

The strategy of business survival in Mahaka Radio Integra Group Jakarta

Ronal Sunandar¹, Dadang Rahmat Hidayat², Pandan Yudhaprimesthi³

^{1,2,3}Faculty of Communication, Universitas Padjadjaran, Bandung, Indonesia

ABSTRACT

Mahaka Radio Integra (MARI) Group Jakarta is a radio group that utilizes new media to sustain its business through integrated marketing communications. The purposes of this research is to determine the strategy of business survival in MARI Group Jakarta through analyze planning, implementation and evaluation. The research use qualitative approach and case study method. The research found that the MARI group's IMC planning involved identifying the target audience, establishing a consistent message, and selecting the media. The implementation includes advertising, sales promotion, public relations, personal selling, digital/Internet marketing, and direct marketing. MARI Jakarta evaluates IMC elements, and starting when the implementation of IMC elements has carried out, evaluation activities run everyday. The evaluation is conducted by collecting data and information on developing IMC elements to measure the success of messages and campaigns, identify strengths and weaknesses, and provide directions and improvements for subsequent IMC implementation. The group of MARI need to integrate teamwork, to plan advertising elements, including advertising campaigns, to select media, to fund management, and to implement IMC elements through good management.

Keywords: Business survival strategy; media strategy; radio; integrated marketing communications

Strategi bertahan bisnis Mahaka Radio Integra Grup Jakarta

ABSTRAK

Kemunculan new media telah berdampak pada hampir semua lini kehidupan. Dampaknya juga dialami oleh media radio. Grup Mahaka Radio Integra (MARI) Jakarta adalah grup radio yang memanfaatkan new media dalam mempertahankan bisnis melalui komunikasi pemasaran terpadu. Tujuan penelitian ini untuk mengetahui strategi bertahan bisnis Grup Radio MARI melalui analisis perencanaan, pelaksanaan, dan evaluasi. Penelitian dilakukan melalui pendekatan kualitatif dengan metode studi kasus. Hasil penelitian menemukan bahwa perencanaan IMC grup MARI melibatkan identifikasi audiens target, penetapan pesan yang konsisten, dan pemilihan media yang digunakan. Pelaksanaan yang dilakukan antara lain penggunaan elemen iklan, promosi penjualan, hubungan masyarakat, penjualan personal, digital/Internet marketing, dan pemasaran langsung. Evaluasi elemen IMC dilakukan MARI dimulai saat implementasi elemen IMC dilakukan dan kegiatan evaluasi berjalan di setiap harinya. Evaluasi yang dilakukan adalah pengumpulan data dan informasi terkait perkembangan elemen IMC untuk melihat keberhasilan pesan dan kampanye, dan mengidentifikasi kekuatan dan kelemahan serta arahan dan perbaikan untuk pelaksanaan IMC berikutnya. Grup Radio MARI memerlukan kerja sama tim yang terintegrasi, perencanaan elemen iklan yang meliputi kampanye iklan, media yang dipilih, dan pengelolaan dana, dan implementasikan elemen IMC dengan pengelolaan yang baik.

Kata-kata kunci: Strategi bertahan bisnis; strategi media; radio; komunikasi pemasaran terpadu

Correspondence: Ronal Sunandar, M. I. Kom. Faculty of Communication Science, Universitas Padjadjaran, Sumedang, Indonesia. Jl. Ir. Sukarno KM. 21 Jatinangor, Sumedang 45363. Email: ronal22001@mail.unpad.ac.id.

Submitted: October 2024, **Revised:** December 2024, **Accepted:** December 2024, **Published:** October 2025

ISSN: 2548-3242 (printed), ISSN: 2549-0079 (online). Website: <http://jurnal.unpad.ac.id/manajemen-komunikasi>

Copyright © 2025 Author(s). This is an open access article under the CC BY-NC-SA license

INTRODUCTION

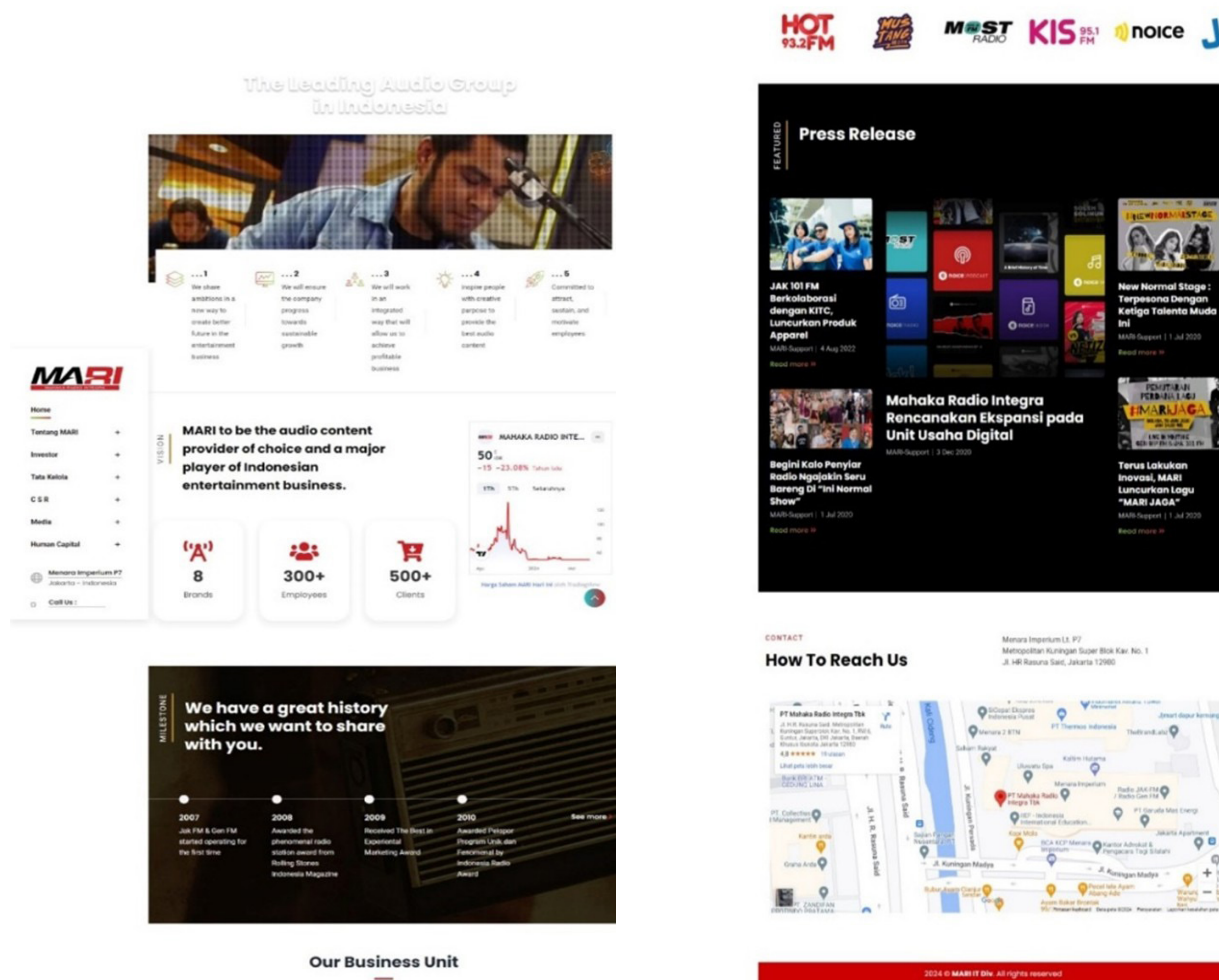
The increase of internet users and the emergence of new media have had an impact on almost all aspects of life and business. The media industry has been under pressure recently, especially in the radio mass media business (Bisma & Pramudita, 2020; Liu, 2024). Most radio broadcast media experienced revenue decline around 50%-70% from normal conditions. Such conditions require radio media to adapt to the situation through rationalization or convergence, both in terms of business and social functions, to survive (Birsan, 2023; Malik, 2022; Zhang, 2024; Zondi & Muringa, 2024). Not all of them work well, so there is a rating for which radio order is the best and most listened to by the audience. The last two decades (1990-2021), we have witnessed changes in the radio broadcasting company. The transition from conventional to modern media occurred during this period.

One of the radio groups that utilizes new media to maintain its business to win the competition is Mahaka Radio Integra (MARI) Group Jakarta. MARI consists of six radio stations with various segments and formats, 1) Jak 101 FM (for young adults, songs from the 2000s to the present, western and Indo 50%-50%, A-C class), 2) Gen 987 FM (for young people, mostly Indonesian songs, B-D class),

3) Hot 93.2 FM (dangdut radio, B-D class), 4) Kis 95.1 FM (for female radio, mostly western songs from the 90s-2000s, A-C class), 5) Mustang 88 FM (for young and trendy, mostly western songs, A-C class), and 6) Most Radio 1058 FM (for adults, 70s, 89s, 90s western and Indonesian songs, A-C class).

Based on the researcher's observations, MARI has strength in maintain business. The radio group has gone public, R&D division does not rely on data from other parties, and it has loyal listeners compared to other radio stations.

However, one of weaknesses is lies in the external factors, particularly the rapid advancement of new media. Internally, MARI also faces challenges such as eneven distribution of human resources competencies and limited adaptability in responding to evolving IMC strategies in the new media era. Despite these weaknesses MARI has great opportunities in the competitive radio broadcastong industry, supported by its extensive client network, adoption of new media platforms, and a technologically adept workforce comprising millenials, Gen X dan Z. Nevertheless, MARI must address growing competition from entities such as MRA Radio Grup and JDPI, as well as the accelerating pace of communication and information technology developments.



Source: MARI (2023)

Figure 1 The Group of MARI Jakarta Profile

Integrated Marketing Communication includes several stages of strategy with three main activities: planning, implementing, and evaluating program (Muna, 2020). Its components include advertising, direct marketing, digital or online marketing, sales promotion, publicity, and personal selling (Rehman et al., 2022). The main goal is to achieve harmony and consistency in the messages delivered to the target audience through internal and external communication channels (Key & Czaplewski, 2017).

Several previous studies are similar in looking at radio station strategies in the management of radio station IMC, including The role of celebrity radio DJs in Prambors Network (Singarimbun et al., 2019), The Impact of the Pandemic on the Radio Business in West Java-Indonesia (Malik, 2022), Pragaan Community Perception About the Existence of Rasda FM Radio (Ali, 2021), Radio Listening Behavior in Ponorogo in the New Media Era (Utomo & Pradana, 2021), and Developing the Integrated Marketing Communication through

Social Media (Rehman et al., 2022).

Those previous studies have strong significance in the context of research on IMC. Considering several important aspects that have not been covered or explored in depth by these studies, there is an aspect of novelty from this study, including providing a more up-to-date understanding of business survival strategies in the new media era. The novelty of this study also lies in the selection of aspects of the radio business survival strategy through IMC in the new media era.

In this study, the relationship between Media Ecology Theory and Media Richness Theory (MRT) is seen in the context that media surrounds our lives, influences our lives, and connects the world, while MRT is related to the 'richness' of media. Therefore, both theories are relevant to this study, namely that as social beings, we cannot be separated from media, which can influence our lives and connect the world. MARI uses IMC's strategy to maintain its business. MRT is used as a guide in this study to determine which media is most effective for MARI in IMC strategy, showing how social media can build stakeholder and public perceptions of the radio and connect them with a broader audience.

The computer mediated communication theory is also used to study the management of IMC as a form of MARI business

resilience, where several applications of IMC elements focus on using computer devices and smartphones connected to the Internet, including Instagram, X, and Facebook. MARI considers social media to be used based on the number of active users to convey promotional activities and radio production information.

Based on the explanation above, the Group of MARI requires creativity and expertise to eliminate obstacles to its business wheels and has succeeded in surviving in the new media era. This study aims to elaborate how they manage their integrated marketing communications. Based on the explanation of the background above, this study focuses on MARI radio group manage IMC as a form of business resilience in the new media era through analyze IMC planning, explore the implementation of IMC elements, and explore the IMC evaluation conducted by MARI radio group.

RESEARCH METHODS

This study was conducted using a qualitative approach, involves basic methods, such as asking questions to informants, combining exclusive data from informants, dissecting data inductively, and describing the meaning of the data (Creswell, 2016). The research method used is the case study method with the descriptive case study type. A descriptive case study is a study that traces an event from time

to time according to its reality, which is then described in a note, and then researchers can find key phenomena (Yin, 2018).

The subjects of this study are managers who manage IMC activities at MARI Group Jakarta. They are key informants who have been selected through purposive sampling techniques, who are directly involved in the management and application of MARI in IMC. Then, the object of the study is IMC activities as a business survival strategy for MARI.

This research informant's criteria are: (1) directly involved in the construction and communication process and management, (2) implement and apply the management, (3) directly involved in the implementation, (4) able to provide information related to the management, and, (5) have worked for 2 years and have been involved in the planning and application of the MARI in IMC elements. They are Business Director, Marketing & Communication, Program Director of Jak 101 FM, Program Director of Most Radio 105.8 FM, Program Director of Gen FM, Program Director of Hot FM, Program Director of Kis FM, Program Director of Mustang FM, and clients (Marcomm of Aryaduta, Local Store and Partnership of MU, and Station Manager of Hits 96.7 FM).

The data collection techniques were carried out by conducting interviews, observations, and

documentation. Data analysis in this study uses data analysis from the Miles and Huberman model. Three flows co-occur in this analysis technique, data reduction, data presentation, drawing conclusions and verification. This study uses data validity techniques with the triangulation method: triangulation of data sources and member checking.

RESULTS AND DISCUSSION

The Group of MARI conducts the management process of IMC in several stages. The first stage is planning. The researcher observed a meeting between the Business Director of MARI, the six of Program Directors, and Marketing and Communication of MARI to discuss the planning of IMC management.

The first and always implemented is that we always make a plan before we work on our marketing and communication programs. Planning to conduct barter cooperation with sister companies is one of them. We make marketing plans through discussions, meetings with radio program directors, and marketing and communication. The radio's work programs and plans have been made a year before. The company's GBHN was prepared by the holding company. What is different is that the implementation of each radio is adjusted to the format and segment of each radio (Informant 1, Interview, June 20, 2023).

Based on the interview, it is known that routine planning activities are carried out to determine the IMC activities in the future. It involves identifying target audiences, setting objectives, and seeing the analyzing societal

trends to identify potential opportunities for new marketable programs, and designing marketing activities that guide MARI's efforts toward more focused and result-oriented strategies. Then the last stage of planning is the preparation of the IMC strategy as an illustration of the IMC implementation plan. The following describe the planning stages based on the elements of IMC by MARI.

The first one is advertising which aims to build the company's brand equity by delivering information to consumers and influencing their cognitive responses.

MARI is planning to advertise through barter cooperation with sister companies, one of which is MAVI (Mahaka Visual Integra), whose business is in the field of outdoor advertising/Out of Home (OOH) such as videotrons and others. MARI also does barter cooperation with other parties, including OPPAL, a media company in Jakarta (Informant 1, Interview, June 20, 2023).

The Jak 101 FM Program Director radio also said the collaboration plan would be MARI's capital for advertising. "We also plan radio station advertisements by cooperating with transportation modes such as Trans Jakarta. Meanwhile, we also collaborate with the Blue Bird taxi company" (Informant 2, Interview, June 20, 2023).

Based on the interview, it is known that the radio group actively carried out advertising to build engagement with the stakeholders in particular listeners and clients while providing

information that the six radio stations under MARI are still exist. Informant also revealed a strategy for advertising planning that was carried out through cooperation, "We also collaborate with many malls in Jakarta such as Blok M Plaza, Mall Kelapa Gading, Green Pramuka Mall, Summarecon Mall Serpong and Summarecon Mall Bekasi" (Informant 3, Interview, June 20, 2023).

In advertising activities, MARI has routine meeting agenda to discuss advertising plans for the next month. Advertising activities were carried out in a planned manner, looking at the ongoing sales promotion program. The advertising activities also were carried out through barter cooperation with sister companies to reduce the budget.

Furthermore, the radio group collaborates with many content creators, such as the "*Gak Jelas*" Podcast, one of the most popular Podcasts, to help promote new programs or flagship programs on the MARI. The use of the "*Gak Jelas*" Podcast is expected to increase brand awareness of radio group programs. Podcasts selection is based on their popularity. Informant said:

MARI collaborates on content with other media such as Kumparan, Fokative, Kapan Lagi, DetikCom, Republika, Insert Live, and USS Feeds. MARI also collaborates with many content creators, such as the Podcast *Gak Jelas*, one of the most popular podcasts in Indonesia (Informant 3, Interview, June 20, 2023).

It can be concluded that MARI advertising activities are carried out through cooperation with top-line media. The advertising activity was initially intended to inform listeners and clients that the six radio stations are still on the air. This radio group also uses the Gak Jelas Podcast to help increase brand awareness among listeners of MARI programs.

The second is sales promotion. It is a tactic used by every business to attract clients and listeners in the short term. It is done by giving discounts, bundling packages, and other sales promotions. The goal is to attract consumers' attention, encourage them to cooperate with clients, and keep listening to MARI. "Promotions made by the marketing and communication team. Discount cards are given to clients (advertisers), whether advertising agencies, direct clients, or radio-buying companies" (Informant 1, Interview, June 20, 2023).

The planning stage of MARI sales promotion activities is different every month to boost radio revenue.

We already have a plan to make a promo. The amount of discount for direct clients is 15-20%, agency 20-25%, and radio buying 25-35%. It is the price of bundling packages such as the advertising spots, adlibs, and talk shows (Informant 3, Interview, 20 June 2023).

Based on the interview, it can be seen that sales promotion planning by MARI is a discount to influence consumers' cognitive. The

company also conducts integrated with both off-air and online programs. MARI's promotional tactics are according to the needs and desires of clients and listeners. The marketing team carefully selects appealing messages and designs attractive promotional materials, along with appropriate media channels to effectively disseminate information about sales promotion activities. Furthermore, MARI's radio group has established a Research and Development division and a command center to support sales promotion initiatives and monitor media and brand performance.

The third element is personal selling, which involves planning regular face-to-face meetings to achieve sales targets, with a minimum of three client meetings per day. An Account Executive (AE) must communicate face-to-face with clients or potential clients, regardless of communication via media such as telephone, WhatsApp, or Email.

Personal selling planning activities by MARI emphasizes salespersons on duty in the field having a service spirit and high communication skills so that the information given to customers is clear and easy to understand. The radio group emphasizes professional personal selling with a personal touch for consumer satisfaction and friendly service.

The fourth is public relations and publicity. It describes non-personal communication between

an organization or company and the related community to create perceptions and influence public knowledge, opinions, and behavior towards the organization, products, services, or ideas conveyed. Public relations and publicity involves the distribution of news, editorials, and announcements about a company's products or services. In marketing activities, publicity can take various forms, such as press releases, press conferences, news articles, photos, films, and content posted on social media.

In practice, MARI does not have a public relations and publicity division. This IMC element has been taken and worked on by the Marketing Communication team.

The Group of MARI building relationships with the media through barter cooperation and collaborating with venues or event locations (hotels, restaurants, theatres, and cinemas) and shares profits from the income or gets discounts according to the radio rate card (Informant 3, Interview, June 20, 2023)

The public relations and publicity activities at MARI involve planning upcoming events for the following month and overseeing their implementation. These activities are divided into two main areas: collaboration with event venues and the development of media relations. This include partnership with event organizers, social media publication and the creation of engaging content. The primary objective is to generate media exposure that enhances MARI's brand awareness.

The fifth is digital marketing. The acceleration of digitalization has made many changes, including consumer consumption patterns in purchasing a product or service. In the digital marketing element, marketers can conduct two-way communication with consumers directly without intermediaries.

All radio stations in MARI Group must be active on all new media (Instagram, X, and YouTube). To be more serious in working on this, each radio station has an online content producer who creates at least five content daily (Informant 1, Interview, June 20, 2023).

The activities were in the form of uploads on social media regarding preferences and content that were adjusted to the segment, format, and character of the radio and its listeners. "MARI Radio broadcasters (some of whom are public figures or influencers who have many followers and good personal content) are also asked to be more active in becoming mouthpieces for the radio stations where they broadcast" (Informant 3, Interview, June 20, 2023).

Based on researchers' observations, the radio group uses online content producers for Instagram, X, and YouTube to market products digitally.

Being active in new media has increase the awareness of the radio group. Advertising revenue is also quite large, but it is still hampered by the assumption that radio is a traditional media. Many clients or potential clients do not believe that radio can do digital marketing. It is a challenge. Although, there is also a fear that if radio goes all out selling online programs, radio will be forgotten as an on-air media as

its basic. So, as much as online sales are made, on-air sales are still the main thing (Informant 2, Interview, June 20, 2023).

However, there is also a fear that if radio in radio group goes all out to sell online programs, radio group will be forgotten as an on-air media as its basic. So, as much as possible, online sales are still on-air and off-air.

The sixth is direct marketing, where business people communicate directly with consumers to generate responses or transactions. Direct marketing can be in the form of direct sales or distance marketing and various broadcast and print media to target groups via electronic mail and others.

MARI has few planned direct marketing activities. Some activities are done on the spot if the client requested. "There is a plan for an off-air program at Jak 101 FM called Office to Office where the announcers (and off-air team) visit offices to create activations at the office by bringing sponsors" (Informant 2, Interview, June 20, 2023).

In direct marketing planning, the marketing and communication team emphasizes a more personal approach to contacting clients.

Indirectly, broadcasters or radios carry out direct marketing processes to their listeners. It is done because the current radio paradigm is not only an auditory media that can only be heard, but radio must be a full experience, so radio must also be seen and felt. Radio must have two-way communication and direct feedback (Informant 3, Interview, June 20, 2023).

The Group of MARI prepares for IMC implementation and ensures all radio group employees work together to implement existing IMC elements. Furthermore, during field observations, it can be concluded that direct marketing planning activities carried out by MARI Jakarta emphasize the marketing and communication team.

The next stage is the implementation stage which is applicative action based on previous planning discussed. The following are the implementation stage based on the integrated marketing communication elements of MARI Jakarta.

The first is advertising. The Group of MARI advertising activities involve barter cooperation with sister companies to reduce the budget. One of the implementations of this barter method is collaborating with MAVI (Mahaka Visual Integra). "Currently, three Videotron points play programs and radio advertisements of the MARI group, around Fatmawati, Cibubur, and Pondok Indah. Meanwhile, MAVI's benefit is getting advertisements (spots or adlibs) on the MARI group radio" (Informant 3, Interview, June 20, 2023).

The barter cooperation with sister companies was also carried out with OPPAL, a media company whose business field is outdoor advertising in Jakarta. "The form is OOH/Out of Home media in the Bumi Serpong Damai

area at three points. The benefits that OPPAL gets are also the same as getting advertisements (spots or adlibs) on the MARI radio group” (Informant 3, Interview, June 20, 2023).

The Group of MARI Jakarta is also actively conducting advertising activities.

Branding stickers for programs and MARI radio on Trans Jakarta buses, cooperation with the Blue Bird taxi company is that every Blue Bird taxi fleet is required to play MARI group radio broadcasts, and the installation of MARI radio posters or banners in the mall area in Jakarta such as in Blok M Plaza, Mall Kelapa Gading, Green Pramuka Mall, Summarecon Mall Serpong and Summarecon Mall Bekasi. In return, the malls get advertisements (spots or adlibs) on the MARI radio group (Informant 4, Interview, June 20, 2023)

MARI also carried out advertising activities through on-air for the MARI Talkshow. The main selling point is through spots, adlibs, inserts, and program features. MARI also utilizes content collaboration with other media by conducting cross-promotions. Informant said, “MARI collaborates with Kumparan, Fokative, Kapan Lagi, DetikCom, Republika, Insert Live, and USS Feeds by sharing contents” (Informant 3, Interview, June 20, 2023).

Furthermore, MARI Jakarta collaborates with many content creators, such as Podcast *Gak Jelas* (one of the most popular podcasts) by promote the MARI Jakarta radio program. Some parts of the podcast chat are also cut and broadcast on air on MARI Jakarta radio. Content collaboration with several media is the

most practical way used by MARI Jakarta to increase public brand awareness and the number of listeners. Likewise, cross promotion are carried out with film companies or publishers, and also music companies, and event or festival promoters in Jakarta.

The second is sales promotion. MARI conducts sales promotion activities by providing concert tickets for domestic and foreign artists. One of the on-air programs carried out by Jak 101 FM is JAKGER (*Jak Gila Konser*), which broadcasts a whole month’s concert tickets for domestic and foreign artists and various music festivals in Jakarta.

This program is in line with promotions on online media (Instagram and X). Moreover, the gong of this program is a massive off-air program (currently once a year, planned twice a year) called Jak After School. It is a paid event (and sold out) and can generate profits differently (Informant 3, Interview, June 20, 2023).

MARI continued the sales promotion technique with the On Air *Bagi-bagi Tiket* Program by selling client products on live X creatively and entertainingly. HOT FM radio, for example, earns income from singers who want their songs played on the radio. The selection of dangdut singers is based on the suitability of pleasant songs, polite lyrics, and the singer’s figure.

Next, MARI implements sales promotion through radio buying. Product promotions are conducted with direct clients.

Some advertising agencies that have collaborated include Dentsu, Dwisapta, Sign, MindShare, and BP Group. Meanwhile, direct clients (not using agency services or having divisions like agencies) include PHD, Biznet, Prodia, Marugame Udon and many property companies such as Sinar Mas, Paramount Land, and Summarecon. An example of a radio-buying company is Atlas Medianet (Informant 3, Interview, June 20, 2023).

Furthermore, MARI monitoring and analysis business collaborates in their implementation of sales promotion activities.

In the end, MARI will offer that advertising on MARI group radio is the right step. Monitoring and analysis efforts like this take time, money, energy and thought, especially since the results are given for free to prospective clients, but MARI still does it with a client-oriented (Informant 3, Interview, June 20, 2023).

No other radio group does sales promotion like this. It benefits clients because clients know exactly the results of advertisements broadcast on MARI Jakarta radio.

At the implementation stage of personal selling elements, MARI give clients the freedom to communicate with AEs personally. MARI Account Executives (AE) provide a personal touch not just on professional matters. The Group of MARI is committed to improve communication with clients personally to build trust and retain clients. "One AE will be dedicated to one brand, although one AE can handle more than 10 brands" (Informant 3, Interview, June 20, 2023).

The obligation of an AE in personal selling activities is to conduct face-to-face communication and via telephone, WhatsApp, and email. All AEs have a target to meet at least three clients per day. An AE MARI Jakarta not only sells an existing program but also can accommodate the client's expectation for a program. It is called tailor-made, a program deliberately made for the client, which is done through coordination with the program team. Many AEs, after the meeting, then become friends with the client outside of work. It contributes to build strong relationships and improve cooperation with clients.

In implementing PR and Publication elements, MARI Jakarta has two options: personal publication through MARI and the broadcasters' social media and media that collaborate with MARI Jakarta or publication through coverage by local and national media.

PR&P tasks that are visible include making press releases, holding press conferences with the media, and building good relationships with stakeholders such as shareholders and the government. PR&P is more about waiting for the ball than picking up the ball (Informant 3, Interview, June 20, 2023).

MARI participation in an event divided into two, as a participant or a sponsor. It intend to establish networking or relationships with people involved in the same business industry by exchanging information, knowledge, experience, opportunities and partnerships.

Then, MARI can promoting superior programs and also has the opportunity to establish relationships with potential clients and business partners.

In the digital marketing implementation stage, MARI is using Instagram, X, and YouTube. The presence of MARI radio announcers as public figures or influencers is an advantage for MARI to continue striving to implement digital/Internet marketing elements. For example, in its implementation, the marketing team tries to maximize the features available on social media.

Radio broadcasters are also asked to be more active as a mouthpiece for the radio station where they broadcast. It can be done by going live on Instagram or X between broadcasts or creating YouTube content. Mentioning the radio station or partnership/collaborator when posting is also something that is done (Informant 3, Interview, June 20, 2023).

The Group of MARI is implementing direct marketing online and offline. Online direct marketing is through Instagram, X, and YouTube, while offline direct marketing creates activations in the office by bringing sponsors.

There is an off-air program on Jak 101 FM called "Office To Office" where the announcer (and off-air team) visit offices to create activations in the office by bringing sponsors. For example, there is a client, Pizza Hut, so the activation is when the announcer comes to an office to greet the employees and create a kind of game or quiz and ends with giving a Pizza Hut package to the office (Informant 2, Interview, June 23, 2023).

The Group of MARI conducts direct

marketing online to get direct feedback from listeners and clients. In addition, actively conducting direct marketing offline at the client's office. When conducting direct marketing, the marketing team takes a more personal approach to the client, and both parties must clearly and easily understand two-way communication between employees and consumers.

The final stage of Integrated Marketing Communication management carried out by MARI is the evaluation stage. The evaluation stage is regularly and formally based on data obtained by the Research & Development Division called the Command Center R&D. The research carried out independently by the R&D team is what distinguishes MARI from other radio groups. One of the jobs of the R&D command center team is to conduct monitoring called added service monitoring brand, so that it can be more convincing for clients or potential clients to work together. As stated:

MARI Command Center can analyze real-time data such as the number of listeners (via radio or streaming using applications such as websites, NOICE or vidio.com), time spent listening, impressions, reach and others. The results of this research can be used as "selling material" to convince advertising clients. With strong data, clients will be made to believe, that's where the offer to advertise on the radio comes in. It can be considered as a service to clients or potential clients. Radio companies carry out activities that advertising agencies usually carry out (Informant 1, Interview, June 23, 2023).

Efforts and evaluations are important

components carried out by MARI to measure how IMC management is conducted as a form of business resilience in the new media era. Where the form of evaluation carried out by MARI is by supervising/monitoring the implementation of IMC elements.

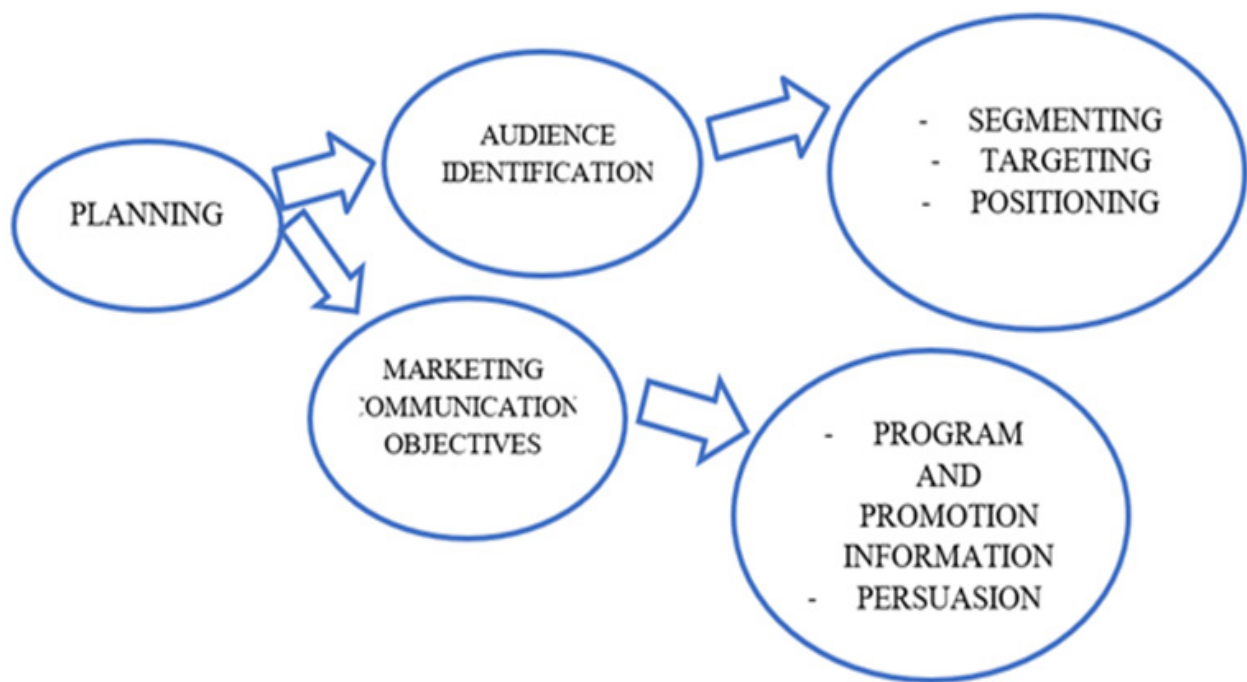
Amid today's fierce business competition, planning Integrated Marketing Communication is the key to success in achieving marketing goals (Mortimer & Laurie, 2017). First, the IMC planning stage is important for a marketer to identify the target audience, which can be an individual, a specific group, a special public, or the general public (Faruqi et al., 2022).

In practice, MARI explicitly discusses the planning of the implementation of IMC elements: market segmentation. MARI distinguishing clients who have collaborated several times and prospective clients who have not and will collaborate. The messages conveyed to the two types of clients differ and adjustments regarding cooperation, messages, and communication channels are made. It is important to group potential buyers to choose the products and media to be used (Christina & Setyanto, 2021). Companies also need to choose the most profitable segment because it is difficult to control all segments (Sarirati & Ardini, 2024). In determining the target market, MARI Jakarta explicitly focuses on each radio segment.

Market positioning is done by forming and communicating the main benefits that differentiate products in the market (Harniati et al., 2023). In this case, the cooperation offered by MARI starts from sister companies, personal face-to-face communication, and has independent R&D. In forming differences to get a superior image from competitors, MARI has focused and consistently been client-oriented.

The main objectives of marketing communication are to inform, influence, and persuade, and provide stimulus to increase awareness of the target audience about the company and its marketing communication mix (Muna, 2020). It is important for companies to remember that maintaining the consistency of implementing corporate communication following the initial objectives is no less important (Hulu et al., 2023). By continuing to be consistent from the initial goal-planning stage, the content of the message delivered will be the same and stick in the minds of clients and listeners.

In determining the company's communications budget, there are four general methods: (1) the method according to ability, (2) the percentage method of sales, (3) the method of matching competitors, (4) the method of goals and tasks (Tanjung & Juanita, 2015). During the participatory observation in the field and the interview session, more information was needed



Source: Research result, 2023

Figure 2 Planning of IMC in MARI

to determine the marketing communication budget by MARI. The preparation of the budget is the most complicated thing. However, there is no definite standard regarding the company's budget for promotional activities and others; this is because promotional spending depends on the product and market situation (Saharuddin et al., 2022). Determining the company's communication budget is a strategic decision that directly impacts the marketing campaign's success. By allocating an adequate budget, the company can reach the target market effectively and efficiently (Kotler & Keller, 2016).

The implementation of IMC is the key to success in achieving marketing goals and building solid relationships with customers. The following stages of implementation are

divided into two parts: developing a marketing communication program and determining various marketing communication strategies (Ots & Nyilasy, 2017).

In developing a marketing communications program, there are two components: message design and media selection. Ideally, messages are designed to provide awareness of a product or service (awareness), which then creates interest in the product and maintains customer loyalty. In practice, the message design carried out by MARI focuses on client-oriented promotion and marketing. The message designed by MARI is in line with what Kotler & Armstrong said, the message delivered to increase product awareness and foster interest in purchasing products/cooperation (Kotler & Keller, 2016).

In implementing media selection, MARI focuses on using digital media, both personal and non-personal media to publish MARI promotional and marketing activities. Choosing the right media will certainly have an impact on the results to be achieved (Dwivedi et al., 2021). It is highly recommended that business actors operates business activities through an IT-based online system because the era of new media change people's habits in consuming products.

The selection of online media by MARI can be explained by the Media Richness Theory (MRT), plays an important role in determining the choice of IMC media. MRT emphasizes the importance of choosing the right communication media to overcome the uncertainty and ambiguity of information. Media that are considered rich, such as face-to-face interaction and telephone, are considered more effective in dealing with ambiguous communication situations. Conversely, poor media, such as written documents or computer-based communication, are considered more suitable for situations where information is more structured and clear.

Another theory chosen is the Media Ecology Theory. This theory chosen as the second framework in the research discussed, is suitable for the application of the Media Ecology Theory developed by Marshall McLuhan. This theory views media as a diverse environment.

Another theory related to this research is computer-mediated communication (CMC). The theory of computer-mediated communication (CMC) and integrated marketing communication (IMC) can optimize company's digital communication channels, interact directly with consumers, and build strong relationships. Thus, IMC and CMC support each other in achieving the company's marketing goals.

Advertising activities are carefully planned so that the results obtained are maximized and in accordance with expectations. Furthermore, MARI uses main sales with advertising spots, adlibs, inserts, and program features to help disseminate information to listeners and increase their brand awareness about the sixth of MARI radios. Advertising elements are carried out optimally by MARI so that advertising elements help potential listeners and potential clients who still need to learn about the MARI radio group through advertising activities with cross promos, namely collaborating on content with other media. Collaboration with content creators such as the *Gak Jelas* Podcast to advertise MARI radio and vice versa is in line with reference that advertising is the most well-known and most discussed element of marketing communication because of its great effect (Belch & Belch, 2021).

Direct marketing activities by MARI done

by offering online programs and promotions to listeners through Instagram, YouTube, and X. Furthermore, directly offering offline programs and establishing closer relationships with clients. In direct marketing, there are database management activities, direct sales, distance marketing, and the use of various print and broadcast media. Social media is a suitable tool for direct marketing because it can interact directly with the public, which can be accessed worldwide and facilitates communication between companies and consumers (Belch & Belch, 2021).

Digital marketing utilized by companies to market products and offer products via social media, websites, blogs or vlogs. The advantage of online marketing is that sellers and buyers can interact with each other and make purchases directly (Belch & Belch, 2021).

In its implementation, marketing activities using online media are the main strategy done by MARI, which transforms its business methods using digital technology. Each MARI radio has an online content producer who creates at least five contents daily, where broadcasters and public figures gain as many followers as possible. Broadcasters as public figures or influencers actively become “mouthpieces” for MARI. Marketing efforts using Internet technology are considered effective. In fact, MARI has a command center that sells the results of analysis

in how to advertise a product or brand. Online marketing by utilizing social media and digital technology is the most effective and efficient way to conduct sales and promotions in the new media era (Adiyono et al., 2021).

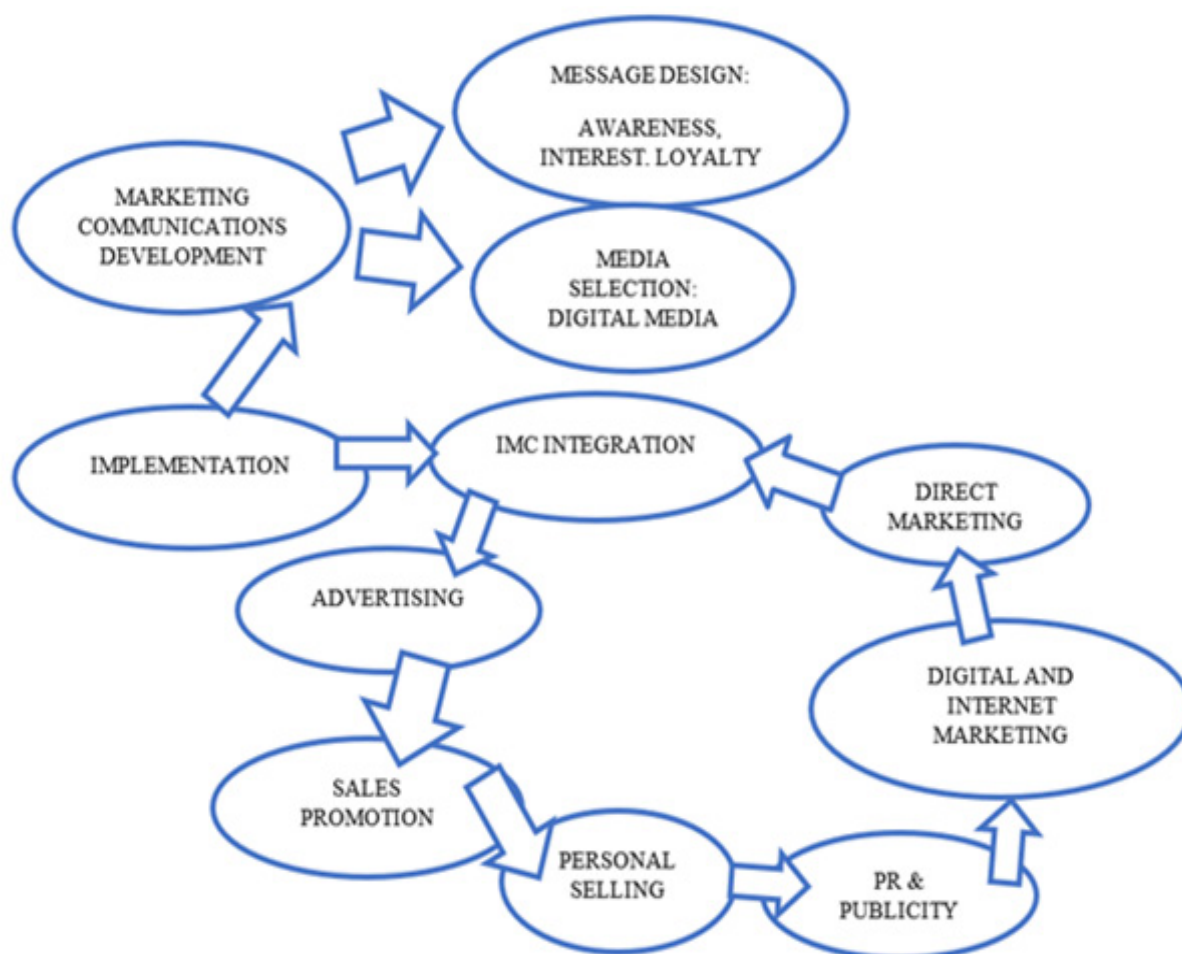
Sales promotion is an activity when marketing a product; business activists can provide added value or incentives to a product. Promos are divided into two main categories: consumer-oriented and commercial (Belch & Belch, 2021). Sales promotions carried out by MARI are divided into distributing free concert tickets for domestic and foreign artist concerts and music festivals in Jakarta. Client products on live X: Other sales promotions are “sales” and radio buying, namely product promotions with direct clients. Sales promotion elements have been proven to increase product purchase transactions, as in previous research conducted by Faruqi et al. (2022) on album sales and research conducted by Muna (2020) in his research on the ARTJOGG event said that sales promotion elements can increase transactions that are adjusted to the right moment and time.

Public Relations and Publicity is one of the non-personal elements of IMC related to news, editorials, social media or other advertising-related things such as press, news articles, photos, films, and videos (Belch & Belch, 2021). Public relations and publicity activities by MARI are under the responsibility of the Marketing &

Communication division. Public relations and publication activities focus on collaborating with local, national, and international events. Collaborate with venues or event locations (hotels, restaurants, cinemas, and performance halls), and create press releases and press conferences through collaboration with other media. There is a personal social media page belong to the broadcaster as an influencer whose focus of publication on the personal social media page for promotion program and marketing activities, also there is information

related to MARI radio so that listeners and clients will find in interesting in receiving information provided through the MARI social media page. A similar thing was also said in a study conducted that social media is the right media to use at this time because it can carry out interactive communication with the public without meeting directly, and its reach is wide (Khanom, 2023).

In the new media era, public relations and publication activities have begun to expand into MARI participation in a series of regional,



Source: Research result, 2023

Figure 3 Implementation of IMC in MARI

national, and international events. MARI participation in events includes two parts: as a participant and as a sponsor. Participation in events aims to increase brand awareness as well as a promotional event for MARI, wider publication reach, legitimacy and trust, networking and collaboration.

Personal selling is direct communication between the seller and the buyer in an effort to offer products directly to consumers (Muna, 2020). MARI AEs provide a personal touch when communicating with clients. Clients are also given the freedom to communicate with AEs. In fact, clients and AEs are friends outside of work.

The evaluation stage is the final stage of IMC conducted by MARI. It sees the relationship between the identified target audience and the previously planned message as well as the importance of measuring the results of the entire marketing program to predict and find out the failure of marketers in their efforts to achieve their targets. Evaluation is carried out by collecting data and information related to the influence of the campaign on brand awareness, consumer preferences, increased sales, and other marketing objectives. The evaluation helps assess the campaign's success, identify strengths and weaknesses, and provide insights for future improvements (Nurizal et al., 2023).

In practice, the evaluation activities by

MARI have been running since the IMC implementation stage was carried out, written records were found through data obtained from the command center or formal meetings. The evaluation programs are important to measure the effectiveness of marketing communication campaigns and ensure that they are in line with company goals (Belch & Belch, 2021; Luthfia, 2015).

Overall, the management of integrated marketing communication carried out by MARI as a form of business resilience in the new media era uses digital communication channels such as social media, face-to-face communication, and other online platforms as a tool to convey marketing messages to target targets. Media Richness Theory, Media Ecology Theory and computer-mediated communication are theories that can explain the marketing activities carried out by MARI; the use of these digital communication channels can increase the reach and visibility of MARI business in reaching a wider audience, even beyond geographical boundaries.

The new media era has posed many challenges for broadcast radio but has also become a momentum to develop business resilience. Broadcast radio that is able to adapt and implement resilience strategies well will have the opportunity to survive and even grow in difficult situations. In this study, researcher

attempted to see the efforts made by the MARI radio group in implementing business resilience in the new media era.

CONCLUSION

The planning element in IMC by MARI involves identifying target audience, establishing a consistent message, and selecting the media. The implementation of IMC elements carried out by MARI is the implementation of planned strategies using various marketing communication elements including advertising, sales promotion, public relations, personal selling, digital/Internet marketing, and direct marketing. Evaluation of IMC elements carried out by MARI begins when the implementation of IMC elements is carried out. The evaluation carried out is the collection of data and information related to the development of IMC elements to see the success of messages and campaigns, identify strengths and weaknesses, and provide directions and improvements for the implementation of the next IMC. This study produced several suggestions. First, IMC management requires integrated teamwork to ensure consistent and coordinated implementation. Second, it is important to plan advertising campaigns, selected media, and fund management. And third, IMC has high effectiveness and relevance along with the times because it can adapt to changes in consumer

behavior. Business actors, especially broadcast radio stations, can increase the effectiveness of marketing campaigns and adapt to changes in the ever-evolving business environment by implementing well managed IMC elements.

REFERENCES

- Adiyono, N. G., Rahmat, T. Y., & Anindita, R. (2021). Digital marketing strategies to increase online business sales through social media. *HUSOCPUMENT: Journal of Humanities, Social Science, Public Administration and Management*, 1(2), 31–37. <https://doi.org/10.51715/husocpument.v1i2.58>
- Ali, S. U. (2021). Persepsi masyarakat Pragaan tentang eksistensi Radio Rasda FM. *Ath-Thariq: Jurnal Dakwah Dan Komunikasi*, 5(1), 102–114. https://doi.org/10.32332/ath_thariq.v5i1.2966
- Belch, G. E., & Belch, M. A. (2021). *Advertising and promotion: An integrated marketing communications perspective* (12th (ed.)). McGraw-Hill Education.
- Birsen, Ö. (2023). Transforming radio, changing listener. *European Journal of Formal Sciences and Engineering*, 6(1), 116–125. <https://doi.org/10.2478/ejfe-2023-0010>
- Bisma, M. A., & Pramudita, A. S. (2020). Analisa minat pembelian online konsumen pada saluran distribusi digital marketplace online di Kota Bandung. *Jurnal Competitive*, 14(2), 36–44. <https://doi.org/10.36618/competitive.v14i2.617>
- Christina, E., & Setyanto, Y. (2021). Strategi komunikasi pemasaran terpadu Colourfun Booth dalam mempertahankan konsumen di era new normal. *Prologia*, 5(2), 398–404. <https://doi.org/10.24912/pr.v5i2.10232>

- Creswell, J. W. (2016). *Research design: Pendekatan metode kualitatif, kuantitatif, dan campuran*. Pustaka Pelajar.
- Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., Jain, V., Karjaluoto, H., Kefi, H., Krishen, A. S., Kumar, V., Rahman, M., Raman, R., Rauschnabel, P. A., Rowley, J., Salo, J., Tran, G. A., & Wang, Y. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 59, 102168. <https://doi.org/10.1016/j.ijinfomgt.2020.102168>
- Faruqi, M. A., Rahmi, F. N., & Mutma, F. S. (2022). Integrated marketing communication album “Romansa ke Masa Depan.” *Jurnal Manajemen Komunikasi*, 6(2), 183–199. <https://doi.org/10.24198/jmk.v6i2.34236>
- Harniati, A. S., Sumarwan, U., & Jahroh, S. (2023). Printer product positioning in Tokopedia e-commerce based on analysis of consumer reviews. *International Journal of Research and Review*, 10(6), 468–482. <https://doi.org/10.52403/ijrr.20230659>
- Hulu, Y. W., Mendrofa, S. A., Gea, N. E., & Zai, K. S. (2023). Analisis promosi hubungannya dalam peningkatan penjualan pada CV. Bintang Keramik Gunungsitoli. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 11(3), 807–819. <https://doi.org/10.35794/emba.v11i3.49040>
- Key, T. M., & Czapslewski, A. J. (2017). Upstream social marketing strategy: An integrated marketing communications approach. *Business Horizons*, 60(3), 325–333. <https://doi.org/10.1016/j.bushor.2017.01.006>
- Khanom, M. T. (2023). Using social media marketing in the digital era: A necessity or a choice. *International Journal of Research in Business and Social Science* (2147-4478), 12(3), 88–98. <https://doi.org/10.20525/ijrbs.v12i3.2507>
- Kotler, P., & Keller, K. L. (2016). *Marketing management*. Pearson.
- Liu, J. (2024). Research on the business model challenges for the media industry in the new era. *Journal of Education Humanities and Social Sciences*, 43, 73–79. <https://doi.org/10.54097/r49thy57>
- Luthfia, A. (2015). An effort to improve the effectiveness of integrated marketing communication on anticorruption campaign. *Journal of Computational and Theoretical Nanoscience*, 21(4), 855–859. <https://doi.org/10.1166/asl.2015.5902>
- Malik, E. G. (2022). The impact of the pandemic on the radio business in West Java-Indonesia. *The 5 Th International Conference on Family Business and Entrepreneurship*. <https://doi.org/10.33021/icfbc.v2i1.3516>
- MARI. (2023). *Profil MARI*. MARI IT Div. <https://mari.co.id/profil/>
- Mortimer, K., & Laurie, S. (2017). The internal and external challenges facing clients in implementing IMC. *European Journal of Marketing*, 51(3), 511–527. <https://doi.org/10.1108/EJM-08-2015-0621>
- Muna, C. N. (2020). Integrated marketing communication pada Heri Pemas Management: Studi kasus internasional ARTJOG MMXIX. *Jurnal Tata Kelola Seni*, 6(1), 1–17. <https://doi.org/10.24821/jtks.v6i1.4111>
- Nurizal, H., Wahyudin, U., & Rahmat, A. (2023). Integrated marketing communication of Batik Jambi Berkah to sustain the new normal era. *Jurnal Manajemen Komunikasi*, 8(1), 100–116. <https://doi.org/10.24198/>

- jmk.v8i1.46882
- Ots, M., & Nyilasy, G. (2017). Just doing it: Theorising integrated marketing communications (IMC) practices. *European Journal of Marketing*, 51(3), 490–510. <https://doi.org/10.1108/EJM-08-2015-0595>
- Rehman, S. ul, Gulzar, R., & Aslam, W. (2022). Developing the integrated marketing communication (IMC) through social media (SM): The modern marketing communication approach. *Sage Open*, 12(2), 1–23. <https://doi.org/10.1177/2158244022109993>
- Saharuddin, S., Anwar, K., & Azhar, A. (2022). The influence of product, price, promotion and distribution on the marketing strategy of small and medium enterprises in Lhokseumawe City. *Management Research and Behavior Journal*, 2(2), 62–67. <https://doi.org/10.29103/mrbj.v2i2.10456>
- Sarirati, P., & Ardini, N. S. (2024). Pengaruh kualitas pelayanan mobile banking terhadap kepuasan nasabah pada bank BNI kantor cabang pembantu Duren Tiga Jakarta. *Equilibrium Point: Jurnal Manajemen Dan Bisnis*, 7(1), 20–30. <https://doi.org/10.46975/ebp.v7i1.538>
- Singarimbun, K., Karlinah, S., Hidayat, D. R., & Darwis, Y. (2019). The role of celebrity radio DJs in contemporary radio industry: A case study of Prambors network. *Jurnal Komunikasi: Malaysian Journal of Communication*, 35(3), 57–73. <https://doi.org/10.17576/JKMJC-2019-3503-04>
- Tanjung, W. N., & Juanita, T. (2015). Optimasi penyusunan anggaran penjualan menggunakan Lagrange Multiplier. *Jurnal Al-Azhar Indonesia Seri Sains Dan Teknologi*, 3(1), 10–22. <https://doi.org/10.36722/sst.v3i1.179>
- Utomo, B. S., & Pradana, Y. (2021). Perilaku mendengarkan radio masyarakat Ponorogo di era new media. *Sahafa: Journal of Islamic Communication*, 3(2), 185–197. <https://doi.org/10.21111/sjic.v3i2.5521>
- Yin, R. k. (2018). *Studi kasus: Desain dan metode*. Rajagrafindo Persada.
- Zhang, T. (2024). Research on business model innovation of media industry in the era of “Internet+.” *International Journal of E-Collaboration*, 20(1), 1–14. <https://doi.org/10.4018/IJeC.349963>
- Zondi, S., & Muringa, T. P. (2024). Influence of digital media on radio’s public discourse: A case study of Gagasi FM and Ukhozi FM. *Communicatio*, 50(3), 44–72. <https://doi.org/10.1080/02500167.2024.2369505>