

## DIGITAL COMMUNICATION STRATEGY FOR OPTIMIZING MEDIAPRENEURIAL NETWORKS ON THE REALITASONLINE.ID ONLINE MEDIA PLATFORM

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*Digital Communication Strategy;  
Mediapreneurship;  
Lean Digital Newsroom;  
Regional Online Media;*

### Abstract

This study aims to analyze the formulation and implementation of Realitasonline.id's digital communication strategy in Medan, as well as the supporting and inhibiting factors affecting its efforts to optimize its mediapreneur network. Employing a descriptive qualitative approach with a single-case study design, the research was conducted from June to July 2026. Data were collected through in-depth interviews, observation, and documentation and subsequently analyzed using Miles and Huberman's interactive model. The findings indicate that the strategy formulation process has shifted toward a data-driven approach by utilizing Google Analytics and a content management system (CMS) to develop hyperlocal content and popular thematic coverage, with a production target of 1,500–2,000 articles per month. In its implementation, the media outlet applies the principles of a lean digital newsroom by streamlining coordination among contributors certified through the Journalist Competency Test (UKW), managing community engagement through WhatsApp and Facebook groups, and diversifying its revenue streams. Optimization is supported by AWS cloud infrastructure provided through Promedia and by an internship management system. However, it is constrained by staff members holding multiple responsibilities, intense competition over publication speed, and fluctuations in audience trends. The study concludes that integrating a data-driven digital communication strategy with a lean newsroom structure is crucial to ensuring business sustainability and strengthening the cohesion of the operational network of regional online media.

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## 1. INTRODUCTION

The development of the digital ecosystem has transformed the structures of information production, distribution, and consumption within Indonesia's online media industry. High internet penetration and the growing use of algorithm-driven platforms have compelled media organizations to compete not only with other press companies but also with digital platforms, independent content creators, and various information sources capable of producing and disseminating content rapidly. This situation places regional online media in a complex position, as they must maintain the relevance of local news while simultaneously adapting to the logic of digital visibility shaped by user traffic, search engine optimization, and changing audience interests. This transformation affects not only journalistic formats but also newsroom coordination, relationships with contributors, distribution strategies, and media revenue models. Therefore, the ability of regional media to survive is determined not merely by



publication speed but also by their capacity to balance communication strategies, network management, journalistic quality, and business sustainability (Muslikhin et al., 2025; Pattia & Djujur, 2020).

In this study, digital communication strategy is understood as a planned process of managing audience data, formulating messages, selecting and integrating communication channels, coordinating network actors, fostering public engagement, and evaluating communication outcomes. The concept is not limited to the use of websites or social media as distribution tools but encompasses decision-making processes that connect editorial objectives with organizational interests and audience needs. Digital communication strategy is operationalized through several indicators, including the use of analytical data for audience mapping, the determination of audience segments and content themes, the application of digital distribution techniques and search engine optimization, coordination between the core editorial team and contributors, the management of reader communities, and the use of feedback as a basis for evaluation. This framework enables communication strategy to be examined as a series of interconnected decisions rather than merely in terms of content production intensity. Accordingly, the effectiveness of a strategy is assessed not only by the number of published articles or the extent of digital reach but also by its ability to maintain message relevance, media identity consistency, the quality of relationships among actors, and the relevance of content to audiences (Belch & Belch, 2009; Küng, 2015).

The concept of mediapreneurship refers to media management that integrates journalistic functions with entrepreneurial capabilities, innovation, partnership development, and the creation of diverse revenue streams. In the context of regional online media, mediapreneurship is not practiced exclusively by media owners or corporate management but involves networks comprising the core editorial team, regional bureaus, journalists, content creators, reader communities, advertisers, and event partners. A mediapreneur network is therefore understood as a working relationship that facilitates the exchange of information, content contributions, message distribution, and the creation of economic value among these actors. Network optimization does not simply refer to increasing the number of bureaus or contributors but to improving coordination, member competence, content quality consistency, distribution effectiveness, community engagement, and revenue diversification. This distinction is important to prevent the term optimization from being used as a normative claim without clear measurement. A network can only be considered increasingly optimized when the expansion of working relationships is accompanied by stronger journalistic standards, clearly defined roles, effective communication mechanisms, and accountable benefits for both the organization and its network members (Hang & van Weezel, 2007; Küng, 2015).

Previous studies have examined digital communication strategies from several perspectives, but they have not fully explained the management of mediapreneur networks within regional online media. Muslikhin et al. (2025) emphasize the importance of constructing a media communication identity to address competition and maintain business sustainability, while Pattia and Djujur (2020) investigate integrated marketing communication and the use of digital communities by local online media. Dewi et al. (2025), meanwhile, focus more specifically on video content production by content creators within a national-scale media organization. These studies provide an important foundation for understanding media identity, digital marketing, and content production. However, they do not specifically analyze how digital communication strategies are employed to coordinate core editorial teams, regional bureaus, journalists, content creators, and reader communities within an integrated regional media business network. Thus, the research gap lies not merely in differences in the scale of the media organizations examined but also in the absence of an integrated analysis of data-driven decision-making, network coordination, content distribution, community engagement, and revenue diversification within a comprehensive digital communication framework.

This research gap is particularly relevant to Realitasonline.id, a regional online media outlet based in Medan that has developed a network of bureaus and journalists across several regions. Network expansion creates opportunities to enrich local coverage, broaden sources of information, and extend the media outlet's market reach. However, the geographical dispersion of actors also presents challenges related to coordination, editorial identity consistency, uniformity of journalistic standards, workload distribution, and the speed of the editing process. At the same time, the media industry's dependence on digital traffic and platform-based advertising may encourage an excessive orientation toward article quantity, popular keywords, and publication speed. Without critical management, data-driven strategies may reduce editorial decision-making to a mere response to algorithmic demands and shift attention away from informational depth and the public interest. The case of Realitasonline.id is therefore important for examining how the demands of efficiency, network expansion, business orientation, and

journalistic quality are negotiated in the management practices of regional online media (Küng, 2015; Muslikhin et al., 2025; Realitas Online, n.d.).

Based on the preceding discussion, this study aims to analyze the formulation and implementation of Realitasonline.id's digital communication strategy in managing its mediapreneur network and to identify the supporting and inhibiting factors affecting its implementation. The analysis of strategy formulation focuses on the use of audience data, segmentation, content planning, and role allocation, while the analysis of implementation covers coordination between the editorial team, regional bureaus, and content creators; the application of search engine optimization; the integration of distribution channels; community management; and revenue diversification. The novelty of this study lies in positioning digital communication strategy as a mechanism that connects editorial and entrepreneurial processes within a multi-actor network of regional online media. The study does not directly claim that the strategy has causally guaranteed business sustainability or fully optimized the network. Rather, it assesses the extent to which the observed practices support indicators of coordination, competence, content consistency, audience engagement, and revenue-source development. The findings are expected to contribute conceptually to the study of digital communication and mediapreneurship while also providing evaluative insights for regional online media seeking to develop more structured and adaptive networks without compromising journalistic quality.

## 2. RESEARCH METHOD

This study employed a descriptive qualitative approach using a single-case study design focusing on Realitasonline.id, an online media outlet based in Medan, North Sumatra. The research was conducted from May to June 2026, with the unit of analysis comprising the processes involved in formulating and implementing digital communication strategies for managing a mediapreneur network. Realitasonline.id was purposively selected as the case because it had developed a network involving the core editorial team, regional bureaus, journalists, content creators, and reader communities, while also utilizing analytical data and digital systems in its content management practices. The study involved three informants: the Editor-in-Chief, the Content Manager or Digital Administrator, and the Regional Bureau Coordinator. The informants were selected through purposive sampling based on their direct involvement in strategy formulation, digital content management, coordination of regional bureau networks, and knowledge of the organization's editorial and business activities. Research access was obtained through approval from the editorial leadership and the willingness of each informant to participate in the study (Sugiyono, 2013).

Data were collected through semi-structured in-depth interviews, non-participant observation, and document analysis. The interviews were conducted either face-to-face or online and lasted approximately 30–45 minutes. They explored the use of analytical data, content planning, coordination between the editorial team and regional bureaus, the application of search engine optimization, content distribution, reader community management, revenue diversification, and the supporting and inhibiting factors affecting the strategy. Non-participant observations were conducted in three sessions, each lasting approximately 15–20 minutes. The observations focused on newsroom activities, article processing through the content management system, and content distribution through the website, WhatsApp, and Facebook. The documents examined included editorial standard operating procedures, role and task allocations, Google Analytics and CMS dashboards, sample articles, content production records, regional bureau cooperation documents, and relevant community communication archives. Data concerning the monthly production target of 1,500–2,000 articles were verified by comparing informants' accounts with CMS records and the number of articles published during the observation period, thereby ensuring that the findings were not based solely on management claims.

Data analysis followed the interactive model developed by Miles, Huberman, and Saldaña, which consists of data condensation, data display, and conclusion drawing and verification. All interview recordings were transcribed verbatim and read repeatedly to identify relevant units of meaning. First-cycle coding was conducted using descriptive codes, including "audience analytics," "hyperlocal content," "bureau coordination," "SEO," "reader communities," "multiple job responsibilities," and "revenue diversification." During the second coding cycle, related codes were grouped through pattern coding into four major themes: data-driven strategy formulation, the implementation of a lean newsroom, mediapreneur network management, and supporting and inhibiting factors. These themes were subsequently interpreted according to the indicators of network coordination, member competence, content consistency, audience engagement, and revenue-source development. Data

trustworthiness was maintained through source and methodological triangulation, member checking of the researchers' interpretations, the development of rich contextual descriptions, and the documentation of an audit trail covering transcription, coding, theme development, and conclusion drawing (Miles et al., 2014)..

### 3. RESULT AND ANALYSIS

#### Formulation of Realitasonline.id's Digital Communication Strategy in Building a Mediapreneur Network

The findings indicate that the formulation of Realitasonline.id's digital communication strategy has shifted from an editorial decision-making model primarily based on routine meetings toward a more adaptive and data-driven process. The Editor-in-Chief and content manager use information obtained from Google Analytics and the Content Management System (CMS) to monitor changes in website traffic, identify the types of articles that attract readers' attention, track emerging keywords, and observe patterns of content consumption. These data are subsequently used as one of the bases for selecting topics, assigning tasks according to editorial sections, and directing contributions from regional journalists and content creators. Nevertheless, analytical data are not treated as the sole basis for decision-making, as the editorial team continues to consider geographical proximity, the interests of local communities, and the availability of news sources in different regions. This finding suggests that strategy formulation is shaped by a combination of editorial judgment and the interpretation of digital audience behavior. To strengthen the empirical evidence, this section should be supplemented with screenshots from Google Analytics or the CMS, as well as verbatim quotations from informants regarding the use of data in determining the content agenda.

The strategy formulation process has resulted in a dual content segmentation approach: maintaining hyperlocal news as the primary identity of the regional media outlet while developing popular thematic content expected to generate greater traffic and monetization potential. Local and crime-related news is supplied primarily by journalists working in regional bureaus, whereas thematic articles, such as automotive content, may be produced by the editorial team and content creators working remotely. According to the management, Realitasonline.id has established a production target of approximately 1,500–2,000 articles per month to maintain publication continuity and increase its visibility in search engine results. However, this figure represents an organizational target and cannot be treated as an actual achievement until it is compared with CMS publication records from the research period. Furthermore, this quantitative target does not directly demonstrate improvements in content quality, reader loyalty, or company revenue. Therefore, the analysis should distinguish between the production target, the actual number of published articles, changes in audience traffic, and their contribution to digital revenue.



Figure 1. Documentation of interviews with members of Nyatasonline.id



Interpretively, the use of analytical data indicates that technology has become an integral part of editorial agenda-setting. Data not only provide information about audiences but also shape how the editorial team defines content considered relevant and valuable. When high-traffic articles are used as references for determining subsequent content production, audience preferences recorded by digital platforms become organizational considerations. This condition supports a more responsive strategy toward market changes, but it also creates risks when digital engagement indicators are treated as substitutes for journalistic values. The popularity of a keyword does not necessarily reflect its significance to the public, while issues of substantial social importance do not always generate high levels of traffic. Therefore, data-driven strategies should be used to broaden the media organization's understanding of its audience rather than to surrender agenda-setting entirely to algorithmic logic. In digital media organizations, the success of innovation depends on the ability to integrate technology with editorial judgment and institutional identity, rather than merely on the capacity to pursue platform performance (Küng, 2015; Muslikhin et al., 2025).

The combination of hyperlocal news and popular thematic content can be interpreted as an ambidextrous strategy, whereby the media organization simultaneously pursues two different orientations. Local news serves to preserve social proximity, legitimacy, and the distinctiveness of Realitasonline.id as a regional media outlet, while thematic content is designed to reach broader audiences and strengthen economic opportunities through digital advertising. This strategy demonstrates that mediapreneurship is not merely concerned with the commercialization of content but also with the capacity to transform journalistic resources into a value-creation network involving the editorial team, regional bureaus, content creators, readers, and advertisers. However, these two orientations may create tension when content with greater economic value receives more resources than local reporting, which constitutes the media outlet's core identity. Therefore, the optimization of a mediapreneur network should be assessed based on the media organization's ability to distribute benefits and responsibilities among network members, rather than merely on increases in the number of articles or monetization channels. This understanding is consistent with the concept of media entrepreneurship, which regards innovation, network coordination, and value creation as interconnected processes (Hang & van Weezel, 2007).

The monthly production target of 1,500–2,000 articles should also be analyzed as a form of organizational pressure with dual consequences. On the one hand, this target may encourage the participation of regional bureaus, broaden issue coverage, maintain the consistency of website updates, and increase the likelihood that articles will be discovered through search engines. On the other hand, an excessive emphasis on quantity may shorten verification processes, generate repetitive topics, encourage the use of sensational headlines, and increase the workload of editors responsible for reviewing large volumes of content. Within a lean newsroom structure, production pressure may even shift attention away from reporting depth toward speed and volume. Therefore, SEO should be positioned as a technique for helping readers discover high-quality content rather than as an editorial objective that determines the entire production process. Studies of local online media have shown that digital strategies are more sustainable when efforts to expand reach remain accompanied by a consistent media identity, strong community relationships, and content relevance for local audiences (Pattia & Djujur, 2020). The effects of production targets on content quality should be demonstrated through comparisons of the number of corrections, source depth, topic diversity, editing duration, or reader complaints before and after the targets were implemented.

The formulation of Realitasonline.id's digital communication strategy demonstrates the development of a coordination mechanism linking audience data, local news identity, thematic content production, section-based task allocation, and the media organization's economic objectives. Analytical data provide a shared reference for the core editorial team and network members in determining the direction of content production, while content segmentation enables each actor to contribute according to their respective functions and geographical areas. However, these findings are not sufficient to conclude that the mediapreneur network has been comprehensively optimized. Optimization should be demonstrated through more measurable indicators, including the consistency of contributor participation, the speed of coordination, compliance with journalistic standards, actual production achievements, the growth of high-quality audiences, levels of community engagement, and the revenue contribution of each channel. Thus, the novelty of the findings lies not merely in the use of Google Analytics or a CMS, but in how a regional media organization seeks to position data as a link between editorial decision-making, network coordination, and business orientation. To prevent this strategy from becoming trapped in algorithmic determinism, Realitasonline.id needs to establish performance

indicators that proportionally combine production quantity, journalistic quality, local relevance, and economic value (Küng, 2015; Muslikhin et al., 2025).

### Implementation of Digital Communication Strategies in Optimizing the Mediapreneur Network

The findings indicate that Realitasonline.id implements its digital communication strategy through a work structure that connects the core editorial team, regional journalists or bureaus, and content creators who are recruited and coordinated online. Regional journalists are responsible for supplying local news and reporting current events from their respective areas, while content creators are primarily assigned to produce thematic articles aligned with audience search trends. Submitted manuscripts are subsequently reviewed, edited, and published by editors through the Content Management System (CMS). To maintain the competence of network members, Realitasonline.id prioritizes regional journalists who have completed the Journalist Competency Test. Nevertheless, the editing process remains centralized within the core editorial team, making production continuity highly dependent on the editors' capacity to manage the volume of incoming articles. These findings demonstrate that strategy implementation involves more than the use of digital tools; it also encompasses the establishment of a division of labor and coordination mechanisms that enable actors from different geographical areas to participate in an integrated media production process.



Figure 2. Article processing workspace

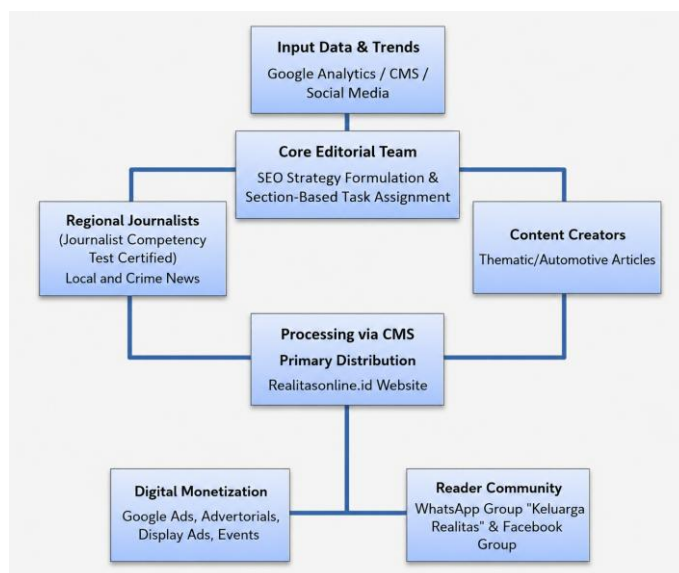
At the production stage, the editorial team applies search engine optimization techniques through keyword selection, adjustments to article structure, and the formulation of headlines that take users' search tendencies into account. The Realitasonline.id website serves as the primary distribution channel, while WhatsApp and Facebook are used to circulate article links and maintain interaction with the "Keluarga Realitas" reader community. This implementation is also linked to the development of multiple revenue streams, including Google Ads, display advertising, publication partnerships or advertorials, event partnerships, and synergy with the print newspaper Harian Realitas. The findings therefore indicate that the digital workflow integrates news production, content distribution, community engagement, and monetization within a single operational chain. However, the available data do not yet demonstrate the extent to which each channel contributes to website traffic, reader engagement, or revenue. Accordingly, this diversification is more appropriately understood as a strategy that has been implemented rather than as direct evidence that all channels have generated optimal economic outcomes.

Interpretively, the simplification of coordination pathways reflects the characteristics of a lean digital newsroom, namely an editorial structure designed to reduce bureaucratic stages so that news production and distribution can proceed more rapidly. In regional media organizations with limited resources, a lean structure enables the editorial team to respond flexibly to events and integrate contributors from different locations without establishing a large bureau-based organization. However, the lean principle should not be understood merely as reducing staff numbers or accelerating publication. Efficiency generates value only when responsibility allocation, editorial standards, and

quality-control mechanisms remain effective. When editors are required to process large volumes of manuscripts within limited periods, a lean structure may develop into a concentration of workload that increases the risks of factual errors, homogenized perspectives, and reduced depth of verification. Thus, Realitasonline.id's implementation reveals a paradox of digital efficiency: technology and network expansion increase production capacity while simultaneously intensifying the need for stronger editorial capacity and control mechanisms (Küng, 2015).

The requirement that regional journalists hold Journalist Competency Test certification can be interpreted as a mechanism for building trust within a geographically dispersed network. Because interactions between the editorial team and contributors do not always involve direct supervision, certification serves as an initial indicator that network members understand the basic principles of news gathering, writing, and verification. Nevertheless, individual competence does not automatically ensure consistent quality across all published articles. Differences in regional contexts, digital skills, understanding of SEO, and writing practices may continue to produce variations in quality. Therefore, network optimization requires more than certification-based recruitment. The media organization also needs shared editorial guidelines, regular training, manuscript evaluation, and feedback mechanisms that enable contributors to understand the identity and standards of Realitasonline.id. From a mediapreneurship perspective, a productive network is not merely a collection of individuals contributing content, but a collaborative structure characterized by shared objectives, rules for value exchange, and mechanisms for collective learning (Hang & van Weezel, 2007).

The use of SEO and reader communities also demonstrates the operation of two distinct distribution logics. SEO operates through mechanisms of algorithmic visibility by aligning content with users' search patterns, whereas WhatsApp and Facebook groups function through social relationships and community proximity. The combination of these approaches enables the media outlet to reach new audiences while retaining readers who already have an established relationship with its identity. However, an excessive SEO orientation may encourage sensational headlines, keyword repetition, or topic selection based primarily on popularity when it is not adequately governed by editorial considerations. Reader communities, meanwhile, may serve as effective distribution spaces, but they do not necessarily represent two-way engagement when they are used only to circulate links. Such communities acquire strategic value when readers' feedback, information needs, criticism, and suggestions are reintegrated into content-planning processes. These findings indicate that audience engagement should not be measured solely through article open rates but should also be assessed



through the quality of interaction and the community's contribution to the media organization's value-creation process (Belch & Belch, 2009; Pattia & Djujur, 2020).

Figure 3. Flowchart of Realitasonline.id's Digital Communication Strategy

The flow illustrated in the diagram shows that data and trends derived from Google Analytics, the CMS, and social media serve as inputs for the core editorial team in formulating SEO strategies and allocating tasks according to editorial sections. Regional journalists certified through the Journalist

Competency Test supply local and crime-related news, while content creators produce thematic articles, including automotive content. All submitted manuscripts are processed through the CMS and distributed via the Realitasonline.id website, after which their reach is extended through the “Keluarga Realitas” WhatsApp group and Facebook. This workflow is subsequently directed toward monetization through Google Ads, advertorials, display advertising, and event partnerships.

The implementation of Realitasonline.id’s digital communication strategy demonstrates an effort to transform a geographically dispersed network into an integrated digital system of production, distribution, and value creation. Network optimization is reflected in the division of functions among the core editorial team, regional journalists, and content creators; the use of the CMS as a centralized processing platform; and the combination of algorithmic and community-based distribution. Nevertheless, optimization cannot be inferred solely from the existence of the network and the number of revenue channels. A more robust assessment requires indicators concerning the consistency of member contributions, the speed of the editing process, the rate of news errors or corrections, the quality of community interaction, the growth of returning readers, and the actual contribution of each revenue model. The findings therefore indicate that digital communication functions as a coordination infrastructure for the mediapreneur network, while its sustainability depends on the organization’s ability to maintain a balance among efficiency, digital visibility, journalistic professionalism, and the distribution of economic benefits. This interpretation extends the study of online media by viewing technology not merely as a publication channel but also as a mechanism that shapes working relationships and economic value within regional media organizations (Muslikhin et al., 2025; Pattia & Djujur, 2020).

### Supporting and Inhibiting Factors in Optimizing the Mediapreneur Network

The findings indicate that the optimization of Realitasonline.id’s mediapreneur network is supported by digital infrastructure, human resource development, and adaptive management practices. Its integration with Promedia Teknologi Indonesia provides access to AWS cloud-based servers and a ready-to-use CMS, allowing the editorial team to avoid developing its own technological infrastructure and to concentrate its resources on content production and distribution. This support is reinforced by an internship program lasting one to three months, which includes training in digital writing, transportation allowances, and certificates. The program serves both as a mechanism for regenerating production personnel and as an introductory process through which participants become familiar with media work practices. Task allocation through section-based assignment letters also enables the editorial team to align work with personnel competencies and content requirements. These findings are supported by the following statement:

*“We have greatly benefited from the system provided by Promedia because the server and CMS are already available. Therefore, the team no longer needs to manage the technological infrastructure from the ground up and can focus more on news gathering, editing, and content production. Regional journalists can also submit manuscripts from their respective areas, after which the editorial team processes them directly through the CMS” (Informant 1, Editor-in-Chief).*

Technological support functions not merely as a technical instrument but also as a coordination infrastructure that enables the editorial team, regional bureaus, and content creators to work within the same production environment. The CMS reduces geographical barriers because submission, editing, and publication can be conducted through a centralized system, while cloud infrastructure enhances the media outlet’s capacity to manage content flows without requiring substantial investment in physical servers. This arrangement reflects the principles of a lean digital newsroom, particularly the use of technology and external networks to reduce organizational costs while maintaining production flexibility. However, dependence on a technology provider also creates vulnerabilities, including limited control over the system, potential changes in partner policies, and long-term operational dependency. Similarly, the internship program cannot automatically be regarded as an effective regeneration mechanism based solely on the number of participants or the provision of certificates. Its effectiveness must be assessed through the continuity of participants’ involvement, improvements in competence, and contributions to content quality. Accordingly, technology and internships serve as supporting factors only when they strengthen organizational capacity rather than merely increasing production tools and temporary labor (Hang & van Weezel, 2007; Küng, 2015).



The findings also reveal that network optimization remains constrained by personnel shortages, overlapping responsibilities, the underdevelopment of social media and WhatsApp Channel management, pressure to publish rapidly, and fluctuations in audience trends. Editorial personnel are required to perform more than one function, causing organizational attention to be directed primarily toward maintaining the main news portal rather than developing other distribution channels. Externally, competition among media organizations encourages journalists and editors to publish news as quickly as possible in order to gain the advantage of being the first publisher. This pressure intersects with demands for high-volume content production and unpredictable shifts in reader interests. This condition is reflected in the following statement:

*“Our main constraint is the limited number of personnel. One person sometimes has to perform several tasks at once, such as editing news, uploading articles, monitoring traffic, and sharing content on social media. Consequently, Facebook, the WhatsApp Channel, and other social media platforms have not yet been managed consistently” (Informant 2, Content Manager).*

These supporting and inhibiting factors reveal the paradox inherent in a lean digital newsroom structure. A simplified structure accelerates coordination and reduces costs, but it may simultaneously concentrate workloads among a limited number of personnel. Overlapping responsibilities are not merely an administrative issue; they may reduce the editorial team’s capacity to verify facts, develop social media channels, provide feedback to contributors, and evaluate audience behavior. Pressure to obtain a first-mover advantage may also result in publication speed being treated as the primary measure of success, even though excessively rapid publication can increase the risk of errors and undermine reader trust. At the same time, dependence on popular trends may encourage the network to produce high-traffic content with limited public relevance. Therefore, network optimization should not be measured solely by CMS capacity, article volume, or publication speed. It should also include workload balance, editing quality, consistency of bureau contributions, development of distribution channels, and the ability to maintain a distinctive local journalistic identity. Realitasonline.id should therefore implement workload mapping, channel prioritization, scheduled content evaluation, and performance indicators that balance speed, traffic, accuracy, and public relevance, thereby preventing digital efficiency from developing into organizational vulnerability (Küng, 2015; Muslikhin et al., 2025; Pattia & Djujur, 2020).

#### 4. CONCLUSION

This study concludes that Realitasonline.id formulates its digital communication strategy by utilizing data from Google Analytics and the Content Management System (CMS) to identify audience trends, determine content segmentation, and combine hyperlocal news with popular thematic articles. The strategy is implemented through a lean digital newsroom structure that connects the core editorial team, regional bureau journalists certified through the Journalist Competency Test, and content creators within a CMS-based production process. Content is distributed through the website, WhatsApp, and Facebook, while revenue streams are developed through Google Ads, display advertising, advertorials, event partnerships, and synergy with print media. Cloud infrastructure, the Promedia system, capacity building through internship programs, and adaptive task allocation support network coordination. However, network optimization remains constrained by overlapping responsibilities, limited personnel, inconsistent social media management, pressure to publish rapidly, fluctuations in audience interests, and demands for high-volume article production.

These findings demonstrate that the use of technology and the expansion of media networks do not automatically guarantee journalistic quality or business sustainability. The effectiveness of the strategy should therefore be assessed by balancing efficiency, accuracy, local relevance, audience engagement, and economic benefits. This study is limited to a single online media organization, involves a small number of informants, and does not include comparative analytical and performance data from before and after the strategy was implemented. Accordingly, Realitasonline.id is advised to establish standard operating procedures for network coordination, conduct systematic workload mapping, strengthen contributor training and evaluation, optimize its distribution channels, and develop performance indicators that integrate traffic, content quality, news corrections, reader participation, and the contribution of each revenue stream.

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