

**PROMOTING VALUES THROUGH PRODUCT DIVERSIFICATION  
TO BUILD POSITIVE PERCEPTION TOWARDS IMAGE OF  
INDONESIA  
(CASE STUDY : GOOD NEWS FROM INDONESIA)**

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**ABSTRACT**

*The objective of the study is to identify the influence of products' diversification by Good News From Indonesia in enhancing competencies of such products towards reaching bigger and several of audiences. The study is made in three methods, which directs observation from the GNFI operational office, interviews of selected sources from different backgrounds related to media and information, as well as conducting online surveys among the GNFI audiences.*

*From the research, it is concluded that the diversification successfully achieves the objective point; which is the significant increase of audiences from various demographics. Besides, throughout the interviews and surveys, it is found that the diversification could increase the love and pride towards their homeland, Indonesia. The main reason that contributed to such achievement is the diversification result of GNFI products that is digital, visual-based information which is more practical, easily comprehended by the younger generation. The ubiquitous influence of social medias including instant messaging tools amongst the youngsters is also another factor why GNFI products could easily be disseminated among them, which indirectly becoming viral digital information.*

**Keywords:** Good News From Indonesia, diversification, social media strategy, viral content, digital information, visual information

**INTRODUCTION**

According to the data from the Ministry of Communication and Information, at this moment, there is at least 11 TV national TV channels and over 300 local channels, 1465 radio channels, 415 daily newspapers, 495 weekly and monthly magazines, 257 tabloids, as well as countless digital media. In addition to this, the widespread use of social media users in Indonesia has reached over 72 million in 2014. (Tulung : 2015). Association of Internet Service Provider Indonesia (APJII) states that until the end of 2014, internet users in Indonesia has reached 88.1 million, an increase of 71.9 million compared to the previous year. What's interesting is the

Global Web Index data that states that 96% of all internet users in Indonesia has a Facebook account, and over 84% has a twitter account (Marius dan Anggoro : 2015).

Unfortunately, the abundance of information from those various sources isn't always accompanied with an information quality that is inspirational or educating, and instead many of them feature violence, despair, disorder, and many other negative things about Indonesia. Moreover, the time that such information are shown on TV are usually on prime time, which is the time span when the number of watchers reached its peak.

A similar thing also happens in the digital world, such as in social media, the media that is accessed the most by the young generation. Quoting the opinion of O'Keeffe & Clarke-Pearson (2011) that social medias are an *extension* of offline *lives* for many people (especially young generation). This new media is also filled with negative and non-inspirational news, and this is something that should be addressed due to its massive reach nowadays

Under the widespread and massive barrage of such non-inspirational news, there is worry that there will be harmful social impact, which is the loss of positive perception and optimism towards Indonesia's future. The loss of the optimistic spirit towards Indonesia will slowly but surely erase the love and pride as part of Indonesia. It is feared that this will become a domino effect that will lead to the loss of hope for a better tomorrow, diminishing work ethic, and if it happens massively it will make it much harder to realize the dream of Indonesia to become a developed and prosperous nation.

Davey (2012) states that positive news are needed to bring a balance to the negative news that we got almost all the time, at least after the reformation era started. Wood (2014) adds that 'positive news aren't only useful for the good of society itself, but will also make society more connected, and will become a catalyst for potential solutions for the problems that we're facing'. It's from this reasoning that *Good News From Indonesia* (GNFI) is born, a movement to prevent the unimaginable effect of the massive amount of bad news about Indonesia by balancing it with spreading positive news about Indonesia, its unique culture, its beautiful nature, achievements from Indonesian people, and other positive news. This movement starts on online media by using media website and social media.

### **Research Problem**

1. How GNFI disseminates the values built by its founder, and apply them into products for audience?
2. What are the obstacles and challenges in disseminating its values to audience?  
Do new products of GNFI successfully build positive perception towards Indonesia image?

### **LITERATURE REVIEW**

#### **Value-Driven Organization**

Hames (2013) stated that the key of organization to success is to establish the expected behaviors that will emerge from the foundation of an organization's values. And to make the whole organization to have a common understanding of the values, explaining these values and behaviors through *practical and tangible* examples helps employees understand how to integrate them into the daily performance of their roles.

#### **Value Socialization**

Brought on by Grusec & Hasting (2014), socialization refers to processes whereby individuals are taught the skills, behaviour patterns, values, and motivations needed for competent functioning in the culture in which someone lives. Among these are social skills, social understandings, and emotional maturity needed for interaction with larger groups. Socialization

can be interpreted as a process where the individual is transformed by outside forces in order to participate as an effective member of the organization (Greenberg, 2011).

### **Diversification**

There are three types of diversification, which are: *concentric*, *horizontal*, and *conglomerate*, and the diversification used by the research object is concentric diversification, since this type of diversification is benefited by the similar technology and know-how that is needed by the company to create a new product. This type of diversification also covers a market share increase by launching a new product that will support the company in increasing its profits.

The company can also create new products that have technological or marketing synergy with the present line of products that is able to attract new groups of customers. This can also help the company to use the market that has been entered previously, and have a potential to bring profit.

### **Perception**

Perception is a choice to either think positively or negatively. This is because perception isn't always the same with reality. It is possible that someone's perception is wrong and there's also a chance that their position is wrong. In order to the truth, there's no other way but to communicate with him. (Covey, 2012).

## **RESEARCH METHODS**

### **Research Approach**

This research uses the descriptive qualitative method and case study method. This approach is taken because the researcher wishes to describe GNFI's strategy in socializing the value developed by the organization through product diversification that aims to develop a positive perception and imagery of Indonesia, and to know whether or not those product diversification can meet its goals.

### **Research Analytical Unit**

The Analytical Unit in this research is the organization and audience in the shape of qualitative narrative that the researcher obtains through the result of *in-depth interview* and *online survey*.

### **Place and Time of Research**

Researcher conducts the observation in the office of *Good News From Indonesia* from March 2016 until April 2016, whereas the interview was conducted through e-mail at February 2016, with the online survey done at May 2016.

### **Data Gathering Techniques**

The data gathering techniques done in this research is by doing *in-depth interview*, online survey, and observations. Those three methods can be shortly explained as follows:

#### *1. In-depth interview*

Researchers conduct in-depth interviews with several sources that is chosen by several backgrounds that represents GNFI audience. They are the reader or *follower* of GNFI, and one is a representation from the government, a representation from an Indonesian living abroad, a young people activist that is driving an organization with the same mission as GNFI, and a representative from the mass media.

#### *2. Online Survey*

This online survey is conducted by using a feature in *SurveyMonkey.com* and spreading it by several GNFI media network, that ended up being able to gather 355 respondents.

#### *3. Observation*

Researcher gathers data that is available in the GNFI database that is related to the reader growth data and audience interaction in relation to GNFI's new products. This observation is also done to see process of information production and its management at GNFI.

### **A TREND FOR A MORE DYNAMIC AUDIENCE**

In the beginning, GNFI products focus on the writing in the shape of a long narrative text (600-800 words per article), and GNFI realizes that the audience don't have a large interest to read articles, especially a long one. Rideout (2014) states that the interest of young people to read has been diminishing over time. This is partly caused by the technological development in the information sector, that is now able to provide unlimited information at all time, especially as the world enter the era of social media. From Schwartz's study result (2013) plenty of web visitors doesn't even scroll downward in order to read the article (in text form), and most web visitors doesn't even reach the halfway point when they read the article. Even if some read all the way to 3/4th of an article, it's only to see photos or videos.

As such, a new strategy is needed in order to keep the existence of GNFI in the virtual world, increasing and expand the audience, as well as performing its main vision and mission, which is to spread the positive and optimistic spirit. Therefore, diversification of GNFI's product is done.

### **GNFI Product Diversification**

Good News From Indonesia uses the *Concentric Diversification* strategy in order to increase new products that is related to the existing *core product*, which is positive information *database* about Indonesia. Meanwhile, the technology used to produce and market these new products are relatively the same. Several reasons behind choosing to diversification are:

- GNFI already has the *know-how*, *resource*, and audience that can be maximized in order to produce and accept new products.
- These new products still use GNFI's main resources, which is a database about Indonesia's uniqueness.
- The new products are related to existing products right now which can increase the reach of existing products.
- The main products that used to be the top seller of the company underwent growth stagnation and is feared to go through a drop.

Diversification Scope :

1. Change of website platform from *single-sourced contents* to become *crowd-generated contents*
2. Creation of new products related to old products, such as translating data about Indonesia that GNFI already possesses to a more visual-oriented form, such as: Video Graphics, Poster, Infographic, Video, Merchandise, digital magazine, figure's quote, figure's Profile, and Books
3. Maximizing more use of social media platform, which used to rely solely on twitter, will now reach Facebook, Instagram, Youtube, dan LINE and cultivate these sources seriously.

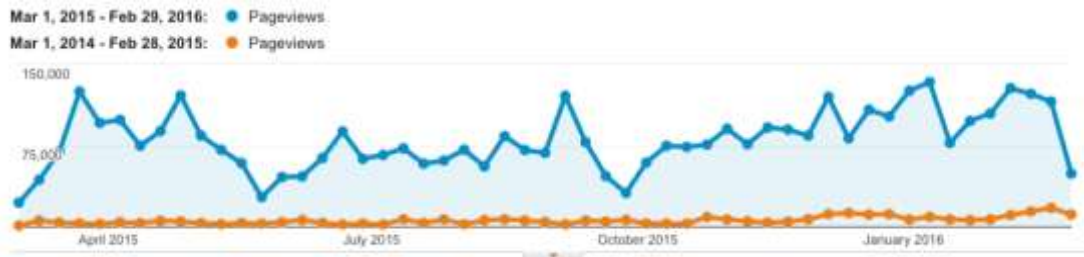
This pressing and important diversification is done by GNFI in order to not be left behind other competitors that has entered the world of digital information and make a massive amount of visual contents. In addition, GNFI can no longer rely on old audience that prefers text-based articles, but also have to try to grab the younger new generation that prefers short information, as well visual-based information that can be accessed and understood faster, can be easily shared to others, as well as being able to be saved in smartphone in a format that is easy to save and re-open, such as a photo, pdf, or a short videos.

**RESULT AND DISCUSSION**

**Development of Traffic and Engagement di GNFI Products**

The data of traffic and engagement is very important in order to gauge to what extent does the new products from diversification can change the number of visitors, increase the number of followers, as well as having a bigger interaction with the audience compared to before diversification happens.

- Website traffic data of 1 March 2015 s.d 29 February 2016 (blue line) compared to 1 March 2014 s.d 28 February 2015 (orange line) taken by Google Analytics.



**Figure 1. Comparison of each year period**

There is a significant increase on the readership side nad the visitors to GNFI website in the period of March 2015 –February 2016 (period II) compared to March 2014 – February 2015 (period I)

- *Session* numbers (how often the webiste is accessed) increased by 1.776%, which is 148.213 times in period I, up to 2.780.352 times in period II.
- Number of *Users* (number of people that accessed the website) increased by 1521%, which is from 104.264 people in period I, up to 1.690.397 people in period II.
- Number of *Pageviews* (number of articles clicked on the website) also increased by 1.263 %, which goes from 311.055 clicks in period I, to 4.237.118 clicks in period II.

Data from Social Media in the last 12 months (March 2015 – February 2016).

- Facebook

Number of *likers*, which is the number of people who clicked the like button at GNFI facebook so that GNFI news can automatically appear in their Faceboo page, increased from 10.531 people on 1 March 2015, to 31.753 on 29 Februari 2016, which is an increase of 201 %.



**Figure 2. Number of likers from month to month**

Meanwhile, the reach of articles or posts on GNFI Facebook page also increases, from 10.218 people each day on February – August 2015 (6 months I), to 30.845 per day at September 2015-February 2016 (6 months II).



**Figure 3. Growth of average daily reach**

- Twitter

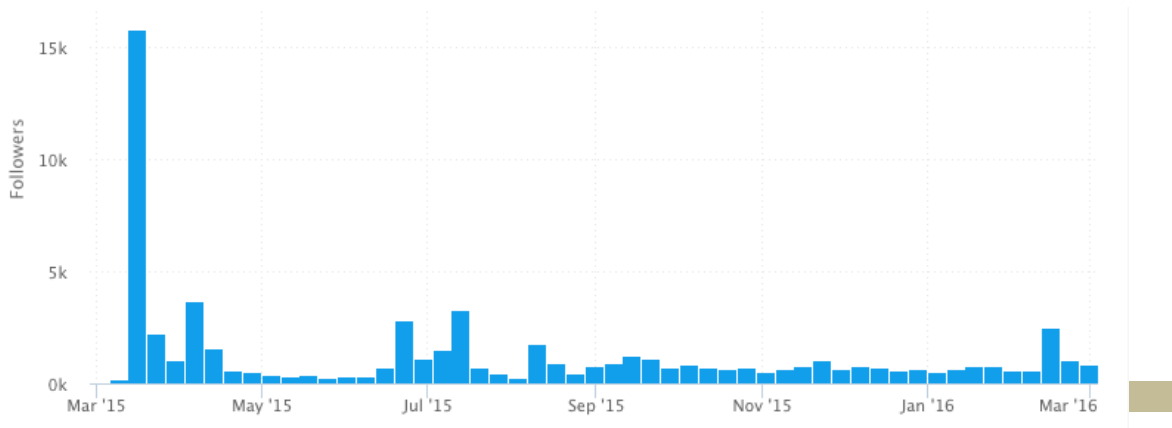
The number of GNFI followers at the time being is 631.362 people ( data per 28 March 2016). Meanwhile, on 29 February 2016 is 622.779, up from 478.490 on 1 March 2015, which is an increase 30.2 %.

On the other hand, Impression (number of people that see GNFI’s tweets) is 8.43 million people on March 2015, and on February 2016 it increase to 14.2 million people, an increase of 68%.

- Instagram and Line@

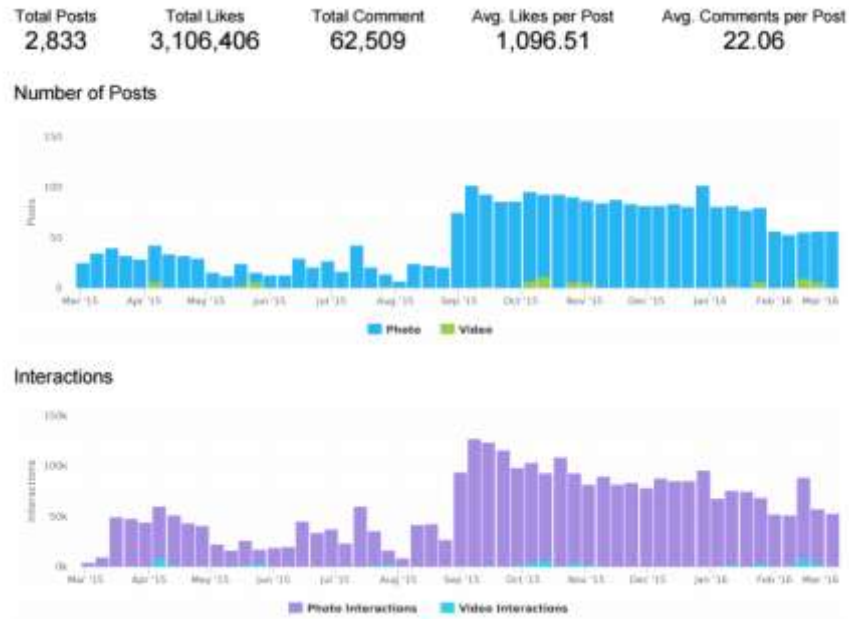
Instagram and Line@ (read Line At) is the two newest form of social media that GNFI uses in order to spread information.

Both of them also underwent significant developments. GNFI’s Instagram account was only made on April of 2015 (with”0” followers), but in less than one year, on March 2016 the followers has reached 67.393 (per 28 March 2016).



**Figure 4. Growth of follower instagram GNFI per week (March 2015 – February 2016)**

Meanwhile Line@ that at the start is just an application for *chatting*, turns out to have a *feature* that can be a tool to spread news to followers.



**Figure 5. Number of posting and Engagement Instagram GNFI**

In the period of March 2015 to February 2016, there was 3.106.406 *likes* and 62.509 comments, a very respectable achievement considering that how newly operational the GNFI Instagram is. The GNFI Line@ account was only made on December 2015, and now is already followed by 2.818 people.

**Observation result findings**

On the deep observation for 4 (four) days on the GNFI office, the researchers found the following things:

1. The production process for GNFI products is done by translating the values of GNFI (that is developed by its founder) through several steps of process, before it is finally reached the public. This process is suitable to what the GNFI founders wants, which is that for the first 3 (three) years, the products that is released widely to the public has to underwents these steps
2. Such a long process does come with its own challenges. From the observation result, the time needed from choosing the topic, making the topic into a product, until the product reaches the public, is too long. The impact is that the value of the news is diminished because it already lost its hype in the public eye, which leads to a lower level of leadership
3. The product diversification that has been quickly and completely done by GNFI, especially on the side of visual products, hasn't been accompanied with the readiness of the creative team, especially in working on the visual designs within the established schedule.
4. This lack of human resources also leads to other topics that has previously been of (a bigger) interest of the audience to fall behind. The GNFI creative team can only do visual works for

a main profct to the client that has to be available to the public every week in the for of infographics and videographics, which means topics outside this scope to be left behind.

### Findings from the Interview Result

1. Every sources have the same idea about the role of GNFI in increasing the positive imagery of Indonesia and said that movements like GNFI must always be developed with ideas for different kinds of approaches.
2. Sources also states that the initiative started by GNFI in returing the optimism and positive imagery of Indonesia especially among young people has been a success. Not only that, GNFI has also been successful in inspiring similar movements that is initiated by the young generation.
3. Product diversification done by GNFI can be a new attraction for GNFI, especially in catching a new audience. Those new GNFI products is now more easily become viral because it's done in the visual form and can be easily shared through either social meida or instant messenger. In addition, the information spread by GNFI is information that are not mainstream, is fresh, and is easily accepted among various circles.

### Survey Result

#### 1. About GNFI Products

##### 1.1 Platform media GNFI followed:

**Table 1. Platform followed by respondent**

Platform GNFI	Frequency (f)	(%)
Website	143	45.11%
Twitter	166	52.37%
Facebook	132	41.64%
Line	109	34.38%
Instagram	105	33.12%
Others	6	1.89%

##### 1.2 Preferred GNFI Media Platform

**Table 2. Preferred GNFI media platform**

Platform GNFI	Frequency (f)	Percentage (%)
Website	73	23.03%
Twitter	79	24.92%
Facebook	68	21.45%
Line	44	13.88%
Instagram	51	16.09%
Others	2	0.63%
<b>Total</b>	<b>317</b>	<b>100%</b>

##### 1.3 Preferred GNFI products

**Table 3. Products preferred by respondents**

GNFI Products	Frequency (f)	Percentage (%)
Article / Writing	235	74.13%
Tweet	47	14.83%



Picture	122	38.49%
Videographic/Video	105	33.12%
Infographic	133	41.96%
Magazine	26	8.20%
Others	4	1.26%

## 2. Respondent's Opinion

### 2.1 About Mass Media in Indonesia

**Table 5. Respondents' opinion about the mainstream media**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Neutral	Total
Mass media tends to spread negative and uninspirative news about Indonesia	1.90% 6	12.03% 38	43.67% 138	29.11% 92	13.29% 42	316
Media doesn't show enough news about inspirational, pride, and love towards Indonesia	1.27% 4	13.92% 44	47.15% 149	29.43% 93	8.23% 26	316
Mass Media in Indonesia are reliable	6.94% 22	39.43% 125	21.14% 67	2.21% 7	30.28% 96	317
Mass Media doesn't spread enough positive news about Indonesia	0.95% 3	10.09% 32	47.95% 152	34.70% 110	6.31% 20	317

### 2.2 Respondent's opinion about the role of GNFI

**Table 6. Respondents' opinions about GNFI**

	Strongly Disagree	Disagree	Agree	Strongly Agree	Neutral	Total	Weighted Average
GNFI can be an alternative against the negative news about Indonesia in the mass media	1.27% 4	3.48% 11	36.39% 115	53.16% 168	5.70% 18	316	3.50
Positive	0.00%	0.63%	44.30%	52.22%	2.85%	316	3.53

information spread through GNFI products increases the love towards Indonesia	0	2	140	165	9		
GNFI's reach is limited to internet users	1.89%	16.72%	53.94%	17.35%	10.09%	317	2.96
GNFI hasn't reached the grassroots	0.95% 3	15.14% 48	47.95% 152	11.04% 35	24.92% 79	317	3.31
GNFI products is liked by the young generation	0.00% 0	4.42% 14	52.37% 166	32.18% 102	11.04% 35	317	3.31
GNFI contents are boring and monotonous	15.77% 50	61.51% 195	9.46% 30	1.89% 6	11.36% 36	317	1.97

### Cross Tabulation

- Age and Platform GNFI followed by respondents

**Table 7. Cross Tableage and followed GNFI platform**

Age (years)	GNFI Platform					Number of Respondents
	Website	Twitter	Facebook	Line	Instagram	
< 12	0	0	0	0	0	<b>0</b>
12 -17	6	8	3	11	7	<b>18</b>
18 - 23	47	59	32	67	39	<b>109</b>
24 - 29	37	55	43	22	33	<b>95</b>
30 - 39	27	27	28	3	16	<b>50</b>
40 - 49	26	16	25	6	10	<b>43</b>
>50	0	1	1	0	0	<b>2</b>
<b>Total</b>	<b>143</b>	<b>166</b>	<b>132</b>	<b>109</b>	<b>105</b>	<b>317</b>

2. Age and GNFI products

**Tabel 8. Cross Table of Age and GNFI products**

Age (Years)	Produk GNFI						Number of Respondents
	Article/Writing	Tweet	Pictures	Video/Videographic	Infographic	Magazine	
< 12	0	0	0	0	0	0	<b>0</b>
12 -17	13	1	8	7	11	1	<b>18</b>
18 - 23	80	20	50	36	47	10	<b>109</b>
24 - 29	72	10	34	33	36	10	<b>95</b>
30 - 39	33	10	17	16	19	3	<b>50</b>
40 - 49	35	6	13	13	19	2	<b>43</b>
>50	2	0	0	0	1	0	<b>2</b>
<b>Total</b>	<b>235</b>	<b>47</b>	<b>122</b>	<b>105</b>	<b>133</b>	<b>26</b>	<b>317</b>

3. Age and perception about GNFI

3.1 GNFI can become an alternative to the negative news about Indonesia in the mass media

**Tabel 9. Cross Table for Age and perception about GNFI**

Age (Years)	Statement					Number of respondents
	Strongly Disagree	Disagree	Agree	Strongly Agree	Neutral	
< 12	0	0	0	0	0	<b>0</b>
12 -17	0	3	4	9	2	<b>18</b>
18 - 23	1	3	35	60	9	<b>108</b>
24 - 29	2	4	36	49	4	<b>95</b>
30 - 39	0	0	22	27	1	<b>50</b>
40 - 49	1	1	18	21	2	<b>43</b>
>50	0	0	0	2	0	<b>2</b>
<b>Total</b>	<b>4</b>	<b>11</b>	<b>115</b>	<b>168</b>	<b>18</b>	<b>316</b>

3.2 News spread through GNFI products increases love towards Indonesia

**Tabel 10. Cross table of age and GNFI products that increases love towards Indonesia**

Age (Years)	Statement					Number of Respondents
	Strongly Disagree	Disagree	Agree	Strongly Agree	Neutral	
< 12	0	0	0	0	0	<b>0</b>
12 -17	0	0	5	13	0	<b>18</b>
18 - 23	0	1	44	58	6	<b>108</b>
24 - 29	0	1	40	51	2	<b>95</b>

30 – 39	0	0	28	22	0	<b>50</b>
40 – 49	0	0	22	20	1	<b>43</b>
>50	0	0	1	1	0	<b>2</b>
<b>Total</b>	<b>0</b>	<b>2</b>	<b>140</b>	<b>165</b>	<b>9</b>	<b>316</b>

**Survey Result Findings**

From the survey results, several things are known as follows:

1. The socialization of values done through the GNFI products (which in the beginning is just articles and tweets) succeeded in increasing the audience’s interaction with GNFI. A combination of those new products turns out to be the preferred products, in comparison to the main GNFI products, which are articles and tweets. In spite of that, the articles on the website is still the number one preferred product from all group of ages. The same thing also happened with the new platforms used by GNFI like Instagram and Line.
2. The respondents also states that the GNFI products that they read or see increases their love towards Indonesia, and stating that GNFI is able to become an alternative for them when facing negative news about Indonesia.
3. The positive informations spread through the GNFI products is preferred by the young generation. However, there is a major challenge, in which GNFI products is still limited to internet users, and haven’t reached the grassroots group yet.

From the research result findings, be they through observation, interviews, or online survey, several things are known as follows:

- GNFI socializes the values developed by the company (founders) to the public through a strich system of information management.

Founders prefer to choose the *Editor-in-Chief* position compared to the CED position in order to maintain the values that they develop. That position allows them to select, participate in development, and monitor each products that is being worked on until it is released to the public. So far, the values developed by the founders of GNFI is relayed through the products created by the editorial staff, the social media team, or the creative team.

According to Stanford (2016), a founder of a company is the soul of that company. According to him, a company that involve its founder inkeeping the value of each products, is more successful in comparison to companies where the production process and its result is given entirely to the professionals recruited by the company. Several visible exampls is Apple with its Steve Jobs, or Bill Gates at Microsoft, Marc Benniof at Salesforce, or Facebook with its Mark Zukerberg.

In spite of that, this long and strict process does on one side bring its own challenges, but by ensuring that the company value is kept through the products, the public gets something different. The uniqueness and peculiarity of GNFI information is now spread through different products brings in even more audience

This proves what Uddin, Luva, & Hossian said (2013) about how the value and culture of the organization has a great impact on company performance and productivity.

- Product diversification is focused on visual information products

As stated by Newman (2014) who says that every information point has reached its saturation point and have to change, in order to obtain the growing market of readers. And the most suitable strategy, according to Newman, is the visual information content.

According to Pepijn (2016), visually oriented contents will become even more booming in the future, and right now almost all companies realize this. In addition, visual based social media has been growing and developing alongside users growth. Instagram, Vine, Pinterest, Snapchat,

Steller and Tumblr are social media that are relatively new but attracts a lot of attention, and is opened by many people

GNFI focuses its product diversification through information products of a more visual nature, such as infographic, videographic, video, pictured quote, and posters. Diversification is also related to how they're spreading the products, which is through new social media like LINE, Instagram and Youtube. Concentric diversification model is possible to be done easier, since the diversification products fully use the material from GNFI's main products, which is the information database that has been gathered for years.

- GNFI products and Indonesia positive imagery

The respondents state that the GNFI products that they read or see has increased their love towards Indonesia, and states that GNFI can be an alternative for them when facing negative news about Indonesia.

GNFI's new diversified products are also able to grab new audience. GNFI did both the defensive as well as offensive diversification strategy. Calori dan Harvatopoulos (1988) states that the reason of defensive diversification strategy is because of the shrinking market risk, and the reason to use an offensive strategy is to conquer the new market that hasn't been explored previously. GNFI did defensive diversification due to the diminishing popularity of twitter which is the main spearhead of GNFI before the diversification. At the same time, GNFI also did offensive diversification in order to get a new audience that hasn't been explored by GNFI before.

The new products being visual based information makes it easier for the audience to digest, and what's more important is that it allows them to share it and make it viral. As stated by Bullas (2014), a product will become viral if the information is given in a visual form, or a graph either static or moving. The viral ability of this information can make positive information spread even further in order to build audience's optimism as well as raising Indonesia's positive imagery. As known from the survey, information in visual form can raise their love and pride toward Indonesia.

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