

## **Communicative Governance and Integrated Marketing Communication in the OVOP Policy: A Case Study of NTT Mart, East Nusa Tenggara**

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## **Abstract**

Public policy implementation in geographically fragmented and institutionally uneven regions depends not only on regulatory design and infrastructure provision, but also on effective institutional communication. In East Nusa Tenggara (NTT), an archipelagic province characterized by high poverty rates and strong dependence on micro, small, and medium enterprises (MSMEs), local economic development policies face structural challenges related to distribution barriers, multi-actor coordination, and digital inequality. Within this context, communication becomes central to aligning stakeholders and integrating policy objectives. Although Integrated Marketing Communication (IMC) is widely discussed in corporate marketing literature, its application in public policy implementation remains underexplored. This study analyzes the implementation, strategic role, and challenges of IMC in supporting the One Village One Product (OVOP) policy through the NTT Mart initiative. Using a qualitative case study approach based on institutional documents and digital communication analysis, the research examines how IMC operates within a peripheral governance setting. The findings show that IMC functions not merely as a promotional tool, but as a governance infrastructure that integrates multi-channel communication, stakeholder coordination, and policy narratives. However, its effectiveness is constrained by geographical fragmentation, digital divides, uneven institutional capacity, and limited operational transparency. The study contributes to communicative governance theory by positioning IMC as a structural determinant of policy implementation in developing, archipelagic governance contexts.

**Keywords:** *Integrated Marketing Communication (IMC), Public Policy Implementation, Communicative Governance, Local Economic Development, Archipelagic Governance*

## **1. Introduction**

Poverty has been a longstanding challenge that hinders economic development in NTT Province. Research conducted by Badan Pusat Statistik (2025) reported that as of March 2025, approximately 1.09 million people suffer from extreme poverty, accounting for 18.60% of the population. Although the extreme poverty rate has declined, NTT continues to face significant challenges in developing its domestic economy, particularly in natural resource management. NTT is highly prospective in terms of natural resource supply, especially in the agricultural sector, which stands as one of the three largest contributors to NTT's economic development. However, NTT still faces considerable challenges related to downstream activities derived from its natural resources. Furthermore, poverty is experienced not only at the macro-economic level, but also at the micro-economic level, where the economic structure heavily depends on agriculture and Micro, Small, and Medium

Enterprises (MSMEs). In response to these challenges, the formulation of policies related to agricultural management plays a crucial role in integrating natural resource supplies with downstream activities to accelerate NTT's economic development.

One Village One Product (OVOP) is designed to bridge the gap between market supply and demand, and beyond poverty eradication, it also provides an opportunity for MSMEs to actively improve their economic capacity, thereby contributing to the reduction of extreme poverty in NTT. However, public policy implementation in developing and remote regions such as East Nusa Tenggara (NTT) is shaped not only by regulatory design or physical infrastructure provision, but also by the effectiveness of institutional communication within governance processes. In contemporary governance frameworks, communication serves as a strategic mechanism that connects government institutions, market actors, and citizens in collaborative policy environments (Grunig & Hunt, 1984; Habermas, 1984; Pierre & Peters, 2020). Through communication, policy objectives are translated into shared understanding, institutional legitimacy is constructed, and public participation is encouraged. When communication fails to align actors and coordinate meanings, policies often encounter implementation gaps, reflected in weak stakeholder coordination, low adoption rates, and limited socio-economic impact.

Integrated Marketing Communication (IMC) serves as a communication structure that connects society and government in producing an integrated policy system that accommodates the interests of both parties. Vercic et al. (2001) highlight the importance of public communication in economics and management, particularly in managing organizational relationships, whereby economic and managerial theories can provide practical relevance for everyday applications (Botan & Hazleton, 2006). Furthermore, Vercic et al. (2001) underscore that governmental authority plays an important role in business performance, as this sector is grounded in performance outcomes, with government practices serving to monitor and regulate such performance.

L'Etang (2008) further contributes a concept linking the public relations and management sectors. L'Etang (2008) argues that public relations in management plays a significant role in challenging established norms and highlights the importance of public relations as a discipline that has conceptual roots and main paradigms, including from a political perspective. While Vercic et al. (2001) and L'Etang (2008) have articulated comprehensive conceptual frameworks on IMC's adaptation in the public sector, these studies primarily focus on governmental institutions in developed countries with well-facilitated communication infrastructure. A notable literature gap remains regarding IMC management within

communicative governance contexts, particularly in territories characterized by persistent poverty and limited digital access, such as NTT. This study addresses this literature gap by evaluating the applicability of IMC frameworks when confronted with socio-cultural barriers and structurally constrained governance environments.

Addressing this gap, this study aims to analyze the implementation, strategic role, and challenges of Integrated Marketing Communication (IMC) in supporting local economic development policy through the NTT Mart initiative within the OVOP framework. Using a qualitative case study approach, this research explores how institutional communication practices shape coordination, integration, and stakeholder engagement in a peripheral and archipelagic governance context. Theoretically, this study contributes to the advancement of a communicative governance perspective by repositioning IMC as a structural determinant in public policy implementation rather than merely a promotional instrument. Practically, the findings offer insights for designing more integrated, inclusive, and context-sensitive communication strategies in regional economic policy implementation.

To guide the analysis, this study addresses three explicit research questions: (RQ1) How is the Integrated Marketing Communication strategy implemented in NTT Mart operations to support the OVOP program? (RQ2) What roles does IMC play in coordinating multi-stakeholder collaboration in local economic development policy? (RQ3) What challenges does IMC implementation face in contexts characterized by geographical fragmentation and persistent digital divides?

The significance of this study rests on four interrelated grounds. First, regarding the importance of this research, NTT Province represents a structurally underserved governance context where institutional communication is not merely supplementary but constitutive of policy outcomes. With 18.60% extreme poverty rate (BPS, 2025), 22 geographically dispersed districts, and heavy reliance on MSMEs and agriculture, effective coordination through communication is an existential governance requirement. Understanding how IMC functions in this environment offers critical insights into how communication can serve as a lever for inclusive local economic development.

Second, regarding the novelty of this research, while IMC has been extensively studied in corporate marketing and in governmental communication of developed nations (Vercic et al., 2001; L'Etang, 2008), its application within a communicative governance framework in a developing, archipelagic region such as NTT remains largely unexplored. This study is among the first to examine how IMC operates as a governance infrastructure, rather than merely a promotional tool, within a

regional OVOP policy context in Eastern Indonesia. The NTT Mart initiative offers a novel empirical case for theorizing communication in fragmented, resource-constrained governance environments.

Third, the research gap this study addresses is both empirical and theoretical. Empirically, existing studies on OVOP implementation in Indonesia (e.g., Azizah et al., 2023) have focused on administrative and regulatory dimensions without systematically examining the communication architecture that sustains multi-stakeholder coordination. Theoretically, the intersection between communicative governance theory (Habermas, 1984; Pierre & Peters, 2020) and IMC application in archipelagic developing-region public policy has not been adequately mapped. This gap is particularly significant given the growing policy emphasis on digital communication in regional governance without an evidence-based understanding of its effectiveness under conditions of digital inequality and geographic fragmentation.

Fourth, this study distinguishes itself from prior research in three important respects: (a) it situates IMC analysis within a communicative governance framework rather than treating communication as a technical add-on to policy implementation; (b) it focuses on a subnational, peripheral governance context, Eastern Indonesia, where structural constraints of geography, digital access, and institutional capacity create qualitatively distinct communication challenges compared to cases in developed or urban-centric contexts; and (c) it integrates analysis of both formal policy documents and digital communication channels (Instagram), allowing cross-platform examination of message consistency, stakeholder engagement, and public responsiveness. These distinguishing features position this study as a meaningful contribution to both communicative governance scholarship and practical IMC design for regional economic policy.

## **2. Method**

### ***2.1 Research Design***

This study adopts a qualitative case study focusing on Qualitative Content Analysis. This approach is grounded in the research objective of mapping strategic narratives and IMC policy implementation through official public documentation. The use of secondary data is not a technical limitation, but rather an empirical choice to represent the “public face” of government policy, as permanently documented materials avoid the desirability bias that frequently arises in direct interviews with public officials (L’Etang, 2008).

## ***2.2 Data Collection Protocols and Selection Criteria***

Data were collected through systematic reviews of policy documents and digital platform communication issued by the NTT Provincial Government from 2025 to the present. The inclusive and exclusive criteria were maintained through the following process:

### ***2.2.1 Inclusive Criteria***

- a. Strategic documents related to extreme poverty eradication
- b. Official press releases related to the OVOP program
- c. Social media content in the official account of @PemprovNTT, which includes the keywords “poverty”, “management”, and “communication”.

### ***2.2.2 Exclusive Criteria***

Personal opinions in mass media do not represent a certain institution, and technical documents do not contain a public communication component.

## ***2.3 Data Analytical Procedures and Rigor***

The analysis was conducted through Qualitative Content Analysis through systematic and selective procedures to ensure reliability, including:

### ***2.3.1 Codebook development***

The codebook was developed deductively from IMC theories (Vercic et al., 2001) and inductively from field documents. The main themes include: message consistency, stakeholder engagement, and channel integration.

### ***2.3.2 Staged coding***

To ensure inter-coder reliability, the coding process was conducted in two stages across a two-week timeframe by two independent coders to minimize interpretative and subjective bias.

### ***2.3.3 Integrating Quantitative Data***

Descriptive statistics on extreme poverty trends (BPS NTT) were integrated with macro-level context to validate claims about program achievements in official documents through data triangulation.

## ***2.4 Source Critique and Reflexivity Statement***

The researchers acknowledge the potential for bias in official government documents, which tend to present advocacy-oriented narratives. Therefore, source criticism was conducted by cross-referencing government narratives with independent reports from media outlets and NGOs. As researchers based in NTT, the authors maintain an objective stance by focusing on message structure and communication flow, rather than on justifying specific political policies.

## 2.5 Data Ethics Considerations

Although this research uses publicly available data, the principle of anonymity was applied to public comments on social media to protect individual privacy. All data were accessed through official channels in accordance with the Public Information Disclosure Law (Keterbukaan Informasi Publik).



**Figure 1.** Research Flowchart: IMC in OVOP Policy, From Problem Identification to Conclusion

**Table 1.** Coding Framework for Government Communication Analysis

<b>Deductive Category</b>	<b>Inductive Codes</b>	<b>Operational Definition</b>	<b>Unit of Analysis</b>
<b>Message Consistency</b> (Vercic et al., 2001)	<i>Single-Voice Policy</i>	Message alignment between the Renstra document and official social media posts.	The similarity of the narrative "People's Economic Empowerment" on IG @PemprovNTT and the RPJMD Document.
<b>Stakeholder Engagement</b> (L'Etang, 2008)	<i>Interactive Governance</i>	The existence of space for dialogue or government responses to public complaints on digital channels.	Government admin's response to citizen comments regarding business capital assistance on Facebook.
<b>Channel Integration</b>	<i>Multi-platform Synergy</i>	Use of various channels (Web, Radio, Social Media) to disseminate the same policy.	Use of the same infographics on the official website and physical billboards in Kupang/other NTT areas.
<b>Policy Advocacy vs. Fact</b>	<i>Performance Claims</i>	The government's statement of success needs to be validated with statistical data (BPS).	The claim of "Reducing extreme poverty" in the NTT Public Relations Bureau press release.

### 3. Results

#### 3.1 IMC Strategies on NTT Mart's Operation

Drawing on NTT's rich and diverse cultural identities, NTT Mart's operations are largely anchored in local wisdom, contributing to regional development. Consequently, the promotional hashtag #AyoBangunNTT has become a central norm embedded in NTT Mart's brand identity. In

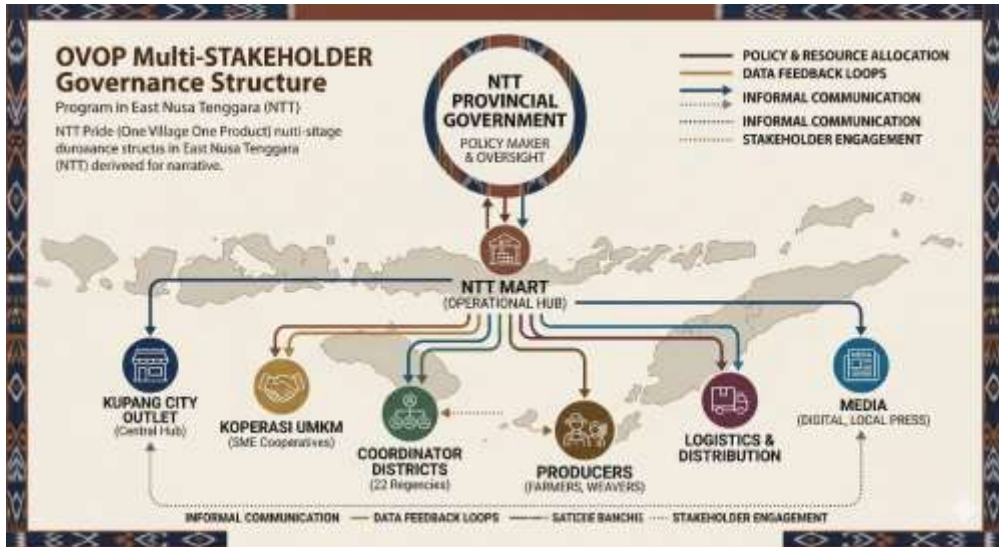
relation to IMC implementation, the strategies are demonstrated through the following analysis:

**Table 2.** Analysis of IMC Strategies in NTT Mart’s Operations

<b>IMC Elements</b>	<b>Main Findings</b>	<b>Mediated Channels</b>
Message consistencies	Highlights the notion of local economy empowerment, as it is in line with the visions and missions stipulated in strategic planning documents and social media contents	Social media (Instagram and TikTok), and several policy documents.
Products’ visualization	This strategy is designed to strengthen the authenticity of NTT’s distinctive products, such as honey, fabrics, and coffee products.	Social media (Instagram @nttmartprov.ntt)
Strategic branding	The use of “NTT Pride” taglines to raise the cultural identities	Product labels and social media.

### ***3.2 The Role of IMC in Multi-Stakeholder Coordination***

Beyond marketing strategies, the role of IMC is also evident through multi-stakeholder coordination schemes aimed at raising public awareness of NTT Mart. IMC enables NTT Mart to establish a structured communication system that involves multiple stakeholders across four coordination roles, such as policy & resource allocation, data feedback loops, informal communication, and stakeholder engagement. Furthermore, IMC also helps to define the roles of each stakeholder contributing to NTT Mart’s operations. For example, the interaction between Kupang City outlet and media (digital or local press) results in an informal communication as well as stakeholder engagement, while the existence of SME cooperatives, coordinator districts, producers, logistics & distribution shapes core interactions, including policy & resource allocation and data feedback.



Source: Writer's Analysis (2026)

**Figure 2.** OVOP Multi-Stakeholder Governance Structures

Moreover, IMC functions as a governance infrastructure connecting all actors to the OVOP policy. These main findings are presented as follows:

a. Provincial level

The Department of Industry and Trade is assigned to supervise the operational and planning activities of the monthly merchandise. In this role, the Department of Industry and Trade collaborates with several actors to ensure that the merchandise meets national standards and can be commercialized publicly.

b. Districts level

The role of district authorities plays a significant role in coordinating local producers and SMEs. District authorities are responsible for coordinating product supply chains and networking to ensure NTT Mart's sustainability.

c. Supporting actors

NTT Mart's operations also involve SME Cooperatives as product suppliers, logistics providers for distribution, and media partners to promote NTT Mart.

**3.3 Challenges in IMC's Implementation**

However, despite the significance of IMC in supporting marketing strategies and structural coordination, the government faces several challenges in adopting IMC as an integrated communication system. Given that NTT is an archipelagic province, its geographic configuration

presents distinct challenges for the effective adoption and implementation of IMC within NTT Mart.

**Table 3.** IMC Challenges' Matrix in NTT

Challenge Types	Findings	Source
Geography	Fragmented areas hinder physical distribution as well as expansion to 22 outlets in 22 districts.	The topography is mountainous, and the climate is dry.
Digital infrastructure	Disparities in internet access between Kupang city and the village areas.	Low social media participation from local merchants outside Kupang
Institutional	There has been an information void regarding the effectiveness of information flows between upper management and field supervisors.	The dependency on one-way communication results in a minimum of feedback from local merchants.



Source: Writer's Analysis (2026)

**Figure 3.** Visualized Matrix of IMC's Challenges in NTT

## 4. Discussion

### *4.1 IMC Strategies on NTT Mart's Operation*

The findings in Section 3.1 reveal that NTT Mart employs three core IMC strategies: message consistency, product visualization, and strategic branding. These strategies are not deployed in isolation; rather, they operate as an integrated communication system that aligns institutional policy narratives with public-facing promotion. The hashtag #AyoBangunNTT, for instance, functions simultaneously as a branding instrument and a governance narrative, embedding the OVOP policy objective, economic empowerment through local identity, into everyday digital communication. This finding is consistent with Porcu, del Barrio-García, and Kitchen's (2012) conceptualization of IMC as a unified and synergistic communication process that ensures message consistency across all channels and stakeholders. In the NTT Mart case, the convergence of strategic planning documents (Renstra, RPJMD) and social media narratives (@nttmartprov.ntt) demonstrates that IMC functions beyond mere promotion, toward what Pierre and Peters (2020) describe as communicative governance, where communication structures are integral to policy legitimacy and stakeholder alignment. Furthermore, the emphasis on product visualization (honey, fabrics, coffee) through Instagram and TikTok reflects Keller's (2009) brand equity theory, in which visual identity strengthens consumer recognition and perceived authenticity. In the context of NTT's culturally rich but economically marginalized localities, product visualization serves a dual function: it commodifies local cultural identity while simultaneously building aspirational narratives for MSME producers. The implication is significant; NTT Mart's IMC strategy is not merely performative but constitutive, constructing the market space for NTT products within a broader governance communication architecture.

### *4.2 The Role of IMC in Multi-Stakeholder Coordination*

Section 3.2 identifies four coordination roles that IMC facilitates within NTT Mart's governance structure: policy and resource allocation, data feedback loops, informal communication, and stakeholder engagement. The multi-layered nature of these roles, spanning provincial authorities, district coordinators, SME cooperatives, logistics actors, and media, reflects what Grunig and Hunt (1984) describe as a two-way symmetrical communication model, in which organizations attempt to balance their own interests with those of their publics. However, the NTT Mart case reveals that this symmetry remains aspirational rather than fully realized in practice. The structural mapping shows that IMC predominantly serves a top-down coordination function: the Department

of Industry and Trade disseminates standards and operational directives downward to district coordinators and producers, with limited evidence of systematic upward feedback mechanisms. This asymmetry is consistent with L'Etang's (2008) critique that public relations in institutional settings often reproduces hierarchical power relations rather than enabling genuine dialogic exchange. Importantly, the finding that media actors (both digital and local press) are positioned at the periphery of the coordination chain, linked primarily through informal communication with the Kupang City outlet, suggests that IMC in NTT Mart operates as a hybrid system: formal governance communication at the institutional core, supplemented by informal and media-driven communication at the public interface. This hybrid architecture has governance implications. Habermas's (1984) theory of communicative action posits that legitimate governance depends on communicative rationality, in which all stakeholders have equal opportunity to participate in deliberation. The current structure of NTT Mart's IMC, while functional in distributing information, does not yet fully realize this communicative ideal. Strengthening feedback loops between field supervisors, local producers, and provincial management is therefore not only a communication strategy, but a fundamental governance imperative for legitimate and inclusive policy implementation.

#### ***4.3 Challenges in IMC's Implementation***

The three structural challenges identified in Section 3.3, geographical fragmentation, digital infrastructure disparities, and institutional information voids, must be understood not as isolated operational problems but as systemic constraints that reshape the theoretical assumptions underpinning IMC effectiveness. First, the geographical challenge of reaching all 22 districts across NTT's archipelagic terrain directly problematizes the "channel integration" premise of IMC theory. Schultz, Kitchen, and Patti (2011) argue that the strength of IMC lies in delivering consistent messages across multiple synchronized channels. Yet in NTT, physical distribution barriers mean that digital communication via Instagram or TikTok cannot reach rural producers and consumers who lack internet access, while physical channels such as billboards or print media struggle with logistics across dispersed islands. This creates a structural communication gap that undermines the coherence that IMC is designed to achieve. Second, the digital divide finding aligns with Mergel's (2013) observation that government social media strategies often reflect urban and technologically literate audiences, systematically excluding rural or digitally marginal populations. In NTT, where 95.65% of villages depend on agriculture (BPS NTT, 2024) and internet penetration remains uneven, the exclusive reliance on social media platforms as primary IMC channels risks

reproducing existing inequalities rather than bridging them. Third, the “information void” in institutional communication between provincial and district levels reflects Lipsky’s (1980) street-level bureaucracy thesis: field-level actors often operate with significant discretion due to insufficient communication from upper management, resulting in policy implementation that diverges from intended design. The one-way communication pattern documented in NTT Mart’s coordination chain exemplifies this dynamic. The absence of systematic feedback mechanisms means that implementation gaps remain invisible to policymakers, perpetuating cycles of advocacy communication without corresponding accountability. Taken together, these challenges indicate that IMC’s effectiveness in peripheral governance settings is not simply a matter of channel selection or message design, but is fundamentally conditioned by structural inequalities in infrastructure, institutional capacity, and digital access. This finding extends existing IMC theory by foregrounding the governance context as a determinant variable, rather than treating it as a neutral backdrop.

#### ***4.4 Theoretical Contribution and Practical Implications***

The three sets of findings presented in this study, regarding IMC strategies (Section 3.1), multi-stakeholder coordination roles (Section 3.2), and structural implementation challenges (Section 3.3), collectively yield two distinct orders of contribution: one theoretical and one practical. These contributions are discussed below in structured form, moving from what was found, to what theory illuminates, to what it means, and finally to what should be done.

##### ***4.4.1 Theoretical Contribution***

The primary theoretical contribution of this study lies in repositioning IMC as a governance infrastructure rather than merely a promotional tool. As argued in the introduction, prior IMC scholarship has concentrated largely on governmental communication in developed, well-resourced institutional contexts (Vercic et al., 2001; L’Etang, 2008), where baseline communicative infrastructure, stable internet access, inter-agency data systems, and literate stakeholder publics are taken for granted. This study demonstrates that in a peripherally located, archipelagic province such as NTT, with an extreme poverty rate of 18.60% (BPS, 2025) and 22 geographically dispersed districts, those assumptions do not hold. Communication in this context is not a supplement to governance; it is a constitutive condition of it.

This finding advances Habermas’s (1984) theory of communicative action and Pierre and Peters’s (2020) communicative governance framework by grounding them in an empirical case from Eastern Indonesia. Habermas posits that legitimate governance requires

communicative rationality, a condition in which all stakeholders have the opportunity to participate in open, reason-based deliberation. The NTT Mart case reveals how structural inequalities in geography, digital access, and institutional capacity systematically constrain this communicative ideal, producing a governance communication architecture that is functionally hierarchical and informationally asymmetric. This case thus extends communicative governance theory into developing-region contexts where such theory has been rarely tested, contributing an empirically grounded understanding of what IMC can and cannot achieve under conditions of structural constraint.

Furthermore, while Vercic et al. (2001) and L'Etang (2008) have each articulated the relevance of IMC and public relations to institutional governance, neither framework has been systematically applied to OVOP-type regional economic development policies in Indonesia. This study fills that gap identified in the introduction, offering a first empirical mapping of how IMC operates as a multi-layered coordination mechanism, simultaneously managing message consistency, stakeholder roles, and channel integration, within a peripheral governance context. The implication for theory is clear: IMC frameworks developed in well-resourced environments must be adapted, not merely applied, when brought into developing and archipelagic governance settings.

#### *4.4.2 Practical Implications*

Translating the above findings into policy-relevant directions, this study identifies three interrelated practical implications for IMC design in NTT Mart's OVOP implementation.

First, regarding supply chain communication transparency: as shown in Section 3.1, NTT Mart's current IMC strategies foreground cultural identity and product branding (honey, fabrics, coffee; tagline "NTT Pride") while remaining relatively silent on distribution pathways, pricing mechanisms, and stock availability across districts. This communication gap reproduces the information asymmetry that has historically disadvantaged rural MSMEs in NTT's agricultural economy. The NTT Provincial Government should redesign its IMC to include transparent, accessible product and logistics information as a core component of its public-facing communication, not merely as a back-end operational matter. This shift would strengthen NTT Mart's credibility as a governance institution rather than solely a promotional platform, consistent with the communicative governance role that Habermas (1984) and Pierre and Peters (2020) associate with legitimate policy implementation.

Second, regarding communication inclusion through hybrid channel design: the digital divide challenge documented in Section 3.3

reveals that NTT Mart's reliance on Instagram and TikTok as primary IMC channels creates a systematic exclusion of rural and non-connected producers across NTT's 22 districts. Consistent with this study's focus on the literature gap identified by Vercic et al. (2001) and L'Etang (2008), namely the absence of IMC frameworks suited to digitally constrained governance contexts, a practically effective IMC architecture for NTT Mart must be hybrid: combining digital platforms for urban and connected audiences with offline channels such as community radio, village information boards, and district-level coordination meetings. This hybrid model ensures that OVOP policy objectives, product information, and market participation opportunities are genuinely accessible to all stakeholders, not only those with internet connectivity.

Third, regarding institutionalizing two-way feedback mechanisms: the "information void" identified in Section 3.3 and the top-down coordination structure documented in Section 3.2 both point to the same governance deficit, the absence of formalized upward communication channels through which district-level actors, local producers, and MSME operators can relay implementation constraints and market realities to provincial management. As Canel and Sanders (2012) observe, bureaucratic communication systems tend to prioritize positive policy advocacy over operational transparency, a pattern clearly visible in NTT Mart's communication output. Practically, this must be corrected by institutionalizing structured feedback mechanisms: periodic district-level reporting formats, inter-agency coordination forums, and accessible complaint or input channels for MSME producers. Without these, IMC functions only as a tool of outward legitimation, projecting success narratives rather than enabling the policy learning necessary for adaptive and inclusive OVOP governance. Transforming IMC from one-way dissemination into genuine two-way governance dialogue is the essential institutional step toward realizing its full potential as a communicative governance infrastructure in NTT.

## **5. Conclusion**

This study examined the implementation and strategic role of Integrated Marketing Communication (IMC) in supporting the One Village One Product (OVOP) policy through the NTT Mart initiative in East Nusa Tenggara. Based on systematic secondary document analysis and digital communication content review, the findings demonstrate that in geographically fragmented and institutionally uneven regions, IMC functions not merely as a promotional instrument but as an element of governance infrastructure that integrates policy narratives, stakeholder coordination, and multi-channel communication. Through structured

messaging and cross-agency coordination frameworks, IMC contributes to shared understanding and policy legitimacy among government institutions, MSMEs, and market actors. However, its effectiveness remains constrained by archipelagic geography, distribution barriers, digital inequality, and uneven institutional capacity. These structural conditions indicate that communication alone cannot substitute for broader governance reform; rather, it operates as one of several determinants shaping policy adoption and collaborative action. Theoretically, this study contributes a preliminary case-based perspective on situating IMC within a communicative governance framework in developing-region contexts. Future research employing primary data collection, including stakeholder interviews, consumer surveys, and longitudinal observation, is necessary to validate and extend these findings. Practically, the study suggests three actionable directions for policymakers: (1) expanding offline and community-based communication channels to bridge the digital divide and reach rural producers; (2) strengthening inter-agency communication protocols to reduce information silos and improve coordination transparency; and (3) institutionalizing feedback mechanisms that enable two-way communication between NTT Mart management and local MSME stakeholders across all 22 districts.

## **6. Limitation**

The authors acknowledge several limitations of this research. First, the study could not provide detailed descriptions of sales performance impacts, as the NTT Mart program was still ongoing at the time of research. Second, there is limited published literature specifically on NTT Mart and related scientific approaches. Third, the authors acknowledge that to provide a stronger empirical foundation, comprehensive fieldwork is needed to validate the findings. Future research should address these limitations through primary data collection, including interviews with key stakeholders, surveys of consumers and MSME operators, and longitudinal studies tracking NTT Mart's development over time.

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