

Implementing Integrated Marketing Communication Strategies to Enhance Tourism Growth: A Case Study of Lumajang Tourism Office

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Abstract: Lumajang Regency is located near Mount Semeru, so it has high tourism potential because of the many tourist attractions in Lumajang, especially natural tourism. The Lumajang Tourism Office must conduct marketing to increase the number of tourist visits. Hence, this study aims to determine the Integrated Marketing Communication (IMC) used by the Lumajang Tourism Office to increase the number of visits. The increase in tourists is important because the high number of visits can increase regional income. The research method used is descriptive qualitative, and data collection is conducted by interviews with sources from the Lumajang Tourism Office who have roles in tourism marketing, observation, and data collection documentation according to research needs. The study results are based on IMC used by the Lumajang Tourism Office, namely advertising, sales promotion, direct marketing, public relations, and personal selling. Based on the visit data that has been presented, it can be shown that by using IMC elements, the Lumajang Tourism Office can increase the number of tourist visits. The implementation of IMC is by placing advertisements on television, brochures, and magazines; sales promotions by creating tour packages offered to agents or travel agencies; Public relations by conducting tourism awareness group training and human resource development; direct marketing by telemarketing to travel agencies or bureaus; and personal selling by Tourism Ambassadors to participate in tourism events or tourism exhibitions.

Keywords: *Integrated Marketing Communication, Number of Visits, Lumajang Tourism.*

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I. INTRODUCTION

Lumajang Regency, located in East Java Province, possesses diverse natural potential including agriculture, plantations, forestry, fisheries, and tourism. Historically, Lumajang was once part of the ancient Lamadjang Tigang Juru Kingdom led by Arya Wiraraja, and later became an eastern territory of the Majapahit Kingdom. This rich historical background contributes to Lumajang's numerous natural and cultural tourism sites, including archaeological heritage from ancient kingdoms.

Tourists visiting Lumajang can explore destinations such as Bromo Tengger Semeru National Park, natural hot springs, waterfalls, and volcanic lakes. All tourism management falls under the authority of the Lumajang Tourism Office, as

regulated by the Regent Regulation No. 8 of 2021 Article 4(1), which outlines functions including policy formulation, implementation, evaluation, administration, and coordination of tourism activities. The tourism sector has been identified as a major contributor to regional revenue through the attraction of domestic and international visitors.

One of Lumajang's competitive advantages lies in its inclusion in the "10 Priority Tourism Destinations" (10 New Balis) program by the Ministry of Tourism and Creative Economy, particularly through the Bromo Tengger Semeru area. Beyond this, Lumajang boasts 67 natural and cultural tourism sites managed collaboratively by the Tourism Office, local tourism awareness groups, and surrounding communities. The sustainability of Lumajang's natural environment and its

cool climate make these destinations continuously attractive to visitors.

Tourist arrival data from 2018–2021 shows fluctuating trends due to the COVID-19 pandemic, which temporarily reduced visitation numbers. However, key attractions such as Pura Mandhara Giri Semeru Agung, Bamboo Forest, and Tumpak Sewu Waterfall remain among the most visited sites. Pura Mandhara Giri Semeru Agung in Senduro Village represents Lumajang's cultural tourism, drawing both domestic and international visitors for religious and recreational purposes. The Bamboo Forest in Penanggal Village attracts tourists with its lush greenery, clear springs, and wildlife, while Tumpak Sewu Waterfall in Sidomulyo Village—originating from Mount Semeru's slopes—has gained widespread popularity on social media for its 120-meter semicircular cascade.

To sustain and enhance tourist numbers, Integrated Marketing Communication (IMC) plays a crucial role in promoting Lumajang's tourism potential. IMC combines various marketing communication elements such as advertising, sales promotion, public relations, personal selling, and direct marketing to deliver consistent and persuasive messages to target audiences. Effective IMC strategies enable tourism organizations to build and maintain long-term relationships with tourists. According to Prayogo & Baskoro (2021), the implementation of advertising and promotional elements within IMC has a significant positive effect on increasing tourist visits.

Based on these considerations, this study investigates the Integrated Marketing Communication (IMC) strategy implemented by the Lumajang Tourism Office in increasing the number of visitors to Lumajang Regency, this study focuses on Integrated Marketing Communication (IMC) as a strategic approach to increasing the number of tourists. IMC is part of marketing communication, which itself falls within the scope of communication studies. Communication serves as a process of transmitting messages through certain media or channels to be received and responded to by the receiver.

Communication is an essential element of all aspects of life. According to Rifa'i and Darajat (2021), communication is a social process occurring between two or more individuals, where the sender transmits signals or codes to the receiver. Similarly, Astrid in Prayogo and Baskoro (2021) defines communication as a symbolic process that conveys meaning.

Fiske (2018) elaborates Lasswell's communication model consisting of five elements: who (the communicator), says what (the message), in which channel (the medium), to whom (the audience), and with what effect (the impact). The main objective of communication is not only to achieve shared meaning but also to inform, influence, and shape audience perception and behavior toward an organization.

Communication plays a significant role in the field of marketing. Effective marketing activities rely heavily on clear and targeted communication to deliver information to groups or mass audiences. According to Firmansyah (2020), marketing communication involves the company's efforts to inform,

persuade, and remind customers—both directly and indirectly—about products or brands offered.

Shimp, as cited by Varanida (2020), emphasizes that “marketing in the 1990s is communication, and communication is marketing,” indicating their inseparable nature. Through marketing communication, companies can convey product information, benefits, and acquisition methods, helping potential consumers make purchasing decisions (Kusuma & Sugandi, 2018). Uchjana in Nurhadi and Kurniawan (2017) defines communication as a process through which messages transmitted by a communicator via media generate specific effects on the receiver.

Kotler and Keller's communication model (Bimantara, 2017) integrates Lasswell's structure into marketing contexts, describing elements such as sender, encoding, media channel, receiver, decoding, response, and feedback, with noise representing competing messages. Companies must therefore ensure communication effectiveness through targeted and engaging marketing messages (Asiatun, 2020). With increasing competition in the tourism sector, especially with digital communication's evolution, the Lumajang Tourism Office must design unique marketing strategies to differentiate its destinations—such as Tumpak Sewu Waterfall—from other attractions.

In the modern information age, IMC has emerged as a vital approach in marketing activities. Schultz (as cited in Ismail & Murnisari, 2017) defines IMC as the process of developing and implementing various persuasive communication programs delivered consistently to current and potential customers to generate a direct impact.

The American Association of Advertising Agencies defines IMC as a comprehensive communication planning concept emphasizing the strategic role of various communication disciplines—advertising, direct response, sales promotion, and public relations—to achieve clarity, consistency, and maximum communication impact (Ahmadi & Rifa'i, 2021). IMC aims to align all marketing communication tools to build value and deliver consistent messages that influence target audiences (Latifah, Nindri, Ardiansyah, & Yusup, 2021).

According to Anas (2019), IMC development strategies are essential for structuring marketing activities effectively. Tjiptono (in Stevani & Ningrum, 2018) outlines the following IMC strategic steps:

- Identifying Target Audience, defining target audiences—individuals, groups, or the public—is crucial for shaping the message, medium, timing, and communicator effectively.
- Determining Communication Objectives, marketing communication aims to generate consumer awareness, interest, and desire toward a product or service, leading to behavioral actions such as inquiry or purchase (Faizah & Huda, 2019).
- Designing the Message, messages must align with target audiences and communication goals to ensure clarity, consistency, and persuasive value.

- Selecting Communication Channels, choosing effective media—mass media or digital platforms—is critical for maximizing message reach and audience engagement.
- Budgeting IMC Activities, budget planning ensures optimal resource allocation. As Anas (2019) emphasizes, large expenditures do not necessarily yield greater impact; strategic spending is more effective.
- Determining the IMC Mix, an effective IMC mix integrates advertising, promotion, personal selling, and digital marketing to ensure coherent communication.
- Implementing IMC, execution must follow a structured plan to ensure messages are delivered as intended to target audiences.
- Gathering Feedback, evaluating audience responses helps measure communication effectiveness through indicators such as inquiries, visits, purchases, or online engagement.

IMC is part of the broader marketing mix consisting of product, price, place, and promotion (Kotler & Armstrong, as cited in Gunadi, 2019). Within IMC, five primary promotional elements are identified (Suherman, 2017):

- Advertising, A non-personal, paid form of communication using mass media (television, print, radio, digital) to build brand image (Sari & Susilo, 2021).
- Sales Promotion, short-term incentives such as discounts aimed at stimulating immediate sales and attracting attention, though with limited long-term effect.
- Public Relations and Publicity, efforts to establish and maintain a positive company image through strategic communication and media relations (Imam, 2021).
- Personal Selling, direct interaction between sales representatives and consumers that allows two-way feedback and tailored persuasion.
- Direct Marketing, direct communication with consumers via email, SMS, social media, or telemarketing, supported by an updated consumer database.

For effective IMC, companies must balance these elements within the broader marketing mix to ensure message clarity, consistency, and synergy. According to the Kamus Besar Bahasa Indonesia (KBBI), “visit frequency” refers to the rate or number of tourist arrivals. In tourism management, visitor volume is a critical indicator of regional economic performance. Given Lumajang’s diverse tourism potential, maintaining and increasing visitor numbers is essential. Therefore, the Lumajang Tourism Office continuously implements marketing and IMC-based promotional efforts to sustain regional tourism growth.

II. RESEARCH METHOD

This research focuses on the implementation of Integrated Marketing Communication (IMC) by the Lumajang Tourism Office to increase the number of tourists visiting Lumajang Regency. Considering the wide variety of tourism destinations in Lumajang, this study limits its scope to three leading tourist attractions: Pura Mandara Giri Semeru Agung, Bamboo Forest, and Tumpak Sewu Waterfall.

A qualitative descriptive approach was employed to obtain in-depth information on IMC practices. According to Sugiyono (2017), qualitative research places the researcher as the key instrument and emphasizes inductive data analysis. The descriptive method was chosen because it describes factual conditions and interprets data based on existing theories (Fernanda & Anisah, 2019). This approach allows the researcher to explore communication strategies, interpret meanings, and relate them to the IMC framework in a real-world tourism context.

The study used a purposive sampling technique, selecting participants who possess comprehensive knowledge about IMC implementation in the Lumajang Tourism Office (Sugiyono, 2017). The primary informants consisted of The Head of Promotion Division of the Lumajang Tourism Office, and The Chairperson of the Tourism Awareness Group (POKDARWIS). The research objects were the three selected tourist attractions: Pura Mandara Giri Semeru Agung, Bamboo Forest, and Tumpak Sewu Waterfall. Additional information was obtained from local communities involved in tourism promotion activities.

Data were collected through interviews, observations, and documentation, as suggested by Kurniawan and Sukmadinata (in Kurniawan, 2018). Research instruments served as tools for data collection and validation (Hermawan, 2019). Three main instruments were employed interview guide, checklist – outlining key observation indicators, documentation guide – including a checklist of relevant data categories (Kurniawan, 2018). Data were analyzed using the interactive model proposed by Bogdan in Sugiyono (2017), involving three systematic stages, data reduction, data display, conclusion drawing and verification.

To ensure the credibility and reliability of the findings, this study applied triangulation methods (Lubis, 2018; Kurniawan, 2018). Source triangulation by comparing data obtained from different sources but within the same context, and method triangulation by cross-verifying information using different techniques (interviews, observation, and documentation). These triangulation processes ensured that the data accurately represented the implementation of IMC strategies by the Lumajang Tourism Office in promoting its tourism potential.

III. RESULT AND DISCUSSION

The Lumajang Tourism Office is a regional government institution responsible for managing and developing tourism within Lumajang Regency, East Java. Located in the Wonorejo Integrated Area, Lumajang, the office operates under the leadership of Yuli Harisma Wati, S.P., and consists of four main divisions: Tourism Destination Division, responsible for destination planning, management, and coordination; Tourism Marketing Division, focusing on promotion, partnership, and market analysis; Cultural Division, managing preservation and development of cultural heritage; and Creative Economy Division, tasked with developing creative industries and supporting creative human resources. Each division performs administrative, planning, monitoring, and evaluative functions, contributing to Lumajang's vision of becoming a sustainable and competitive tourism destination.

Vision and mission Lumajang Tourism Office to realize Lumajang Regency as a tourism destination based on local wisdom, investment opportunities, and capable of generating a multiplier effect for regional economic growth. Mission to enhance and preserve local cultural potential; to develop and promote tourist attractions in Lumajang; to improve tourism marketing strategies to increase tourist visits.

➤ *Historical Overview of Key Tourism Sites*

- Tumpak Sewu Waterfall, located in Sidomulyo Village, Pronojiwo District, Tumpak Sewu—meaning “A Thousand Waterfalls” in Javanese—derives its name from the numerous water streams cascading from the cliffs of Mount Semeru. Originally an isolated area, Sidomulyo has experienced socio-economic growth through tourism, as local residents have opened small businesses, food stalls, and homestays to serve visitors.
- Bamboo Forest, situated in Sumbermujur Village at the foot of Mount Semeru, the 15-hectare Bamboo Forest dates back to the Dutch colonial era and contains 21 bamboo species. Initially planted to protect water sources, it was later exploited during the Japanese occupation. In 1972, the community formed the Natural Resource Conservation Group, and later in 2017, the Tourism Awareness Group, which now manages the site. The forest functions as an eco-tourism area, providing educational and recreational value while generating economic benefits for local residents.
- Pura Mandhara Giri Semeru Agung, located in Senduro District, this Hindu temple complex spans 1.4 hectares and serves as both a spiritual and cultural attraction. Established in 1992 through collaboration between local and Balinese Hindu communities, it is regarded as a sacred site (Pura Kahyangan Jagat). The temple attracts both Hindu devotees and non-Hindu visitors, especially during major religious ceremonies such as Piodalan and Ogoh-Ogoh Festival, which simultaneously boost cultural tourism and local income.

➤ *Tourism Potentials*

- Tumpak Sewu Waterfall, situated 60 km south of Lumajang city, Tumpak Sewu features a 120-meter semicircular waterfall surrounded by lush vegetation. The site is managed by POKDARWIS Sidomulyo, with facilities such as rest areas, toilets, gazebos, and parking lots. It offers

recreational, adventure, and agro-tourism experiences and has significantly improved local livelihoods through tourism-related enterprises.

- Bamboo Forest, approximately 35 km from the city center, the Bamboo Forest provides family recreation, education, and eco-tourism opportunities. Facilities include swimming pools, gazebos, and nature trails. The site's management by the Tourism Awareness Group Sabuk Semeru in collaboration with the local government has fostered economic empowerment and generated regional revenue through ticketing and parking fees.
- Pura Mandhara Giri Semeru Agung, located 29 km west of Lumajang, this temple is a central site for Hindu worship and cultural tourism. Managed by Wira Darma, it attracts large groups of pilgrims, particularly during religious festivities, generating local income through small businesses such as lodging, food stalls, and handicraft sales.

The three leading attractions—Tumpak Sewu Waterfall, Bamboo Forest, and Pura Mandhara Giri Semeru Agung—demonstrate strong potential for sustainable tourism development in Lumajang. Supported by effective community-based management and promotional strategies from the Lumajang Tourism Office, these sites collectively enhance local economic welfare and contribute to Lumajang's image as a nature- and culture-based tourism destination.

The Lumajang Tourism Office applies the Integrated Marketing Communication (IMC) approach to enhance tourist visits and strengthen the region's original income. As the institution responsible for tourism development and promotion, The Lumajang Tourism Office integrates both offline and online marketing strategies, emphasizing efficient budget allocation and cross-departmental collaboration despite financial constraints—especially during the COVID-19 pandemic. Based on Tjiptono's IMC framework, the office implements eight main stages:

- Audience Identification, target segmentation is determined through collaboration between the promotion and data divisions, ensuring marketing messages reach appropriate age groups and regions.
- Communication Objectives, aimed at increasing public awareness and desire to visit Lumajang's tourist attractions, particularly those less recognized.
- Message Design, promotional messages emphasize invitations to explore Lumajang's natural beauty, particularly the Semeru area.
- Media Selection, both online and offline channels are utilized. Online promotion dominates through social media platforms (YouTube, Instagram, Facebook) and official websites. Collaboration with national and regional media such as Kompas and airline magazines further extends visibility.
- Budget Planning, annual marketing budgets are proposed under the regional budget (APBD) and partially funded by the Ministry of Tourism.
- IMC Mix Determination, the Lumajang Tourism Office employs advertising, sales promotion, direct and online marketing, public relations, and personal selling.
- IMC Implementation, activities include television and print advertising, voucher distribution through travel agencies,

digital campaigns, and exhibitions supported by Lumajang Tourism Ambassadors.

- Feedback Collection, evaluation is conducted through visitor statistics, public responses, and media reach metrics to refine future marketing plans.

➤ *Integrated Marketing Communication (IMC) Implementation by the Lumajang Tourism Office*

Tourist arrivals to Lumajang's destinations, dominated by nature-based attractions (approximately 80%), generally increased from 2018–2019, supported by IMC efforts and positive word-of-mouth. Despite the decline during the 2020–2021 pandemic, promotional activities continued through virtual tours and digital marketing. The IMC strategy proved instrumental in enhancing tourist numbers, improving local economic welfare, and strengthening Lumajang's tourism brand.

The Lumajang Tourism Office plays a central role in promoting the region's tourism potential and increasing the number of tourist visits. The implementation of Integrated Marketing Communication (IMC) is used as a strategic framework to build a consistent tourism brand, enhance visitor engagement, and improve regional income. This strategy integrates several communication tools and channels to convey unified messages to both domestic and international audiences (Tjiptono, 2015).

Despite financial limitations, especially during the COVID-19 pandemic, the Lumajang Tourism Office consistently executed promotional activities through collaboration between divisions, community groups, and media partners. The IMC process adopted by the office aligns with the eight stages of communication planning proposed by Tjiptono (2015), as follows:

- Audience Identification, the target audience is segmented based on demographic and psychographic characteristics. This process is coordinated between the Promotion Division and the Data and Information Division to ensure that communication messages reach appropriate audiences, such as family tourists, adventure travelers, and religious visitors.
- Communication Objectives, the primary objective is to increase public awareness of Lumajang's attractions and stimulate interest in visiting under-recognized destinations, particularly Tumpak Sewu Waterfall, Bamboo Forest, and Pura Mandhara Giri Semeru Agung.
- Message Design, marketing messages emphasize the natural beauty, cultural richness, and accessibility of Lumajang tourism. The main tagline "Explore Lumajang – The Beauty of Semeru" is consistently featured across media platforms.
- Media Selection, a multi-channel strategy is employed, combining both offline and online media. Digital promotion dominates through official social media accounts such as YouTube, Instagram, and Facebook, as well as the official Lumajang tourism website. Meanwhile, offline promotion is conducted through collaborations with major print and broadcast media such as Kompas, Venue Magazine, and Kirana (Garuda Indonesia In-flight Magazine).

The promotional budget of the Lumajang Tourism Office is primarily funded through the Regional Budget (APBD), with additional support from the Ministry of Tourism and Creative Economy (Kemenparekraf). Budget allocation prioritizes flagship tourism programs and annual events, ensuring that promotional efforts align with the region's strategic tourism calendar. To optimize the use of available resources, the office integrates six key components of Integrated Marketing Communication (IMC)—advertising, sales promotion, direct marketing, public relations, personal selling, and digital marketing—into a cohesive framework that maintains message consistency and reinforces Lumajang's tourism brand across multiple platforms.

In implementing IMC, the Tourism Office carries out various campaigns such as television and print advertisements, participation in travel fairs, collaborations with influencers, and digital storytelling through social media. The introduction of the Lumajang Tourism Ambassadors Program further strengthens public engagement and tourism advocacy. Evaluation and feedback are conducted through visitor data analysis, social media performance metrics, and stakeholder consultations. The insights gathered from these evaluations serve as valuable input for improving future campaigns and enhancing the overall effectiveness of the region's communication strategies.

➤ *Application of IMC Mix in Key Tourism Destinations*

The IMC elements are implemented differently across Lumajang's flagship destinations, reflecting the specific characteristics and market segmentation of each site.

- Tumpak Sewu Waterfall, as the most promoted site, Tumpak Sewu benefits from extensive exposure through national television, tourism magazines (Venue, Kirana, LionMag), and travel agency collaborations. The promotion emphasizes nature-adventure experiences and scenic photography. Digital marketing campaigns showcase user-generated content, contributing to viral engagement and increased tourist visits.
- Bamboo Forest, promotion focuses on eco-tourism and cultural education, utilizing print brochures, social media campaigns, and coverage in local tourism expos. The collaboration between POKDARWIS Sabuk Semeru and the Lumajang Tourism Office strengthens community-based tourism and supports sustainable environmental management.
- Pura Mandhara Giri Semeru Agung, as a religious and cultural tourism destination, Pura Mandhara Giri Semeru Agung is promoted through television coverage, printed guides, and online media. Although the promotion intensity is lower due to an already stable visitor base, IMC activities highlight cultural events such as Piodalan and Ogoh-Ogoh Festival to attract both pilgrims and cultural tourists.

Tourism statistics from 2018 to 2023 indicate a positive correlation between IMC initiatives and the increase in tourist arrivals. Prior to the pandemic (2018–2019), visitor numbers rose significantly, with nature-based tourism accounting for approximately 80% of total visits. Despite the decline during the COVID-19 period (2020–2021), the Tourism Office maintained online visibility through virtual tours and digital promotions, which helped sustain destination awareness.

Post-pandemic recovery (2022–2023) demonstrated renewed growth as IMC activities resumed, reflecting the effectiveness of integrated communication in restoring visitor confidence. Furthermore, local communities benefited from economic spillovers such as homestay operations, culinary businesses, and souvenir sales.

The findings reinforce the theoretical framework of Integrated Marketing Communication (IMC), which emphasizes message consistency and channel integration to achieve communication effectiveness (Kotler & Keller, 2016). The Lumajang case exemplifies how a regional government agency can optimize limited resources through collaborative communication networks involving media, communities, and digital influencers. In line with previous studies (Fernanda & Anisah, 2019; Lubis, 2018), the success of IMC implementation in Lumajang is supported by three factors: coherent message delivery across multiple platforms, strong inter-agency collaboration, and adaptive use of digital media during crisis periods. Therefore, IMC not only functions as a promotional tool but also as a strategic instrument for strengthening destination branding, community engagement, and sustainable tourism development in Lumajang Regency.

IV. CONCLUSION

Based on the research conducted at the Lumajang Tourism Office titled “Integrated Marketing Communication to Increase the Number of Tourists (A Case Study of the Lumajang Tourism Office)”, it can be concluded that the implementation of Integrated Marketing Communication (IMC) has played a significant role in promoting tourism and attracting visitors to the region. The office employs a mix of advertising through national and local television channels such as CNN Indonesia, Trans TV, Kompas TV, and Lumajang Vision, as well as print media including brochures and magazines used during personal selling. Sales promotions are conducted through affordable tour packages offered to partner travel agencies, while public relations efforts include training programs for tourism managers and the publication of press releases. Direct marketing activities involve collaboration with travel agencies through telemarketing, and personal selling is reinforced by the Lumajang Tourism Ambassadors, who actively promote destinations during exhibitions and tourism events.

The implementation of IMC has proven effective in increasing tourist visits annually, as evidenced by the growth in visitor numbers from 2018 to 2019. The temporary decline in 2020–2021 resulted from the COVID-19 pandemic, which led to the closure of several attractions, although local visitors continued to contribute to tourism activity. Moving forward, the Lumajang Tourism Office is encouraged to strengthen its digital marketing strategy by optimizing the use of social media platforms. Official channels such as the website, YouTube, and other online media require more frequent updates to feature recent developments, visuals, and promotional content. As tourism activities have fully reopened since 2022, enhancing online engagement and expanding digital reach are essential steps toward increasing future tourist arrivals and sustaining Lumajang’s competitive advantage as a regional tourism destination.

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