



## Instagram content management strategy of the digital business study program to increase the number of visitors

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### ABSTRACT

Instagram has become an important medium for academic communication, promotion, and institutional branding in higher education. This study aims to analyze the Instagram content management strategy of the Digital Business Study Program of Universitas Pakuan using the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE), and SWOT approaches. A mixed-method approach was employed through interviews with three purposively selected informants, observations, and Instagram Insight documentation. Data validity was ensured through source triangulation. The findings indicate an IFE score of 3.12 and an EFE score of 3.22, positioning the study program in the Grow and Build category. The SWOT analysis identified the Strengths-Opportunities (SO) strategy as the most appropriate alternative, including optimizing Reels, increasing student activity publications, utilizing digital trends, and maintaining content consistency. This study contributes to strategic social media management and provides practical recommendations for improving audience engagement, institutional branding, and digital communication in higher education.

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## 1. INTRODUCTION

The development of information and communication technology has changed how higher education institutions disseminate information and build their image through digital media. Instagram has become one of the most widely used platforms because it enables fast, broad, and interactive communication through features such as Feed, Stories, Reels, and Highlights. (Stiawan, Studi, et al., 2024) showed that Instagram is an effective medium for delivering academic information and supporting higher education promotion.

Previous studies have consistently shown that content quality, communication strategies, and the utilization of Instagram features significantly influence audience engagement. Hapsari et al. (2024) explained that optimizing Instagram features expands information reach, while Primasari et al. (2022) found that digital marketing activities through Instagram increase audience interaction. Likewise, Humaidah et al. (2025) highlighted that relevant content marketing improves engagement, whereas Huda et al.

(2024) emphasized the importance of attractive and informative content in meeting audience needs. Although these studies confirm the effectiveness of Instagram as a communication medium, they mainly evaluate audience responses without explaining how strategic content management should be formulated to improve institutional social media performance.

The Digital Business Study Program of Universitas Pakuan utilizes Instagram to disseminate academic information, publish student activities, and strengthen its institutional branding. Preliminary observations of the Instagram account indicate that student activity content and Reels receive higher audience attention than other content types. However, content publication remains inconsistent due to sudden information requests, limited administrator availability, and increasing competition among university social media accounts. Consequently, the potential of Instagram has not been fully optimized to improve visitor growth and institutional branding. This finding is consistent with Winarto et al., (2023), who explained that information quality influences audience engagement, while Valdiani & Nugraha (2023) emphasized that effective communication technology supports digital information dissemination.

Although Instagram has been widely examined from the perspectives of content marketing, audience engagement, personal branding, and digital communication (R. Hapsari & Pamungkas, 2024; Kurniati et al., 2022a; Stiawan, Puspanidra, et al., 2024), limited studies have integrated the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal-External (IE), and SWOT approaches to formulate strategic recommendations for Instagram content management in higher education. This research gap indicates the need for a strategic analysis that integrates internal and external organizational conditions to develop evidence-based content management strategies.

Therefore, this study aims to analyze the Instagram content management strategy of the Digital Business Study Program of Universitas Pakuan using the IFE, EFE, IE Matrix, and SWOT approaches. The novelty of this study lies in integrating strategic management analysis with Instagram content management to formulate practical strategic recommendations for higher education institutions. The findings are expected to contribute theoretically to strategic social media management studies and practically to improve content planning, audience engagement, and institutional digital branding.

## 2. RESEARCH METHOD

This study uses a mixed method, which combines qualitative and quantitative approaches in the process of data collection and analysis. The qualitative approach is used to identify internal and external factors that influence Instagram content management in the Digital Business Study Program of Universitas Pakuan through interviews, observation, and documentation. Meanwhile, the quantitative approach is used to assign weights and ratings to the identified strategic factors, resulting in the values of the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), and Internal-External (IE) matrices.

The research object was the Instagram account of the Digital Business Study Program of Universitas Pakuan. Primary and secondary data were collected using a mixed-method approach. Qualitative data from interviews, observation, and documentation were used to identify internal and external strategic factors, while quantitative data were obtained through weighting and rating these factors. The identified internal factors were analyzed using the Internal Factor Evaluation (IFE) Matrix, whereas the external factors were analyzed using the External Factor Evaluation (EFE) Matrix to evaluate the study program's internal condition and its ability to respond to the external environment (David 2017).

The total IFE and EFE scores were used to construct the IE Matrix to determine the study program's strategic position and direction (David 2017). Subsequently, the

SWOT Matrix was developed by combining internal and external factors to formulate alternative Instagram content management strategies. This approach is supported by Gumilang et al. (2024), who demonstrated that SWOT-based digital marketing strategies help organizations maximize strengths and opportunities while minimizing weaknesses and threats. Likewise, Fachrezie et al. (2025) stated that SWOT analysis is an effective strategic tool for formulating strategies based on internal and external organizational conditions.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Internal Factor Evaluation (IFE) Matrix Analysis

Based on interviews and observations of the management of the Digital Business Study Program Instagram account of Universitas Pakuan, several internal factors were obtained, consisting of strengths and weaknesses. These factors were then analyzed using the Internal Factor Evaluation (IFE) Matrix to determine the organization's internal condition and capabilities in supporting social media management.

Table 1. Internal Factor Evaluation (IFE) Matrix

| No                | Internal Factor                                                                    | Weight   | Rating | Score       |
|-------------------|------------------------------------------------------------------------------------|----------|--------|-------------|
| <b>Strengths</b>  |                                                                                    |          |        |             |
| 1                 | Attractive Instagram content visuals that follow digital trends                    | 0,12     | 4      | 0,48        |
| 2                 | Reels content and relatable content are effective in increasing engagement         | 0,12     | 4      | 0,48        |
| 3                 | Student activity and achievement content helps build study program branding        | 0,12     | 4      | 0,48        |
| 4                 | Information delivery through Instagram is fast and easy for students to understand | 0,1      | 3      | 0,3         |
| 5                 | The use of Instagram features supports branding and audience interaction           | 0,1      | 3      | 0,3         |
| <b>Weaknesses</b> |                                                                                    |          |        |             |
| 6                 | Information and content needs often arrive suddenly                                | 0,1      | 3      | 0,3         |
| 7                 | Posting schedules are often constrained by managers' lecture activities            | 0,1      | 3      | 0,3         |
| 8                 | Content posting consistency is not yet optimal                                     | 0,08     | 2      | 0,16        |
| 9                 | Content idea creativity and visual branding still need improvement                 | 0,08     | 2      | 0,16        |
| 10                | Audience engagement and website optimization are still not maximized               | 0,08     | 2      | 0,16        |
| <b>TOTAL</b>      |                                                                                    | <b>1</b> |        | <b>3,12</b> |

Based on Table 1, the total IFE Matrix score is 3.12, indicating that the internal condition of Instagram management in the Digital Business Study Program is strong. This result shows that the strengths outweigh the weaknesses, supporting Instagram as an effective medium for information dissemination and study program branding.

The main strengths include attractive visual content, the use of Reels, publication of student activities, and the ability to deliver information quickly to audiences. This finding is consistent with (R. Hapsari & Pamungkas, 2024), who stated that Instagram features can increase audience reach. However, several weaknesses remain, including limited manager availability, sudden content demands, inconsistent posting, and low engagement. According to Kurniati et al. (2022), content consistency is essential for increasing social media attractiveness, while Alamsyah et al. (2022) emphasized that attractive and relevant content enhances audience attention.

The IFE Matrix results indicate that the key internal factor is the ability to use Instagram as an interactive communication platform for prospective students, current students, and the public. Therefore, managers should maintain existing strengths while

improving content planning, audience interaction, and content performance evaluation. A well-managed Instagram account can strengthen public trust, enhance the study program's reputation and visibility, and increase the number of account visitors.

### 3.2 External Factor Evaluation (EFE) Matrix Analysis

The External Factor Evaluation (EFE) Matrix was used to analyze opportunities and threats affecting Instagram account management in the Digital Business Study Program. The results provide a basis for formulating strategies to increase Instagram account visitors and strengthen Instagram as a medium for information dissemination, promotion, and study program branding.

Table 2. External Factor Evaluation (EFE) Matrix

| No            | External Factor                                                                                  | Weight | Rating | Score |
|---------------|--------------------------------------------------------------------------------------------------|--------|--------|-------|
| Opportunities |                                                                                                  |        |        |       |
| 1             | Instagram is an effective medium for delivering information to students                          | 0,12   | 4      | 0,48  |
| 2             | The majority of active students use Instagram                                                    | 0,12   | 4      | 0,48  |
| 3             | Student activity and event content has high appeal                                               | 0,11   | 4      | 0,44  |
| 4             | Visual content helps audiences understand campus information                                     | 0,11   | 4      | 0,44  |
| 5             | Instagram has the potential to attract prospective new students                                  | 0,1    | 3      | 0,3   |
| Threats       |                                                                                                  |        |        |       |
| 1             | Other campus or educational accounts have more creative content                                  | 0,1    | 3      | 0,3   |
| 2             | Audiences are less interested in monotonous content and content with too much text               | 0,1    | 3      | 0,3   |
| 3             | Content competition on social media is increasing                                                | 0,08   | 2      | 0,16  |
| 4             | Study program accounts can easily be buried among the large amount of social media content       | 0,08   | 2      | 0,16  |
| 5             | Content that is not up to date and not aligned with students' needs can reduce audience interest | 0,08   | 2      | 0,16  |
| TOTAL         |                                                                                                  | 1      |        | 3,22  |

Based on Table 2, the total EFE Matrix score is 3.22, which shows that the Digital Business Study Program has a good ability to take advantage of opportunities and face threats from the external environment. According to David (2017), an EFE score above 2.50 indicates that an organization is able to respond effectively to external factors. The main opportunities come from the high use of Instagram among students and prospective students, the increasing need for digital information, and the development of Instagram features that support information dissemination and user interaction. Informative Instagram posts that meet followers' needs have been proven to effectively help fulfill audience information needs (Aprilia et al., 2024). The effectiveness of message delivery through Instagram also affects audience attention and awareness. Purnama (2024) found that messages delivered through Instagram can increase awareness and audience interest in the information provided. This finding is in line with Stiawan et al. (2024), who stated that Instagram is effective as a medium for delivering academic information, and Nurhikmawan et al. (2024), who explained that social media plays an important role in increasing user engagement.

On the other hand, the main threats include competition from other university social media accounts, rapid digital trends, and declining audience interest in less relevant content. Therefore, managers need to continuously innovate and evaluate content strategies. According to Gumilang et al. (2024), sustainable digital strategies are essential for maximizing opportunities while maintaining audience interest. Overall, the EFE Matrix results indicate that external opportunities outweigh the threats for the Instagram account of the Digital Business Study Program.

### 3.2 Internal-External (IE) Matrix Analysis

The combined IFE and EFE Matrix scores were used to determine the strategic position of the Digital Business Study Program Instagram account of Universitas Pakuan on the Internal-External (IE) Matrix. This matrix is used to determine the overall condition of the organization based on the internal and external factors that have been analyzed previously.

Table 3. Internal-External (IE) Matrix

|                       | High EFE (3.0–4.0) | Medium EFE (2.0–2.99) | Low EFE (1.0–1.99) |
|-----------------------|--------------------|-----------------------|--------------------|
| High IFE (3.0–4.0)    | Cell I             | Cell II               | Cell III           |
| Medium IFE (2.0–2.99) | Cell IV            | Cell V                | Cell VI            |
| Low IFE (1.0–1.99)    | Cell VII           | Cell VIII             | Cell IX            |

Based on the analysis results, the IFE score of 3.12 and the EFE score of 3.22 place the Digital Business Study Program Instagram account in Cell I of the IE Matrix. This position is included in the Grow and Build category. Du et al. (2020) explained that organizations in a growth position need to develop expansion and innovation strategies to increase competitiveness and expand market reach. This shows that the Digital Business Study Program Instagram account has strong internal conditions and is able to utilize available external opportunities well.

According to David (2017), organizations in the Grow and Build position should implement growth strategies such as market penetration, market development, and product development. In this study, these strategies can be applied by improving content quality, optimizing Instagram features, and increasing audience interaction. The Cell I position indicates that the Digital Business Study Program Instagram account has strong potential to enhance its visibility, branding, and number of account visitors.

### 3.3 SWOT Analysis

SWOT analysis combined the internal and external factors identified through the IFE and EFE Matrices to formulate strategic alternatives. According to David (2017), SWOT analysis utilizes strengths and opportunities while minimizing weaknesses and threats. The results identified several strategies to increase the number of Instagram account visitors for the Digital Business Study Program of Universitas Pakuan.

Table 4. SWOT Analysis

| Internal / Eksternal | Opportunities (O)                                                                                                                         | Threats (T)                                                                                                                                                 |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strengths (S)        | SO1 (S1, S2, O1, O2)<br>Optimizing Reels content and trend-based content to increase audience reach and engagement.                       | ST1 (S1, T1, T3)<br>Developing creative content and following digital trends to address increasing competition on social media platforms.                   |
|                      | SO2 (S3, O3, O4)<br>Enhancing the publication of student activities, achievements, and events to strengthen the study program's branding. | ST2 (S2, S3, T2, T5)<br>Optimizing visual content and Reels to maintain audience interest in the study program's Instagram account.                         |
|                      | SO3 (S4, S5, O5)<br>Maximizing Instagram features as a platform for academic information dissemination and study program promotion.       | ST3 (S4, S5, T4)<br>Utilizing the study program's branding strengths through continuous publication of student activities and achievements.                 |
|                      | WO1 (W1, O1, O2)<br>Developing a content calendar and content bank to improve the consistency of information dissemination.               | WT1 (W1, W2, T5)<br>Establishing standard operating procedures (SOPs) for social media management to ensure consistency and quality in content publication. |
| Weaknesses (W)       |                                                                                                                                           |                                                                                                                                                             |

|                                                                                                                                                            |                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| WO2 (W2, W3, O1, O2)<br>Leveraging the high level of Instagram usage among students to increase engagement through more creative content.                  | WT2 (W3, W5, T2, T4)<br>Conducting regular content performance evaluations to adapt to audience needs and emerging digital trends.         |
| WO3 (W4, W5, O3, O4, O5)<br>Improving the quality of visual design and publication materials to make information more attractive and easier to understand. | WT3 (W4, T1, T3)<br>Enhancing the competencies of social media administrators in graphic design, copywriting, and social media management. |

Based on the SWOT analysis, four strategic alternatives were identified by combining internal and external factors. (a) Strengths–Opportunities (SO): This strategy focuses on optimizing Instagram content according to digital trends, utilizing Reels to expand audience reach, increasing publications of student activities and achievements, and maximizing Instagram features for academic information and study program promotion. Pakpahan et al. (2024) stated that the right marketing strategy can increase audience interest and interaction. This strategy is expected to strengthen the branding of the Digital Business Study Program and increase visitors, in line with Damayanti et al. (2023). (b) Weaknesses–Opportunities (WO): This strategy utilizes external opportunities to address weaknesses by preparing a content calendar and content bank, improving coordination among social media managers, and enhancing creativity in content design. Marliani et al. (2025) explained that structured strategic planning helps optimize resources and support sustainable development. (c) Strengths–Threats (ST): This strategy emphasizes developing creative content, optimizing visual content and Reels, and maximizing Instagram features to remain competitive with other university accounts. Banjarnahor et al. (2024) explained that strong differentiation and positioning can improve competitiveness and maintain audience attention. (d) Weaknesses–Threats (WT): This strategy minimizes weaknesses by developing social media SOPs, conducting periodic content performance evaluations, and improving managers' competencies in design and digital media management.

These findings are consistent with Humaidah et al. (2025), who stated that relevant and attractive content marketing increases audience engagement on social media. In addition, Gumilang et al. (2024) explained that a structured digital strategy improves organizational communication effectiveness. Therefore, the SO strategy is the most appropriate alternative for increasing the number of Instagram account visitors.

### 3.4 Discussions

Overall, the IFE, EFE, IE, and SWOT analyses indicate that the Instagram management strategy should focus on developing attractive, relevant, and consistent content to increase the number of account visitors. This finding is consistent with (Kurniati et al., 2022), who reported that consistent content strengthens personal branding and increases audience engagement. In addition, this finding is supported by Akhyaraldo et al. (2025), who stated that accurate and accountable information is essential for maintaining audience trust and the credibility of digital media. These results are also in line with Humaidah et al. (2025), who found that attractive and relevant Instagram content increases audience interest and engagement, while Gandhi et al. (2024) emphasized the importance of regular strategy evaluation to adapt to the changing digital environment.

Furthermore, the findings show that Instagram functions as both an information and communication medium that strengthens the study program's image and visibility. This result is consistent with (Gandhy et al., 2023), who explained that accessible information encourages audience interaction. In addition, Banjarnahor et al. (2024) stated that strong positioning helps maintain audience attention and loyalty. Therefore,

implementing these strategies is expected to increase Instagram account visitors while supporting the branding of the Digital Business Study Program.

#### 4. CONCLUSION

This study aims to analyze the Instagram content management strategy of the Digital Business Study Program of Universitas Pakuan in increasing the number of visitors through the Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), Internal–External (IE), and SWOT matrix approaches. The results indicate that the Instagram account has strong internal conditions and is able to respond effectively to external opportunities. These findings position the study program in the Grow and Build category, indicating that a growth-oriented strategy is the most appropriate approach for strengthening digital communication and institutional branding.

Based on the SWOT analysis, the Strengths–Opportunities (SO) strategy is identified as the most appropriate alternative. The recommended strategy includes optimizing Reels, increasing publications of student activities, utilizing digital trends, and maintaining content consistency through structured planning and regular evaluation. This recommendation is supported by (Hanapi & Ridanasti, n.d.), who emphasized that consistent and audience-relevant Instagram content strategies improve audience engagement and brand awareness. These findings also demonstrate that integrating the IFE, EFE, IE Matrix, and SWOT approaches provides a more comprehensive basis for formulating social media strategies in higher education.

This study contributes academically by extending the application of strategic management analysis to Instagram content management in higher education. The findings also provide theoretical implications by demonstrating that internal and external organizational analyses can support the development of more effective social media strategies. From a managerial perspective, the study recommends strengthening content planning, improving administrator coordination, and conducting regular performance evaluations to enhance Instagram effectiveness. In addition, these findings may serve as a practical reference for higher education institutions in developing digital communication policies to strengthen institutional branding and audience engagement.

This study is limited to the Instagram account of the Digital Business Study Program of Universitas Pakuan and focuses on strategic analysis using the IFE, EFE, IE Matrix, and SWOT approaches. Therefore, future research is recommended to expand the research scope by involving other higher education institutions and incorporating additional social media performance indicators, such as engagement rate, reach, impressions, profile visits, follower growth, and conversion rate, to provide a more comprehensive evaluation of social media management strategies.

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