

Corporate Communication Strategy of Musica Studio's in The Digital Era (Case Study on Musica Studio's Managing The Existence of Noah Band)

Yeni Fatmawati^{1*}, Umaimah Wahid², Ridzki Rinanto Sigit³,

Nafiah Ariyani⁴, Nandang Mulyasantosa⁵

Universitas Sahid Jakarta, Indonesia^{1,3,4,5}

Universitas Budi Luhur, Indonesia²

Email: bia.kurnaen@gmail.com*, umaimah.wahid@budiluhur.ac.id,

ridzki_rinanto@usahid.ac.id, arienafiah@gmail.com, 14nandang@gmail.com

ABSTRACT

This study analyzes Musica Studio's corporate communication strategy in maintaining Noah's existence in the digital era using a post-positivism paradigm, qualitative approach, and case study method. The results show that digital transformation encourages Musica Studio to integrate communication strategies, crisis management, and digital marketing through the Omni Marketing 12C framework. This approach places the community at the center of segmentation and target markets, strengthens Noah's positioning and differentiation through consistency in brand identity and narrative, and creates new value based on collaboration and digital experiences. The implementation of digital marketing through websites, social media, streaming services, and virtual concerts strengthens relationships with audiences and optimizes new revenue models. In addition, co-creation, communal activation, and conversational promotion form a participatory and adaptive communication ecosystem. Overall, Musica Studio's strategy in Musica Studio's Corporate Communication Strategy in the Digital Era (Case Study on Musica Studio's Managing Noah's Band Existence) shows that brand sustainability and crisis management effectiveness in the modern music industry depend on integrating technology, community, and collaboration as the foundation of corporate communication in the digital age.

Keywords: Corporate communication strategy, digital transformation, digital marketing.

INTRODUCTION

The global music industry has undergone significant transformations over more than two centuries, shaped by technological advancements in production, distribution, and consumption. Starting with the phonograph in the 1870s, the industry evolved with the introduction of cassettes, CDs, and MP3 compression in the 20th century—each marking a milestone in audio storage and music distribution (Allotey-Pappoe, 2024; Bagley et al., 2022; Lozic, 2019; Rahimi & Park, 2020; Urbinati et al., 2019). The digitalization of music in the 1990s enabled cost-efficient production and easier global distribution via digital platforms, driving industry disruption and innovation. Simultaneously, marketing practices shifted from traditional methods to digital marketing, evolving from Marketing 1.0 to Marketing 6.0, which integrates digital technologies like AI, AR, VR, and blockchain to enhance customer interactions. The current phase, marked by the metaverse, combines physical and digital spaces, offering immersive experiences through technologies like AR and VR. This phygital approach increasingly appeals to Generation Z and Alpha, who prefer multisensory, interactive, and

engagement-driven marketing strategies (Jawaid & Ahmed, 2018; Nivetha & Sudhamathi, 2019; Raya Puspipetek et al., 2024; Wongmahesak et al., 2025).

The development of marketing in various industry sectors, including the music industry, is influenced by several key factors: a demographic shift involving five coexisting generations—Baby Boomers, Generation X, Y, Z, and Alpha; technological advancements; acceleration of information flow; faster product innovation; and consumer behavior dynamics. Understanding these cross-generational needs and preferences requires analysis that considers the life stages of each group.

Among these generations, Millennials and Gen Z play a key role in shaping popular culture, including in the global music industry. Their creativity and musical preferences—shaped by intense interactions with digital technologies and streaming platforms—are driving the emergence of new trends that are quickly and widely adopted. These two generations tend to explore a variety of musical genres and identities, ranging from K-Pop and EDM to indie pop and bedroom music. Their consumption patterns and preferences serve as strategic references for industry players in determining market direction and the development of music products.

In the context of increasingly fierce competition, companies must communicate strategic thinking to customers, partners, competitors, and stakeholders to maintain competitiveness and marketing effectiveness (Ruban & Yashalova, 2022). Efforts to improve consumer engagement focus on product characteristics, content analysis, and the company's ability to adapt. The Input–Process–Output–Outcome conceptual framework serves as a reference for formulating relevant and effective marketing communication strategies (Maulidini, Hadi, & Indirawanty, 2023).

In the dynamics of the contemporary music industry, the ability of music groups to transform toward digital marketing communication is a strategic necessity. The use of social media, digital analytics, and online distribution platforms enables the expansion of audience reach, increased engagement, and strengthened brand sustainability. This transformation is no longer an option but a prerequisite for music groups to remain relevant and competitive amid the digitization of business activities (Yusrahdani, Berto, & Murwani, 2024).

The International Federation of the Phonographic Industry (IFPI) reports that digital streaming services—such as Spotify, Apple Music, YouTube Music, Joox, and Deezer—are now the main drivers of growth in the global music industry, contributing 48.3%. This growth was further strengthened by the role of social media platforms such as Meta, YouTube, and TikTok. The revenue of the global music industry increased to Rp 429 trillion—the highest record since 1999—with subscription streaming services as the largest contributor (Ratri & Arifianto, 2024). According to Andri Parulian (2024), International Marketing Director of Warner Music Indonesia, digital music platforms present opportunities as well as challenges for labels and artists in marketing their works and reaching wider audiences.

Hermawan Kartajaya (2022) projects that toward 2030, there will be a shift from a market-driven paradigm to market-driving, when technology no longer merely follows market needs but instead shapes people's behaviors, expectations, and consumption patterns. In this landscape, the sustainability of an organization's existence is a strategic priority. Industry players—including those in the music industry—must improve product quality, strengthen brand value, expand markets, and innovate continuously to stay relevant.

The digital age has shifted communications from New Wave Marketing to Omni Marketing, which focuses on creating a unified and consistent brand experience across all touchpoints. The 12C framework of Omni Marketing—communitization, confirmation, clarification, codification, creation, currency, community, conversation, commercialization, character, caring, and collaboration—emphasizes building end-to-end, experience-oriented relationships and shared value through digital connectivity, personalization, two-way dialogue, and community empowerment. In the music industry, digitalization has disrupted the role of record labels, with streaming platforms and social media enabling musicians to work independently and intensifying competition. Musica Studio's, one of Indonesia's oldest and largest record labels, has adapted to these industry changes while continuing to contribute significantly to the national music scene, with bands like Noah (formerly Peterpan) leading the charge. Despite crises—including legal issues and member departures—Noah has remained resilient, successfully rebranding in 2012 and maintaining relevance even amid the global rise of K-Pop, which has transformed the music market through fan-driven marketing and massive digital engagement.

Currently, Noah consists of Ariel, Lukman, and David. Despite the shrinking core lineup, the band has maintained its productivity and relevance, demonstrating strong adaptive capacity and resilience amid industry changes and pressures. A crisis, as understood in the literature, is an unforeseen event with potential negative impacts on the organization and its stakeholders (Ngurah Putra, 1999; Setiadarma, 2022). However, through an effective corporate communication strategy, Musica Studio's managed the situation and facilitated Noah's revival. This aligns with Sellnow and Seeger's (2007) view that crises can also serve as opportunities for organizations to evaluate, improve systems, and enhance service quality to the public.

The success of Noah's recovery is inseparable from the support and collaboration of stakeholders, who play a role in creating shared value. This synergy and strategic cooperation strengthen the organization's resilience and support the restoration of Musica Studio's and Noah's reputations. Amid competitive industry conditions—where many contemporary bands have gone dormant or lost relevance due to changing trends, internal problems, and digital disruptions—Noah has maintained its existence and won various prestigious awards.

Based on this context, this study aims to analyze the corporate communication strategy implemented by Musica Studio's in maintaining and strengthening Noah's position as an icon of the Indonesian music industry in the digital era. Understanding these strategies is important to see how the band's reputation, sustainability, and competitiveness can be maintained amid the challenges of digitalization and the changing landscape of the music industry.

METHOD

This study adopted a post-positivism paradigm, as the phenomena examined—corporate communication strategies, crisis management, and digital marketing in maintaining Noah's existence—were complex social phenomena (Denzin & Lincoln, 2017; Sundaro, 2022).

This study employed a qualitative approach, focusing on meaning through descriptive data in words and visuals (Triyono, 2021). The method was a case study, examining Musica Studio's communication and digital marketing strategies in maintaining Noah's existence in the digital era. This approach enabled comprehensive analysis of communication processes within the Omni Marketing 12C framework (Creswell & Creswell, 2018).

RESULTS AND DISCUSSION

Musica Studio's views digital marketing as the most relevant strategy in the contemporary music industry landscape due to its scalable, adaptive characteristics and ability to reach audiences across borders. This orientation is in line with the Omni Marketing 12C framework, which emphasizes the integration of physical–digital experiences, consistency of messaging across communication channels, and strengthening connectivity with various stakeholders as the foundation of marketing communication effectiveness. With Noah's fan base spread across Indonesia and abroad, the omnichannel approach enables the delivery of relevant, personalized, and sustainable content across touchpoints, from YouTube, Instagram, Facebook, TikTok, Spotify, to traditional media.

Digitalization is also reconfiguring the music industry's revenue model, shifting from physical sales to streaming royalties, ad-based revenue, endorsements, and digital collaborations. All of them can be optimized through the principles of convergence, customization, and community in 12C. Noah's innovation through the Second Chance project and VR-based virtual concerts shows how elements of content, creativity, and customer experience can be consolidated in one interconnected digital ecosystem.

Entering the era of Marketing 6.0, Musica Studio's applies a market-driving approach by utilizing technology to open up new markets while creating sustainable competitive value. Through the Omni Marketing 12C framework, companies not only respond to industry dynamics, but strategically build a consistent, interactive, and relevant phygital experience for all stakeholders. This approach shows how digital transformation can be capitalized on to strengthen corporate positions while improving the sustainability of the music ecosystem in the era of disruption.

A form of Digital Marketing carried out by Musica Studio's.

1. Musica Studio's website operates musica.id official website as a corporate information center as well as an integrated digital communication channel. The platform contains company profiles, artist catalogs, promotional information, performance schedules, current news, and demo delivery features for aspiring musicians. With a simple, modern, and accessible interface design, the website is designed to support an optimal user experience. Its management is carried out by the website development team who ensures that content updates are carried out periodically so that the information displayed remains accurate, relevant, and supports the needs of the public and stakeholders. The website serves as the main digital touchpoint in Musica Studio's marketing strategy.
2. Social Media In order to maintain brand identity differentiation, Musica Studio's and Noah's manage social media accounts separately. The entire platform is managed by Digital Musica Studio's team, with LinkedIn focused as a corporate communication channel. This separation of management allows for more targeted message adjustments, according to the characteristics of the audience in each channel, and strengthens branding consistency in the digital space.

Musica Studio's social media accounts serve as an information channel for all artists under the company's auspices, while Noah's social media accounts feature more focused content, including band activities, promotional materials, performance schedules,

production processes, and career achievements. The high engagement on Noah's account shows the effectiveness of a consistent and professional content strategy.

In line with the increasing role of social media as a source of information and a space for public interaction, Musica Studio's assigned a dedicated digital team to actively manage all of Noah's social media assets. Static and video content are tailored to the characteristics of each platform, while upload scheduling strategies are designed following different digital consumption patterns. On the YouTube platform, release timing follows global standards such as Friday Release to optimize visibility and affordability, in line with the shift in audience behavior from physical consumption to digital consumption.

3. Digital Streaming-Based Marketing & Virtual Reality (VR)

Digital transformation is driving Musica Studio's and Noah's adoption of digital streaming and virtual reality (VR) as a new form of selling that is in line with changes in modern music consumption behavior. The shift from physical sales to platform-based distribution—such as Spotify, Joox, Apple Music, and YouTube—has resulted in new revenue models based on royalties, AdSense, sponsorships, and commercial collaborations, while affirming the music industry's integration in the digital economy ecosystem.

The use of VR further enriches this strategy. Noah's 360-degree virtual concert in 2020, which leveraged Unreal Engine technology, delivered an immersive experience that maintained the audience's emotional closeness during the pandemic. The innovation shows a market-driving orientation, where technology not only responds to needs, but also shapes new expectations in music consumption.

• **OMNI Marketing Approach 12 C Musica Studio's.**

1. **O-Communitization is the New Segmentation**

Within the framework of Omni Marketing 12C, O-Communitization positions the community as a new unit of segmentation that is more relevant than traditional demographic segmentation. Musica Studio's applies this approach in Noah's marketing strategy by placing fans not as passive consumers, but rather social actors who influence each other in a horizontal network. This shift is in line with the digital transformation that gives birth to a sharing culture and sharing economy, where consumption decisions are formed through community interaction, both online and offline.

Noah's fanbase—Noah's Friends—functions as HUBS, which is a community formed on the basis of admiration, collective identity, and emotional attachment to the band. The implementation of O-Communitization is carried out through four main mechanisms:

1. **Ease of Membership Access**Noah provides easy registration facilities through digital channels and regional coordinators. Membership provides exclusive benefits such as access to information, official merchandise, and the opportunity to interact directly with the band. This strengthens emotional bonding and builds an organized community structure.
2. **Two-Way Interaction Through Social Media**Social media is used as a space for continuous dialogue, including activity updates, creative processes, and work launch campaigns. Two-way communication maintains engagement and increases

brand salience, making Noah relevant amid the dynamics of digital content consumption.

3. **Meet and Greet Activities** Face-to-face interactions through concerts and special events strengthen community cohesion and create experiences that increase long-term loyalty. This activity serves as a social bonding ritual that deepens the emotional connection between fans and the band.
4. **Support for Fanbase Activities** Musica Studio's supports Noah's Friends activities in various regions, including amplifying content through fanbase's social media accounts. This support encourages the creation of organic reach that efficiently expands the reach of digital campaigns.

Through a structured community, Noah successfully implements permission marketing: fans voluntarily receive, process, and distribute content within their network. Thus, O-Communitization not only forms a loyal and active market segment, but also strengthens the band's social capital, making the community a strategic asset in maintaining the sustainability of Noah's position in the Indonesian music industry.

2. **O-Confirmation as New Targeting**

Within the framework of Omni Marketing 12C, O-Confirmation serves as a new targeting approach that ensures that marketing goals are not only identified, but also confirmed their suitability through actual engagement and loyalty. In the context of Noah, the Sahabat Noah community—which was previously positioned as a HUBS in O-Communitization—is a confirmed segment that has participatory and responsive characteristics to marketing activities.

The community operates through three main foundations: purpose, values, and identity, which simultaneously form a solid target and are ready to receive the brand's message.

1. **Purpose** Members' shared purpose, which is to support Noah's work and personnel, ensures that the communication delivered is relevant, on target, and directly reaches audiences with tested interests. This improves messaging efficiency and reduces the risk of **misalignment in campaigns**.
2. **Values** The value of togetherness and loyalty between members creates strong social cohesion, so that the interactions that occur within the community are positive and productive. This cohesion makes it easier to spread the brand message because community members tend to recommend and reinforce a narrative that is in line with the group's identity.
3. Noah's consistent symbols, logos, and visual style reinforce the sense of belonging to the community. This identity serves as a psychological marker that binds fans emotionally while confirming that they are qualified targets—that is, individuals who are willing and ready to accept content and marketing campaigns.

With this foundation, Sahabat Noah is not just a general audience, but a confirmed market segment that can function as an organic amplifier in the dissemination of marketing messages. This O-Confirmation approach allows Musica Studio's to direct communication strategies more efficiently, precisely, and impact-oriented, thereby strengthening Noah's position in the competitive music industry ecosystem.

3. **O-Clarification as New Positioning**

Within the framework of Omni Marketing 12C, O-Clarification acts as a new positioning approach that emphasizes identity clarity, strategic differentiation, and consistency of public perception. Musica Studio's applies this principle in Noah's positioning management by ensuring that core values, brand messages, and audience experiences are communicated clearly and continuously.

First, clarification of core values and artistic differentiation is carried out through the affirmation of the quality of the work, musical consistency, and the excellence of the stage experience. This move ensures that the public understands Noah's identity in the current phase of development as well as the characteristics that distinguish him from other bands in the Indonesian music industry.

Second, Noah simplifies and strengthens audience perceptions through creative performances and structured digital campaigns, resulting in a consistent image: a relevant, innovative, and experience-quality-oriented modern band. This consistency reduces ambiguity and strengthens Noah's position in the minds of consumers.

Third, through the involvement of fans in the creative process—for example, #SuaraDalamKepala campaigns—Noah creates new meaning in the relationship between the band and its community. Fans not only function as an audience, but as part of the brand ecosystem, thus strengthening Noah's positioning as a collaborative cultural brand.

Fourth, the use of audience insights, including interaction and sentiment analysis on social media, allows adaptive positioning updates. The data-driven approach ensures that the sharpening of the brand's position not only departs from an internal perspective, but is also aligned with public preferences and expectations.

Thus, Noah's O-Clarification strategy affirms a new positioning that focuses not only on musical quality, but also on the capacity for adaptation, collaboration, and cultural relevance in the digital ecosystem. This approach strengthens the band's competitiveness while ensuring the sustainability of its identity amid the dynamics of the contemporary music industry.

4. **O-Codification as New Differentiation**

Within the framework of Omni Marketing 12C, O-Codification functions as a new differentiation approach that consistently consolidates brand values, character, and uniqueness so that it is easily recognized and differentiated from competitors. In the context of Musica Studio's, this strategy is clearly reflected in Noah's identity management.

First, Noah's differentiation is built through distinctive musical uniqueness, characterized by a blend of alternative elements of rock, pop rock, grunge, and a more experimental electronic touch. Ariel's poetic and reflective lyrics and strong vocal character reinforce the band's artistic identity and serve as a symbolic marker that sets it apart from mainstream bands.

Second, the band's journey narrative is an important part of the brand codification process. Peterpan's transformation into Noah, reputation crisis, and ability to rise to form an emotional and highly resonant brand story. This story strengthens the closeness with fans while affirming Noah's differentiation as a band that has resilience and creative integrity.

Third, adaptability and artistic evolution are additional elements of differentiation. Cross-genre experimentation, production innovation (including recordings in Sweden), as well as the utilization of modern digital strategies demonstrate Noah's commitment to artistic renewal and quality. This adaptability broadens the spectrum of the band's musical identity while affirming its position as a visionary creative actor.

Overall, O-Codification ensures that Noah's differentiation is not only functional, but consistently encoded in the work, narrative, and fan experience. Through this process, Noah succeeded in forming a new differentiation that strengthened its position as one of the most distinctive and influential bands in the Indonesian music industry.

5. **Omni Co-creation as a New Product**

Within the framework of Omni Marketing 12C, Omni Co-creation views products as shared value created between organizations and various stakeholders. Since Noah produces non-physical products in the form of experiences and entertainment, the most relevant form of co-creation is collaborating, which is the active involvement of the audience in value creation.

Musica Studio's implemented co-creation through digital campaigns that invite fan participation, such as the Second Chance Challenge that encourages fans to recreate the "Erase Your Trace" video on TikTok, as well as #SuaraDalamKepala campaigns that invite audiences to produce creative content and share the meaning of their respective versions of "overthinking". This collaboration creates user-generated value that expands the reach of promotions, strengthens the meaning of the work, and builds a collective experience as a form of "new product" in Noah's digital ecosystem.

6. **O-Currency as New Pricing**

In the concept of Omni Marketing 12C, O-Currency interprets value not just as a financial price, but as a value exchange generated through participation, experience, and emotional engagement between the brand and its community. Thus, new pricing reflects the value formed from collaborative interactions, not from economic transactions alone.

Noah's strategy shows the application of O-Currency through a collaborative co-creation mechanism. As a music brand that offers experiential products, the value created does not focus on physical design, but on creative experiences that engage fans. Campaigns such as the Second Chance Challenge and #SuaraDalamKepala allow fans to contribute to the production of meaning, creating a non-financial exchange of value in the form of exposure, exclusive experiences, and the opportunity to interact directly with the band.

The involvement of musicians and influencers in thematic campaigns such as "overthinking" also expands the value ecosystem by connecting various stakeholders in the creative process. Through this approach, Noah affirms that brand value doesn't just come from music, but from collaborative experiences built with the community.

Thus, O-Currency in Noah's case shows that "price" in the digital music industry shifts to experiential value born from active participation, audience creativity, and emotional connection between the band and its fans.

7. **O-Communal Activation as a New Place**

In the framework of Omni Marketing 12C, O-Communal Activation means a place no longer as a physical location, but as a space for social interaction where the community activities and creates shared value. For Noah, the Sahabat Noah community serves as the new place—a communal space that plays a strategic role in maintaining sustainability and brand visibility.

As a HUBS-type community, Sahabat Noah was formed by a strong emotional attraction to the band's journey from Peterpan to Noah. This is reflected in the large fan base in the digital space and fanbase activities spread across various regions and abroad. Social media has become the main communal place, where consistent content distribution—including when the band is on hiatus—maintains audience closeness and loyalty. Fanbase accounts such as @official_sahabat_noah and @fyi.noah serve as nodes that accelerate the dissemination of information and expand the reach of messages.

In the offline realm, face-to-face interactions through meet and greets, community celebrations, and social activities strengthen community cohesion and emotional connection between Noah and his fans. Through this activation, the community plays a role not only as a gathering space, but also as an effective message distribution channel, reflected in the high interaction and virality of the content produced.

Thus, O-Communal Activation shows that place in modern marketing is transformed into a community ecosystem that expands the brand's presence simultaneously in the online and offline space, as well as becoming a strategic asset for the sustainability of Noah's positioning in the Indonesian music industry.

8. **O-Conversation as a New Promotion**

Within the framework of Omni Marketing 12C, O-Conversation views promotion as a two-way dialogue process that encourages participation, conversation, and digital word of mouth. Noah's communication strategy shows a strong application of this principle, thus forming new promotions that are relevant to the social media ecosystem.

With high brand equity, Noah is strategically positioned to spark organic conversations in the digital space. To maintain relevance and support the launch of new projects, Noah selectively integrates social media marketing with conventional media. The management of Instagram, Facebook, X, TikTok, and YouTube is carried out through curation of content tailored to the characteristics of each platform, thereby maximizing the potential for interaction.

Content marketing is the main driver of digital conversations. Activity updates, concert documentation, creative processes, and achievements are packaged in visual and video formats that are creative, youthful, and consistent with the brand identity. Language styles that follow the preferences of millennials and Gen Z encourage more natural interactions. The mirroring strategy is applied to the Meta platform, while TikTok, X, and YouTube are managed more specifically according to the dynamics of each channel.

All of these approaches aim to increase engagement and strengthen word of mouth, the main indicator of promotion success in the O-Conversation paradigm. In new promotions, effectiveness is no longer measured by traditional media reach, but by the speed of content distribution, interaction rate, and shareability. Thus, Noah's

communication strategy marks a promotional shift from one-way messaging to digital conversation management that allows fans to play an active role in building the brand narrative collectively.

9. **O-Commercialization as a New Selling**

Changes in consumer behavior due to the development of information technology have shifted music consumption patterns from physical media to digital streaming services. Millennials and Gen Z—as the main users of digital platforms—are the main drivers of this change, so Musica Studio's and Noah's need to transform the conventional sales model towards digital-first selling.

In the framework of Omni Marketing 12C, O-Commercialization defines new selling as the process of monetizing value through the integration of technology, digital experiences, and new consumption patterns. For Noah, this transition is realized through the optimization of the streaming ecosystem (Spotify, Apple Music, YouTube, Joox) as the main distribution channel, so that revenue shifts from physical sales to streaming royalties, YouTube AdSense, digital advertising, commercial collaborations, and stage performances. Flexibility and quick adaptation are key elements of Musica Studio's strategy in dealing with industry dynamics.

Social media plays a central channel in new selling practices. Through social media analytics, Musica Studio's can map audience reach, interaction patterns, public sentiment, and potential communities that can be activated, making the commercial decision-making process more precise and data-driven.

The Covid-19 pandemic accelerated Noah's digital innovation. The production of the song "Kala Cinta Mengtempa," which was carried out without physical meetings, was a commercial success and international awards. In addition, 360-degree virtual reality concerts make Noah a pioneer in the use of immersive technology in the Indonesian music industry.

Overall, Noah's strategy demonstrates the effective implementation of O-Commercialization: technology is used to create, distribute, and monetize value in new ways. Through digital innovation and revenue diversification, Noah has managed to maintain relevance and competitiveness in the increasingly digitized music ecosystem.

10. **O-Character as a New Brand**

Within the framework of Omni Marketing 12C, O-Character views the brand as an expression of values, behavioral consistency, and emotional narrative that forms a new brand identity. Noah's strategy shows a strong application of this principle through strengthening character equity that makes them not just a band, but a cultural brand that has clear differentiation.

Noah's musical identity—a blend of alternative rock and pop rock with poetic lyrics, powerful arrangements, and Ariel's vocal character—forms the foundation of a stable and recognizable brand character. This consistency of creativity, despite the internal dynamics, reinforces Noah's image as an authentic and formidable musical entity.

Noah also builds emotional closeness with the audience through the activation of the Sahabat Noah community, social media interactions, and face-to-face activities such as concerts and meet and greets. This mechanism strengthens brand attachment and positions Noah as an inclusive brand and values fan loyalty.

The rebranding from Peterpan to Noah represents the application of O-Character in the formation of a new brand identity. The choice of new names and visual symbols marks the band's character's transition to a more mature and reflective image, as well as a narrative of recovery after the crisis.

Overall, Noah's strategy in the context of O-Character emphasizes that brand strength is not only built through aesthetics and work, but through consistent narratives, values, and experiences. This approach allows Noah to maintain relevance and competitive advantage amid increasingly dynamic changes in the music industry.

11. **O-Care as a New Service**

Within the framework of Omni Marketing 12C, O-Care emphasizes the creation of new services through concern for the quality of consumer experience. In Noah's case, this approach is reflected in three main dimensions: music quality, fan relationships, and digital marketing strategies.

First, in the dimension of music quality, Noah has built service value through artistic consistency for more than two decades. The quality of the arrangements, lyrics, and stage performances is maintained on an ongoing basis, including through international collaborations and attention to detail on the concert concept. The selective attitude in accepting performance offers also shows the orientation of premium service to the listeners.

Second, in relationships with fans, Noah applies O-Care through emotional interaction and two-way communication. Social media activations, regular content updates, and responses to audiences create relational services that strengthen closeness and loyalty. Ariel's personal content functions as a care touchpoint that increases engagement and brand attachment.

Third, in the realm of digital marketing, Noah presents music distribution services that are easily accessible through streaming platforms and audio-visual content designed to enhance the digital consumption experience. Cross-genre and generational collaborations expand the reach of services and enrich the value audiences receive.

Overall, Noah's O-Care strategy shows that service in the music industry is not only realized through work, but through a holistic experience that includes artistic quality, continuous interaction, and relevant digital access. This approach allows Noah to remain competitive and loved by cross-generational audiences amidst the dynamics of the modern music industry.

12. **O-Collaboration as a New Process**

Within the framework of Omni Marketing 12C, O-Collaboration positions collaboration as a mechanism to form new processes—work processes that are more adaptive, creative, and value-added. In Noah's case, this approach is reflected in strong internal coordination as well as strategic cooperation with various external partners.

First, the internal collaboration between Noah and Musica Studio's management became the main foundation of their work process. Noah's detailed and perfectionist character demands integrated cross-functional coordination in every music production and concert. Musica Studio's engaged a team of professionals, including creative agencies, to design visuals, sounds, and performance concepts to match Noah's positioning as a high-quality music brand.

Second, this collaborative work pattern forms a new process in concert operations and work launches. Noah's selectivity towards the show's offerings reflects the need for inter-division integration and careful digital promotion planning. Every output—both concert and digital campaign—is ensured to align with Noah's artistic standards and brand image.

Third, Musica Studio's expands O-Collaboration through musical collaborations both intra-label and cross-label. Collaborations with musicians such as Bunga Citra Lestari, Rossa, and Ramengvrl not only result in artistic innovation, but also expand market reach and increase exposure. Noah serves as an anchor artist supporting other talent on the label while strengthening the creative ecosystem.

Overall, O-Collaboration creates a systematic, collaborative, and quality-oriented creative and operational process. This approach allows Noah to produce consistently superior work and performance experiences while remaining relevant in the ever-changing dynamics of the music industry.

CONCLUSION

Musica Studio's corporate communication strategy successfully maintained Noah's status as an Indonesian music icon in the digital era through the Omni Marketing 12C framework, shifting from one-way communication to a community-based digital ecosystem centered on collaboration and experience. This approach leveraged O-Communitization and O-Confirmation to empower the Sahabat Noah fanbase as organic amplifiers during crises; O-Clarification, O-Codification, and O-Character to reinforce brand identity and trust; O-Co-Creation, O-Currency, and O-Communal Activation for fan-driven experiential value; O-Conversation and O-Commercialization for digital dialogue and monetization; and O-Care and O-Collaboration for sustainable operations aligned with audience expectations. Overall, this integrated model demonstrated resilient crisis management, brand sustainability, and relevance amid digital disruptions. Future research should examine how Musica Studio's Omni Marketing 12C strategies could be adapted for emerging Indonesian music acts facing K-Pop competition, incorporating longitudinal data on fan engagement metrics across platforms like TikTok and metaverse experiences.

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