. It is difficult to understand the media business if we do not understand the things that can affect the media industry. The new form of media business today is media consolidation and integration.

Economically, newspapers have very promising business prospects. Information or news as the main commodity in the newspaper industry has become a basic need of modern humans. The news production process is relatively easy. So it is not surprising that many new newspapers have sprung up. In fact, newspapers have become one of the largest industries in the world.<sup>7</sup> It is able to absorb thousands of workers.

People will choose and sort out which media are prioritised to fulfil their information needs. In line with this, Agee, Ault and Emery (1992) argued that people determine which media to use (Rosengreen, Wenner & Palmgreen, 1985). The decision to choose it depends on the medium that satisfies their needs. On the other hand, information media, especially print mass media such as newspapers, are also competing to provide the best that can give satisfaction to the public.

The presence of local newspapers certainly provides another alternative that is more segmented and closer to the needs of the community. But are these local newspapers able to attract the attention and even interest of the

public to consume them?

Tribun Bone newspaper is a local newspaper that must fight to "win the hearts" of local people, considering that around it there are dozens of outside newspapers that colour the news and are consumed by the people of Bone Regency, Tribun Bone as a local newspaper must compete with national newspapers that have broad penetration and brands that are already embedded in people's minds, this local newspaper must compete with the rise of online media (internet) which is very easy to access. In the kipranya, the tribun bone newspaper as a local newspaper is able to exist in the midst of newspaper media from outside of bone, the tribun bone newspaper is able to win the competition by having the largest number of readers in bone district.

Tribun Bone newspaper was first published on 14 June 2011 and is published daily. This newspaper is printed in Makassar City as many as 5,250 copies every day and is the largest local newspaper in Bone Regency. The slogan of the Tribun Bone daily is "Big because it's Spread". As much as 90 per cent of the daily content is local news in Bone Regency while 10 per cent is news from Sinjai, Soppeng and Wajo Regencies.

No	Year	Number
1	2011	1000 exlamper
2	2012	1800 exlamper
3	2013	2200 exlamper
4	2014	2700 exlamper
5	2015	3500 exlamper
6	2016	3800 exlamper
7	2017	4000 exlamper
8	2018	4300 exlamper
9	2019	4800 exlamper
10	2020	4900 exlamper
11	2021	5250 exlamper
12	2022	5250 exlamper

Source Publisher Tribune newspaper bone 2022

Tribun Bone newspaper can survive because it always provides accurate information or news according to the facts so that people are very enthusiastic about waiting every day for the news presented in the news column in the Tribun Bone newspaper.

Now a variety of mass media: print, electronic, and online media have also been present in Bone Regency. The number continues to increase every year.

Today the presence of newspapers through online media is very vigorous, this has the advantage of the speed of access to news that in a few seconds reaches the hands of people who use online media by phone, whats up etc., while newspapers that do not use online media require distribution channels involving agents and newspaper deliverymen who tend to experience delays due to weather factors, long travel terrain, traffic jams etc. so that over time there are many requests to use online media distribution, so that over time there are many requests to use online media distribution, even so, the physical bone local newspaper is still needed by the community and based on preliminary data that researchers can be able to exist and have readers reaching thousands of people in the bone district, even though the tribun bone newspaper also uses online media in newspaper distribution, but people still want a physical newspaper because it is more comfortable to read it. this is evidenced by the community in various sub-districts in the bone district. This is evidenced by the fact that people in various sub-districts in the bone district still wait for the tribun bone local newspaper even though there are delays.

Specifically, the mass media type of daily newspaper published by local publishing companies in Bone Regency, namely Tribun Bone as a local newspaper with a distribution location for people living in Bone as well as Bone people who live outside the district which is spread in the South Sulawesi region namely Sinjai, Soppeng and Wajo

which are sent specifically by land transportation, In its development, Tribun Bone as a local newspaper can be accessed through online subscriptions, of course the existence of the 12-year-old Tribun Bone newspaper is not the first time, before Tribun Bone was present there were other newspapers circulating such as Fajar Daily, Makassar City News, and Ujung Pandang Ekspres. There are also the East Tribune, Makassar Sindo Newspaper, Cakrawala, Makassar Tempo Newspaper, South Sulawesi People's Newspaper, and the latest is Super Ball, a daily newspaper specialising in football sports, etc. If calculated, there are around 50 names of newspapers circulating in the district that can be accessed by the public either physically or through digital online media.

Based on preliminary data that researchers obtained in 2022, the number of newspapers circulating specifically in the Bone Regent's office consisted of fajar newspaper 10 copies, east tribune 10 copies, around Indonesia around 15 copies, city news 6 copies, ujung pandang express around 15 copies, kompos 8 copies, rakyat sulsel 10 copies, tribun bone 10 copies, radar bone 10 copies, disway 6 copies, while other newspapers ranged below 5 copies.

For the year 2023, it has been agreed that at the Bone Regency DPRD office the number of newspapers ordered for the tribun bone newspaper will reach 50 copies, followed by fajar, rakyat sulsel, and radar bone with 30 copies each, city news 27 copies, tribun timur 15 copies.

The increasing number of newspapers outside the Bone Tribune makes the local newspaper Tribun Bone continue to improve itself in all aspects both from the aspect of local news around 93% and national news, prices, marketing advertising and access to get the newspaper either physically or through online media, this is important and must be acknowledged that the presence of other newspapers must be acknowledged to increase business competition and make motivation to continue to improve themselves, because if the tribun bone newspaper does not make efforts to improve quality and quantity, Of course, the ability to survive in the midst of the expansion of outside newspapers is an attraction in itself to be studied in depth considering that outside newspapers that are experienced and have national marketing networks are still unable to win the newspaper business competition in the bone district, so that from sharing these phenomena it is worth studying and analysing how the local newspaper tribun bone as the only local newspaper that is able to rank 1 in the largest number of readers in the bone district to remote villages can be accessed both in physical form (newspapers) and in online media online digital media form

#### A. Problem Formulation

1. How is the Resilience of tribun bone newspaper against competition in the digital media newspaper business in Bone Regency
2. What are the dominant factors influencing the Resilience of Tribun Bone newspaper against digital media business competition in Bone Regency
3. How is the strategy of the Bone tribune newspaper in facing digital media business competition in Bone Regency

## CHAPTER II. THEORETICAL FOUNDATION

### a. Definition of Resilience

Linguistically, resilience is a term derived from the English word resilience which means spring power, resilience or exuberance (John Echols., Hasan Shadily. 2003: 480). The term resilience was first formulated by Block (in Klohnen, 1996) under the name ego-resilience which is defined as a general ability that involves high and flexible self-adjustment when faced with internal and external pressures. According to R-G Reed (in Nurinayanti and Atiudina, 2011: 93) defines resilience as the capacity or ability to adapt positively in overcoming significant life problems.

Resilience is a psychological construct proposed by behavioural experts in order to find out, define and measure the capacity of individuals to survive and thrive in adverse conditions and to determine the ability of individuals to recover from stressful conditions (McCubbin, 2001: 2).

According to Reivich and Shatte (2002: 1), resilience is the capacity to respond healthily and productively when faced with adversity or trauma, which is necessary to manage the pressures of everyday life. In simple terms, Jackson and Watkin define resilience as the ability to adapt and remain resilient in difficult situations.

Samuel (in Nurinayanti and Atiudina, 2011: 93) defines resilience as an individual's ability to survive and remain stable and psychologically healthy after going through traumatic events. Meanwhile, Nurinayanti and Atiudina (2011: 93) define resilience as the ability to adapt positively when in unpleasant and risky conditions.

### **A. Theory on Mass Media**

Mass media can be said to be a means of work that is the place to deliver the results of journalistic work. Mass media is a term used by the public in reference to where news is published. The results of journalistic work of journalists are published through the mass media. Every news in journalism becomes meaningless without getting support or being published through the media. So, the mass media is a place to publish news.

The definition of mass media is very broad. Mass media can be defined as any form of media or means of communication to distribute and publish news to the public or society. The forms of media or journalistic means that are now known consist of print, electronic and online media. Mass media in the context of journalism must basically be limited to these three types of media so that they can be distinguished from forms of mass communication media, but have no connection with journalistic activities. (Linkletter, Karen E. 2010)

## **CHAPTER III. RESEARCH METHOD**

Qualitative research through phenomenological approach

## **CHAPTER IV. DISCUSSION**

Tribun Bone newspaper's strategy in facing digital media business competition in Bone Regency

### **A. Normative Approach Strategy**

The presence of the Bone Local Tribune newspaper at the beginning of its establishment was not as large as it is today, but as the years went by, this newspaper gradually began to be widely known by the public, and had an impact on the distribution of newspapers which every day printed around 5,250 and then spread in Bone district and other areas. At the beginning of its establishment that the leadership of the Bone local tribune newspaper has made efforts to approach a number of groups both from government elements, and non-government elements, the ability to build harmonious relationships has an impact on increasing the number of subscribers, and more and more people are placing advertisements, of course it is understood that every time one advertisement is published, the costs incurred are not small, this is what keeps this newspaper in existence and covers the operational publishing of the Bone local tribune newspaper, according to one of the educational figures in Bone district, Mr L said as follows: by the numbers that the Bone Local tribune newspaper is the largest newspaper in the Bosowasi Region (Bone, Soppeng, Wajo, Sinjai) for that newspaper subscribers both government agencies, schools and individuals should be considered so that newspapers come on time, and do not be rapped, besides that there needs to be balanced reporting and the content of the newspaper needs to be improved in quality, there should also be special columns related to education, (interview Mr L May 2023).

The interview implies that it is generally recognised that the Bone tribune newspaper has the ability to be distributed to the public both from within and outside Bone district, and of course this is not easy because the terrain conditions of Bone district are not all accessible by 4-wheeled vehicles, as well as in other areas, According to one social observer said as follows The manager of the Bone Local tribune newspaper has 2 abilities, namely the ability to lobby, reliable management skills, so that this newspaper becomes the largest newspaper, but even so, the manager needs to maintain the quality of newspaper content, so that it remains in demand by the public.

## B. Positive Approach Strategy

In the context of today's society, where people absorb a lot of information, both directly and indirectly, this condition makes people smarter and know quality information and news. The number of responses and expectations from various circles of society regarding the quality of the news of the bone local tribune newspaper reflects that people are getting smarter every day to sort out and choose quality news, for this reason, the bone tribune newspaper needs to improve itself and be open to input and views from the community, in positive contents in addition to the quality of the content product of the Bone local tribune newspaper, the bone local tribune newspaper company needs to arrange aspects of management which include planning, supervision, and others, according to one community leader, seeing the success of a company besides lying in leadership, also lies in the management patterns applied, especially in the aspect of human resource management. This means that with good management, the company will grow and develop, and this is what is applied by the leadership of the Bone tribune newspaper (Interview Mr P June 2023).

## C. Product quality strategy

Strategy is the long-term goals and objectives of the direction of action and the allocation of resources necessary to achieve the company's goals and objectives. The news information conveyed must be actual and the news must always follow the development of the event. Therefore, the news that is made is new and hot information. if the information is delivered by print media, such as newspapers, then the delivery of information by writing. Furthermore, H. A. Asdar's statement regarding the Daily Tribun Bone applied by the Newspaper, stated that:

The delivery of correct information can provide an overview to news consumers to make it a mirror for themselves, so that they can avoid the same mistakes and be careful in taking actions, and be able to make the right decisions for themselves, society, and the nation for the sake of common progress. Currently, the number of print media, especially newspapers in Indonesia, is increasing. It is proven by the new newspapers that have sprung up. That way the competition for existing businesses began to get tougher.

Many of the new newspapers that have emerged offer convenience and cheapness for manufacturers in advertising. They began to compete for advertisements by launching several effective strategies to attract clients. Adhering to efficient and effective marketing strategy planning conventionally other activities are carrying out marketing tasks in the nature of campaigns and events.

According to the head of the Bone local tribune newspaper said as follows:

Tribun Bone's strategy is to form opinions in the community; besides that, Tribun Bone uses every event opportunity by opening a stand and providing it to be affordable to consumers in the face of competitors in the agents Tribun Bone tries to suppress and eliminate competitors in the market in determining its choice of marketing strategy by increasing loyalty, ensuring that the level of customer satisfaction is considered the most important. In addition, maintaining the costs incurred for agent and consumer loyalty improvement programmes. In order for newspaper products to sell well, several things are done Presenting news in a balanced manner

The news presented is news that is new and has fulfilled the selection aspects that the news is worth publishing to the public, the news presented does not corner other parties, and the news is clarified for its truth along with a response from the party or person being reported. whether it is related to general news, education, cases, etc. In addition, the news presented is adjusted to the conditions and culture of the people of Bone Regency who highly uphold ethical manners and norms, besides that the news is always up to date without repeating news that has already passed. according to one of the academics said as follows: To produce quality news cannot be separated from the role of journalists who cover every activity every day, journalists must have superior human resources so that they can write soothing news, besides that what also plays an important role is the leadership of the newspaper to select news news before being published to the public (interview Mr F Jumi 2023). of course in companies that manage and publish news there are people who are placed with certain roles and responsibilities related to the publication of the newspaper, in the implementation of real control is needed in publishing, of course the impact of the news is not only felt by the person or business entity being reported but will have an impact on the formation of opinions and views of the community so that this condition will affect development in an area both micro and macro. In addition to other things related to the ability of bone local tibun newspapers to

exist is the ability to promote, the Bone local Tribune newspaper manager to attract customers both directly and indirectly, various programmes have been made. In principle, newspapers target diverse readers, both from a variety of professions / occupations, political parties, ethnicity, religion, race, education, hobbies / tastes, to a variety of age levels. that's why the content of the Tribun Bone newspaper is diverse, there is political news, there is economic news, there is football news and other sports, there is entertainment news or advertising info. there is also news about property, culinary, and books. also available various info about student activities, students, communities, law and crime, communities, tourism, to inspiring stories from successful people and one's lifestyle.

Another case is if the newspaper is made specific, for example, special crime newspapers such as news of sinjai city, soppeng district and wajo district. then the readers must be mostly adult men, while if the newspaper is specifically political such as the people of bone district in watampone city, then usually the readers are also specific, namely mostly politicians or government employees, while children and adolescents and housewives, generally do not choose political or criminal newspapers.

Similarly, if the newspaper is made specifically for business or economic news such as the 27 sub-districts in which the newspaper is circulated to customers, then the readers are generally business people or those who work as business people and some government officials, children, teenagers, and students as well as housewives are usually not many who glance to read let alone buy special ecobusiness newspapers. therefore, newspapers that are positioned as specific newspapers, their readers are automatically specific or not diverse because they tend to be few in number.

"The existence of information from Bone's local Tribune newspaper media that is able to present information in the information media arena that is full of consystems towards the community is a natural thing because in the midst of protecting the rights and obligations of the media. because the media connects what is impossible in today's experienced life, it is very important for the media to maintain their role in news institutions to civilise society, namely, by providing content that educates and provides space for citizens to engage in discourse exchange. when the media seems to have the power to control public views, the media must exercise it responsibly.

When the media seem to have the power to control the public's views, the media must exercise it responsibly. Now, the conception of public space in the media that is intended is the space or rubric provided by the three media to accommodate the thoughts, views, criticisms of the community both when responding or responding to news material displayed by the media, as well as in discussing issues that occur outside the media.

The public sphere that will be the subject of study is the rubrication or opinion/article page in the local Tribun Bone newspaper. it is a natural thing in the strategy to exist in the community, it needs a strong enough struggle in the face of competitive situations. the principles of the public sphere involve an open discussion of all issues of general concern, where discursive arguments (informal in nature, and not strictly directed to a particular topic) are used to determine the common good together. The public sphere thus presupposes freedom of speech and assembly, a free press, and the right to freely participate in political debate and decision-making. Tribun Bone's daily strategy as a public newspaper is reflected in the variety of content presented in each edition which is spread across several sections. The following statement by Satria Wijaya regarding the circulation area of Tribun Bone states that it includes: Bone City, South Bone, North Bone, West Bone and Sinjai, including Tribun Bone's strategy, namely:

a. circulates earlier than others.

b. accepts all forms of criticism and suggestions from dear readers that are constructive in nature. affordable prices for everyone Rp.3,500 exp retail and Rp.100,000/month subscription. .000/month subscription, source: tribun bone advertising promotion (lay-outer) Regarding news topics that are in accordance with the issues that are hot among the community, both general news and control / hard links. not all control / case news must be loaded and used as leading news, it is necessary to first study the content and content and the effects caused and the news. and vice versa with general / ordinary news, sometimes even ordinary news can be used as an icon or main topic and Tribun Bone newspaper.

Including local news that tends to be reported in the tribune bone daily, of course, the most important is the news of development in the city of bone, for example the construction of city and village roads that need to be reported and known by the people of Watampone city.

In a newspaper, apart from the main news, there is usually a special rubric published in each edition, although not always. One of the rubrics contained in the Tribun Bone newspaper is Rubrik Newbie. This rubric is classified as a new rubric whose segmentation is for students, both those in high school and in college. Rubrik Newbie is published every day, except Saturday, and is on page 8.

#### D. Manajemen

The Tribune uses the theory of management functions as expressed by George R. Terry, namely planning, organising, implementing, and supervising. The details are as follows:

##### a. Planning

Planning is the selection of a series of activities and the subsequent decision of what to do, when, how, and by whom. The Tribune carries out the planning function in its editorial management strategy by conducting editorial meetings which include scheduling coverage, budgeting, layout design, and determining coverage objectives. The scheduling carried out by the Tribune is in accordance with the agendas planned at the meeting and also in accordance with incoming orders or letters. Letters that enter the editorial office are recorded and scheduled through the editorial secretary in the secretariat. Then the coordination between the News Manager (Coordinator of Coverage) and Journalists is carried out via the current WhatsApp group. This coordination is the Tribune's way of utilising technology in this industrial revolution era, to make it easier for journalists to communicate in terms of coverage.

Other planning carried out by the Tribune is budgeting planning which is carried out every day at budgeting meetings. This budgeting meeting can be considered as planning both in terms of content and funding sources in order to achieve goals. The budgeting meeting conducted by the Tribune discusses content that is worthy of going up in print and online so that the audience is interested in reading the news in the Tribune. Furthermore, design planning focuses more on the preparation of plans for the layout and appearance of the Tribune itself. In design planning, the editorial team determines several things that are often discussed, namely the breakdown of writing columns, determining the location of headlines, placing images, photos, videos, animations and others. In addition, other planning carried out by the Tribune is about the purpose of the coverage. The Tribune sets the goal that the information produced by them, besides being marketable, must also be useful for the community. The purpose of this is so that the public can also feel not only information but also can find out solutions so that the community is also moved by the information. Then for the planning of news headlines, the Tribune requires that news headlines cannot be the same in print media and Tribune online media. Because news headlines are important and become the main attraction for readers, the same news with different titles is made so that there is a difference between the news presented in print and online. Therefore, the news presented in the Tribune's print and online media can both be read by the audience even though they have slight differences.

##### b. Organising

After the plans are drawn up, the next task is to organise human resources and other resources. this stage is called organising because it is the process of preparing an organisational structure that is in accordance with the objectives of the organisation, the resources it has, and the environment that surrounds it. Editors perform the organising function in their editorial management, namely by determining the editorial structure and determining the job description of each. The Tribune determines its editorial structure as in other media. This editorial structure consists of the Chief Editor who oversees and is responsible for all editorial activities of the Tribune. The Editor-in-Chief is required to be an experienced person and has been in the world of journalism for a long time, for this reason the selection.

c. Actuating

This stage is a very important stage in the Tribune's editorial management, because of the implementation or direction, the process of finding news material begins with reporting activities carried out by reporters. In the Tribune editorial management, the implementation of activities is carried out according to a series of procedures starting from searching, collecting, processing and presenting information in the form of news to be disseminated to the public. The news search process is the initial stage of news, including news coverage carried out by reporters on duty in the field. News coverage activities are carried out after passing the planning process in the editorial meeting. Especially for incidental coverage, it is carried out by the coverage coordinator who is backed up by the editor.

After the news coverage process is complete, the news is sent to the editorial email to be further selected by the Editor. There are two editors working here, a print editor and an online editor. The print editor also doubles as an online editor. Because the news sent by the reporter has been made with an online concept, except for news that is exclusive. Therefore, the news selection time needed by an editor is about five to eight minutes and then loaded online. In addition, news that has been published online is again published in print after being processed again by the print editor. Furthermore, for news variants, the Tribune still focuses on political, sports, economic and entertainment news. Meanwhile, news writing in the Tribune contains 5W+1H elements as absolute elements in journalism. Who (who plays a role), what (what is the event), when (when the event occurred), where (where the event occurred), why (why the event occurred) and how (how the event occurred). Then the Tribune also has a human interest storytelling style, and an on the spot style. For the variety of news is not too much different between print media and Tribune online media. So the concept of Tribune journalism is still used in presenting news.

Because basically the Tribune's print media and online media are the same, and the only difference is the medium, the overall presentation of news in the Tribune both in print and online is also the same, which must have an event. Despite having the same content, there are differences in the way news is packaged in print and online. Online news is more provocative, longer, and more tempting. Whereas in print the news is short because it has limited space. Long titles are made short, long stories are made into simple stories so that readers with little reading time can get the whole news content. For the news update process, the Tribune always updates the news from minute to minute according to the issues reported. This is done to reach the target audience every day. However, there are some news that can still be read on the news timeline that provides news that has appeared but can be read again even though it is not a headline.

d. Controlling

Supervision is the measurement of performance, comparing actual results with plans and taking necessary corrective action. Supervision must be carried out based on the results of the work of the news presentation activities related to content effectively. The Tribune in conducting supervision sees a very good work mechanism, because before carrying out the printing process and the news upload process, a meeting is first held to see the results of the coverage carried out by the Reporter. This aims to pay attention to the accuracy and errors of news writing. For news content, the Tribune also always supervises in news processing activities, namely producing news, broadcasting news, and evaluating news. These activities are carried out continuously so that the task of producing news does not stop in the middle of the road. Supervision in news production activities is led by a Digital Manager and Online Editor who are responsible for the overall news content.

## CONCLUSIONS

In building the strategy of the bone local tribune newspaper, there are 4 foundation things that are strengthened, namely the ability to build a normative approach, where the company builds emotional closeness to the political elite, both from the legislative, executive and judiciary, whether the figure is still active as a government official or has finished his position, In addition, the company builds positive relationships with macro community leaders and a number of stake holders spread from the government level to rural areas, besides the quality of products in this case the news is soothing and balanced, then also reliable, integrated and professional management capabilities, so that all resources can be mobilised through one command.



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