Digital content management strategies for enhancing stakeholder engagement: A communication perspective on website-based platforms

Abdul Kholik*⬤, **Menati Fajar Rizki**⬤, **Farah Widari Maulydia, Mohammad Arsha Syahdan, Arbifadhil Fikri Anadyar, Nasya Rizqy Zalikha**

Public Relations and Digital Communications, Faculty of Social Sciences and Law, State University of Jakarta, Jl. Rawamangun Muka, Rawamangun, Pulo Gadung, RT.11/RW.14, Rawamangun, Jakarta Timur, Kota Jakarta Timur, Daerah Khusus Ibukota Jakarta 13220
e-mail: abdulkholik@unj.ac.id

ABSTRACT

This study examines the strategic implementation of website-based Content Management Systems (CMS) as a communication tool to enhance stakeholder engagement in digital environments. Using a qualitative research approach combined with the Multimedia Development Life Cycle (MDLC) methodology, this research analyzes the development and implementation of a digital communication platform for Nasyid Nusantara Jakarta, focusing on its effectiveness in strengthening stakeholder relationships and supporting Sustainable Development Goal 16 (Peace, Justice, and Strong Institutions). Through focus group discussions with 13 participants and a comprehensive website evaluation, the study reveals that strategic digital content management can significantly improve organizational communication effectiveness. The research findings indicate that the implemented CMS platform achieved an overall effectiveness score of 80%, demonstrating strong technical functionality (100%) and content credibility (85.2%), while identifying areas for improvement in transparency, accountability (58.8%), and interactive engagement (66.7%). This study contributes to communication theory by demonstrating how digital platforms can serve as strategic communication tools that facilitate meaningful stakeholder dialogue and community building. These findings have practical implications for organizations seeking to leverage digital communication technologies to enhance stakeholder engagement and achieve sustainable development objectives through effective content management.

Keywords: Digital Communication, Content Management System, Stakeholder Engagement, Digital Platform Strategy, Organizational Communication

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RESEARCH & PUBLISHING

1. INTRODUCTION

The rapid digital transformation in Indonesia has fundamentally altered the way organizations communicate with stakeholders. With over 143 million internet users in Indonesia, digital platforms have become essential channels for organizational communication and stakeholder engagement (Putri, Danisa et al., 2024). This digital revolution has created new opportunities for organizations to build meaningful relationships with their audiences through strategic content management and interactive communication.

Digital transformation encompasses the integration of digital technologies into all aspects of organizational communication, including stakeholder relations, public engagement and community building (Mu'minah, 2021). In this evolving landscape, organizations must develop sophisticated communication strategies to effectively manage and distribute content while fostering genuine stakeholder engagement. Content Management Systems (CMS) have emerged as powerful tools that enable organizations to create, manage, and optimize their digital communication efforts without requiring extensive technical expertise (Rasyid et al., 2022).

A Content Management System functions as a comprehensive platform that empowers organizations to control their digital narrative and engage with stakeholders through multiple communication channels. Modern CMS platforms have evolved beyond simple content creation tools to become integrated communication ecosystems that support various forms of stakeholder interactions (Lin et al., 2023). These systems enable organizations to build websites that serve not only as information repositories but also as dynamic platforms for community engagement and collaborative communication.

This study explores how Content Management Systems can transform organizational communication from simple information broadcasting into meaningful stakeholder dialogue. We position CMS platforms as communication ecosystems that must balance multiple functions: enabling back-and-forth conversations between organizations and the public, delivering genuinely useful content that serves stakeholder needs, motivating audiences to return regularly, providing seamless user experiences, and sustaining long-term engagement. Our theoretical framework synthesizes insights from dialogic communication and stakeholder relationship theories to understand how specific platform features—interactive commenting, responsive feedback systems, intuitive navigation, and consistent content updates—shape the effectiveness of communication. While substantial research has examined digital engagement in corporate and government sectors, we identify a significant knowledge gap regarding cultural and community organizations in developing countries, where digital platforms serve not only communication functions but also community-building and cultural preservation objectives.

The strategic value of CMS-based websites lies in their ability to facilitate structured and ongoing communication processes (Pratama & Maskur, 2022). The Website Content Process Cycle, as illustrated in industry best practices, demonstrates how effective digital communication requires a systematic approach involving planning, content production, management, publication, and performance measurement (Figure 1). This cyclical process ensures that organizational communication remains responsive to stakeholder needs while maintaining consistency with the strategic objectives.
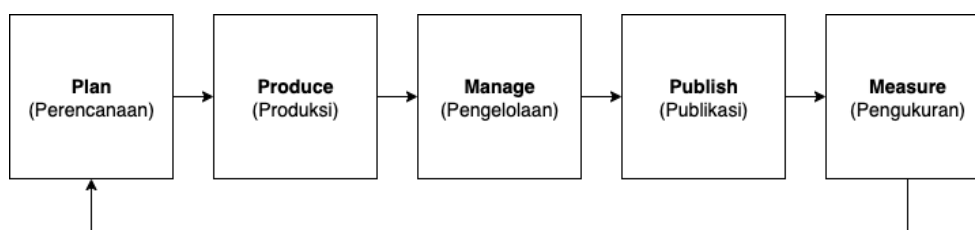

Figure 1. Website Content Process Cycle
Source: orbitmedia.com

This study focuses on Nasyid Nusantara Jakarta (NN Jakarta), an organization dedicated to promoting Islamic cultural arts through musical expression. NN Jakarta's mission aligns closely with

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Sustainable Development Goal 16, which emphasizes the importance of building peaceful, just, and inclusive societies. The organization's work in promoting social harmony through cultural expression demonstrates how communication platforms contribute to broader social development objectives.

SDG 16 calls for the establishment of effective, accountable, and inclusive institutions that can foster peaceful and harmonious societies (McDermott, C. L., 2019). In this context, digital communication platforms are instrumental in creating spaces for dialogue, cultural exchange, and community building. Organizations like NN Jakarta require sophisticated communication strategies that can effectively reach diverse stakeholder groups while maintaining authentic connections to their cultural missions.

Contemporary organizations face the challenge of developing communication strategies that can navigate the complex digital landscape while building genuine stakeholder relationships. Traditional communication approaches often fail to capture the interactive and participatory nature of digital engagement, leading to missed opportunities for meaningful stakeholder connections. This study addresses this gap by examining how strategically implemented CMS platforms can transform organizational communication practices and enhance stakeholder engagement outcomes.

This study addresses three key gaps in the literature. First, while previous research has examined individual CMS features, few studies have investigated how integrated CMS platforms function as holistic communication ecosystems. Second, the connection between digital engagement platforms and sustainable development outcomes remains under-theorized, particularly regarding SDG 16's emphasis on inclusive institutions. Third, most stakeholder engagement research focuses on Western contexts, leaving questions about how cultural and religious organizations in Southeast Asia utilize digital platforms for community building.

Therefore, this research asks: (RQ1) How do specific CMS affordances (content management, interactivity features, and transparency mechanisms) facilitate dialogic communication between cultural organizations and their stakeholders? (RQ2) What factors mediate the relationship between CMS implementation and stakeholder engagement outcomes? (RQ3) How can CMS-based platforms support SDG 16 objectives in building inclusive, participatory institutions in cultural organization contexts?

2. METHOD

This study employs an instrumental case study design to examine how CMS implementation influences stakeholder engagement in cultural organizations. The case study approach is appropriate because it allows for an in-depth examination of contemporary phenomena within real-life contexts, particularly when the boundaries between the phenomenon and context are not clearly evident. Nasyid Nusantara Jakarta serves as the instrumental case through which we investigate broader theoretical questions about digital communication platforms and stakeholder engagement.

This study integrates two complementary methodological frameworks. First, the Multimedia Development Life Cycle (MDLC) methodology guided the technical development phase of the CMS platform. The MDLC provides a structured approach to creating multimedia-rich digital platforms through six sequential phases: concept, design, material collection, assembly, testing, and distribution (Sutopo, 2003). Second, qualitative research methods, specifically focus group discussions and semi-structured interviews, were employed to evaluate the communication effectiveness and stakeholder perceptions of the implemented platform.

This integration of development methodology and qualitative evaluation reflects a design science research approach, where artifact creation (the CMS platform) and naturalistic evaluation (stakeholder assessment) work synergistically to produce practical and theoretical knowledge. The MDLC phases ensured systematic platform development, while qualitative methods provided rich insights into how stakeholders experienced and evaluated the platform's communication effectiveness.

The research framework integrates perspectives from organizational communication theory, digital media studies, and stakeholder engagement. This interdisciplinary methodology allows for a nuanced understanding of the complex relationships between technology implementation, communication processes, and stakeholder satisfaction outcomes (Fahlepi, 2025).

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This study utilized the Multimedia Development Life Cycle (MDLC) methodology, which provides a structured approach to developing and evaluating digital communication platforms. The MDLC is particularly appropriate for this research because it emphasizes the integration of various media elements—text, images, video, and interactive features—that are essential for effective stakeholder communication (Alfarisyi, 2023).
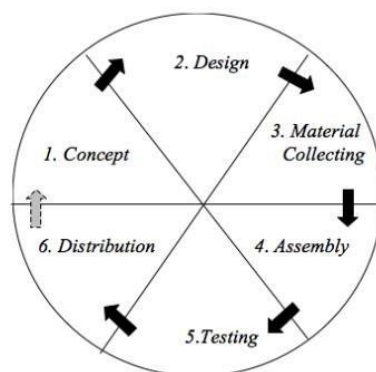

Figure 2. MDLC Method Stages

Source: Soetopo (2003)

As shown in Figure 2, the MDLC methodology consists of six sequential phases that guide both development and evaluation.

a. Concept Phase

The concept development phase involved extensive stakeholder consultation to identify the communication needs and engagement objectives. Through focus group discussions with key stakeholders and a comprehensive literature review, the research team developed a conceptual framework for the CMS platform that would support NN Jakarta's communication goals. This phase emphasized understanding stakeholder communication preferences and identifying opportunities for enhanced digital engagement (Chaerunisa & Siregar, 2023).

b. Design Phase

The design phase focused on creating user-centered communication interfaces that facilitated effective stakeholder interaction. Working with web developers and UI/UX designers, the team developed a system architecture and interface designs that prioritized accessibility and user engagement. The design process incorporated the principles of visual communication and interactive media to ensure that the platform supports diverse stakeholder communication needs (Kholik, 2024).

c. Material Collection

This phase involves gathering and organizing digital assets that would support the organization's communication objectives. The team collected multimedia content, including images, videos, documents, and interactive materials, to enhance stakeholder engagement and support the organization's cultural mission. Strategic content collection ensures that communication platforms deliver rich and varied experiences that maintain stakeholder interest and participation (Fahlepi, 2025).

d. Assembly

The assembly phase involved integrating all platform elements using the Laravel framework to create a cohesive communication system. This phase required careful attention to how different platform

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components supported various forms of stakeholder interaction and communication flow. Successful integration ensures that users can navigate the platform intuitively while accessing the full range of communication features (Nurdatillah, 2025).

e. Testing

Comprehensive testing involved both technical evaluation and user experience assessment by representatives from various stakeholder groups. Testing protocols evaluated platform functionality, communication effectiveness, and user satisfaction to ensure that the system met the communication needs of the stakeholders. Rigorous testing processes are essential for identifying potential communication barriers and optimizing user engagement (PuskoMedia Indonesia, 2024).

f. Distribution

The distribution phase encompasses platform deployment, stakeholder training, and communication outreach strategies. This phase requires coordination between technical implementation and communication strategies to ensure successful platform adoption and sustained stakeholder engagement. Effective distribution strategies recognize that the success of technology implementation depends on stakeholder acceptance and active participation (Syarif, 2025).

2.1 Sampling Strategy and Participant Recruitment

Participants were recruited using purposive sampling to ensure representation across NN Jakarta's diverse stakeholder groups. The inclusion criteria were as follows: (1) active involvement with NN Jakarta for a minimum of six months, (2) regular interaction with the organization's communication channels, and (3) willingness to participate in evaluation activities. A total of 13 participants were recruited, representing four key stakeholder categories identified through preliminary organizational analysis (see Table 1).

Table 1. Focus Group Discussion Participant Characteristics

Stakeholder Category	Role Description	Year of Involvement	N	Age Range
Nasyid Instructors	Teaching staff, program coordinators	3-8 years	4	28-45
Alumni	Former participants, current volunteers	2-5 years	3	22-35
Community Members	Active participants in programs	1-3 years	4	18-40
General Public	Prospective members, casual followers	<1 year	2	20-30
		Total	13	18-45

Data collection will occur in two phases between August and October 2025. Phase one consisted of three focus group discussion sessions (4-5 participants each, 90-120 minutes per session) conducted at the NN Jakarta community center. The FGD sessions explored stakeholder communication needs, platform usage experiences, and suggestions for improvement. Phase two involved individual semi-structured interviews (30-45 minutes each) with organizational leaders to contextualize the FGD findings and gather organizational perspectives.

2.2 Data Collection Instruments

The FGD Protocol consisted of five thematic sections: (1) current communication practices and challenges (15 minutes); (2) website navigation and usability experiences (20 minutes); (3) content relevance and credibility assessment (20 minutes); (4) transparency and organizational trust perceptions (20 minutes); and (5) interactive features and engagement preferences (15 minutes).

Sample FGD questions included: "How do you currently receive information about NN Jakarta's activities?", "Walk me through your experience using the NN Jakarta website. What worked well? What

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was frustrating?", "What information about the organization do you feel is missing or unclear?", and "If you could add one interactive feature to the website, what would it be and why?"

Data saturation was assessed through concurrent analyses during data collection. By the third FGD session, no substantively new themes emerged regarding stakeholder communication needs or platform evaluation, indicating adequate data saturation for the case study.

3. RESULT AND DISCUSSION

This study examined the implementation of a website-based Content Management System as a strategic communication tool for enhancing stakeholder engagement within the framework of Sustainable Development Goals 16. The study utilized qualitative research methods, including in-depth interviews with Nasyid Nusantara Jakarta organization members and comprehensive stakeholder consultations, to evaluate platform effectiveness and communication outcomes.

3.1 Stakeholder Communication Analysis

This study identified a complex stakeholder ecosystem that requires sophisticated communication strategies. Key stakeholders include nasyid instructors, alumni, community members, and the general public, each with distinct communication preferences and engagement patterns. The primary communication challenges identified include limited human resources for content management and fragmented community structures that operate independently without centralized coordination.

From a communication perspective, these challenges reflect broader issues in organizational communication, where diverse stakeholder groups require tailored messaging and interaction approaches. The fragmentation observed in the nasyid community demonstrates how digital platforms can serve as unifying communication tools that bridge traditional organizational boundaries and create new forms of community engagement.

3.2 Platform Functionality and User Experience

Technical evaluation revealed strong platform performance, with fast loading speeds and responsive design across multiple devices. However, the communication analysis identified significant opportunities for enhanced stakeholder interaction through improved integration. The need for direct WhatsApp integration and calendar booking systems reflects stakeholders' preferences for immediate, personalized communication channels that complement formal platform interactions.

These findings highlight the importance of understanding stakeholders' communication behaviors and preferences when designing digital engagement platforms. Effective organizational communication requires platforms that can accommodate both formal information sharing and informal relationship-building interactions that strengthen stakeholder connections over time.

3.3 Content Strategy and Communication Effectiveness

Content analysis revealed that effective stakeholder communication requires regular updates, authentic testimonials, and verifiable information. The study found that stakeholders value transparency and authenticity in organizational communication, particularly regarding program outcomes and organizational credibility. Monthly content updates have emerged as a minimum requirement for maintaining stakeholder interest and demonstrating organizational vitality.

Figure 3. Example of the Nasyid Jakarta website interface display

Source: nasyidjakarta.com

Figure 3 shows that the website interface demonstrates how visual communication elements can support the organization's messaging and cultural identity. However, the analysis suggests that effective digital communication requires continuous content development that reflects ongoing organizational activities and stakeholders' achievements.

3.4 Comprehensive Platform Evaluation

The stakeholder evaluation process involved 13 participants representing various constituencies in the Jakarta NN community. Using structured evaluation criteria, the participants assessed the effectiveness of the platforms across multiple communication dimensions. An overall platform score of 80% indicates "Good" performance with identified areas for strategic improvement (Table 2).

Table 2. Website Platform Evaluation Results by Communication Aspects

Communication Aspect	Weight	Score	Percentage
Content Credibility	27%	23%	85.2%
Visual Communication	22%	17%	77.3%
Technical Functionality	22%	22%	100%
Transparency & Accountability	17%	10%	58.8%
Interactive Engagement	12%	8%	66.7%
Total	100%	80%	-

Source: primary data

3.5 Communication Strengths and Strategic Opportunities

The evaluation revealed several communication strengths that supported effective stakeholder engagement. Strong technical functionality provides a reliable foundation for ongoing stakeholder communication, whereas high content credibility scores demonstrate that stakeholders view the organization as a trustworthy information source. A comprehensive presentation of the organizational

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structure supports transparency goals and helps stakeholders understand the organization's governance and leadership.

However, significant opportunities exist to enhance communication effectiveness. The transparency and accountability score of 58.8% indicates that stakeholders require more comprehensive organizational information, including details of physical location, legal status documentation, and credential verification. This finding reflects broader communication theory principles that emphasize the importance of organizational transparency in building stakeholder trust and engagement.

Interactive engagement scores (66.7%) suggest that current platform features do not fully support stakeholders' desires for dynamic, participatory communication. This finding aligns with digital communication research that emphasizes the importance of two-way communication channels that enable stakeholder feedback, collaboration, and community-building activities.

3.6   Strategic Communication Recommendations

Based on the research findings, several strategic communication improvements can enhance stakeholder engagement. First, enhanced Transparency Communication: Organizations should provide comprehensive information, including physical addresses, legal documentation, and relevant certifications, to build stakeholder confidence. Building consumer trust through content requires a consistent and well-planned strategy that emphasizes transparency, factual accuracy, relevant storytelling, and consistency of the message (Nugraha, 2024). Second, interactive Communication Development: Implementing real-time communication features such as direct messaging integration, appointment scheduling systems, and social sharing capabilities would better serve stakeholder interaction preferences. These features support relationship-building activities that strengthen long-term stakeholder commitments. Third, multi-Platform Communication Strategy: Current social media presence limited to Instagram should expand to include TikTok, YouTube, and Facebook to reach a broader stakeholder demographic. Contemporary communication strategies require multichannel approaches that recognize diverse stakeholder media consumption patterns (Mulasih, 2024). Fourth, community-centric Communication Positioning: The platform should be positioned as a central communication hub that unites currently fragmented community elements. This approach requires content strategies that emphasize collaborative activities, shared achievements, and collective identity building.

3.7 Theoretical Implications for Communication Studies

This study contributes to communication theory by demonstrating how digital platforms function as mediating technologies that shape organizational-stakeholder relationships. The findings suggest that effective digital communication requires the careful integration of technological capabilities with stakeholder communication preferences and cultural contexts.

The study reveals that successful digital communication platforms must balance formal organizational communication with informal community-building. This balance requires sophisticated content strategies that can serve multiple stakeholder needs while maintaining organizational consistency.

Furthermore, this study demonstrates how cultural organizations can use digital platforms to preserve and promote cultural values while building contemporary stakeholder relationships. This finding has implications for understanding how traditional cultural organizations can adapt to digital communication environments without compromising their core cultural goals.

4.   CONCLUSION

This study demonstrates that strategically implemented website-based Content Management Systems can significantly enhance organizational communication effectiveness and stakeholder engagement. With an overall platform effectiveness score of 80%, this research shows that digital

communication platforms can serve as powerful tools for building stakeholder relationships when designed with careful attention to user needs and communication preferences.

The research reveals that successful digital communication requires the integration of technical functionality with strategic content management and stakeholder-centered design principles. While technical performance provides the foundation for effective communication, the quality of stakeholder engagement depends on transparency, interactivity, and authentic content that reflects the organization's values and activities.

These findings have important implications for communication studies and organizational practices. Digital platforms function not only as information delivery mechanisms but also as relationship-building tools that can strengthen community connections and support collaborative activities. Organizations seeking to enhance stakeholder engagement should focus on developing comprehensive communication strategies that integrate multiple interaction channels while maintaining consistent organizational messages.

For organizations working toward Sustainable Development Goals, this research demonstrates how digital communication platforms can support broader social development objectives by creating spaces for dialogue, cultural exchange, and community engagement. The success of such platforms depends on careful attention to stakeholder communication needs and ongoing commitment to transparency, authenticity and interactive engagement.

Future research should explore how digital communication strategies can be adapted to different organizational contexts and cultural environments. Additionally, longitudinal studies examining the long-term impact of digital communication platforms on stakeholder relationships would provide valuable insights into the sustainability of technology-mediated organizational communication approaches.

Ethical Approval
This study did not require ethical approval.

Informed consent statement
This study did not require informed consent.

Author's Contributions
AK conceptualized and led the research program, developed the theoretical framework, and supervised the overall project's implementation. MFR. contributed to the research proposal development, methodology design, and manuscript writing, particularly focusing on the literature review and discussion sections. FWM served as an enumerator for data collection, conducted stakeholder interviews, and contributed to the results analysis and reporting. MAS assisted in data collection as an enumerator, participated in focus group discussions, and helped prepare the final research report and documentation.

Disclosure Statement
No potential conflict of interest was reported by the author(s).

Data availability statement
The data presented in this study are available on request from the corresponding author due to privacy reasons.

Notes on Contributor

Abdul Kholik
https://orcid.org/my-orcid?orcid=0000-0002-2721-2922
Abdul Kholik is lecturer and researcher in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. His academic focus includes visual communication, digital communication, and digital marketing, exploring how media and technology shape public perception and engagement. He is passionate about empowering students with creative and strategic skills for the digital era.

Menati Fajar Rizki
https://orcid.org/0009-0008-5139-8983
Menati Fajar Rizki is lecturer and researcher in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. Her expertise lies in business communication, marketing communication, and public relations research, with a strong emphasis on strategic messaging, stakeholder engagement, and communication effectiveness in organizational contexts.

Farah Widari Maulydia
Farah Widari Maulydia is a student in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. Actively involved in campus organizations, Farah is passionate about public relations research and digital communication, with a growing interest in how media and technology influence public engagement and institutional reputation.

Mohammad Arsha Syahdan
Mohammad Arsha Syahdan is a student in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. Actively involved in campus organizations and serving as a Scout leader, Arsha is passionate about public relations research and digital communication. Through his involvement in scouting activities, he has developed strong leadership skills and community engagement experience.

Arbifadhil Fikri Anadyar
Arbifadhil Fikri Anadyar is a student in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. Actively involved in campus organizations, Arbi is passionate about visual communication research and digital media design, with a growing interest in how visual elements and interface aesthetics influence user experience and digital engagement.

Nasya Rizqy Zalikha
Nasya Rizqy Zalikha is a student in the Public Relations and Digital Communication Program at the Faculty of Social Sciences and Law, State University of Jakarta. Actively involved in campus organizations, Nasya is passionate about organizational communication and instructional communication research, with a growing interest in how communication strategies enhance organizational effectiveness.

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