

The role of PR agencies in crafting strategic communication for brand x's competitive positioning

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Abstract

This study aims to examine the role of public relations agencies (PR) in formulating and implementing communication strategies to strengthen the competitive position of Brand X in the Malioboro area of Yogyakarta. Her main focus is on how PR agencies design strategic communication efforts to differentiate Brand X from its competitors using a variety of approaches, including digital publications, event organization, community engagement, and brand image management. A qualitative approach with descriptive methods was adopted, utilizing in-depth interviews with PR consultants, competitor observations, and SWOT analysis to map the strategic position of the brand. The findings of this study show that PR agencies mostly operate at the tactical level, handling social media content creation, coordination of promotional activities, and collaboration of local communities. Among the four PR strategies used, digital channels, especially TikTok, emerged as the most prominent tool to reach a wider audience. However, the agency's strategic role in the development of brand policies is still limited. TikTok, in this context, is better understood as a dominant publication tool than a comprehensive strategic framework. The study underscores the need for PR agencies to evolve from communications implementers to strategic partners actively involved in long-term brand differentiation planning. Recommendations include diversifying digital communication channels, improving collaboration with influencers, and developing advanced PR strategies such as lobbying and social responsibility to strengthen brand positioning amid a homogeneous market.

Keywords

Public relations agency, Strategic communication, Brand positioning, Tiktok, PR strategy

Introduction

The Malioboro area, the iconic tourist center of Yogyakarta, is now an arena for fierce business competition where thousands of traders and brands compete for tourists' attention through intensive digital promotion on platforms such as TikTok and Instagram. In the midst of this ecosystem full of visual noise, Brand X faces crucial challenges: high customer churn rates due to less attractive promotional content, low

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conversions from virality to sales, and dominance of competitors with more adaptive influencer strategies. This condition emphasizes the urgency of innovative communication strategies to win the hearts of audiences in a hyper-competitive market.

In today's all-digital era, the presence of social media is very common and very important for its users. According to Siddiqui & Singh, social media has a very important and radical role in changing lifestyles, the way people communicate and interact, (Prasanti et al., 2023). In the business world, competition from companies is inevitable. Every company competes to design the best strategy to become a market leader. One of them is by building a brand well. The definition of a brand according to the American Marketing Association is as a name, term, sign, symbol, or combination of these things that are intended to identify goods or services of a person or a group of sellers to distinguish them from natural competitor products facing ultra-dense competition in the Malioboro area, Brand X has difficulty maintaining relevance and market share due to sales stagnation, lack of physical store traffic, low brand awareness among young tourists, as well as weak engagement on the TikTok platform where competitors managed to increase conversions by up to 30% through viral challenges and influencer collaborations, while Brand X content failed to trigger likes, shares, and real visits. Brand X needs differentiation to strengthen the brand so that it does not sink among buyers in the Malioboro area. A brand, according to the American Marketing Association (AMA), is defined as a name, term, mark, symbol, design, or combination intended to identify a particular supplier's goods/services and distinguish them from competitors (Keller, 2008). However, in the competitive Malioboro area, Brand X faces the threat of product homogeneity with other local traders, thus requiring differentiation through innovative PR communication strategies to build a unique identity and prevent drowning in the noise of the tourist market (Fitri1, 2020).

Management using this differentiation can make it easier for companies to process public communication that is structured, consistent, and able to build unique perceptions to attract consumers. A well-structured and planned communication strategy is an important effort to reduce competitiveness among competitors. The role of the Public Relations Agency as a solution in implementing communication strategies to carry out the mission and is responsible for developing the right strategy. PR agencies are often reduced to mere technical executors of content rather than strategic partners who hold the trust of Brand X to manage public perception and translate competitive advantage amidst Malioboro noise. In fact, public relations is a powerful tool against market anonymity through precise perception management, but agencies are rarely positioned as the architects of differentiation strategies. This research gap underlies a key question: how strategic is the role of PR agencies in strengthening Brand X's positioning in the competitive ecosystem? Public Relations can contribute to the quality of a company's communication and better overall business outcomes. A change in attitude with managers about Public Relations strategies This will certainly lead to a

greater role for Public Relations in running the company's business (Rahmadani & Andrini, 2021)

Digital media offers a strategic advantage in building emotional connections and reaching new audiences in a competitive market (Safitri Wulandari 1, 2025). TikTok is a 15-second to 10-minute short video platform that pushes fast-trending content that risks plunging PR Brand X into the trap of mere "viral chase", at the expense of long-term positioning (Ananda Maharani et al., 2024). Initial observations from the social media team revealed that Brand X's viral product review content was indeed effective in introducing the brand in a short duration, but it relied on reactive creativity that was susceptible to algorithms and momentary trends. This situation confirms the novelty of the research: how PR strategies can capitalize on TikTok's dynamics without being trapped in a temporary virality cycle. Based on these findings, the team then sought to maintain a similar style in subsequent content as it proved effective in capturing the audience's attention (Afifah Maulida1, 2025).

This study fills a crucial gap, namely the lack of studies that dissect the role of PR agencies strategically versus technically in managing TikTok in hypercompetitive tourism retail markets such as Malioboro, with the general objective of examining the effectiveness of PR agency Brand X in identifying USPs and building sustainable differentiation, as well as contributing through a multidimensional PR strategy recommendation model that goes beyond content production towards perception management, long-term positioning, and competitive advantage in the digital-tourism ecosystem. This study aims to identify and analyze data on the factual role of PR institutions in building distinctive communication strategies. In this study, it is necessary to dissect how the role of PR agencies in strengthening the competitive position of Brand X (Competitive Positioning) in the midst of fierce market competition in the Malioboro area. The main focus of the study lies in how distinctive communication tactics become strategic advantages that not only increase brand visibility, but also how to build a more dynamic resonance.

Literature Review

Public Relations Strategy

PR strategies set the direction of positioning goals and medium-long-term decisions for managing stakeholder perception, in contrast to PR tactics that include operational execution programs such as TikTok content production, events, or media publications. According to Broom (2009) in *Effective Public Relations*, this difference is reflected in the typology of PR roles where the manager role formulates strategies through strategic decision-making, while the technician role carries out tactics through daily technical activities. Cutlip et al. (2006) reinforce this distinction by distinguishing strategy as a planning stage and tactics as action-communication in the RACE (Research, Action, Communication, Evaluation) process, essential for Brand X agencies in Malioboro to

upgrade from content executors to architects of sustainable differentiation (Dewi et al., 2024).

According to Onong Uchjana Effendi, communication strategy serves as a guideline for planning and managing adaptive communication to achieve organizational goals. Middleton emphasizes the integration of communicator elements, messages, channels, receivers, and effects for optimal outcomes (Afida, n.d.). PR strategies position image management and stakeholder relations as the foundation of competitive positioning in the digital era (Fatony, 2025). The dimension of communication strategy was analyzed through the APIE (Analysis, Planning, Implementation, Evaluation) cycle to measure the effectiveness of PR Brand X in Malioboro (Tasmin et al., 2020). Through the perspective of consultants, this strategy is essential to maintain client trust amid TikTok dynamics (Ruth Uli Sefanya, 2021).

Strategy Planning and Management Theory forms a main analytical framework consisting of four stages to evaluate the dynamics of shaping public perception of organizations in public relations communication strategies: (1) analysis of environmental conditions through the identification of strengths, weaknesses, opportunities, and threats; (2) the formulation of long-term strategies, including positioning efforts to create a unique image and differentiation in the public mind through consistent messaging (Prakoso, 2023); (3) implementation of strategies by translating plans into concrete programs that build a “give and take” atmosphere for community collaboration; and (4) evaluation and control to ensure alignment of results with goals (Rifalsyah & Saleh, 2025). This framework is used to assess whether the practice of a PR agency stops at implementation (tactical) or includes strategy formulation and evaluation (strategic), thus becoming a bridge to the research goal.

Previous Research

Previous studies have examined the role of public relations strategies, social media management, and public perception in organizational communication contexts. Table 1 summarizes the key findings, theoretical concepts, limitations, and research gaps identified in prior studies, which serve as the basis for positioning the present research.

Table 1. Previous studies

No.	Focus/Object	Key Concepts (Theory)	Key Findings	Study Limitations	The Gaps Your Research Fills
1	Local Government Public Relations Strategy on Social Media to Shape Public Perception (Susilo, 2025)	Theory of the 4 stages of strategy management (environmental analysis, formulation, implementation, evaluation)	The complete process is implemented through SWOT research, interactive social media content, and engagement metrics evaluation, but is tactical	Limited to the context of public local government, lack of analysis of “give and take” with the private community and minimal focus	This research fills the gap by applying a 4-stage framework to the practice of private PR agencies, emphasizing strategic positioning and evaluation of

No.	Focus/Object	Key Concepts (Theory)	Key Findings	Study Limitations	The Gaps Your Research Fills
			dominant on reactive posts rather than long-term proactive positioning	on professional agencies	public perception for commercial organizations, allowing for a comparison of the public vs private sector
2	Business recovery communication strategy between PR agency Golin and digital startups (Sefanya & Bathesta, 2020)	Communication strategies for perception, acceptance, motivation	Effective strategy achieves communication goals, but lacks in-depth industry analysis	No external SWOT analysis and post-implementation evaluation; Tactical Recovery Focus	Analyze absent strategy formulation and systematic evaluation, with positioning for sustainable public perception
3	Sinar Mas Land's PR strategy to build brand image (Yosephine & Diniati, 2021)	4 stages of PR: formative research (SWOT, research), strategy (goals, events), tactics (bonding media), evaluative (internal/external)	The complete process successfully improves brand image through research, events, and evaluation	Limited to one property company; lack of focus on positioning and public "give and take" dynamics	Complement with the integration of positioning in the formulation of the agency's public relations strategy, plus a comprehensive evaluation of public perception

Method

This study uses a qualitative approach with a descriptive design to in-depth dissect the role of PR agency strategies in crafting strategic communications, which not only rely on statistical data but more emphasis on the processes and meanings behind complex communication decision-making. direct observation, and related documentation. The research design is in the form of a single case study (Safiira Alby An Nabiilah1, 2024) is focused on one major PR agency as the primary analysis unit, with a particular emphasis on strategic communication programs such as TikTok account management and implementation event. The data collection was carried out in the context of the period October to December 2025, reflecting the current dynamics in positioning strategies to achieve a competitive position in the market.

The data collection techniques compiled are very comprehensive to ensure validity, precise analysis, and a comprehensive picture of Brand X's position in the market, by combining in-depth interviews, observation of competitors' strategies in the field, and SWOT analysis to map strengths, weaknesses, opportunities, and threats (Prastiyas, 2024). This approach emphasizes the ability of researchers to analyze, synthesize, describe, and assess results independently, rather than relying solely on raw data.

1. In-depth interviews were conducted with 2 key informants from PR agencies (1 senior consultant, 1 creative director) who were selected based on their experience in handling Brand X and were directly involved in the communication strategy; Each session lasts 60-90 minutes in a semi-structured manner, focused on effective tactics in the competitive computer market, and recorded for verbatim transcription.
2. Observation of competitor strategies in the field targeting 3 main competitors (Brand A via TikTok, Brand B via TikTok; Brand C via TikTok during October-December 2025, used a structured observation sheet that recorded the frequency of posts, engagement rates, content themes (promotion vs storytelling), and customer complaint responses to identify Brand X's USP.
3. Documentation includes examples of social media content (screenshots of 5 TikTok Brand X posts with likes/comments metrics), event archives (photos/videos of 3 offline events such as product launches), agency briefs (2025 strategy documents including campaign timelines), and internal SWOT reports for data triangulation, ensuring findings reflect real strategic communication practices.
4. SWOT analysis is a systematic method of identifying internal and external factors to match a company's strengths with market opportunities, while minimizing weaknesses and threats from competitors. This approach maximizes strengths and opportunities, while reducing the impact of weaknesses and threats through the right strategy. SWOT Analysis Procedure
 - a) Theme extraction from the interview for internal factors: Data from the interviews of 2 PR agency informants were thematically analyzed to identify strengths (S) such as the creative advantages of TikTok Brand X content and weaknesses (W) such as the budget constraints of offline events.
 - b) Findings of market/competitor observations for external factors: The results of observations of 3 competitors during October-December 2025 are categorized into opportunities (O) such as interactive storytelling trends on TikTok that have not been maximized by Brand X, and threats (T) such as the dominance of aggressive promotion of Brand A.
 - c) Validation of findings with informants (member check): The initial SWOT matrix was validated through a second confirmatory interview with 2 main informants (senior consultant and creative director) for 60 minutes to ensure the accuracy of interpretation, followed by revision based on feedback before the development of the TOWS (Threats-Opportunities-Weaknesses-Strengths) strategy.

This method is used to make it easier for researchers to thoroughly learn the meaning and procedures of strategic by understanding the reasons behind each communication

decision. This makes it possible to identify the position of Brand X internally by discovering its strengths and weaknesses, and externally by analyzing market opportunities and threats. This study produces recommendations for non-assumptions methods and improves the validity of findings through data triangulation and informant validation (check member) to make the results more accurate and reliable. All of the results are based on real data from interviews, observations, and documentation. To provide a clearer structure for the strategic analysis, the SWOT components used in this study are summarized in Table 2. The table outlines the internal and external factors considered in assessing the competitive position and strategic direction of Brand X compressors.

Table 2. SWOT components for Brand X compressor strategy

1.	Components	Focus analysis for Brand X compressors
2.	Strength	The internal advantages that the composer has that can be analyzed in detail.
3.	Cons	Internal constraints that composers have that need to be fixed.
4.	Opportunities	Market trends or weaknesses that composers have that can be an opportunity or advantage for Brand X
5.	Threats	External factors such as the dominance of aggressive promotion of competitors (Brand A/B/C) and the saturation of the computer market can be detrimental to Brand X's position.

Results and discussion

The results show that the role of PR agencies at Brand X tends to be tactical and operational, focused on daily content execution rather than the formulation of long-term strategies. Evidence from the interview reveals the agency's primary responsibility in maintaining the rhythm of publication and monitoring social media algorithms, with TikTok as a priority platform for efficient virality, as revealed: "Our agency is responsible for daily content execution on TikTok to catch viral trends, as algorithms change quickly and clients need consistency of posts every day" (Informant 1, Senior Consultant, October 18, 2025). This is interpreted as the perception of companies positioning the agency as a tactical "content factory", rather than a full strategic partner, reinforced by the statement: "TikTok is more efficient than conventional media for Brand X; we monitor engagement in real-time and adjust content to stay relevant to competitors" (Informant).

Communication strategy is basically a combination of planning and management to achieve a specific goal. In the context of Brand X, planning is carried out through situation analysis with collaborative research by PR agencies to map the latest phenomena in society and social media, produce maximum solutions to overcome company problems and support decision-making according to the client's vision. These findings show that the practice of PR agency Brand X is more dominant in the tactical implementation stage such as TikTok's daily content execution, not yet strong in the formulation of long-term strategies and evaluation of results as the framework of the 4

stages of strategy management theory (environmental analysis, formulation, implementation, evaluation) (Mukka Pasaribu, 2019).

Strategic management of the process of setting Brand X goals, in the development of policies and planning to achieve goals, as well as allocating resources to implement policies and plan for the achievement of organizational goals. Strategic management combines the activities of various functional parts of a business to achieve organizational goals (Firly Rachmah Istighfarin1, 2020).

The role of PR agencies in operational tactics and content management

Brand X's PR agency focuses on operational tactics with a daily publication rhythm of 5-6 TikTok posts per week (promotional content of Jogja souvenirs + viral trends, PIC: account executive), algorithm monitoring through TikTok Analytics every 08.00 with content adjustments within 2 hours, as well as the main KPIs of views (>5K/post), engagement rate (>5%), and follower growth (+ 50-100/week). The strategic consequence of this approach is a shift in focus from long-term positioning policies such as the USP of "modern-cultured Jogja souvenirs" to operational content execution, making the agency more of a "content factory" than a full strategic partner.

Reinforcement with previous research:

In the research, it was revealed that Brand X conducted a situation analysis through research collaboration with PR agencies to map community and social media phenomena, reflecting the first stage of strategic planning theory, namely the analysis of environmental conditions to identify strengths and weaknesses, as reinforced by Melita Yosephine & Anisa Diniati's (2021) research on Sinar Mas Land which implemented the formative research phase (research, brainstorming, SWOT); however, Brand X emphasizes more on monitoring the digital TikTok algorithm while Sinar Mas Land focuses on offline event actions, and different from the complete study to evaluation, this study reveals the gap that Brand X's agency is limited to basic situation analysis without expanding to the formulation of long-term strategic positioning, with Brand X strategically located in Malioboro Yogyakarta near Tugu Station competing in the retail of typical Jogja souvenirs (batik, accessories, blangkon).

The following is an overview of Brand X, which is located in the Malioboro area, Yogyakarta. A very strategic store location not far from Tugu Jogja station and an Icon board with the word Malioboro, Brand X has a spacious and comfortable shopping place. Brand X sells several typical Jogja souvenir products such as: men's and women's batik clothes, children's clothing, accessories (bags, keychains, blangkon slippers and others) as well as women's pants and skirts. It is a rival that requires a new strategy to attract both online and offline audiences. Some of the results of PR strategy interviews that have been conducted by PR agency consultants related to Brand X are:

PR agency Brand X has actively carried out several tactical activities that support the daily operations of the souvenir shop in Malioboro, Yogyakarta, especially through intensive publications on the TikTok platform to promote superior products such as

men's/women's/children's batik clothing, local accessories (bags, keychains, blangkon), as well as pants and skirts that attract tourists. In addition, the agency designed and executed promotional events such as a simple competition on the anniversary of August 17 which was equipped with great promos to encourage direct visits to the store, as well as build community involvement through strategic collaboration with the local MSME community of batik, bakpia, and spring roll artisans. This activity succeeded in strengthening the positive image of Brand X as an authentic souvenir shop that is close to Yogyakarta culture in the eyes of the local public and Tourists.

Although tactical activities are already underway, the strategic role of the PR agency Brand X is still limited because it has not carried out lobbying and negotiations with travel agents or strategic hotels around Malioboro to form an integrated tour package that promotes Brand X as a mandatory souvenir destination, as well as a corporate social responsibility (CSR) program that explicitly raises the unique selling proposition (USP) of "modern-cultured Jogja souvenirs" through empowerment sustainable batik artisans and local MSMEs, these two crucial activities are needed to create a long-term positioning that differentiates Brand X from tourism retail competitors in the region.

The strategic role of PR agency Brand X is limited because it has not been involved in lobbying/negotiation with travel agents and hotels around Malioboro, as well as CSR programs that raise the USP of "modern-cultured Jogja souvenirs" through the empowerment of local batik artisans, both of which are crucial for long-term positioning against tourism retail competitors. According to Informant 2 (Creative Director, October 25, 2025): "We focus on executing daily TikTok content according to client contracts; lobbying and CSR have not yet entered the agency's scope of work because it is considered an internal responsibility of Brand X, even though this is a great opportunity for strategic differentiation." These limitations confirm that agency practices are still predominantly tactical-operational rather than full strategic planning partners.

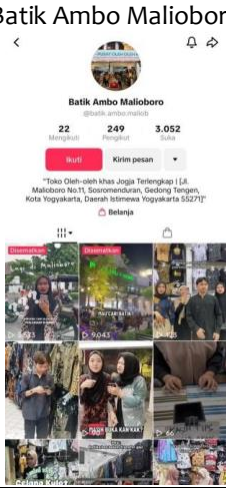

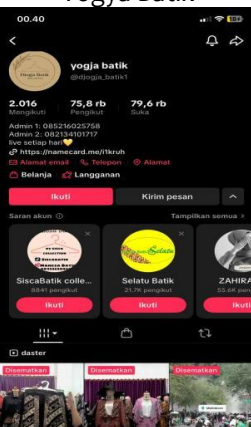
A profound change in human mindset, not only in the context of interpersonal communication, but also in the realm of marketing. The increasing public engagement on social media not only creates a broad communication platform, but also opens up great opportunities for businesses to utilize these platforms as an effective marketing tool. Social media is no longer just a place for social interaction, but has become a highly efficient means of promotion. The use of special features and optimization of marketing strategies on social media allows companies or individuals to achieve their promotional goals more effectively (Prastya, n.d.)

In this context, the purpose of using social media is key to achieving diverse and significant impacts and benefits. The emergence of TikTok social media is more dominant because it has the ability to embrace young or old audiences on a broad scale. This emphasizes that the purpose of using social media platforms is the main key for a company to achieve a good and more significant impact in today's digital era. Therefore, Brand X uses TikTok social media to promote its products so that it is easily known by the wider community.

SWOT analysis

SWOT analysis serves as a tool to systematically identify various factors, which are then used in formulating a company’s strategy (Halimah et al., 2025). To identify Brand X’s competitive position in social media marketing, a SWOT analysis was conducted by comparing several batik-related competitors on TikTok. Table 3 presents the competitors’ content strengths, weaknesses, opportunities, and threats, which serve as the basis for formulating a more effective digital content strategy for Brand X.

Table 3. Competitor-based SWOT analysis of batik TikTok content strategy

Competitor	Strengths Content	Content Weaknesses	Content Opportunities	Content Threats
 <p>Batik Ambo Malioboro</p>	Consistent TikTok trend posts + attractive batik product visuals	Low engagement, minimal CTA, only 246 followers	<ol style="list-style-type: none"> 1. Collaborate with influencers or content creators to increase exposure and appeal 2. Content that is made attractive but an opportunity to use ads to be able to accelerate the growth of followers and brand awareness. 	<ol style="list-style-type: none"> 1. Very tight content competition on platforms like TikTok, where there are many other batik stores. 2. Hard Selling content that can make followers bored and rarely interact, so low engagement
 <p>Zahra Go Jogja</p>	Soft selling of local events, 1,381 followers, good consistency	Monotonous event content, minimal variation, no CTAs	<ol style="list-style-type: none"> 1. Followers have reached 1,381, indicating good growth potential if content and marketing strategies are optimized. 2. Dominant soft selling helps build relationships with audiences, but needs to be balanced with educational content and hard selling. 	Competitors who are more aggressive in digital marketing and have varied content can distract audiences.
 <p>Yogya Batik</p>	Live selling is effective (75.5K followers), product clear	The monotonous hard selling of live recordings makes it boring	<ol style="list-style-type: none"> 1. Followers have reached 75.5k, showing good growth potential and more frequent airings 2. Dominant soft selling helps build relationships with audiences. 	Hard Selling content makes followers bored because all content is taken through Tiktok directly

Based on the SWOT analysis of Brand X competitors in Malioboro Yogyakarta, the main gaps that can be exploited strategically include the lack of interesting storytelling and a strong call-to-action (CTA) on Batik Ambo Malioboro (246 stagnant followers), boring monotonous live selling repetitive content on Yogya Batik despite having 75.5K followers, and minimal variation of monotonous event content without a CTA on Zahra Go Jogja (1,381 followers). Brand X's strategy should adopt a hybrid approach that integrates the latest TikTok trending algorithm content with educational cultural storytelling about the batik making process and the history of local souvenirs, equipped with sharp CTAs such as "Visit the A12 Malioboro booth today – 20% off for the first 50 buyers!", as well as expanding lobbying partnerships with travel/hotel agencies and CSR programs empowering local batik artisans to build long-term customer loyalty and differentiation of USP "modern-cultured Jogja souvenirs" that has not been utilized by competitors, thus creating a superior competitive position in digital-offline tourism retail.

The research findings show that the dominance of the TikTok platform has prompted PR agency Brand X to focus exclusively on the execution of daily operational content such as the publication rhythm of 5-7 posts per week, real-time algorithm monitoring, and *views/engagement-based tactical KPIs* while long-term strategies such as lobbying partnerships with travel agencies and hotels Malioboro, CSR programs empowering local batik artisans for the USP of "modern-cultured Jogja souvenirs", and integrated positioning policies (differentiation, relevance, clarity, consistency) have not been realized in agency practices (Santoso et al., 2025). This analysis reveals structural inequities within the framework of the 4 stages of strategy management, where the situation analysis (SWOT of competitors) and tactical implementation stages are already underway, but the formulation of visionary strategies and the evaluation of public perception are absent, causing agencies to act more as reactive "content factories" than proactive strategic partners. The strategic consequences are significant: Brand X risks lagging behind competitors such as Yogya Batik (75.5K followers via live selling) in building sustainable tourist loyalty, despite having a strategic location and influencer collaborations/offline events such as August 17; To address this gap, agencies need to level up to a holistic approach that combines hybrid content (*storytelling + CTA + algorithm trends*) with tourism retail ecosystem partnerships, thereby creating brand differentiation that is not only momentarily viral but also sustainable in the Malioboro area of Yogyakarta. Brand X competitive advantage is defined as the superior position that a business or company has to face its competitors in the market. It includes a set of factors and attributes that make a company stand out and create added value for consumers.

Conclusion

This study concludes that PR agency Brand X plays a dominant role in TikTok's operational tactics (5-6 posts/week, algorithm monitoring, KPI views/engagement) to

support the positioning of “modern-cultured Jogja souvenirs” in Malioboro, but is limited to content execution without strategic involvement such as lobbying of travel/hotel agents and CSR of empowering local batik artisans. The core findings reveal that agency practices are stronger at the implementation stage (framework 4 stages of strategy management) than in-depth situation analysis, long-term positioning formulation, and public perception evaluation, with competitor gaps (minimal storytelling / CTA) that have not been optimally exploited. The main implication is that the agency needs to transform from a “content factory” to a holistic strategic partner; The limitations of the study include limited informants (3 agencies), October-December 2025 observations, and single case studies, so further research is recommended to involve multiple travel retail agencies, longitudinal analysis of consumer perceptions, and public-private sector comparisons in digital PR strategies.

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