



Niche Market Analysis on Local Television Through Media Ecology Approach

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Abstract

The broadcasting law number 32, 2002 provides space for developing local broadcasting institutions in the regions, including the Local Public Broadcasting Institute (LPPL) Selaparang TV. On the other hand, the proliferation of local TV also raises many doubts because its competition is also increasing. As a business entity, local televisions face many challenges. Local televisions and other industries need the income that supports its survival as part of the media industry. With a limited source of media income, local television existence inevitably is threatened. Moreover, there are not many large industries or companies in Nusa Tenggara Barat province that can support local broadcasting institutions' sustainability. This phenomenon is interesting to study how local TV can survive in a competitive broadcasting industry with limited advertising sources. The object of this research took one of the local TV stations in East Lombok, Nusa Tenggara Barat province, namely the Local Public Broadcasting Institute (LPPL) Selaparang TV. The data analyzed relied on a media ecology approach. The method used to analyze the data from fieldwork is a descriptive qualitative approach.

Keywords: *Local TV; Selaparang TV; Niche Market Theory; Media Ecology*

Introduction

The reformation era opened the taps of change for Indonesia's social order, including in broadcasting institutions. With the emergence of law number 32 of 2002 concerning broadcasting, the world of broadcasting in Indonesia underwent significant changes. The growth of both radio and television broadcasting has increased very rapidly. This regulation became an umbrella for the existence of local television, thus triggering the emergence of local TV in various regions in Indonesia. In 2014, the Indonesian Press Council recorded there are 394 television stations in Indonesia, including dozens of them in the Nusa Tenggara Barat (NTB) province. From Regional Indonesian Broadcasting Commission (KPID) data shows, until 2019, there are at least 21 television stations that have broadcast both national network TV in the region and local TV (KPID NTB 2019).

On the other hand, the proliferation of local TV stations also creates many doubts because competition in this industry has increased from years to years. As a business entity, local television has faced difficult challenges. Another issue emerges where local industrial television requires income sources that support survival as part of an industrial media. With a limited media income source, local

television existence will undoubtedly be threatened to stop its operation. Moreover, in NTB province, there are not many large industries or companies that can support local broadcasting institutions.

The current condition like this time, where the competition between television stations is very tight, resulted in some local television stations' closure. In addition to that, a television station has to compete with all other television stations in the same broadcast area and with national television, cable TV, and the internet with converged technology, which is increasingly developing into streaming broadcast media. All of which seeks to attract advertisers' attention and audience.

This phenomenon is interesting to examine how local television can survive in a competitive broadcasting industry with limited advertising sources. This study's object concerns a local television station in NTB province, namely the Local Public Broadcasting Institute (LPPL) Selaparang TV in East Lombok.

However, as a broadcasting institution whose funding sources are partly from the local government funds, Selaparang TV has had its ups and downs. This local TV is still very dependent on the policy of the regional head of government. It was not fully independent because of limited other income sources from advertisements that support its operational needs.

How is the Selaparang TV strategy to survive amid a competitive television industry seen from the local TV niche market theory with a media ecology approach? This theory and approach to extract various information so that Selaparang TV can exist and survive in today's highly competitive broadcasting industry.

This research applies a qualitative research method to collect and analyze data. The data collected consists of primary data and secondary data. To collect data, I conduct observation-participation, in-depth interviews, and documentation. To identify informants, I used purposive and snowball sampling techniques. Moleong (2011) states that snowball sampling is a sampling data source technique, which initially the small amount cannot provide complete data, so you have to find other people who can be used as data sources. Thus, sampling in qualitative research is carried out when the researcher starts to enter the field and during the research. I use four techniques to analyze data: data reduction, data display, interpretation, conclusion, and verification.

Litterateur Review

Several studies discuss niche analysis of the local TV market with an approach to ecological theory. One research was conducted by Hanifah et al. (2015) about implementing the blue ocean strategy to create a market that sees the same background related to the ability to support survival in tight business competition changes. The company is considered to be responsive and able to create business opportunities that can generate profit. One thing to do is to implement the *blue ocean strategy* that allows businesses to create niche markets to get out of red ocean competition so that competition becomes irrelevant. The theory that corroborates it is with niche market analyst.

In addition, Khasanah's (2018) research related to the effective preaching of media ecology explained that in the era of globalization, the media's role makes da'wah quite efficient and effective, has a clear standardization, and produces quality output as needed. It is because almost every human action and activity are not separated from the media and technology so that in the assumption of ecological theory, the media states that: 1) The media covers every action, 2) the media improves our perception and discusses the experience of 3) the media brings the whole world together.

Another study was conducted by Syafri and Sri Tunggul Pannindriya (2019) on Riau Television Strategy (RIAU TV), facing competition with national TV to Exist as local TV. This research aims to determine the strategy carried out by local television, Riau TV, in facing competition with National TV and maintaining its existence as a local TV in Riau. Although different research objects, however, both use the theory of media ecology by Dimmick and Rothenbuhler. Dimmick and Rotherbuhler revealed that media needs life support sources, namely content type, audience type, and capital, in media ecology theory.

Furthermore, another research finding by Istihari et al. (2018) shows innovation in the irradiation of Samarinda TV news programs in the face of competition in local Television broadcast media in Samarinda. This research aims to explain and describe how to innovate the broadcasting of Samarinda TV news programs in the face of competition of local television broadcast media in Samarinda. This research uses *niche* theory to see the competition level between mass media, newspapers, radio, or television. Therefore, based on previous research reviews, niche markets are essential in researchers' current research.

Result and Discussion

Selaparang TV itself was established in 2004 through Regent's Regulation (Perbup) number 6 of 2004 concerning the establishment of the East Lombok regency government broadcasting institution under the Department of the Regional Information and Communication Agency (BIKD). At that time, Selaparang TV, through frequency 40 UHF, had a broadcast experiment with a duration of 4 hours and a carrying capacity of 23 human resources. In 2013, Selaparang TV was strengthened by the formation of regional regulation, number 13 of 2013 concerning the establishment of the Local Public Broadcasting Institute Selaparang TV as a requirement for processing broadcast permission and the principle of broadcasting permission. After obtaining a broadcasting license, Selaparang TV began to expand the broadcast duration from 4 hours to 8 hours with 45 employees (see Selaparang TV profile).

Selaparang TV in East Lombok is the sole player, but in the broadcasting industry in the province of West Nusa Tenggara, Selaparang TV has 20 local TV competitors. They have obtained a Broadcasting Operation License from the Indonesian Ministry of Communication and Information. Of these, there are 19 broadcasting institutions in private broadcasting institutions and two public broadcasting institutions, namely TVRI West Nusa Tenggara and Selaparang TV, founded by the East Lombok Regency Government (KPID NTB, 2019). According to Faturrahman, a member of the Indonesian Broadcasting Commission for NTB province said, "generally local TV income in NTB from advertising is still minimal. The amount is small and far from local TV's operational costs to carry out production and company operations. So far, local TV ad revenues are more types of advertorial advertisements and government activities publications. If there are advertisements from the private sector, they are still limited." Related to human resources, he also commented that "the human resources capacity of the local TV staff, especially in NTB province, is still limited and to be a major decade. This condition results in a lack of local content diversity, which is the main focus in producing show programs on local TV."

Former director of Selaparan TV (2016-2018) said, "Selaparang TV broadcast contents emphasize the socialization of development and the community participation while bridging the interests of the community, especially related to aspirations in development. Local public broadcasters' character makes it unable to compete openly with local private broadcasters, especially in commercial advertisements, such as cigarette advertising, traditional medicine, and some other promo ads. The above conditions are a severe challenge to Selaparang TV on how to survive amid tight competition and limited human resources that support the broadcasting industry in NTB province. In the findings of the study, the public broadcaster continues to work out how to start by drawing up targets to find legitimate sources of

revenue following regulations of both local regulations and broadcasting laws and designing shows that fit the mission vision, the needs of the audience without ignoring aspects of its business.

Application of Niche Market and Media Ecology Approach

Dimmick and Rohtenbuhler (1984) tried to analogize the phenomenon of competition between media industries as an ecological process. The three primary media life support types are content, audiences, and capital (Kriyantono 2007, 272), which have links to each other in the broadcasting industry competition. From the researchers' findings, those three life support components of various strategies were carried out to design and package a program of events presented to the audience. The broadcaster focuses on targeting audiences in East Lombok, although its reach can be received at some point in Central Lombok to Mataram city. So is the capital aspect.

Content Components

Dimmick and Rohtenbuhler revealed that the three sources of media livelihood, the first being the types of content, show aspects of the program, and media content. Variety of programs, types of programs, and the number of programs. Content is a description of the media; it can be seen from various rubrics or programs of current events. (Sari, Pingkan. E & Pramonojati, Twin. A. 2019. p. 1864 – 1865). Selaparang TV has dozens of program shows presented to its viewers that aired from 03.00 AM to 10.00 PM. There are daily, weekly program events, and also some excellent programs. The show's program some produced by themselves and partly due to broadcasting cooperation with non-governmental institutions.

The program has been presented by Selaparang TV 80 percent of its production and another 20 percent of the results in cooperation with other institutions such as Edukasi TV, Bumi Hijau, and several other institutions. How to design a show's program and how should Selaparang TV presents contents according to the market's needs and its viewers; there are some facts obtained by researchers. The show's content or program presented to the audience is quite varied, but still limited outdoor and packaging local event programs. Meanwhile, Selaparang TV in planning a program of events is done through simple research. Among them through team discussions, observations, discussions with figures. Head of Selaparang TV program, Sima Rista, said "how to design an event program in line with the local government's vision and mission and the community's needs. As a public TV, we are in producing a program that not only looks at the business aspect but how the shows presented through this "screen" are lovely to watch and can inspire and increase community participation in the development process.

Then, excellent program events emerge from this planning process, such as Jendela Selaparang, a news program that aired daily. Its contents are local information such as community and government activities. Then, there is also an Islamic program. This program raises students' achievements, the profile of Islamic boarding schools, and the success, history, and architecture of mosques in East Lombok. This program represents the community's needs in East Lombok, which is predominantly Muslim population and the center of religious organizations and many boarding schools.

Similar programs called Jernih, religious lectures that were aired before the azan of magrib pray and jalan ummat (the ummah way), weekly programs present speakers from religious figures discussing religious issues. Besides, there are also educational and cultural programs such as fighting between warriors, for example. This program presents traditions and shield festivals that are often held in the community. In addition to this, there is also an Indonesian children's program, containing students and schools of achievement. All productions are own with local content, except educational TV, and Bumi Hijau is a broadcast cooperation program.

Besides, Selaparang TV prepares a particular room for the local government to convey what has been implemented to be delivered through Selaparang TV. Sima Rista said, "there are several cooperation programs with agencies or organizations in the local government. Through the program called "Birokrasi Kita" and "Tajuk Selaparang," Selaparang TV gives the local government space to convey what the government has done to improve the community's welfare. This cooperation can be in the form of community service advertising or blocking time, but the important thing is the community's information. Because however, Selaparang TV as a local public TV, should be able to be a bridge between the interests of the government and the community, without ignoring the business aspect so that it can survive in the middle of the broadcasting industry competition."

Although varied, Former Director of Selaparang TV Widiyanto said, "the content has been good, but it needs to be strengthened by multiplying outdoor programs that are implemented outside the studio. This adds to the diversity of the show's production presented to its audience. Yes, the location, the focus is on East Lombok."

Meanwhile, according to the head of Pondok Pesantren Al-Aqso, Tuan Guru Abdul Latif said, "an important religious event program is presented to the community because East Lombok is known to have many Islamic students, Islamic religious schools, and religious organization centers. In creating event programs, these elements need to be considered. He acknowledged that several programs could strengthen religious values and knowledge about the Islamic world in East Lombok, such as Jernih program, Dimensi Islam, and Islamic Boarding Schools. Programs like this can be the power of Selaparang TV in enlightening its viewers. It is important because the people of East Lombok are almost 100% Muslim."

Although Selaparang TV is considered rich with local information, especially the East Lombok region's progress from the government's development aspect and activities carried out by the community, however, the event's packaging is considered still limited from aspects of Sasak culture. The cultural doers of Sasak, N8, mentioned some shows reflect the locality value such as *Warte Sasak*, *Lelakak Betimbangan* can no longer be watched because the program is no longer aired.

According to one of the cultures, Muhir said, "as local television, Selaparang TV has its own identity, its characters with more presents and packaging programs with local wisdom values, especially Sasak culture. Because of the talk of Sasak culture and tradition, a lot of interesting information and knowledge can be packaged as material to strengthen Sasak people's culture. Event program planning at least involves cultural figures in the creative team so that the programs presented can reflect materials and packaging that are of local value and characteristic of Sasak."

According to Muhir, Selaparang TV can refer to law number 5 of 2019 on cultural progress, including one of its items is how to explore oral traditions. There are *pantun*, *memaos*, traditional knowledge, and how citizens' habits read natural phenomena. According to him, it still minimal in Selaparang TV shows. Besides advertising packaging materials, he said this is also limited to being shown on Selaparang TV through its program shows.

This opinion was strengthened by one member of the KPID of NTB province, Fathurrahman said, "Selaparang TV gets regular funds from the government, so it does not have to think about operational money. What needs to be improved is the diversity of the show. Selaparang TV should be an educational and entertainment medium for people in East Lombok. The crew can utilize social media to promote TV branding or the type of event and program. Currently, Selaparang TV does not have a show that has strong branding in public."

Concerning niche markets, Kotler (2003) in Parrish (2003) sees niche markets as a narrower group identified by dividing segments into subsegments with specialties that are key to that niche market. Phillips and Peterson (2001) in Toften (2009) defined a niche market strategy as a marketing strategy that uses product differentiation to attract more specific customer groups. Teplensky (1993) in Sarker and Begum (2013) defines niche markets as emphasizing specific needs, or an emphasis on geographic, demographic, and product segmentation.

In theory, the content presented is quite diverse and focused on a particular geography, namely the audience in East Lombok. From the packaging of the show, according to the informant, N9 is still a long way from the cultural display of Sasak, where the audience is mostly the Sasak tribal community. The opinion of N8 informant, the Muslim-majority East Lombok community, should be a reference in designing a show presented in Selaparang TV.

As an essential component in life support, the quality and differentiation of content or event programs as a product of broadcasting institutions should be the focus, designed with scientific studies to suit the needs of the market and audience.

Capital Components

In media ecology, the capital in question includes the structure of capital and advertising revenue. Capital factors include financial capital, advertising income, human resources, technological facilities, and other facilities. The three supporting sources are the three main poles that become buffers and a source of "income" for the media to survive and develop itself in a tight competition situation. Moreover, these three sources try to contest various media to survive (Kriyantono, 2007, 272).

Selaparang TV has revenue from two sources: regional revenue and expenditure budget and non-regional revenue and expenditure Budget in advertising and broadcasting cooperation. From the capital aspect, Selaparang TV is a public TV whose operational budget is financed by the East Lombok Regency Government, which is allocated in the regional revenue and expenditure budget. Every year, Selaparang TV gets an injection of funds not less than IDR. Eight hundred million to 1.5 billion.

Specifically, more ads come from community service ads, organizations, or departments in local governments, rural governments, and election commissions from ad sources. In 2018 a small portion of Selaparang TV's revenue came from commercial advertisements from several companies in East Lombok. For the operational cost of local TV, this becomes a challenge because the existing budget is far from enough for the needs. On the other hand, some public TV has limited advertising due to the rules of the broadcasting act number 32 of 2002.

Director of Selaparang TV Lalu Safarudin Aldy acknowledged the Local Government's budget as much as IDR. 1.5 Billion has not been comparable to the operating costs of local TV. He compared TVRI NTB to the same Public TV, its budget range to 6 billion per year. The N1 informant stated, "therefore, there must be efforts made to find sources of media income including advertising space, although the number is limited by law. Only 15 percent of us are given commercial advertising space, and another 30 percent are Community service ads. This limitation is an obstacle in managing local TV in NTB so that the broadcasting industry, such as Selaparang TV, is still very dependent on the government's attention. Advertising revenue increases within a certain time, for example, ahead of an Election or an Election. This political event, he explained, increased advertising spending and influenced the broadcasting industry's revenues."

Selaparang TV has great potential to get adequate revenue as a broadcasting industry. As Selaparang TV General Division Chief, Marsowan Bin Wahab, said, "Selaparang TV's revenue could

increase significantly if two things are done. First, the broadcast system must change from analog to digital. It is important to expand the network and audience. Advertisers will be interested when the audience is large. Second, local government regulations governing the direction of Selaparang TV should be revised, especially on the levy on advertising revenue and the contribution of viewers regulated in the regional regulation".

Under local rule number 13 of 2013, advertising is limited to a maximum of 30 percent, so this should be changed so that broadcasting agencies have a broader room to find their revenue source. Although the industry is limited, there are still many state-owned enterprises operating in East Lombok in need of publication. This becomes an opportunity to increase ad revenue.

This limitation is done for regular shopping savings-many ads, but still temporary. The source of the region's budget is nearly 80 percent for salaries and more from advertising sources. Thus, Selaparang TV maximizes cooperation with various parties such as departments in the East Lombok regional government, departments under West Nusa Tenggara province, the general election commission, and the village government. Former Director of Selaparang TV, Widiyanto, offered the same view, "if relying on the region's budget obviously can not work. It is necessary to do broadcasting cooperation with outside parties such as private companies and are still lacking. To bring in that income, it is necessary to create events that are out the door". Widiyanto also said, "the existence of this local public broadcaster has limitations on business opportunities because it is related to the region's rules governing the nature of its broadcasts more to non-commercial so that it cannot maximally broadcast advertisements that are far from socialization, community development participation."

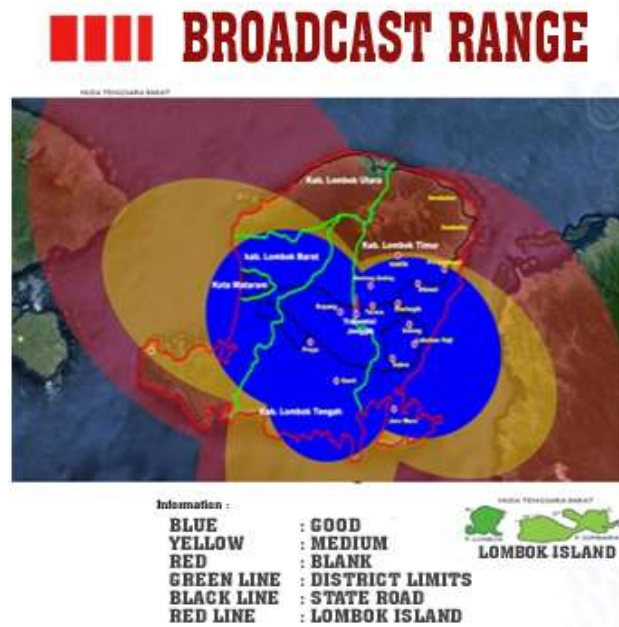
Besides, capital in terms of critical human resources is a concern. He mapped out, "this broadcaster must regularly set a training agenda to improve the maturity of its employees. They must be improved in how to take good pictures, their writing, and packaging programs so that the resulting product or event program has good quality".

Similarly, facilities and adaptations of the planning technology, Widiyanto stated, "broadcasting facilities need to be improved by adjusting the current development of technology. We cannot advance if the servant's capacity does not adapt to the advancement of technology. The industry is very dynamic". This opinion was strengthened by members of the Indonesian broadcasting commission for NTB province, Fathurrahman, why can't local broadcasters produce or accommodate local content? "Not all local needs can be accommodated. The diversity of content is still limited due to limited human resources as well".

Audience Components

In terms of viewers, Selaparang TV has a diverse audience segment ranging from children, students, teachers, cultural doers, religious figures, and many from the State's bureaucracy and civil apparatus. They watch a lot of Selaparang TV shows to get information about East Lombok.

Geographically, Selaparang TV viewers have not been fully able to watch Selaparang TV. Because in some locations, especially in areas at high altitudes, there is still a blank spot because it cannot be reached the UHF transmitter.



Pic 1. Broadcast coverage

From the graphics above, there are several locations that Selaparang TV cannot reach. The areas can not be reached by UHF antenna or analog TV that is used by Selaparang TV at this time. The researcher's interview with N8 Informant said he often watches the Tajuk Selaparang program and interactive dialogue presented every week. However, he explained, "a lot of information related to the development of East Lombok education can be obtained through these impressions. Unfortunately, he can no longer access Selaparang TV at this time because cable TV in his area no longer has a special channel that airs Selaparang TV programs."

The audience segment of Selaparang TV is a resident of East Lombok. Therefore, on its way, the management continues to try to reach all viewers both through existing transmissions and through media convergence following the development of current technology. Now, Selaparang TV broadcast can be watched through streaming Youtube and Facebook. The channeling agency also created its portal to speed up information to its viewers, namely Selaparang TV. In an interview with Selaparang TV director, Lalu Saparudin Aldy said, "not all East Lombok residents can currently watch Selaparang TV channel because the equipment is limited. However, we have been working on a media convergence. So, now everyone can watch our broadcast on youtube or on social media. This is important to overcome the limitations of the range".

Selaparang TV has a radiance of 2500 W with coverage of the East Lombok area, except in some areas such as a part in Pringgabaya, Sambelia, and Sembalun are still not reachable. According to Selaparang TV's chief technical officer, Najemul Hude, this is the case because Selaparang TV still uses UHF to have the effect of broadcasting coverage. He said that the management had planned a digital system to reach all audiences in East Lombok in the future. The image quality that viewers receive will get better. Also, in cooperation with cable TV associations in East Lombok, this is to overcome the limitations of the range."

Besides, Najemul Hude said, "so far we have been working with the cable TV association so that our broadcasts can be watched on cable TV. However, not all cable TV is setting up devices so viewers cannot watch Selaparang TV for various reasons; this is what challenges us going forward."

The three strategies above are carried out by Selaparang TV to strengthen supporting sources and sources of "income" for the media to survive and develop itself in tight competition situations. Moreover, these three sources are trying to be contested by various media to stay afloat (Kriyantono 2007, 272). In a limited niche market, Selaparang TV has the potential of 3 life support. For example, revenue from the region's budget, only public TV is allowed by the broadcasting law, also from the source of advertising revenue. From the data, there is the potential to rake in ad spending through public service advertising is relatively high, in addition to commercial advertising.

Similarly, the events presented as part of the support to survive in the middle of media industry competition. Various programs presented reflect the community's condition that is a segment of Selaparang TV viewers, although some programs' packaging is judged not to show the Sasak community's local wisdom in East Lombok. The local peculiarities, especially of the show's packaging, do not fully reflect the Sasak tradition's value that segments its audience.

To reach all its viewers, especially in the east Lombok region, this becomes the challenge of Selaparang TV. Not all viewers can access the UHF Selaparang TV channel because they have to install special devices to watch it, although the management has been working by the convergence of media and in cooperation with cable TV associations, but not all cable TV managers include the Selaparang TV broadcast. The table summerises the findings.

Table 1. Findings and recommendation

Niche Market	Selaparang TV development	Recommendation
Content	<ul style="list-style-type: none"> a. Designing event programs with team discussions and asking for the opinions of community leaders. b. Program event that presents quite varied. c. Educational, health, and religious programs packaged through news programs and talk shows. d. Eighty percent of the shows are self-produced, others through cooperation with other institutions. 	<ul style="list-style-type: none"> a. Selaparang TV must survey the needs of the audience in designing the program. b. The content and the event's time is more to local needs, following the needs of the audience, especially East Lombok, whose inhabitants are part of the Sasak tribe. c. Religious and cultural content is improved according to the audience's needs, as conveyed by several informants in this study.
Capital	<ul style="list-style-type: none"> a. Selaparang TV has a routine budget allocation annually from the East Lombok Regional Budget b. Other sources of income are from public service advertisements in cooperation with government agencies c. There is a little source of revenue from commercial advertising d. Revenue away from day-to-day operating expenses 	<ul style="list-style-type: none"> a. Increasing cooperation with government institution through various program events both on-air and off-air b. As the only TV storage institution in East Lombok, Selaparang TV can explore commercial advertising sources from private companies.
Audience	<ul style="list-style-type: none"> a. Selaparang TV Broadcast through UHF channel b. Working with cable TV managers to reach viewers c. Selaparang TV conducts media convergence to disseminate broadcasts on social media such as Facebook and youtube. 	<ul style="list-style-type: none"> a. Selaparang TV must prepare various measures to expand and improve the quality of broadcast revenue through digital broadcasts. b. They were evaluating any region, Selaparang TV, which experienced blank spots, especially in East Lombok.

Conclusion

From the findings and analysis above, I concluded that Selaparang TV can survive amid the tight broadcasting industry competition because the three components supporting media ecology in this broadcasting institution are still maintained despite various limitations. The program's content presented to the audience is varied but still lacks religious and cultural event programs. Similarly, the packaging of local content presented does not reflect the value of Sasak culture. The event program's planning is still done, only through discussions with the team and the opinions of figures that are not carried out systematically. Meanwhile, the Kapital component is limited in financial aspects, human resources, broadcasting facilities, and technology. Meanwhile, Selaparang TV has not focused on targeting its market segment because of limited coverage and still analog broadcast from the audience aspect. Some people can not enjoy the broadcast Selaparang TV because the UHF antenna beam can not reach them or the cable TV manager does not prepare a particular receiver channel Selaparang TV.

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