



## A Strategy to Increase Reader Satisfaction as a Means of Media Business Sustainability

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### Abstract

*This study aims to analyze the level of reader satisfaction toward the products and services of PT Media Fajar Indonesia and to examine strategies to enhance reader satisfaction as an effort to maintain media business sustainability amid changes in information consumption behavior due to digital technological developments. This research is grounded in customer satisfaction theory, which emphasizes that satisfaction is formed by the alignment between expectations and perceived performance, relationship marketing theory that positions satisfaction as the foundation of customer loyalty, and strategic media management and business sustainability concepts that require adaptation to digital disruption. This study employs a qualitative descriptive approach. Data were collected through in-depth interviews, observation, and documentation involving management and related stakeholders of PT Media Fajar Indonesia. Data analysis was conducted using an interactive model consisting of data reduction, data display, and conclusion drawing, with validity ensured through source and technique triangulation. The findings indicate that reader satisfaction is generally at a fairly good level, particularly in terms of content quality, news credibility, and information relevance. Strategies to enhance satisfaction include strengthening news quality, optimizing digital platforms, adjusting service and subscription pricing, and increasing reader engagement. These strategies contribute positively to sustaining the company's media business amid increasingly competitive industry dynamics.*

## Introduction

The print media industry in Indonesia currently faces serious challenges due to changes in public information consumption patterns (Sukmayadi, 2019; Firmansyah et al., 2022; Thariq & Priadi, 2025). Developments in information technology, the internet, and the rapid growth of social media have driven a shift in reader preferences from print to digital media. This change not only impacts how people access information but also has a direct impact on declining circulation, advertising revenue, and the sustainability of print media businesses, which have traditionally relied on physical distribution and a subscription customer base. Globally, digital transformation has fundamentally altered the media industry's business model. Smith and Jones (2023) in the Journal of Media Business Studies emphasized that traditional media are required to adopt adaptive strategies, such as diversifying revenue sources, strengthening digital platforms, and presenting relevant, interactive, and high-quality content to maintain reader loyalty amidst increasingly intense digital media competition. In Indonesia, the shift in information consumption to digital media is increasingly evident in the growth in the number of digital readers. Nielsen Consumer & Media View (CMV) data shows that since

2017, digital media readership has surpassed print media. In the third quarter of 2017, digital media readers reached approximately 6 million people, representing an 11% penetration rate, while print media readers numbered only around 4.5 million, representing an 8% penetration rate. This trend continues to accelerate as the number of internet users in Indonesia grows, reaching over 215 million by 2023, or approximately 77% of the total national population (APJII, 2023). This confirms that digital media is increasingly becoming the public's primary choice, perceived as faster, more practical, more flexible, and more easily accessible anytime and anywhere via mobile devices (Khirdany & Liana, 2026; Yusraini & Liana, 2026; Sultana & Akhter, 2026).

Furthermore, a report by We Are Social and Kepios (2024) shows that the average Indonesian spends more than 3 hours per day accessing news and information digitally via smartphones and social media. This situation reinforces the fact that the news consumption ecosystem has shifted significantly from print media to digital platforms, directly impacting the declining competitiveness of conventional print media. From the print media industry perspective, data from the Press Companies Union (SPS) through the Indonesian Media Directory for 2022–2023 shows a significant decline in national circulation, from 12.8 million copies in 2019 to 7.4 million copies in 2020, and then again to around 4.9 million copies in 2021–2022. This decline of more than 60% over three years reflects the serious pressures facing the print media industry due to digitalization and changing reader behavior (Banerjee & Kumar, 2026; Mabasa & Seadira, 2025; Al-Jarf, 2026).

This decline in national circulation is also experienced by PT Media Fajar Indonesia, one of the largest print media companies in Eastern Indonesia. Based on internal company data, the number of subscribers to the daily FAJAR newspaper has shown a consistent downward trend over the past five years. In 2021, the number of subscribers was recorded at 35,650 copies, then decreased to 35,000 copies in 2022. The decline continued in 2023 with the number of subscribers at 34,875 copies, dropping again in 2024 to 34,335 copies, and in 2025 experienced a more significant decline to 32,979 copies, one of which was influenced by the subscription price increase policy (Chicco et al., 2025).

The decline in subscriptions has not only impacted newspaper sales revenue but also directly impacted advertising revenue (Ahmed et al., 2025; Chiridza & Mar3, 2026; Yunianto et al., 2025). The decline in print circulation has weakened the appeal of print media to advertisers, potentially impacting cash flow, profit margins, and the company's competitiveness amidst increasingly fierce competition in the media industry. In response to this situation, PT Media Fajar Indonesia has implemented various adaptation efforts, including developing a digital channel through [HarianFajar.co.id](http://HarianFajar.co.id), expanding content distribution through social media, and strengthening its content presentation strategy, emphasizing accuracy, credibility, and relevance. However, the success of digital transformation and the sustainability of a media business is determined not only by the presence of digital platforms, but also by the company's ability to maintain and improve reader satisfaction. Reader satisfaction is a key factor in building loyalty, increasing engagement, and maintaining the sustainability of a media business, both on print and digital platforms. Satisfied readers tend to continue subscribing, make repeat purchases, and recommend the media to others. Furthermore, satisfied readers are also more open to interacting with the media through feedback, participating in company activities, and sharing content on social media (Rehman et al., 2025; Sarkis et al., 2025; Alam & Al Mubarak, 2025).

Based on these conditions, this research is directed to examine in depth \*Strategies to Increase Reader Satisfaction as an Effort to Sustain the Media Business at PT Media Fajar Indonesia\*.

This research is expected to provide practical contributions in the form of relevant strategic recommendations for companies in facing the decline in print subscribers and the growth of digital readers, as well as academic contributions in the development of studies on the sustainability of media businesses in the digital era.

## **Methods**

### **Research Approach and Design**

This study employs a qualitative research approach using a case study design to gain an in-depth understanding of the strategies implemented by PT Media Fajar Indonesia in enhancing reader satisfaction while maintaining business sustainability. A qualitative approach is appropriate because the research seeks to explore meanings, experiences, managerial perspectives, and organizational processes within their natural context rather than to measure variables statistically. According to Moleong (2018), qualitative research aims to understand social phenomena holistically through direct interaction with participants and contextual interpretation of findings.

The case study method is selected because the research focuses on a bounded system—PT Media Fajar Indonesia as a single, contemporary case examined within its real-life setting. Yin (2018) explains that a case study is an empirical inquiry that investigates a phenomenon within its real-world context, especially when the boundaries between the phenomenon and context are not clearly evident. In this research, strategies for increasing reader satisfaction cannot be separated from organizational culture, editorial management, digital transformation, market competition, and regional media dynamics. Creswell (2018) further emphasizes that case studies are particularly suitable for producing detailed descriptions, contextual analysis, and comprehensive understanding of a specific case. Therefore, this design allows the researcher to explore strategic decisions, operational practices, and reader engagement mechanisms in a holistic and integrated manner.

### **Research Site and Timeframe**

The research was conducted at PT Media Fajar Indonesia, a media company based in Makassar, South Sulawesi. The company operates in both print and digital platforms and provides additional services including advertising and event management. PT Media Fajar Indonesia was selected because it represents a regional media organization that faces contemporary challenges such as digital disruption, declining print readership, audience fragmentation, and increasing competition in online news platforms. The central focus of this study is to analyze how the company formulates and implements strategies to improve reader satisfaction while ensuring long-term business sustainability.

The research was conducted over a structured period covering preparation, fieldwork, analysis, and reporting. The field research phase was carried out between October 2025 and January 2026. The active data collection process lasted approximately 20 days, while overall research activities, including preparation and final examination, spanned approximately 40 days. This timeframe allowed sufficient opportunity for in-depth engagement with informants, observation of organizational activities, and data validation procedures.

### **The Role of the Researcher**

In qualitative research, the researcher functions as the primary instrument of data collection and interpretation. The researcher directly engages with participants through interviews, observations, and discussions, while simultaneously interpreting meanings embedded in organizational practices and participant narratives. As a key instrument, the researcher

maintains reflexivity by being aware of personal biases and ensuring that interpretations are grounded in empirical data. Field notes, interview transcripts, and reflective journals were systematically documented to enhance analytical rigor and transparency.

### **Research Informants**

Informants were selected using purposive sampling, based on their strategic roles, knowledge, and direct involvement in decision-making processes related to reader satisfaction and business sustainability. The selection of informants remained flexible and evolved according to emerging data needs, ensuring depth and relevance of information.

The key informants included the Company Leader (Faisal Palapa), the Director/Editor-in-Chief (Amrullah Basri Gani), the Multimedia Manager (Basri Abbas), and the Promotion and Event Manager (Muhammad Yunus). In addition, several loyal readers were involved to provide perspectives from the audience side. The inclusion of managerial and reader perspectives enabled a balanced understanding of both strategic formulation and public reception. This multi-level informant structure strengthened the comprehensiveness of the case analysis.

### **Data Sources**

Primary data were obtained directly through in-depth interviews, observations, and Focus Group Discussions (FGDs). These data provided firsthand insights into strategic planning, editorial management, marketing approaches, reader engagement initiatives, and sustainability considerations. Primary data were essential for capturing organizational dynamics and stakeholder perceptions.

Secondary data were gathered from internal company documents such as distribution reports, readership demographic data, financial summaries, marketing strategy documents, and corporate archives. In addition, academic literature, books, journal articles, and relevant publications were used to support theoretical framing and analytical interpretation. The integration of primary and secondary data enabled contextual triangulation and analytical depth.

### **Data Collection Techniques**

First, in-depth interviews were conducted using semi-structured interview guides. This format allowed flexibility in exploring emerging themes while ensuring alignment with the research objectives. Interviews focused on editorial strategies, marketing innovations, reader engagement mechanisms, digital adaptation, and sustainability challenges. Second, Focus Group Discussions (FGDs) were organized involving selected readers, editorial staff, and marketing personnel. The FGD provided interactive discussions that revealed collective perceptions, comparative viewpoints, and shared concerns regarding reader satisfaction and media strategy. Third, non-participant observation was carried out to examine newsroom activities, news production processes, promotional activities, and interactions with readers. Observational data helped validate interview responses and provided contextual understanding of operational realities. Fourth, document analysis was conducted to examine internal reports, strategic documents, promotional materials, and external publications related to media management and reader satisfaction. Document analysis strengthened the evidentiary base of the study.

### **Data Analysis Techniques**

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldaña (2014), consisting of data collection, data condensation, data display, and conclusion

drawing/verification. During the data condensation stage, raw data from interviews, observations, and documents were coded, categorized, and organized into meaningful themes related to reader satisfaction strategies and business sustainability practices. Data were then systematically displayed in narrative descriptions, thematic matrices, and conceptual diagrams to facilitate interpretation. The final stage involved drawing conclusions and verifying findings through continuous comparison across data sources. The analysis process was iterative, meaning that data collection and interpretation occurred simultaneously, allowing emerging insights to inform subsequent field inquiries.

## Result and Discussion

### Current Reader Satisfaction Level with PT Media Fajar Indonesia's Products and Services

PT Media Fajar Indonesia's content is primarily consumed online due to convenience of access, availability of up-to-date information, and limited time. In this regard, an interview with Dr. Andi Nurlinda, a Nutritionist at the Faculty of Public Health at the Muslim University of Indonesia, stated:

*"Now that everything is online, the most accessible source is online. And I think Fajar does indeed report and deliver a lot of news. But personally, I prefer to access the news online due to limited time. Furthermore, the news is up-to-date and easy to understand, with a clear layout that doesn't confuse me. My field of expertise, health, is also on Fajar's page, so I read it frequently."* (Interview, December 5, 2025, 2:00 PM WIB)

Readers highly value the quality of the layout and presentation of the news, which they find neat, uncluttered, and easy to understand, especially compared to other media outlets that can feel cluttered. The media's primary strength lies in the relevance of its local content, particularly the latest news from Makassar and South Sulawesi, which is crucial to the daily lives of local residents. Furthermore, the content is quite diverse, covering topics such as politics, economics, health, and education, with a strong focus on scientific areas such as nutritional health that are relevant to readers' areas of interest. The journalistic quality is recognized as quite good, with information that feels accurate, in-depth, and objective, and consistent application of journalistic ethics principles. The media is also considered very responsive to reader input, such as when a comment on an inadequate source in a health article was immediately responded to, followed by improvements in subsequent publications.

This demonstrates that PT Media Fajar Indonesia not only listens to its readers but also integrates them into the content production process, through online discussions, surveys, and recognition of reader contributions. To strengthen its relationship with its audience in the future, it is recommended that the media conduct more frequent online discussion forums, reader experience columns, and simple loyalty programs that provide tangible benefits such as digital subscription access or small gifts. Overall, PT Media Fajar Indonesia has established itself as a leading local media outlet that not only provides information but also builds authentic and inclusive bonds with its reader community.

General readers access PT Media Fajar Indonesia's content predominantly through digital platforms, replacing print due to ease of access, real-time availability, and convenience. They expressed very high levels of satisfaction with the quality of the content, particularly due to the sharp editorial, attractive layout, and opinion pages, which are key draws for returning readers. The content was deemed highly relevant locally and nationally, particularly on political and social issues that align with readers' interests and professions. However, readers also provided constructive feedback: they desired more inclusive accessibility, particularly for people with

disabilities, through features such as text-to-speech for the visually impaired. Although readers rarely actively seek out content on the official portal, they remain loyal due to the high reliability and accuracy of the information. Journalistic quality was acknowledged as good, but specific expectations were raised: the media should be more judicious in reporting sexual violence by protecting victims, focusing on the perpetrator or the legal context, rather than presenting graphic details or naming names that could incite stigma. Media responses to feedback were limited, but readers stated that a comment section or discussion forum would significantly increase media engagement and engagement with audiences. Finally, they suggested the development of a dedicated section, such as the existing health section, that is relevant to all levels of society and could serve as a key bridge for media to connect with readers. Overall, PT Media Fajar Indonesia has successfully established a reputation as a high-quality local media outlet with national reach. However, it still has room to develop digitally inclusively, be more responsive to feedback, and be more proactive in addressing the community's basic needs through educational and socially impactful content. Customer satisfaction with PT Media Fajar Indonesia is very high, particularly in terms of the relevance, readability, and trustworthiness of the media's content. This media outlet not only benefits its work in public service but also serves as a reliable daily source of information to stay up-to-date with developments in digitalization.

PT Media Fajar Indonesia already excels in presenting useful, accurate, and locally relevant information, and appreciates the media's attention to nutritional health topics within its area of expertise. However, more targeted source selection for health articles, especially for specific topics such as child nutrition, is needed to enhance the credibility and impact of the information presented. Furthermore, the importance of digital accessibility is emphasized, with recommendations for media outlets to adopt features like text-to-speech to assist the visually impaired, ensuring inclusive access to content for all groups. Direct reader engagement, such as through online discussion forums, live talk shows on social media, or dedicated columns for reader experiences, is crucial. Finally, media outlets should actively engage interactively, whether through low-key loyalty programs or live events, to foster emotional bonds and trust between media and readers. Overall, these recommendations lead to improved reader-driven content quality, digital inclusivity, and openness to feedback, which will further strengthen PT. Media Fajar Indonesia as a media outlet with a strong footprint in eastern Indonesia.

Thus, reader satisfaction with PT Media Fajar Indonesia's products and services is high, with consistently positive ratings across key aspects. Readers feel very comfortable accessing content through a fast and up-to-date digital platform. This satisfaction level reflects PT Media Fajar Indonesia's success in building loyalty through quality content and close relationships with its audience, making it a trusted source of information in today's digital age. The very high level of satisfaction with content quality is primarily due to the sharp editorial, attractive layout, and opinion pages, which are key draws for returning readers. The content is considered highly relevant locally and nationally, particularly on political and social issues that align with readers' interests and professions.

### **Strategies implemented by PT Media Fajar Indonesia to increase reader satisfaction amidst changing media consumption behavior**

PT Media Fajar Indonesia's efforts to increase reader satisfaction amidst changing media consumption behavior emphasize three indicators proposed by Elkington (1997) and Dyllick & Muff (2016). This mechanism emphasizes subscriber growth. PT Media Fajar Indonesia measures digital subscriber growth not only through the number of views or followers, but also through analytical and sustainable content performance patterns. By integrating fake view data,

weekly digital team evaluations, and strong journalistic principles, the company is able to ensure that digital audience growth is driven not solely by clicks, but by the quality, authenticity, and educational value of each disseminated material. Based on the perspective of increasing advertising revenue and diversifying revenue, we can examine the companies utilizing digital advertising. In this regard, an interview with Multimedia Manager Basri Abbas concluded as follows:

*"Digital doesn't kill paper. It adds to the power of print. It's present in the digital world. In our opinion, print is present in the digital world. So, digital takes print by storm. Print becomes its stamp. Print becomes the legitimacy of our content. Print cannot be deleted. Digital can be deleted. So, we strengthen ourselves with such a strategy."*  
(Interview, December 1, 2025, 4:00 PM WIB)

PT Media Fajar Indonesia utilizes digital advertising not as a replacement for print media, but as a strengthening tool that expands the reach and added value of content. Digital is not seen as a threat to print, but rather as a "booster" that brings print media to a broader and more dynamic public space. By leveraging digital technology, the company is able to disseminate print content in interactive, multimedia, and data-driven forms, which increases audience engagement. On the other hand, the presence of print remains the foundation of credibility and legitimacy. Digital content appearing on digital platforms is considered more trustworthy because it is associated with consistent and verified print media. The digital marketing strategy employed includes programmatic advertising for efficient ad placement, native advertising to ensure ads blend naturally with content, and strategic partnerships with technology platforms. This approach not only increases revenue from digital advertising but also strengthens journalistic values and public trust. By positioning digital as a supporter, not a substitute, PT Media Fajar Indonesia has succeeded in creating a sustainable media ecosystem, where digital advertising revenue grows healthily while maintaining the media's identity and integrity.

The four main sources developed include events and conferences, merchandise products, training and consulting, and branded content/native ad collaborations. Events such as webinars, seminars, and talk shows not only strengthen relationships with audiences but also become revenue sources through ticket sales and sponsorships. Merchandise products express the media's identity and also generate passive income. Journalism and media literacy training are leveraged to offer valuable services to individuals and institutions, leveraging the editorial team's core expertise as a business asset. Meanwhile, collaboration with brands through informative and creative content allows the company to generate new revenue without compromising editorial integrity. This overall approach reflects a holistic, flexible, and sustainable business strategy where the media serves not only as a content provider but also as a platform for transformation, education, and partnerships. The company measures the revenue effectiveness of each non-advertising revenue source holistically and data-driven, with a focus on growth, sustainability, and impact on the overall bottom line. In this regard, an interview with Company Leader Faisal Palapa stated:

*"Yes, like it or not, we hope all revenue parametrics will increase. But if there's a decline and it also impacts the company's profit and loss, we naturally need to conduct a detailed evaluation of all items, including specifically regarding employees. This employee productivity index must be taken into account. For example, let's say there's a sector that previously required a large amount of energy and a large human resource, but now it's no longer as large as it was in the past. Conversely, there are areas that previously lacked human resources, but due to changes requiring a larger human resource base, we have to adjust accordingly. For example, at Fajar, our newspaper*

*used to be 40-48 pages long. Now it's down to 12 pages, so we automatically have to adjust to the different number of human resources. When we used to publish 40-48, now we only publish 12-16 pages, for example."* (Interview, December 2, 2025, 1:00 PM WIB)

Each revenue source is assessed based on key performance indicators such as direct revenue, participation or conversion rates, and retention. participants, as well as the long-term impact on brand image and loyalty. If revenue declines or performance falls short of expectations, companies immediately conduct a comprehensive evaluation, including an analysis of operational efficiency and human resource utilization. For example, if a newspaper's page count has decreased from 40–48 to just 12–16, the number of human resources needed must be realistically adjusted. Areas that previously required large amounts of labor, but are now more efficient due to automation or digital transformation, should redirect resources to more dynamic and growth-promoting areas, such as digital content development or new skills training. Conversely, if a previously low-demand area becomes key to growth, human resource adjustments are made by adding employees or training existing teams. With this approach, companies measure not only financial figures but also the balance between business performance, operational efficiency, and employee well-being, ensuring healthy growth even in a rapidly changing environment.

In terms of operational cost efficiency, the company combines natural efficiencies with comprehensive planning. Digital transformation is key, such as reducing the number of printed pages from 40–48 to just 12–16, which automatically reduces human resource requirements in the production and design divisions, without sacrificing content quality. The editorial team has also been moved to a leaner and more flexible structure, with more precise resource allocation in line with trends. Furthermore, all cost components, both routine costs such as electricity and printing materials and incidental costs such as equipment repairs, are recorded, analyzed, and evaluated regularly to ensure there is no waste. Changes in work patterns, such as hybrid or project-based work, also help reduce overall operational costs. Meanwhile, budget allocation is progressively shifting from print to digital media, although currently the energy remains greater for newspapers. However, with a clear trend towards digital, the company is starting to balance its budget to strengthen investment in digital platforms such as [harianfajar.co.id](http://harianfajar.co.id), [fajaronline.co.id](http://fajaronline.co.id), and [keker.fajar.co.id](http://keker.fajar.co.id), which are specifically for the younger generation. This includes developing an integrated news portal and exploring various social media platforms like Instagram, YouTube, Facebook, and TikTok, which not only increase reach but also build leadership and reader engagement. Similarly, the use of technology, such as an integrated content management system (CMS), serves as a foundation for efficiency, reducing duplication of work, accelerating publication speed, and enabling real-time monitoring of content performance through analytics tools for visits, viewership, and audience reactions. While this technology is costly, the investment proves highly valuable by improving management accuracy, accelerating decision-making, and ensuring that every piece of content or advertisement reaches the right audience. However, in building customer trust, issues of potential bias sometimes arise. This mechanism aligns with an interview with Editor-in-Chief Amrullah Basri Gani, who stated:

*"There are rules and a code of ethics that must be followed. If a news item is inaccurate (e.g., misquoted, misnamed), or if a source files a complaint, we are required to publish a visible correction in the next edition (for print) or at the top of the article (for online). Furthermore, if anyone requires clarification, we provide a dedicated space for the right of reply so that all parties can have a voice and reduce the potential for bias."* (Interview, December 3, 2025, 2:00 PM WIB).

PT Media Fajar Indonesia handles issues of news accuracy or potential editorial bias with a professional, transparent approach based on a strict journalistic code of ethics, ensuring accountability and fairness for all parties involved. When errors such as misquotes, misnaming, or complaints from sources are encountered, the company is required to prominently publish corrections. For print media, corrections are placed in the next edition in a prominent position. For online platforms such as [harian.fajar.co.id](http://harian.fajar.co.id) or [fajar.online.co.id](http://fajar.online.co.id), corrections are posted at the top of the relevant article for immediate audience access. Furthermore, if an aggrieved party requires clarification, the company provides a dedicated space for the right of reply, allowing all sides to voice their views fairly, ultimately reducing the perception of bias and strengthening credibility. This entire process not only follows the company's internal regulations but also adheres to the national journalistic code of ethics, including the principles of the right to correction and the right to reply, thus maintaining media integrity as a pillar of public trust. With this mechanism, PT Media Fajar Indonesia not only responds to issues reactively but also prevents escalation through an ongoing commitment to ethical standards.

PT Media Fajar Indonesia has implemented a clear and systematic transparency mechanism in its news presentation, both in print and digital media, to build trust and accountability with readers. In every article, whether a headline or a special report, the company always lists the names of the authors and editors responsible for the content, so readers know who compiled the information. Furthermore, the primary source of the information is explicitly cited so readers can verify its accuracy. For stories requiring in-depth research or complex analysis, the company often includes a summary of the data collection or investigation process, including the information gathering method, research period, or field team involvement, so readers can understand how the story was developed step by step. With this approach, PT Media Fajar Indonesia not only presents information but also opens up the media production process, making news consumption more educational, critical, and appreciative of the depth of information.

Second, the media's role in improving information literacy, where PT Media Fajar Indonesia goes beyond simply delivering raw information by integrating educational elements that support media literacy and critical thinking among readers, both through print and digital platforms. The company proactively develops news stories based on viral or circulating issues, such as the myth about sub-district data collection, which is thought to be aimed at eliminating BPJS fines, by providing accurate clarification to counter misleading hoaxes and misinformation. This approach is more prominent in print media, which relay official explanations, while online platforms such as [fajar.online.co.id](http://fajar.online.co.id) or [harian.fajar.co.id](http://harian.fajar.co.id) allow for a faster and more interactive response. Furthermore, content is often complemented by in-depth analysis from experts, helping readers understand the broader context, distinguishing fact from opinion, and honing critical thinking skills, thus not only informing but also empowering audiences to become wiser and more hoax-aware media consumers in the digital age. PT Media Fajar Indonesia actively and consistently organizes various digital education and public education programs as part of its commitment to building a more literate and critical society in dealing with information in the digital age.

PT Media Fajar Indonesia implements an inclusive and responsive approach to the diversity of reader literacy levels by presenting content in various formats and depths to suit audience needs. For readers who prefer quick and direct information, the company provides concise and concise news stories in clear, simple language, free of technical jargon, without sacrificing accuracy. For readers with deeper interests, it offers long-form articles, in-depth analyses, and comprehensive studies that present context, data, and arguments in a structured manner. Furthermore, the content is designed using real-life examples, analogies, and everyday

narratives to facilitate understanding, especially for those with low literacy levels. Visualizations such as infographics and illustrations are also strategically used to help convey complex information intuitively. With this multi-layered content design, PT Media Fajar Indonesia not only ensures equitable access to information for all but also encourages broader and more sustainable media literacy in the community.

Third, adherence to the journalistic code of ethics: PT Media Fajar Indonesia has a robust and structured oversight system to ensure adherence to the journalistic code of ethics, through the existence of a Journalistic Code of Ethics Monitoring Team consisting of senior editors and independent experts. In this regard, an interview with Editor-in-Chief Amrullah Basri Gani stated:

*"Yes, we have a Journalistic Code of Ethics Monitoring Team consisting of senior editors and independent experts. The process is as follows: Every news story is reviewed by editors before publication to ensure it complies with the code of ethics. After publication, the team also receives reports from readers or sources regarding potential violations, then conducts an investigation and provides recommendations for action."* (Interview, December 3, 2025, 2:00 PM WIB).

The monitoring process is proactive and responsive: before each story is published, it undergoes a review by editors to ensure consistency with the principles of ethical, accurate, and fair journalism. After publication, the team remains active, receiving reports from readers or sources regarding potential violations of the code of ethics, such as bias or factual errors. The team then conducts an in-depth investigation by reviewing documents, conducting interviews, and re-verifying the report before recommending appropriate action, which may include a public correction, a retraction, or an internal assessment. This approach not only creates internal accountability but also demonstrates the company's commitment to transparency and public trust in a dynamic and complex information era.

PT Media Fajar Indonesia has a clear, transparent, and accountable mechanism for handling code of ethics violations to maintain journalistic integrity and public trust. If misconduct is proven, it is handled in a multi-layered manner, depending on the type of violation. In cases of false news, the company immediately issues a public correction and clarification so that the erroneous information can be promptly corrected. In cases of plagiarism, the article is removed, a notice of violation is issued, and internal sanctions are imposed on the author, ranging from a warning to dismissal, depending on the severity. For violations involving bias or narrative imbalance, the company reviews the writing process, provides further training to the journalist team, and provides a right of reply for any aggrieved parties. This entire process is conducted with high transparency, making accountability a key foundation of a culture of journalism with integrity. With this approach, PT Media Fajar Indonesia not only corrects errors but also prevents future violations, while strengthening its image as a trustworthy media outlet. PT Media Fajar Indonesia is proactively responding to the challenges of the digital shift by maintaining and optimizing the presence of print media for loyal readers who still value the physical experience, through a balanced approach between innovation and tradition. In this regard, an interview with Muhammad Yunus, Promotions and Events Manager, stated:

*"We recognize that not all readers are ready to completely abandon print media, so we are maintaining the premium or weekend edition in a more concise format. This focuses on in-depth analysis and magazine-style investigative reporting, rather than fleeting daily news. The goal is to ensure this edition remains special and collectible. For loyal customers who still enjoy the thrill of reading a physical newspaper, we offer a bundled*

*digital and print subscription package. This strategy helps us maintain our loyal reader base without forcing a complete change.” (Interview, December 5, 4:00 PM WIB)*

One key strategy is to maintain the premium or weekend edition in a more concise format, focusing on in-depth content such as analysis, investigative reporting, and magazine-style coverage, so that it remains relevant and collectible for readers seeking depth. Additionally, the company offers subscription bundles that combine digital access with print editions, allowing loyal customers to enjoy both worlds without sacrificing convenience, ultimately strengthening retention and loyalty. The distribution strategy is also optimized with a territorial focus, where print delivery is limited to strategic areas or specific demographics that demonstrate high demand, ensuring operational efficiency while meeting local needs. Finally, an emphasis on premium content quality ensures that remaining print media is not simply a digital replica, but rather exclusive and worth revisiting, such as in-depth coverage not easily found online. This approach not only accommodates the preferences of traditional readers but also maintains a balance between business sustainability and digital adaptation, ensuring that print remains a valuable asset in the hybrid era.

Reader satisfaction at PT Media Fajar Indonesia is generally categorized as fairly good, particularly in terms of content quality, news credibility, and information relevance. These findings indicate that although the company has experienced a decline in print circulation over the past five years, it still maintains a strong competitive advantage in the dimension of information quality. From the perspective of Customer Satisfaction Theory as proposed by Kotler and Keller (2016), satisfaction arises when customers compare perceived performance with their expectations and find that performance meets or exceeds those expectations. In the context of this study, reader satisfaction toward Harian Fajar is formed because the quality of news meets reader expectations, the credibility of information is considered high, and the content is relevant to the needs of the local community. This condition also supports Expectation Confirmation Theory, which explains that satisfaction occurs when the performance of a product or service confirms prior expectations. Furthermore, when viewed through the American Customer Satisfaction Index (ACSI) framework, satisfaction is influenced by information quality, content integrity, presentation consistency, and news accuracy, as highlighted by Haryanto et al. (2022). The findings at PT Media Fajar Indonesia show a similar pattern, where readers emphasize news accuracy and depth as primary factors contributing to loyalty and retention. In line with Rachmat (2023), who found that relevance, accuracy, and completeness significantly affect online media reader satisfaction, this study confirms that information quality is the key determinant of reader satisfaction.

From the perspective of consumer value, reader satisfaction can also be understood through the relationship between product quality, distribution channels, and perceived usefulness. Asmari (2024) explains that product quality and distribution channels significantly influence consumer value, which subsequently impacts satisfaction. In the case of PT Media Fajar Indonesia, product quality is reflected in the quality of journalistic content, while distribution channels include both print media and digital platforms. Consumer value is formed through the perceived usefulness and relevance of the information provided. The results indicate that readers who continue subscribing to the print edition perceive Harian Fajar as superior in delivering in-depth and locally focused news that is not consistently available in other online media. This differentiation creates a strong perceived value that distinguishes the company from competitors. Therefore, reader satisfaction at PT Media Fajar Indonesia is theoretically constructed through a combination of high content quality and information value that aligns with the specific needs of local readers.

In response to industry challenges, PT Media Fajar Indonesia has implemented several strategies to enhance reader satisfaction, including improving news quality, strengthening digital platforms, adjusting subscription services and pricing, and increasing reader interaction and engagement. Among these, improving news quality stands out as the primary strategy. This approach is consistent with Strategic Media Management theory, which emphasizes content differentiation as a crucial factor in sustaining competitive advantage in the media industry (Smith & Jones, 2023). The company focuses on producing in-depth reporting, ensuring fact accuracy and verification, prioritizing relevant local issues, and maintaining credible news sources. These efforts are aligned with Hasmika's (2024) findings, which indicate that Harian Fajar retains its readership by strengthening factual quality and emphasizing comprehensive reporting. Theoretically, this strategy reflects a value-based approach, where the company seeks to create unique and meaningful value that is difficult for competitors to replicate, thereby reinforcing long-term reader satisfaction and loyalty.

Strengthening digital platforms is one of the strategic steps taken by PT Media Fajar Indonesia in responding to changes in consumer behavior in the media industry. The digital transformation carried out through HarianFajar.co.id and various social media channels reflects the implementation of the Digital Business Model Adaptation theory, which emphasizes the need for companies to adjust their business models in line with technological developments and shifts in audience consumption patterns. Arta and Basmantra (2024) found that structured and strategic social media management can significantly increase company engagement and visibility. This is consistent with the findings of this study, which show that PT Media Fajar Indonesia utilizes digital platforms to expand news reach beyond traditional geographic limitations, increase reader interaction through comments and shares, and attract younger audiences who predominantly consume information through digital media. By strengthening its digital presence, the company not only enhances reader satisfaction but also supports long-term business sustainability by reducing dependence on print media as the sole source of revenue and audience engagement.

Adjusting services and subscription prices is another important strategy in maintaining reader satisfaction. In service marketing theory, price is a crucial component of the marketing mix (7Ps), and pricing decisions must consider customer perceptions of value to prevent dissatisfaction. The results of this study indicate that subscription price increases have contributed to a decline in the number of customers, demonstrating the high level of price sensitivity in the print media industry. However, the findings also reveal that loyal readers tend to maintain their subscriptions as long as the quality of content remains consistent. This supports customer loyalty theory, which suggests that satisfied customers are generally more tolerant of price changes compared to dissatisfied customers. Therefore, maintaining high-quality journalism becomes essential not only for satisfaction but also for mitigating the negative effects of pricing adjustments.

Increasing engagement and public trust also plays a central role in sustaining reader satisfaction. In the media industry, trust is a critical intangible asset that determines long-term viability. From a relationship marketing perspective, continuous and meaningful interaction with customers fosters emotional bonds and strengthens loyalty. Rachmat (2023) confirms that trust in news quality significantly contributes to reader satisfaction, and the findings of this study similarly show that the credibility of Harian Fajar is a primary factor in retaining customers. Efforts such as active engagement through social media, public education programs, transparent reporting practices, and responsiveness to reader feedback illustrate the implementation of relationship marketing strategies. These initiatives not only enhance

satisfaction but also reinforce public trust, which is fundamental to sustaining competitive advantage in an increasingly fragmented media landscape.

From a broader perspective, reader satisfaction can be understood as a strategic effort toward business sustainability. Business sustainability theory emphasizes the importance of balancing economic value, social value, and adaptation to technological change. Reader satisfaction contributes directly to customer loyalty, stabilizes subscription revenue, attracts advertisers who seek credible and engaged audiences, and strengthens the company's overall reputation. Although PT Media Fajar Indonesia has experienced a decline in print circulation, the findings of this study demonstrate that the company remains able to sustain its existence by focusing on strategies that enhance reader satisfaction and by adapting to digital transformation. While previous research, such as Julmaharani et al. (2020), highlighted the importance of marketing communication strategies, this study expands the perspective by emphasizing that customer retention through sustained satisfaction plays a more strategic and long-term role in ensuring business sustainability than merely focusing on acquiring new readers.

## Conclusion

PT Media Fajar Indonesia demonstrates a very high level of reader satisfaction, particularly in terms of content quality, relevance to local and national issues, and strong public trust in its credibility, with most readers now accessing content through digital platforms due to their convenience, speed, and up-to-date information. Editorial sharpness, clean layout design, comprehensive opinion pages, adherence to journalistic ethics, accuracy of information, and openness to reader feedback collectively strengthen loyalty and reinforce the company's reputation as a trusted media institution. Although improvements are still needed, especially in enhancing digital accessibility for people with disabilities and expanding participatory features such as discussion forums, the company has shown a strong capacity to respond to shifts in media consumption patterns through a holistic and sustainable business model that prioritizes quality audience growth, educational content, and strategic collaborations with public institutions. By integrating digital and print platforms harmoniously, PT Media Fajar Indonesia expands its market reach while preserving the traditional trust foundation that supports stable advertising revenue. This synergy between high reader satisfaction and adaptive business strategies creates a sustainable competitive advantage, ensuring financial stability, strengthening brand image, attracting strategic partners, and maintaining long-term relevance in an increasingly dynamic and competitive digital media landscape.

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