ATLANTIS PRESS

Advances in Social Science, Education and Humanities Research, volume 439

Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2019)

Integration of MNC Group Media in Improving Efficiency and Competition in the Media Broadcasting Industrial Market

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***Abstract*— This thesis analyzes MNC Media at the view side of the media group in Indonesia through the time and had raced into the largest integrated media group in Southeast Asia. In this article, I will try to analyze the success of the integration of MNC Media Group to be improving the efficiency and competition in the rate of broadcasting industry business so that it can become the market leader both in terms of business and in terms of programs. To analyze the efficiency and the competition created by MNC Media Group, actually, researchers try to analyze based on the theory. That theory is Industrial Organization owned media Kranenburg. This theory explains how Structure, Conduct and Performance of a media become into a value chain to survive in the competition group media today we called is integration. There is also a research concept by adding strategy concepts of business broadcast media industry. The indicator used to measure and analyze the success rate occurred partly based on data media with a large revenue increase profit margins, many advertisers, competition audience share, and the company's efficiency.**

Keywords: integration, media group, efficiency, competition, industry media broadcasting business

I. PRELIMINARY

Broadcast media business activities such as product distribution activities, company operations, production processes, and broadcast media competition are filled with various strategies made to realize economic activities that will create efficiency and competitiveness in the development of the company. The amount of opportunity for the broadcast media market encourages entrepreneurs and media owners to spread their wings by increasing the existence of similar or other types of media.

The main issue in the world of modern communication today is the pattern of ownership and the practice of production and distribution of broadcast media products that are concentrated in large business groups [1]. The business group then gave birth to competition in the broadcast media market which is usually determined by economies of scale.

The phenomenon of media concentration that occurs in Indonesia is an event that is really happening and is a concern for everyone. The influence on the complexity of the mass media industry has resulted in the concentration of ownership is a process that cannot be avoided by every mass media industry actor, especially broadcasting.

Integration is basically an activity that involves the allocation of limited resources with efficient use to compete to capture the broadcast media market. One of the big business groups that are currently paying attention to this is the MNC Media Group. This really shows that MNC Group is not playing games in managing strategic media management, one of which is through integration which now sounds to be the media with the largest media integration empire in Southeast Asia.

MNC Media Group or more specifically PT Media Nusantara Citra, Tbk is currently one of the largest media empires in Indonesia. Many media units under the auspices of MNC Media Group include RCTI, MNCTV, GlobalTV, INEWSTV, RDI Radio, Seputar Indonesia Newspaper, Okezone.com and Indovision. The biggest media leadership is under the control of the big businessman Harry Tanusoedibjo (HT). Lately, MNC Media Group has been trying to create its own positioning with the slogan "Southeast Asia's Largest and Most Integrated Media Group" which confirms that currently the MNC Group's wheel business is not only engaged in media but also non-media lines including property business, and in the form of integrated financial services products such as securities, life insurance, loss insurance, financing and asset management that also help operate the MNC Media Group broadcast media itself.

Through various media networks as the main organic source, MNC is able to reach tens of millions of Indonesians. In fact, not only in this country, MNC Media claims to be the largest and integrated media group in Southeast Asia.

II. THEORETICAL FRAMEWORK

Industrial Organization Media Theory - Kranenburg There are 3 concepts for the application of the political economy approach in the communications industry offered by Moscow: a. Commodification (commodification). This concept refers to the use of goods and services which are seen from their usefulness and then transformed into commodities that have market value. There are three types of commodification in communication: intrinsic commodification (intrinsic commodification), extrinsic commodification (extrinsic commodification), and cybernetic commodification (commodification of cybernetics). b. Spatialization is a process to overcome the obstacles of space and time in social life by media companies in the form of expanding businesses such as the integration process: horizontal, vertical, and internationalized integration. c. Structuration (structuring), namely the process of combining human agency with the process of social change into the structural analysis. An important characteristic of structuring theory is the power given to social change, which illustrates how structures are produced and reproduced by human agents acting through medium structures.

The three media political economy cycles are affected in the life cycle of the media market media industry such as the end of the media on the competition market and the possibility of survival can be seen from Kranenburg's Industrial Organization Media theory quoted from [2], namely the practice of the media industry viewed from industrial organization includes the determination of media market structure, market behaviour, and media performance. The market structure includes the categories of the number of sellers and buyers whether monopoly markets, perfect oligopolies or markets, product diversity, barriers to entering markets, financing structures and integration. Whereas market behaviour is pricing, research and innovation, investment planning and legal tactics. While the elements of media performance are seen from product efficiency and allocation, development and equity. Mc Connel and Bruce [3] state Stru's analysis culture-Conduct-Performance (SPC) provides a guide for formulating empirical assessments of the implementation of the media market. These include normative implications for policymaking and regulation in the media industry. SPC dynamics in the media industry, in general, can be seen through the Industrial Organization Model as follows: Picture 1

Industrial Organization Model

III. CONCEPTUAL FRAMEWORK

A. Integration Strategy

According to [4] strategy is a tool to achieve goals. In other words, a strategy is an activity that is continuously carried out and requires core competencies to achieve it. Richard L Daft [5] defines strategy as an action plan that describes the allocation of resources and other activities in dealing with the environment and achieving organizational goals. In developing a strong strategy, the first thing to do is that companies must be able to see the market creatively and divide the market into various segments.

Integration in the media according to Sudibyo [1] can occur in vertical or horizontal processes. Both types of integration are common through the process of merger and take over mechanisms. Horizontal integration occurs when a business group acquires additional units at the same level of production and allows the company to consolidate and expand control of the same production line. Meanwhile, vertical integration occurs when business groups expand business groups with different production stages. Vertical integration allows one company to expand control of the production stage so that at its extreme is the mastery of the production process from downstream to upstream. The concentration of media has influenced the relationship between several types of media organizations and one conglomerate in them.

B. Efficiency

Another factor that must be considered in e- filing is In the study of media politics, another reason for the centralization of media ownership is efficiency. In addition to horizontal integration, media groups also carry out vertical integration [6]. One of the efforts made by the media today is to use media integration to be able to carry out efficiency which influences the competitiveness of the media in the competitive media industry. Efficiency can be done on the process of production and distribution of media content that can be done in a fast time and an increasingly lean organizational structure.

Production efficiency is one way in the form of an effort carried out in carrying out a strategy well, right and time, and minimize costs to avoid wasting the resources used. Efficiency is related to cost problems such as cost functions, cost characteristics, and things related to costs.

C. Media Competition

Looking at mass media competition can be studied with the theory of niche (niche can be interpreted as clung or space of life). Niche theory starts from an ecological view in seeing competition between media. It is like the process of competition between the media industries as an ecological process or bioecology / human ecology that looks at the ability of the media to provide competencies in the product distribution channels in the broadcasting market and its progress.

Typically, competition between media began to appear at the time of the emergence of new media because at that time the competition was competing for audiences. The most important issue in media competition is seeing equity (the ability to compete in product distribution), and the progress that runs.

Looking further at the inter-media competition, John Dimmick and Erick Rothenbuhler used the media competition approach to maintain their lives by always trying to get enough supporting resources. While in reality, the supporting resources are limited in number and are contested by the growing number of media. The supporting media sources are Capital (advertising revenue, turnover, circulation), content (content), audience (target audience).

D. The market for the Media Industry

In market theory and media ownership, [7] explains that "market competition creates an incentive for an enterprise market (eg capital holder) to gain power in relation to other resource owners (eg labour or other competitors) as much as it creates an incentive to produce goods efficiently ". In other words, market competition has created an incentive for capital owners to gain power related to their owner's resources. This market competition simultaneously creates the production of goods/media products efficiently.

Albarran [8] presents three analytical frameworks that can explain the various aspects of the work of the media business. The three frameworks are at the same time quite relevant indicators to assess the characteristics of the media industry because they present basic information related to the uniqueness of mass media business operations. Third anal skeleton Isis in question covers economic structure (structure), the operationalization of the company (conduct), and company performance (performance).

E. Broadcast Media Business Industry

Broadcasting mass media business institutions consist of media companies and the media industry. Rusadi [2] said that as a broadcasting mass media business institution carrying out economic processes, namely conducting transactions in the media market, the attraction between the volume of quality supply demand is the core business of the media industry as well as other commodities.

Murdoch and Golding [9]: media as a political and economic vehicle, tend to be controlled by conglomerates and media barons who are controlled by larger mass media and communication.

The concentration of media ownership refers to the view that the majority of large media have a small number of company owners proportionally through a conglomerate system in the corporation Even the concentration of this media is very difficult and unavoidable because the integration of media ownership can make industrial operations more efficient.

IV. RESEARCH METHODOLOGY

In this study, the paradigm used is post-positivism. Post-positivism is a thought that challenges positivism assumptions and truths. Some of the basic assumptions of post- positivism are first, facts are not free but contain theories. Second, fallibility theory. No theory can be fully explained by empirical evidence that allows showing the facts of anomalies. Third, facts are not free but are full of values. Fourth, the interaction between the subject and the object of research [10] This explains that the post-positivist paradigm is contrary to the positivist paradigm, where positivism conducts research using only field data. It is different from post-positivism which requires other data in order to strengthen empirical evidence such as interviews and cohesiveness with theory.

This study uses a qualitative approach. In general, this research was conducted to see how to manage a media company in the current era, specifically seeing the integration of MNC Group in increasing efficiency and competition in the broadcast media industry market. Qualitative research is classified into different subjective, reflective or interpretive paradigms in objective quantitative research. Lincoln [11] describes qualitative research as follows:

"... is and interdisciplinary, and sometimes counterdicyplanary fields. It cross-cuts the humanities, the social sciences. Qualitative research is many things at the time. It is multiparadigmatic in focus. Its practitioners are sensitive to the value of the multimethod approach. They are committed to a natural perspective and an interpretive understanding of human experience. At the same time, the fields are inherently political and shaped by multiple ethical and political positions.

The researcher used descriptive research with a qualitative approach. Descriptive research is research that provides an overview of an event by not looking for or connecting, not testing hypotheses, and not making predictions [12]. Descriptive research collects data in the form of words, images, and does not use numbers [13]. Media Structure (MNC Media Integration)

i. Horizontal Integration

MNC Groups carry out horizontal integration (one type of production that is the same) which leads to the strategy of media group companies to increase economies of scale by maximizing technical use and transfer of human resources. This, of course, can be implemented in the form of mergers, acquisitions. Judging from its history, there are many activities that occur in the MNC Group to achieve profitable horizontal integration. Examples include the MNC Group, namely the acquisition of RCTI from the ownership of Bimantara Group, the takeover of TPI to MNCTV.

Horizontal integration that occurs in MNC Media has two significant objectives, namely to reduce competition that occurs between fellow television owners so that they can compete better, and maximize human and technical resources for the purpose of efficiency and expansion. Although each television previously has a different culture in the communication climate and work methods, finally over time it creates well-managed operations in the news division and production support including its resources in the form of synergy between one television production to another under the auspices of the MNC Group. So in addition to efficiency, companies can create access to the dominant market share of the broadcast media industry.

ii. Vertical Integration

Vertical integration in MNC Media Group illustrates the success of merger or cooperation from several industries, for example, k cooperating with newspapers, radio, magazines, agencies, financial services, and various other types of industries in different production but can create a business system in their economic endeavours. MNC Media is under the roof of MNC Group having different business units that are synergized with each other (Non TV). Through this vertical integration, MNC Media conducts cross-promotion which ultimately can save cost promotion so that it can make expenditure efficiency by reducing the cost promotion of MNC Media.

One example of the form of cross promos is the synergy between media and non-media business units. Various programs are carried out as a form of profitable business channelization between one party and another. Such as between media business with health investment aimed at employees in one group, media business with financial services for managing employee salaries, TV media business with other media units in the form of program promotion between one media and another, media business with property development.

V. RESULTS AND DISCUSSION

A. Media Conduct (MNC Media Conduct) in the Broadcast Media Industry Market

i. Pricing

In principle, MNC media is the broadcasting industry providing content, in the form of information packages that enrich intellectual, emotional, and spiritual consumers. The purpose of producing media content is to attract consumers' attention to maximize media revenues. The creation of media content is done by filmmakers, writers, journalists, musicians, television and radio producers. To create media content, media factors and value chains are needed that shape pricing behaviour.

TV media business in MNC Media can be categorized as a creative business. Media content, in general, is information that is packaged in the form of news (entertainment) entertainment (entertainment), as well as education (education), which is useful or worth more in the eyes of consumers. To be able to create information with these criteria, creativity is needed from the media manager. In the competition, the advertisers were taken through pricing behaviour strategy. In facing the market structure in Jakarta, MNC Media had a quite high and varied advertising rate compared to broadcasting stations. MNC Media was able to provide unique broadcast programs so that they could reach the target listeners are the ABC SES class with the existing television character variants.

Pricing analysis on MNC Media is intended as a strategy or program to create the right form in managing production prices. Pricing is done by classifying types and the amount of expenditure to support the media industry including the cost structure which consists of fixed costs and cost variables. Fixed cost is expenditure on a large scale and tends to be fixed and fixed. The expenditure of MNC Media's television media industry is very large if it has to be compared with other print or radio media industries in MNC Group in producing its programs. While the cost variable is the expenditure used by MNC Media for public relations activities, promotion, and unexpected expenditure in production.

ii. Product

In its behaviour, MNC Media introduces product differentiation to describe the variety of products produced by its media. Every media unit in general, television, in particular, try to have a high degree of differentiation on the products and services they produce so that they have a monopoly of power. This not only weighs the competition that occurs with other media groups but also creates choices for advertisers as the main turnover to advertise in a variety of choices.

The development of MNC groups has a variety of program formats, music formats, broadcast styles, news, imaging, marketing, and technical facilities that are made different segments and classes between one TV and another. This diversity or variation occurs to avoid direct or head to head competition faced by media managers in a homogeneous market situation, especially in one group. The existence of this variation is an oligopoly market strategy to compete in meeting heterogeneous consumer tastes. In other words, diversity arises from the diversity of existing companies.

iii. Strategy

The strategy carried out by the MNC Group is strengthened and justified by the laws owned by MNC Group related to cooperation, acquisitions, mergers carried out. In carrying out its business activities, MNC Group carries out many strategies by acquiring similar companies. For example, when MNC Group acquired TPI (MNCTV) and Global TV. MNC Group also applies a development strategy. An example is that MNC Group acquired acquisitions of companies with different fields of the industry with the core business of MNC Group.

Legal Tactics conducted by MNC occurs because of the need for mutually beneficial cooperation, in which one program has media needs to promote while on the other hand, supporting business units need a place to place products or artists as content in their media. Cooperation is also usually carried out in an off-air program. This involves non-podcast support businesses such as financial services and property.

After having the power legally, the product strategy is the effort of each MNC Group TV station to produce different one and the other event formats, including competitors. In other words, the program strategy is an effort for each television station to develop its programs as optimally as possible. There are three stages to implementing the program strategy, namely defining potential audiences, placing program events at the right time, and maintaining audience loyalty. The step in the next strategy is to determine the program at the right time. For the selection of television station programs including the selection of talents or broadcasters who occupy those who broadcast on the program, it is very important to pay attention to avoid market struggles. Determination of programming success in scheduling and talent in a television program is inseparable from creative and innovative human resources. Calculation of rating and share of a program, the increase will go straight with an increase in the price of ad slots in the program. In addition to product strategy, there is also a marketing advertising strategy that plays an important role in the success of a media group. Through marketing advertising, each TV station in MNC Group competes in a healthy manner to get as much attention as possible and help each other in seizing advertisers.

iv. Development

As the machinery of a company, resources are the first thing that is very important to note in the development and growth of MNC Media in a better direction. Resources here can be shared between human resources (employees) mechanical resources (tools). MNC has prepared a whole system of development that is good for both types of resources to create optimal work functions.

In addition, in supporting group media work, business investment is needed in connection with existing devices. Devices in television stations as the main business that become expensive investments and become very vital supporting devices are transmission and satellite. The transmitter functions in measuring the target coverage of MNC Media, which is located in almost all regions of Indonesia. Frequency range also functions for smooth business development such as signal problems. This, of course, needs to consider the technical cost of a group media television.

Next, certain training is also carried out for each employee's competency development needs, such as forum manager, leadership, and even other programs.

v. Innovation

For all media integration strategies to work properly, a media group company must first conduct research to find out capabilities, market needs, and plans. The research also helped MNC Group's strategy to innovate what they needed to do. At present, in order to support a larger market share, MNC Group provides innovation in products and programs that are owned by the synergy between free to air television activities that are owned by online internet capabilities, subscription TV. In addition, the latest innovation is MNC Play Media's fibre optic capabilities. This is enough to provide the latest breakthrough in the history of the development of the television and internet industry in Indonesia.

B. Perform Media (Efficiency and MNC Media Competition) in the Broadcast Media Industry Market

i. Efficiency

Based on the market conduct discussion conducted by MNC Media Group in dealing with the competitive market structure of the radio industry in Jakarta, this discussion on performance (media performance) will see the extent to which the performance of MNC Media has achieved the target. MNC Media's performance, in this case, will be discussed based on; product efficiency, allocative efficiency with each considering economic and technical efficiency

a. Product Efficientcy

Product efficiency is a form of group media industry performance in producing a program as efficiently as possible. At MNC Media, it is said that the leader or manager is the main key to success in the transformation process as well as being a supervisor for its employees. With the intense competition in the media business that is required to be dynamic every time, the process of creativity and important decisions cannot wait for a long bureaucratic path. MNC Media is pretty much pruning in various ways. For example, employees, and technical equipment.

b. Allocative Efficiency

Allocative Efficiency is a measure of MNC Media's performance in the right use of available resources so that it can d allocate optimally. MNC Group is very strict in its resource efficiency. MNC Media provides training to each division so that it can understand standardization to emphasize cost.

ii. Competition

Based on the media efficiency of MNC Media Group's performance discussed earlier in the face of the competitive market structure of the group media industry in Jakarta, the discussion in the market performance competition will see the extent of competition that MNC Media has done to get target audiences and advertisers based on progress and equity. In its progress, increasing the position in the broadcast media industry market, especially television, is based on increasing share and revenue ratings.

When looking at its progress as the largest media group in Jakarta, MNC Group still occupies a ranking strategy organized in rating and audience numbers. Ideally, RCTI is always in first place, fourth or fifth MNCTV, GlobalTV in the seventh position. So that MNC Media is still able to maintain its position as a market leader in the television media industry market in Jakarta, of course, with progressively increasing along with the increasing competition with other televisions.

In the MNC Media Group case study, although each television station has a different rate card and tends to be high compared to its competitors, MNC Media still offers that are quite negotiable from the normal price as a consequence. Or in the form of a sales package. If MNC Media does not do this, of course, there is a high probability that it will be abandoned by its partner agency or advertiser. This is because advertisers will reconsider the efficiency of advertising installation of television stations under MNC Media. If it's not efficient, then, of course, advertisers will look for other stations that are able to provide a more efficient rate card.

VI. CONCLUSION

Integration of media as a synergy activity in the field of media, or media management activities that are managed by one ownership for the benefit of economic efficiency and media management techniques so that they are able to compete with competing media. This is very dependent on how media produce information (media content) to satisfy the audience, advertisers and the public by using available resources. Based on the analysis that has been done, some conclusions can be taken.

Horizontal and vertical integration is the main factor that is the success of MNC Group in the television media industry in Indonesia because of the vision and mission of MNC Group to become a media with the strength of synergy between the main pillars of its business, namely television and business support lines. and maintain its existence.

1. First, it is clear MNC Media is present as a group media that has great strength with the superiority of media structure that is related to the conduct of a media, namely the product, pricing, strategy, development and innovation of a new media company quickly, thus becoming the market leader in Indonesia. The initial research process of MNC Media produced data that integration was indeed carried out and monitored carefully to consider the proper use of resources and maximum results.
2. Second, the comparison of product differentiation, consumer, cost structures, vertical integration, and horizontal integration considerations as market structures faced by MNC Media in the television industry today with pricing behaviour with the creation of the limited space concept in advertising sales. With the existence of this limited space concept, it is possible to provide services that are exclusive to clients without neglecting the comfort of the audience due to a large number of advertisements on television.
3. Third, good cash flow management from production efficiency companies, allocative efficiency, progress and equity as a benchmark for market performance efficiency and MNC Media competition based on market conducts that have been carried out to date. Business success in business, in essence, is the success of the business in which the investment is carried out. A business is said to be successful when it profits because profit is the goal of a company doing business, one of which is efficiency. Not explained in detail about MNC Media's financial data because the data is very confidential, but from the available information, it states that is calculated from the total investment, MNC Media has experienced Break Even Point (BEP).
4. Fourth, with research and innovation for the sake of strong competition, all work not based solely on assumptions and management programs to make things but also based on the willingness of the audience and advertisers. The system carried out by MNC Media is commercial as a dual market, all of which work based on surveys that have been made. From the results of this research and innovation finally MNC Med it has the strength and differentiation of products between one television and another television compared to other media groups that are patterned in the audience so that there tends to be a battle between television groups. MNC Media was finally able to provide its best service to the dual market concept of the media industry especially in competing.

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