

KIM POJOK JATIROGO'S TRANSFORMATION: FROM INFORMATION MEDIA TO INTEGRATED MARKETING COMMUNICATION AND DIGITAL SERVICES

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ABSTRACT

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Digital transformation has reshaped the way communities access information and services, including through the role of Community Information Groups (KIM). This study explores the transformation of KIM Pojok Jatirogo from a community-based information medium into a facilitator of integrated marketing communication and a provider of digital services. The objectives are to describe the transformation process, analyze communication strategies, and evaluate the impact on local economic empowerment. A descriptive qualitative approach was employed, involving in-depth interviews, participant observation, and document analysis.

The findings reveal that KIM Pojok Jatirogo successfully integrated public information functions with digital services such as PJEK Delivery, Digiplain Digital Marketing, and Tour & Travel. Operational data indicate substantial growth: PJEK orders increased from 622 per month in 2018 to more than 4,000 per month in 2025, while MSME supported by Digiplain grew from 5 in 2019 to 35 in 2025. By applying Integrated Marketing Communication (IMC) strategies that combine WhatsApp, Facebook, Instagram, Tik Tok and offline events, KIM enhanced both community engagement and UMKM competitiveness. These findings reinforce Diffusion of Innovation theory (Rogers, 2003) and the social capital concept (Putnam, 2000), highlighting the importance of change agents and trust networks in the success of community-based innovation.

This study concludes that community-driven digital transformation strengthens local economic ecosystems and enhances KIM's legitimacy as a strategic partner of local government. The scientific contribution lies in offering a replicable model of community-based integrated marketing communication with implications for MSME development and rural digital economy building.

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1. Introduction

The digital era has brought major changes in people's communication patterns, especially at the local level. Information technology allows people not only to become consumers of information, but also producers of content that contribute to the flow of public information. One form of local initiative that has received attention is the Community

Information Community (KIM), which is a community-based social institution that plays a role in disseminating information while bridging two-way communication between the government and citizens. KIM, which was originally present as a forum for sharing information, is now required to transform in line with the increasing need for fast, cheap, and relevant digital services.

This context is very relevant to the situation in Indonesia which is encouraging the acceleration of national digital transformation, including through strengthening the MSME ecosystem. Data from the Ministry of Cooperatives and SMEs (2023) shows that more than 64 million MSMEs in Indonesia are still facing marketing and digitalization constraints. In fact, the marketing communication literature emphasizes the importance of integrating various communication channels within the framework of Integrated Marketing Communication (IMC) (Kotler & Keller, 2016; Belch & Belch, 2020). Schultz, Tannenbaum, and Lauterborn (1993) introduced the concept of Integrated Marketing Communication (IMC) as a strategic approach that brings together various communication channels to create a consistent message. In the digital context, Tiago and Veríssimo (2014) emphasized that social media has become the main space for interaction between organizations and audiences that demands the integration of digital communication strategies. With IMC, messages can be delivered consistently through social media, marketplaces, and face-to-face interactions.

From a theoretical perspective, the transformation of KIM can be understood through the theory of Innovation Diffusion (Rogers, 2003) which emphasizes the role of change agents in encouraging the adoption of new technologies, as well as the concept of social capital (Putnam, 2000) which emphasizes the importance of trust networks and citizen participation. Innovation Diffusion (Rogers, 2003) emphasizes that the success of innovation adoption is highly dependent on the role of change agents who are able to influence individual decisions through communication processes. At the same time, Social Capital (Putnam, 2000) emphasizes that beliefs, social networks, and participation norms are the foundation in strengthening relationships between citizens. The two are correlated with each other, because innovation will be more easily accepted when it is spread through social networks that have a high level of trust.

However, academic studies on KIM in Indonesia generally still focus on its traditional role as a public information media (e.g., Kartikawati's research, 2019; Rachman, 2021). Kurniawati and Lestari's (2023) research emphasizes the role of KIM as a digital transformation agent in the regions, while Pradana (2022) highlights the acceleration of the digitalization of MSMEs during the pandemic. However, studies on KIM transforming into digital service providers and integrated marketing communication facilitators are still rare.

KIM Pojok Jatirogo in Tuban Regency is an interesting example because it has successfully integrated public information functions with digital services such as PJEK Delivery, Digiplan Digital Marketing, and Tour & Travel. This change not only has implications for the dissemination of information, but also for the economic empowerment of the community through strengthening MSMEs.

Based on this background, this study aims to describe the transformation process of KIM Pojok Jatirogo, analyze the communication strategies used, and assess its impact on society, especially in the context of integrated marketing communication and service digitization. This research is expected to make a theoretical contribution to the development

of community- based communication studies as well as practical implications for local governments and other communities that want to replicate similar models.

2. Method

This study uses a qualitative case study approach with the object of KIM Pojok Jatirogo. Data was collected through in-depth interviews with KIM management, stakeholders, MSME actors, drivers and digital service users. Through participatory observation, as well as analysis of official documents and social media of KIM. Purposive sampling techniques were used to select relevant participants, while data analysis was carried out by thematic analysis and content analysis. Ethical considerations include informed consent, participant confidentiality, and data triangulation to improve validity.

3. Results and Discussion

The transformation of KIM Pojok Jatirogo has been taking place gradually since 2015, starting from a citizens' Facebook group that functions as a medium for sharing information. Significant changes occurred in 2018 with the birth of the PJEK Delivery service, followed by the establishment of Digiplan Digital Marketing in 2019, as well as legal recognition from the Tuban Communication and Information Service in 2020. The Covid-19 pandemic has accelerated the adoption of digital services, making KIM a vital community-based service provider. The digital transformation carried out by KIM Pojok Jatirogo is in line with the national trend that shows an increase in the adoption of digital technology by MSME actors during the Covid-19 pandemic. According to Pradana (2022), the pandemic is a momentum to accelerate the digitalization of the MSME sector in Indonesia through the optimization of social media, marketplaces, and local community collaboration. A similar thing can be seen in the implementation of the Digiplan Digital Marketing program which encourages small businesses in Jatirogo to move from conventional promotion to a content-based digital strategy.

Data shows an average increase in PJEK orders from around 622 per month in 2018 to more than 4,000 per month in 2025. The number of MSMEs fostered by Digiplan also grew from five in 2019 to 35 in 2025

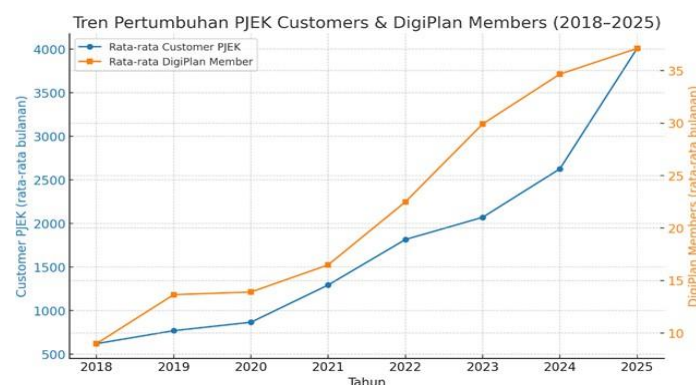


Figure 1 : Growth Trend of PJEK Customers & Digiplan Members (2018-2025)

This fact confirms that the digital transformation carried out by KIM has succeeded in answering the needs of the community while expanding the local economic base. Kliatchko (2008) mentioned the four main pillars of IMC, namely stakeholders, content, channels, and results. This model can be seen in the Jatirogo Corner KIM which combines local content, digital channels, and results in the form of increased participation of residents and MSMEs.

Analysis of the transformation results shows (a) Community reach: The Facebook group "Jatirogo Corner" has a very large member base (73.4 thousand accounts), becoming the main channel for content distribution and promotion. (b) Demand growth (PJEK), the average number of PJEK customers per month increased from 622 (2018), 771 (2019), 867 (2020), 1,294 (2021), 1,816 (2022), 2,071 (2023), 2,626 (2024), 4,007 (2025: Jan-Sep). This shows strong growth, with some significant spikes. (c) Supply growth (DigiPlan), average DigiPlan members per month grew from 9 (2018), 13.6 (2019), 13.9 (2020), 16.5 (2021), 22.5 (2022), 29.9 (2023), 34.7 (2024), 37.1 (2025; Jan-Sep). (d) MSMEs report that integrated content creation, fast admin response, and order increase (Fera: orders to outside the city; Tia: 300– 500 visitors on peak days, Evi: Out-of-town customers, Potato donuts: 200-400 orders daily). This shows the perceived usefulness and perceived ease of use keys in the Technology Acceptance Model (TAM) (Davis, 1989). TAM explained why MSMEs adopted the service because they felt the real benefits and found it easy to use, especially since the KIM team helped create content and manage their digital media.

Changes are also seen in communication strategies. Originally, communication was one-way, just spreading information on social media. The change in communication strategy at KIM Pojok Jatirogo is motivated by the community's need for information. Along with the increase in digital literacy and the demand of the public to obtain fast and responsive public services, KIM began to develop a more participatory communication approach, by involving DigiPlan Digital Marketing customers to actively discuss in determining the concept of content marketing in their business. This transformation is in line with the view of Duncan and Moriarty (1998) that communication in marketing needs to build a dialogical relationship between the organization and its public. Therefore, KIM's communication strategy then shifted from just disseminating information to an effort to create integrated marketing communication involving the collaboration of residents, MSMEs, and other local stakeholders.

Currently, communication is developing into interactive through the integration of digital and offline channels. WhatsApp Business is used as a transaction channel, Facebook, Tik Tok and Instagram are used for branding, while offline events such as MSME training and workshops become a space for direct interaction with residents. This practice is in line with the concept of Integrated Marketing Communication (IMC) (Kotler & Keller, 2016; Belch & Belch, 2020) which emphasizes cross-channel message consistency. With this approach, KIM is able to implement community-based IMC in rural environments in a simple but effective manner. Based on the Technology Acceptance Model (TAM) by Davis (1989), the success of digital service adoption is largely determined by the perception of the convenience and usefulness of technology. This can be seen in the acceptance of residents for the PJEK application which is increasing every year.

Theoretical analysis linking with IMC, according to Kotler & Keller and Belch & Belch, IMC demands message consistency and synergy between channels so that marketing messages are more effective. KIM applies this practically: (a) Facebook for mass reach, (b)

WhatsApp for direct transactions/conversions, (c) Instagram/TikTok for visual content. This combination transforms the flow of information into an integrated marketing channel: reach → engagement

→ conversions. MSME testimonials (order increases) prove this conversion. While the effectiveness assessment, shows the strength that channel integration results in high visibility and real conversions (orders & turnover increases). In terms of practical goals (increasing the marketing of local MSMEs and facilitating citizen services), the IMC approach is effective. Meanwhile, the weakness is that the effectiveness measurement is still weak methodologically, because the majority of the evidence is in the form of testimonials and data collection from manual reports. For modern IMC standards, measurable KPIs (conversion rate per post, lifetime value of MSMEs, customer retention rate) are required.

The impact of transformation is not only felt in the form of increasing MSME turnover, but also in strengthening the social capital of the community. MSMEs such as Jatirogo Potato Donuts, Kedai Syifa, Dapur Roóm and Bunia Beauty have received significant economic benefits from KIM's support, both through promotion and distribution. At the same time, the presence of KIM strengthens trust, involvement, and collaboration between citizens, which according to Putnam (2000) is the core of social capital. Thus, KIM not only plays a role as an economic channel, but also as a reinforcement of community social networks. According to Chaffey and Ellis-Chadwick (2019), digital marketing not only functions as a means of promotion, but also as a communication system that builds long-term relationships between organizations and the public through integrated digital channels.

In addition to focusing on economic empowerment, KIM Pojok Jatirogo also develops social services through the Pojok Peduli Division. The program focuses on providing assistance to residents in emergency situations such as health needs, disasters, or certain social conditions, with community-based donation raising. The presence of Pojok Peduli shows that the transformation of KIM not only produces an economic impact, but also strengthens social solidarity and mutual care in the community. This is in line with the concept of social capital by Putnam (2000) who emphasizes the importance of trust networks and social cohesion in the success of community-based innovation.

However, KIM faces a number of obstacles. Limited operational funds and human resources, especially the younger generation who are still oriented towards short-term profits, are the main challenges. In addition, there is a lack of management professionalism, as well as competition with similar business actors. To overcome these obstacles, KIM implements a multi-level education strategy, optimizes the use of WhatsApp Business, diversifies funding through business units, and strengthens collaboration with the government. This strategy is consistent with the theory of Innovation Diffusion (Rogers, 2003) which emphasizes the role of agents of change in accelerating the adoption of new technologies.

When compared to other KIM, KIM Pojok Jatirogo has a distinctive position. KIM Cerdas Tarumajaya in Bekasi excels in digital content creativity and community empowerment to process natural resources to generate added value in the economic sector, KIM Tirto Gunitir in Jember stands out in digital gallery-based tourism promotion, while KIM Mojo Surabaya and KIM Parseh Jaya focus on creative information management and MSME empowerment. KIM Pojok Jatirogo stands out in the integration of digital transaction-based

services (PJEK & Digiplan) which are directly oriented towards community economic empowerment. Thus, its contribution is not only in the dissemination of information, but also in the creation of a rural digital economy ecosystem.

The results of this study also strengthen the findings of Kurniawati and Lestari (2023) who affirm that the Community Information Community (KIM) has a strategic position as an agent of change in encouraging digital transformation in the region. In the context of KIM Pojok Jatirogo, this role is reflected in KIM's initiative which not only provides public information, but also facilitates the digital capacity building of the community and MSME actors through training activities and online service innovations.



Figure 2 : The Transformation Process of KIM Pojok Jatirogo

In practical terms, this study confirms that community-based integrated marketing communication models can be replicated in other regions by adjusting local conditions. Theoretically, these results reinforce the concept of Integrated Marketing Communication (Duncan & Moriarty, 1998; Belch & Belch, 2020), the theory of Innovation Diffusion (Rogers, 2003), and the social capital framework (Putnam, 2000). The combination of these theories shows that the successful transformation of KIM Pojok Jatirogo is not only the result of communication strategies, but also of the collective capacity of the community to adapt to digital changes.

4. Conclusion

This study concludes that the transformation of KIM Pojok Jatirogo has unfolded through a phased development roadmap. The initial phase in 2015 was characterized by the use of social media as a community information platform. The strengthening phase during 2018–2019 marked an expansion of functions toward local distribution services, digital marketing for MSMEs, and community-based social initiatives. The institutionalization phase in 2020–2021 reinforced KIM’s role through formal government recognition and the diversification of locally oriented economic services. The advanced phase in 2025 is directed toward service integration through the development of an online traditional market concept. Overall, this roadmap is supported by a communication strategy that consistently integrates digital and offline channels, fosters citizen participation, and enhances the competitiveness of MSMEs

From a practical perspective, these findings confirm that community-based communication models can serve as an alternative solution for rural communities in responding to the challenges of digitalization. KIM Pojok Jatirogo not only provides access to information but also creates new economic opportunities for MSMEs through digital promotion, distribution services, strengthened social engagement, and collaboration with government institutions. In this context, KIM functions as a community digital hub that connects the interests of government, local communities, and small business actors.

Conceptually, this study indicates that integrated marketing communication approaches can be effectively applied within community-based settings and are not limited to large-scale organizations or corporate environments. KIM Pojok Jatirogo operates as a local agent of change, accelerating the adoption of digital technologies at the community level. This success is supported by strong social relationships, trust, and collaboration among community members, which constitute the foundation for the sustainability of community-driven innovation.

Nevertheless, the study also identifies several challenges, including limited human resources, insufficient managerial professionalism, and increasing competition from private digital platforms. Therefore, strategies aimed at strengthening human resource capacity, diversifying funding sources, and ensuring more consistent public policy support are essential to sustain the ongoing transformation of KIM.

For future development, further research may explore the role of digital analytics, big data, and artificial intelligence in supporting community-based communication management. Accordingly, this study is expected not only to contribute to the advancement of communication scholarship but also to offer practical insights for strengthening local digital ecosystems in Indonesia.

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