

Marketing Communication Strategy in Increasing the Number of Advertisements: A Case Study of RRI Medan

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Abstract: The purpose of this research is to delve deeper into how marketing communication strategies can increase the number of advertisements, using RRI Medan as a case study. This study employs a qualitative descriptive research method to allow the researcher to provide a deeper and more comprehensive explanation of the case in the field. The determination of informants in the study uses source triangulation, where data sources are sampled based on certain considerations. The results of the study show that the strategies employed by RRI Medan include marketing strategy analysis and market target processes, which consist of market opportunity analysis and competitive analysis by implementing advertising, direct marketing, sales promotion, and public relations. This article contributes to everyone works in marketing or business, that market opportunity analysis and competitive analysis by implementing advertising, direct marketing, sales promotion, and public relations is effective and optimal for marketing strategy.

Keywords: Communication Strategy, Number of Advertisements, RRI Medan

A. Introduction

The advancement of social media is a very significant example (Permadi & Harahap, 2023). The positive impact of information technology is that it can disseminate information about virtues or ethics and morals, including the goodness and valuable aspects of society, as well as the spread of religion. On the other hand, there is also a negative side to information technology, such as the proliferation of hoaxes containing false information, hate speech, character assassination, and major slander (Syam et al., 2021). Entering the era of digitalization, the development of broadcasting digitalization has also led to the growth of the radio broadcasting industry through digital platforms (Yulita et al., 2023). This triggers new challenges for the management of Radio Republik Indonesia (RRI) Medan to explore new strategies.

Marketing communications is an important element in attracting advertiser interest. Through an effective marketing communications strategy, RRI can reach and

promise potential advertisers regarding the value and benefits offered. However, in practice, marketing communication strategies at RRI Medan need to be adapted to market dynamics and changing consumer preferences. Therefore, this research aims to examine the marketing communication strategies implemented by RRI Medan in its efforts to increase the number of advertisers.

Communication strategy is the best combination of all communication elements, including the communicator, message, channel, audience, and effects, designed to achieve optimal communication objectives (Choirun Nikmah & Yusnita, 2020). To achieve goals effectively, a person who can convey messages well is needed. In this case, one of the roles is played by radio broadcasters (Yuniati & Puspitasari, 2019). One of the mass media that still persists and is favored by the public today is radio. As Effendi stated, radio broadcasting is dubbed the “fifth power” after newspapers (the press) because radio has the advantages of being immediate, transcending distance and obstacles, and having the appeal of sound (Saragih et al., 2021).

A typical radio station has at least three main divisions: the program division, the technical division, and the marketing division. The marketing division is crucial for its success in securing advertisements. This is because radio stations earn revenue from the money paid by advertisers. The more advertisements placed on the radio station, the greater the profits for the radio company. The marketing manager will implement strategies to attract advertisers. Typically, the marketing manager maintains good relationships with organizations that have the potential to become advertisers or program sponsors. With the increasing number of local radio stations, competition becomes tighter in terms of listener retention and advertisement placement, as the survival of most radio stations depends on advertising. Therefore, marketing communication in advertising is very important in the development and growth of radio stations (Harahap, 2022).

Radio Republik Indonesia (RRI) is a public broadcasting institution that consistently provides neutral and accurate information services for all Indonesians. It also shares information in the field of education and offers entertainment that upholds the values of diversity, while supporting Indonesia’s diplomacy on a global level by adhering to the principles of good public governance.

According to (Hutapea et al., 2021), the marketing communication strategies employed by Kiss FM Medan are similar across various departments, including Program Directors (PD), marketing events, advertising marketing, and Finance. These strategies involve innovating new programs and approaching clients. Hosting events, as per the marketing events department at Kiss FM Medan, where listeners or the public are invited to participate directly, is an effective way to convey a brand’s message. This demonstrates that in the context of broadcasting media such as RRI Medan, the success of marketing communication strategies is greatly influenced by a deep understanding of the target audience, advertisers’ needs, and

consumer trends.

Based on previous research, differences in researchers have used the phenomenon at Radio Republik Indonesia (RRI) Malang as a reference, where the public broadcasting institution has managed to survive amidst intense competition while meeting the targets for Non-Tax State Revenue (PNBP), relying on advertising as its main source of income but constrained by Government Regulation No. 5 of 2015 (Yulius & Prasetya Widodo, 2019). This study, on the other hand, examines how RRI Medan can increase its advertising volume in an era of increasing competition.

To address these challenges, RRI Medan must strengthen its marketing communication strategies to attract more advertisers, maintain market share, and optimize revenue potential through advertising. A holistic and innovative approach is needed to cope with changing consumer trends and media industry dynamics.

The researcher's observations reveal that advertising revenue at RRI Medan was IDR 351,959,000 in 2019, IDR 315,535,000 in 2020, IDR 622,291,240 in 2021, IDR 137,050,000 in 2022, and IDR 175,565,000 in 2023.

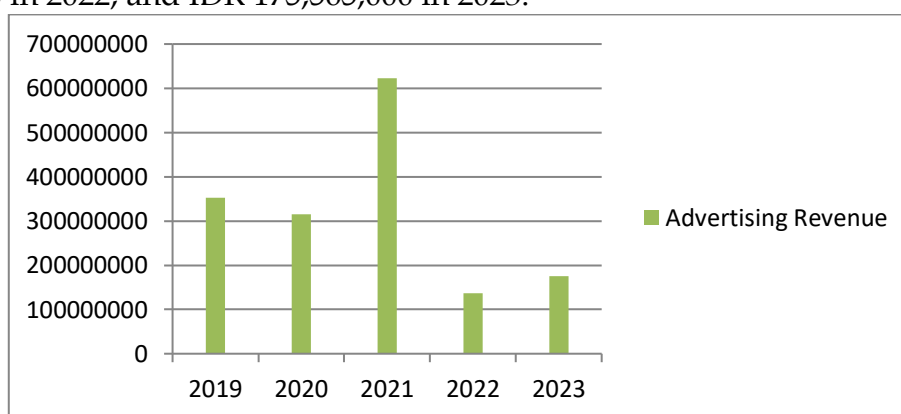


Figure 1. Advertising Revenue

Based on this data, it means that advertising revenue in 2022 declined. The decrease in advertising revenue in 2022 is attributed to the increasing competition from advertising on social media platforms such as Instagram and TikTok, which has led to consumers being more attracted to promotions featuring authentic product images.

Considering this background, RRI Medan needs to identify effective marketing communication strategies to attract advertisers, maintain market share, and increase revenue through advertising. Efforts to strengthen brand image, reach relevant target audiences, and provide effective and efficient advertising services are crucial in addressing these challenges.

This study aims to delve deeper into effective marketing communication strategies for increasing the number of advertisers at RRI Medan. Through this case study, the

researcher will explain the challenges faced by RRI Medan, explore potential solutions, and formulate strategic steps that can be implemented to address these challenges. In this context, a holistic approach will involve a deep understanding of advertising preferences, accurate market analysis, advanced information technology usage, and data utilization to optimize the effectiveness and efficiency of advertising, which will be the main focus in formulating marketing communication strategies for RRI Medan.

According to (Yuslem et al., 2022), strategy is the foundational framework of an organization that utilizes the resources within the organization to achieve specific objectives, while continuously interacting with the environment to establish mutually beneficial relationships. It is a tool for achieving goals or competitive advantage by examining both external and internal factors of a company or institution. One common method used to develop strategies is SWOT analysis (Strengths, Weaknesses, Opportunities, Threats).

Sударsono (2020) believes that marketing management is an effort to plan, implement, organize, direct, coordinate and supervise marketing activities in an organization in order to achieve goals efficiently and effectively. The marketing management function involves analyzing the market and marketing environment to determine existing opportunities and threats. Business success is achieved if the company can sell its products according to or exceed sales targets. The main goal of marketing is consumer satisfaction. Marketing management is described as the art of selling products and requires coordination between departments such as production, finance, accounting, personnel, and public relations. Special strategies, such as marketing communication strategies, are needed in implementing marketing management.

According to Mardiyanto & Slamet (2019), marketing communication strategy is the first step to introduce products to consumers and gain profits. The marketing communications mix includes advertising, sales promotions, special events and experiences, public relations and news, direct marketing, and personal selling. Each strategy has advantages and disadvantages, so it is necessary to study which one is most effective and fits the budget. Farahdiba (2020) states that marketing communications are used by companies to inform, persuade and remind consumers about their products and brands. Marketing communication consists of two main elements: communication as the process of conveying messages between individuals or organizations, and marketing as the activity of transferring the value of information about products, services and ideas between companies and customers (Hasanudin & Pratama, 2023).

The case study at RRI Medan is interesting to research because Medan is one of the big cities in Indonesia with a fairly heterogeneous market. The demographic and sociocultural characteristics of this city provide unique challenges and opportunities

in developing marketing communications strategies. This research is expected to identify various factors that influence the effectiveness of RRI Medan's marketing communications strategy and provide practical recommendations that can be implemented to increase the number of advertisers.

Therefore, this research has high urgency considering the important role of advertisers in supporting the continuity of RRI operations. In the midst of competition with other media such as television, internet and social media, RRI needs to adopt an innovative and adaptive marketing approach. Through this research, it is hoped that new strategies can be found that can increase the attractiveness of RRI Medan for advertisers, thereby strengthening RRI's position as a superior and trusted broadcast media.

B. Methods

This research is a type of descriptive qualitative study. It aims to understand how "Marketing Communication Strategies for Increasing the Number of Advertisements at RRI Medan" are implemented. This descriptive qualitative method is used so that the researcher can provide a deeper and more comprehensive explanation of the case occurring in the field. This description will later be written in the form of a detailed description to complement the findings of the research report conducted by the researcher (Moleong, 2018).

The location of this research was carried out at RRI Medan Jl. Gatot Subroto No. 214, Sei Sikambing C. II, Kec. Medan Helvetia, Medan City, North Sumatra 20123. Data collection was carried out using structured interviews, observation and documentation. Data collection techniques use observation, document study and in-depth interviews. Researchers conducted interviews with sources, namely Mrs. DD (Lead of the LPU Team), Mrs. RARP (Marketing Manager), Mr. ES (Head of the Broadcast Team) to get initial data.

At the analysis stage, there are four important stages that are closely related, namely data collection, data reduction, data presentation, and drawing conclusions/verification (Moleong, 2017). The data collection stage involves the process of collecting relevant information from various sources, such as interviews, observations, and documents, that are in accordance with the research objectives and predetermined methods.

For data validity testing, source triangulation is used. Triangulation of sources can be conducted by verifying the data obtained through various sources. For example, to test the credibility of data on advertising strategies, data validity testing can be performed with superiors, the Head of the Broadcasting Department, the Head of the LPU Department, and the Marketing Manager. Data from these three different sources cannot be averaged as in quantitative research but can be described and

categorized to identify similarities, differences, and specifics among the three data sources. The analyzed data can then lead to conclusions, which can be confirmed through member checks with the three data sources (Mekarisce, 2020).

C. Results and Discussion

Marketing Communication Strategy in Increasing Advertising

Interviews were conducted at RRI Medan by the researcher from May 1 to June 2. These interviews were carried out in person with several key informants to obtain in-depth and accurate information regarding various aspects of RRI Medan's operations.

Mr. ES, who serves as the Head of Broadcasting, was interviewed in his office. During this interview, he provided in-depth insights into broadcasting strategies, operational techniques, and innovations implemented to enhance broadcast quality. He also discussed the challenges faced in maintaining listener engagement and the steps taken to address these challenges.

Additionally, Mrs. DD and Mrs. RARP, who serve as the Head of the LPU Department, were interviewed in their office. In this interview, they explained their roles and responsibilities within the LPU (Business Development Services) department, program development strategies, and inter-departmental coordination. They also shared their views on how they manage human resources and finances to support RRI Medan's operational activities.

The purpose of these interviews was to gain a comprehensive understanding of the management, strategies, and challenges faced by RRI Medan. The information obtained from these interviews is expected to provide a clear picture of the internal dynamics at RRI Medan and the efforts made to continuously grow and adapt within the broadcasting industry.

The communication strategy of RRI Medan involves market opportunity analysis and competitive analysis. Market opportunity analysis includes research on listener preferences and information needs in the Medan area, allowing RRI to tailor their content accordingly. Competitive analysis evaluates the strengths and weaknesses of competitors to develop a competitive advantage, such as unique programs and superior broadcast quality. Marketing strategies include promotions through social media, websites, mobile apps, as well as advertisements in print media and television. RRI Medan also conducts market segmentation based on demographics, psychographics, and behavior to craft relevant and engaging messages for each segment, thereby enhancing loyalty and expanding their listener base.

Advertising Marketing Analysis and Strategy

Every organization or company aiming to succeed in marketing must first have a strategic marketing plan that serves as a guide for utilizing its resources. This strategic marketing plan is crucial as it helps the company set clear objectives, identify target markets, and design effective strategies to achieve those objectives.

Marketing strategies are determined based on a situational analysis, which is a detailed study of the market conditions faced by the company. Situational analysis involves various aspects such as market trends, consumer needs and desires, as well as the strengths and weaknesses of competitors. With a deep understanding of these factors, the company can make better decisions and develop more effective strategies.

RRI Medan, as one of the leading broadcasting organizations, also follows this approach. Based on a comprehensive situational analysis, RRI Medan seeks to better understand the market. They analyze existing market opportunities, such as untapped listener segments and unmet information needs. Additionally, they evaluate the level of competition in the broadcasting industry, understand the strategies employed by other radio stations, and look for ways to differentiate themselves from competitors.

According to (Yulius & Prasetya Widodo, 2019), market opportunities are key to the success and sustainability of a company, and this applies to RRI Medan as a Public Broadcasting Institution as well. Market opportunities serve as a benchmark for presenting advertisements, news, information, and broadcasts. Currently, market opportunities for RRI Medan include broadcasting advertisements, which consist of functional and general ads, delivering accurate news or information, and maintaining openness to the public while preserving the cultural elements of the community through various program broadcasts.

RRI Medan faces intense competition from various broadcasting institutions, including both private radio stations and other private broadcasting entities. This competition encompasses various aspects such as content provision, broadcast quality, audience reach, and technological and broadcasting method innovations. Private radio stations often have greater flexibility in adopting new technologies and aggressive marketing strategies, and can more quickly adjust content to align with market trends and listener preferences.

To address these challenges, RRI Medan must develop effective strategies, including improving content quality, leveraging digital technology to expand reach, and forming strategic partnerships with various parties. Through online platforms such as social media and audio streaming, RRI Medan can reach a broader audience and interact directly with listeners. Additionally, training and developing human

resources is crucial to ensure that broadcasting teams and supporting staff have the necessary skills. With this approach, RRI Medan can remain relevant and competitive in the dynamic broadcasting industry.

The main competitors of RRI Medan include Radio Suara Medan, VISI RADIO, and RADIO KISS FM MEDAN. These three private radio stations have high flexibility in setting prices, offering bonuses, and providing discounts to their clients. As private broadcasting entities, they can tailor their offerings to market needs and business strategies, giving them an advantage in attracting customers and optimizing advertising revenue.

In contrast, RRI Medan must adhere to government regulations in setting advertising rates. According to the Indonesian Government Regulation Number 68 of 2020, RRI Medan determines advertising rates based on the type and rates of Non-Tax State Revenue applicable to public broadcasting institutions. Although RRI Medan does not have the same pricing flexibility as private competitors, adherence to these regulations ensures transparency and accountability in rate setting.

However, RRI Medan has a significant advantage due to its long-established name and reputation in the community. From the beginning, RRI Medan has built a strong image and has specific strategies to maintain its image and characteristics. By leveraging its brand strength and implementing proven strategies, RRI Medan can remain competitive even while operating within a framework of strict regulations.

Advertising Marketing Targets

According to (Mulyana, 2010), market segmentation is the process of dividing the overall market for goods and services into smaller groups, where members of each group share similarities in factors influencing demand. This process allows companies to better understand various consumer needs and preferences in a more specific manner, and to develop more effective marketing strategies.

Market segmentation is a crucial element that companies must consider in their efforts to separate the market into buyer groups based on specific product types (Tynan, A. C., & Drayton, 1987). By dividing a heterogeneous market into more homogeneous segments, companies can more easily target and meet the specific needs of each consumer group. This not only simplifies the determination of products and services suited to each segment but also aids in designing more targeted and efficient marketing campaigns.

With this approach, consumers can be directed towards more focused purchasing decisions, as they will more easily find products or services that match their preferences and needs. Market segmentation allows companies to tailor their offerings to the unique characteristics of each segment, thereby increasing customer

satisfaction and sales potential. It also helps companies allocate marketing resources more effectively and enhance competitiveness in an increasingly competitive market.

Market segmentation is a crucial strategy in developing marketing programs. At RRI Medan, segmentation is based on needs by classifying broadcast programs into several segments: news, information, and entertainment such as music. The most prominent channel is Pro 2, which focuses on culture and offers regional language features, local music, and interactive dialogues to connect more closely with listeners.

In terms of geographic segmentation, RRI Medan pays attention to Zone C of Medan City, where advertising programs are focused on formats such as Spot Ads, Adlibs, and interactive dialogues. This is done because many advertisers prefer these formats to effectively reach their audience.

Market and competitive opportunity analyses are then summarized in an Integrated Marketing Communication (IMC) approach. This approach includes advertising, direct marketing, sales promotions, and public relations. By implementing IMC strategies, RRI Medan can create comprehensive and coordinated marketing campaigns to reach a broader audience and enhance the effectiveness of their marketing communications.

a. Advertising

RRI Medan has implemented various marketing communication strategies since its inception. The Head of Broadcasting at RRI Medan has stated that the challenges in radio advertising in the digital age require new strategies to reach an increasingly fragmented audience that is shifting to digital platforms. Although radio still has the power to reach local audiences and provide a unique auditory experience, the Head of the LPU at RRI Medan also emphasizes the need for radio advertising to adapt to digital trends. Advertising must leverage audio streaming platforms and social media to expand the reach of radio ads.

RRI Medan has various departments, one of which is the advertising marketing department. This team is responsible for managing advertising to achieve sales targets and conducting specific activities in the field of advertising and ad product sales in accordance with the established pricing standards.

In the context of institutional advertising, RRI Medan utilizes the RRI Go Play app and features several flagship programs, such as Programa 1 National Broadcast, Programa 2 which focuses on culture, and Programa 4 aimed at the youth. Each program banner is tailored to current activities and used as a

media partner for various events. These banners are then shared and processed by the broadcasting department for effective publication.

b. Direct Marketing

Direct marketing tools are very important in attracting the attention of clients and corporate sponsors. This strategy heavily depends on the specific needs of ongoing events (Didin Fatihuddin, 2019). This phenomenon is evident from a group of people who actively consume luxury products as symbols of prestige and honor, often merely to satisfy personal desires. Income, lifestyle, and social environment also positively influence consumption behavior, particularly among students with moderate levels of religiosity (Yafiz et al., 2020).

According to marketing managers, direct marketing strategies emphasize the importance of a personal and targeted approach. To attract clients and sponsors, screening is conducted with consideration of specific event needs. For instance, for sports events, the search for sponsors is focused on health or sports products. Collaboration with external parties, such as sponsoring companies and charitable organizations, is key to securing financial or in-kind support.

The next step involves coordinating with the advertising marketing team and the event marketing team to ensure compliance with applicable regulations. In terms of media, the use of various channels such as mail, proposals, catalogs, telemarketing, and social media platforms like official program Instagram accounts and RRI Medan's official account is crucial. Corporate social responsibility regarding ethics influences personal behavior in the workplace and reflects how businesses strive to balance their commitments to groups and individuals within their social environment (Siregar et al., 2022).

c. Sales promotion

Sales promotions at RRI Medan are an essential marketing strategy to increase awareness and interest among listeners regarding its programs, products, and services. RRI Medan employs various sales promotion techniques to achieve these goals effectively. One common technique is broadcasting jingles or promotional announcements periodically between regular programs (Riswanto et al., 2024). Additionally, RRI Medan organizes contests or giveaways that engage listeners, providing them with opportunities to interact directly with the radio station and win attractive prizes.

Beyond traditional methods, RRI Medan also leverages digital platforms such as its website and social media to disseminate information about sales

promotions. By utilizing a range of creative and targeted promotional techniques, RRI Medan can strengthen its relationship with listeners, enhancing their loyalty and participation in the broadcast programs.

In executing its marketing communication strategy, RRI Medan employs various communication tools, as noted by the Head of the LPU Team. To attract more advertisers, RRI Medan conducts public service activities such as the Nusantara Student Festival, Smart Voting Movement, Qur'an Reading, and workshops on broadcasting for high school and vocational school students in Medan. These efforts aim to introduce RRI Medan to the broader community as an evolving institution. In addition to conventional radio listening, audiences can now access RRI Medan's programs through various digital platforms, including YouTube, Instagram, and the RRI Medan app.

d. Public relations

Social environment serves as a platform for interacting with others, shaping individuals, and influencing their behavior (Yafiz et al., 2020). Public Relations (PR) plays a crucial role in building a positive image and fostering relationships between RRI Medan and various stakeholders, including listeners, the general public, government entities, and industry partners. At RRI Medan, PR practices encompass strategic activities such as organizing community events, collaborating with governmental and non-governmental organizations, and maintaining active communication through various media channels. Additionally, RRI Medan leverages digital platforms such as its website and social media to interact directly with listeners and strengthen its online presence.

Through effective PR efforts, RRI Medan can build trust, raise awareness, and strengthen relationships with various stakeholders, thereby supporting the growth and success of the radio station in Medan. RRI Medan's strategy to increase advertising involves leveraging the roles and functions of all departments, such as marketing and broadcasting. The PR function, specifically under the Public Communication division (formerly known as the Image Department), acts as a liaison for both internal and external communications (Siahaan & Bangko, 2021). The role of Public Relations at RRI is crucial for branding, as it includes filtering and receiving activity reports, coordinating marketing efforts, and managing broadcast criteria and media partnerships for each of RRI Medan's three programs: Pro 1, Pro 2, and Pro 4.

According to RRI Medan listeners, the programs broadcasted reflect a serious effort to uphold important moral and cultural values. For example, in its drama programs, RRI Medan focuses on conveying good moral values, educating and entertaining listeners with stories that carry positive messages. Additionally, RRI Medan highlights local culture and wisdom, especially

from North Sumatra, through shows such as Gandrang Tuko and Dendang Melayu. These programs not only preserve regional culture but also provide relevant information about local traditions and customs to the audience.

The youth programs at RRI Medan focus on delivering current information that is relevant to young people in Medan. With engaging topics, these programs aim to meet the dynamic information and entertainment needs of the younger generation, ensuring that the content remains interesting and engaging for a young audience.

In public relations, RRI Medan pays close attention to its target market, ensuring that the broadcasted programs align with their preferences and interests. The implementation of RRI Medan's marketing communication strategy is carried out systematically, considering various components within an integrated marketing mix under Integrated Marketing Communication (IMC). This includes advertising, direct marketing, sales promotion, and public relations. With an IMC approach, RRI Medan can develop a comprehensive and effective communication strategy to reach a broader audience and enhance listener engagement and satisfaction.

D. Conclusions

The conclusion of the marketing strategy implemented by RRI Medan encompasses various key elements that are integrated to achieve marketing goals. First, the analysis of marketing strategy and target market processes is conducted thoroughly, involving market opportunity analysis and competitive analysis. Through advertising implementation, RRI Medan focuses on achieving sales targets by specifically targeting the advertising sector and selling ad products according to established pricing standards. Second, the direct marketing strategy emphasizes the importance of a personal and targeted approach to build closer relationships with the audience. This strategy aims to increase engagement and satisfaction among clients and sponsors. Third, in sales promotion, RRI Medan employs common techniques such as jingles or promotional announcements broadcast periodically between regular programs. This technique aims to enhance visibility and consistently attract listeners' attention. Fourth, in public relations, RRI Medan carries out various strategic activities, including organizing community events, collaborating with government and non-government institutions, and maintaining active communication through various media channels. All these elements are combined in an Integrated Marketing Communication (IMC) approach to ensure that RRI Medan's marketing strategy is effective, coordinated, and capable of reaching the audience optimally.

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