

Social Media Management of the “Klinik Investasi” Program in Surabaya within the Perspective of the Sustainable Development Goals

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ABSTRACT

Keywords:

Social Media
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Technological
Determinism;
Diffusion of Innovation.

The rapid advancement of digital technology has reshaped public service delivery, particularly in licensing and investment sectors. In Surabaya, the local government launched the “Klinik Investasi or KI program in 2020 as a digital-based public innovation that integrates multiple platforms such as Instagram, WhatsApp, official websites, and chatbot services. This research analyzes the social media management of the program within the framework of Technological Determinism and Diffusion of Innovation theory, employing content analysis of its digital channels. The findings reveal that the program effectively aligns with several Sustainable Development Goals (SDGs), including SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice, and Strong Institutions). Through transparent communication, inclusive access, and adaptive digital strategies, the “KI” has improved efficiency, accessibility, and user engagement. Moreover, the integration of social media and digital tools enhances community resilience by bridging regulatory changes with citizens’ needs, thereby reducing gaps between policy implementation and business actors’ adaptation. Overall, this study demonstrates how digital public service innovation contributes not only to governance modernization but also to inclusive and sustainable development in line with the SDGs agenda.

INTRODUCTION

The rapid advancement of digital technology has transformed the way governments deliver public services (Jonek-Kowalska & Wolniak, 2024), particularly in the areas of licensing and investment (Rachman, 2017). In Surabaya, the local government through the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) launched the Klinik Investasi program in 2020 as a public innovation designed to provide consultation on licensing and investment processes. Initially conducted through face-to-face consultations, the program has since evolved into a digital-based service that utilizes multiple social media platforms such as WhatsApp, Instagram, Zoom, and the official website integrated with SIPINTAR (Sistem Informasi Perizinan dan Investasi). At present, Klinik Investasi serves an average of 100 users per day, with approximately 75% accessing services online. This transformation represents not only an adaptation to the digital era but also a form of social innovation aimed at strengthening community resilience by offering efficient (Rachman & Marijan, 2021), transparent, and accessible public services (Pemkot Surabaya, 2024).

This study is situated within the broader theme of “Social Innovation and Community Resilience in the Digital Age”, highlighting how digital service models enable communities to adapt and thrive amid rapid technological change. By integrating digital platforms into governance, the Klinik Investasi program also contributes to the realization of the Sustainable Development Goals (SDGs), particularly those related to economic growth (Goal 8), industry and innovation (Goal 9), reduced inequalities (Goal 10), and strong institutions (Goal 16).

Theoretically, this research employs Technological Determinism to explain how the adoption of digital platforms shapes patterns of interaction between government and citizens, as well as Diffusion of Innovation Theory to analyze how these practices are adopted and normalized within the community. Methodologically, the research applies content analysis of the social media platforms managed by the program, focusing on strategies, communication patterns, and levels of citizen engagement.

This study offers a distinctive contribution to the growing discourse on digital governance by bridging theoretical and practical gaps in the literature. While previous studies on technological innovation and public service communication often examine either the technological infrastructure or user adaptation separately, this research integrates both dimensions through the combined lens of Technological Determinism and Diffusion of Innovation. By doing so, it not only demonstrates how digital media platforms structurally reshape government–citizen interactions, but also reveals the dynamic process through which these innovations are adopted, localized, and sustained within the community. Empirically, the study contributes to the body of knowledge on sustainable public administration by providing concrete evidence from a local government context—Surabaya—showing how coordinated social media management can translate global sustainability frameworks such as the SDGs into actionable, measurable, and participatory digital practices.

Previous research provides a valuable foundation for this study. Rosyidiana and Narsa (2024) examined the role of digitalization, literacy, and innovation in improving the performance of MSMEs (Micro, Small, and Medium Enterprises or Usaha Mikro Kecil dan Menengah) during the post-pandemic recovery, showing that digital adaptation strengthens resilience in the business sector. Likewise, Oliveira et al. (2024) emphasized that effective management of digital platforms is crucial for reinforcing innovation ecosystems and enhancing organizational adaptability.

While these studies highlight the importance of digital innovation for resilience, they primarily focus on the private sector. In contrast, this research addresses the public sector by examining a local government initiative in Surabaya, thereby extending the literature by contextualizing how digital transformation in public service delivery fosters inclusivity and contributes to the achievement of the SDGs (Rachman, 2022).

The central research problem guiding this study is how social media management in the Klinik Investasi program is implemented to support social innovation, strengthen community resilience in the digital age, and align with sustainable development. The main objective is to analyze the strategies of social media management adopted by the program, identify patterns of digital interaction between program managers and the community, and interpret these findings through the lens of technological and innovation diffusion theories. By doing so, the research aims to provide a deeper understanding of how digital public service innovations can enhance social resilience while contributing to inclusive and sustainable development.

THEORETICAL FRAMEWORK

The foundational framework of Technological Determinism was introduced by Marshall McLuhan (1964) through his assertion that “the medium is the message.” This perspective posits that technology is not merely a tool but an independent force that shapes human behavior, social structures, and institutional interactions. In the context of public communication, technological change fundamentally transforms the modes of governance and citizen engagement, influencing how information is produced, distributed, and received.

Within the Klinik Investasi program, McLuhan’s theory is evident in how digital platforms – Instagram, WhatsApp, and the official website – restructure communication flows between the Surabaya City Government and its citizens. The medium itself (social media and digital systems) determines the efficiency, transparency, and inclusivity of public service delivery. This aligns with the Sustainable Development Goals (SDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure) and Goal 16 (Peace, Justice, and Strong Institutions), by promoting institutional transparency and digital-based governance that fosters citizen trust and participation (United Nation, 2024).

A derivative or contemporary extension of McLuhan’s framework can be found in Manuel Castells’ (2000) Network Society Theory, which highlights that technology generates new forms of social organization based on information networks. Castells explains that power and participation in the digital era are determined by connectivity and access to communication networks. In this light, the Klinik Investasi represents a local manifestation of the network society, where digital interaction between government and citizens redefines bureaucratic relationships into more dynamic, participatory, and decentralized networks (Wolniak, et al, 2024). This transformation illustrates how technological infrastructure acts as both a determinant and an enabler of sustainable governance in urban contexts. Thus, technological determinism, in its classical and contemporary forms, provides a lens to understand how Klinik Investasi’s social media management is not just a technical adaptation but a structural shift toward digital governance that supports SDGs through innovation, institutional transparency, and equitable access to public services.

The Diffusion of Innovation Theory, pioneered by Everett M. Rogers (1962), explains how innovations are communicated and adopted within a social system over time. Rogers identifies five key elements—innovation, communication channels, time, social system, and adopter categories—that determine the success of innovation diffusion. The theory posits that innovations spread through stages: awareness, interest, evaluation, trial, and adoption.

Applied to the Klinik Investasi context, this theory elucidates how digital public services diffuse among business actors and citizens in Surabaya. The adoption of platforms such as OSS-RBA, SiPintar, and WhatsApp consultations indicates movement through Rogers’ stages, supported by strong institutional communication and user-centered social media strategies. The government acts as a change agent that facilitates awareness and adoption through transparent and responsive digital interactions.

A derivative of Rogers’ theory relevant to this study is Geoffrey Moore’s (1991) “Crossing the Chasm” model, which refines diffusion theory by emphasizing the critical gap between early adopters and the early majority in innovation uptake. Moore argues that successful innovation diffusion requires tailored communication strategies that address the needs and risk perceptions of different adopter segments. In the Klinik Investasi program, this model is reflected in how digital and mobile services (KLIK) are designed to reach diverse groups—from MSME actors (early majority) to large investors (late adopters)—ensuring equitable access to digital transformation. This inclusive diffusion process aligns closely with SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities), as it empowers small business actors to participate in formal economic systems through accessible, technology-mediated platforms. The continuous adaptation of communication strategies ensures that innovation is not only diffused widely but also embedded sustainably within the community.

The interrelation among the theories of McLuhan, Rogers, and Castells provides a comprehensive analytical foundation for understanding how digital public service innovations like Klinik Investasi operate within contemporary communication ecosystems. McLuhan’s notion that “the medium is the message” explains how the adoption of social media and digital platforms transforms the structure and meaning of public interaction, positioning technology not merely as a communication channel but as a determinant of institutional behavior. Rogers’ Diffusion of Innovation complements this by elucidating the social process through which technological change is communicated, adopted, and normalized among various user groups—ranging from early adopters to the late majority—within the community. Castells extends these perspectives by situating technological and social transformation within networked structures, where power, participation, and information flow are shaped by digital connectivity. When combined, these frameworks illuminate the multidimensional dynamics of Klinik Investasi—where media form (McLuhan), diffusion process (Rogers), and networked interaction (Castells) converge to create a participatory model

of governance that enhances institutional transparency, citizen engagement, and sustainable development outcomes in the digital era.

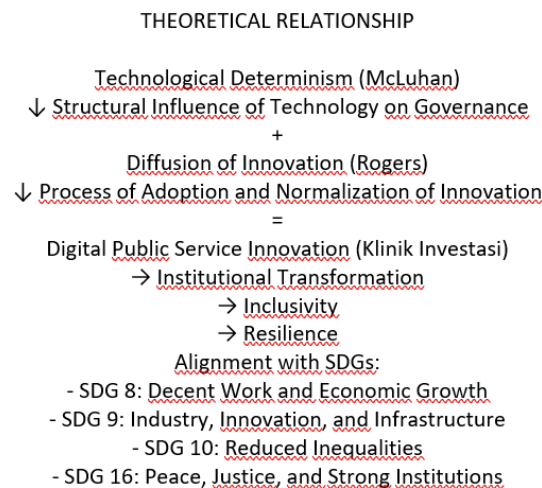


Figure 1: Theoretical Framework

Integrating Technological Determinism and Diffusion of Innovation provides a comprehensive theoretical lens for analyzing the Klinik Investasi program. Determinism explains the structural influence of technology on governance, while diffusion explains the process through which innovation is adopted and normalized among citizens. Together, these perspectives illuminate how digital public service innovations foster institutional transformation, inclusivity, and resilience—principles that are central to the 2030 Agenda for Sustainable Development. Through digital connectivity, adaptive innovation, and participatory communication, the Klinik Investasi not only operationalizes Goal 9 and Goal 16, but also contributes to Goal 8 and Goal 10 by promoting economic participation, reducing inequality, and strengthening local governance capacity.

RESEARCH METHOD

This study employs a qualitative content analysis approach to explore how the Klinik Investasi program of the Surabaya City Government manages its digital and social media platforms—namely the official website, Instagram account, WhatsApp consultation service, and chatbot-based application. The use of qualitative content analysis is appropriate because it enables a deep interpretation of meaning, patterns, and communicative strategies embedded in textual, visual, and interactive digital content (Schreier, 2012). Unlike quantitative approaches that focus on numerical frequency, qualitative content analysis emphasizes the contextual meaning of messages

and the ways in which they construct and reproduce discourses within specific sociotechnical environments.

Theoretically, this study is grounded in Technological Determinism and Diffusion of Innovation. These frameworks are used to guide the interpretation of findings, particularly in examining how digital technology reshapes patterns of interaction between government and citizens, and how innovations in digital public services are diffused, adopted, and normalized within the community. Within this perspective, Klinik Investasi is understood as a form of social innovation that integrates digital platforms to promote inclusivity, transparency, and institutional trust in line with the Sustainable Development Goals (SDGs).

The primary data for this study consist of digital materials collected from the Klinik Investasi’s communication channels. Data were purposively collected from January 2025 to September 2025, a period marked by the government’s intensified use of social media and digital platforms in promoting the Klinik Investasi service. These include the official website of the Surabaya Investment and One-Stop Integrated Service Agency (DPMPTSP), which provides announcements, service updates, and regulatory information; the Instagram account that features posts, captions, hashtags, and citizen engagement through comments (the average number of daily posts is three, which means that during that period there were 716 posts); the WhatsApp consultation channel that contains templates, automated replies, and examples of officer–user interactions; and the chatbot-based application integrated with the SiPintar system, which demonstrates automation and personalization in public communication. Only content that represents communication patterns between the institution and the public—such as service information, feedback exchange, and innovation dissemination—was included in the dataset.

The data collection process employed digital documentation techniques, including capturing screenshots, extracting textual information, and collecting metadata from each platform. Triangulation was implemented across these diverse digital sources to ensure validity and reliability, supported by supplementary data from official reports, press releases, and policy documents issued by the Surabaya City Government. Each data segment was subsequently categorized into thematic clusters that reflect service transparency, innovation communication, inclusivity, and citizen participation.

The analytical procedure followed the principles of directed qualitative content analysis (Hsieh & Shannon, 2005), where the coding process was guided by theoretical constructs drawn from Technological Determinism and Diffusion of Innovation. The analysis proceeded through three interrelated stages: preparation, organization, and interpretation. In the preparation stage, relevant communication artifacts—such as posts, comments, and automated messages—were identified and transcribed into textual form. During the organization stage, coding categories were developed to represent core analytical dimensions, including technological mediation, innovation diffusion, citizen adaptation, and institutional transparency. The interpretation stage

then sought to uncover the underlying meanings and relationships between communication practices and their contributions to the Sustainable Development Goals, particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation, and Infrastructure), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice, and Strong Institutions).

To ensure analytical rigor, this study applied methodological triangulation by comparing the findings across multiple digital platforms. Peer debriefing sessions were conducted with communication and governance scholars, while member checking was carried out with representatives of DPMPTSP to verify the contextual accuracy of interpretations. Reliability was maintained through the creation of an audit trail that documented coding procedures, category development, and theoretical mapping.

In essence, this methodological design allows for an in-depth understanding of how the Klinik Investasi program utilizes social media and digital technology as instruments of public communication and service delivery. By situating the analysis within the frameworks of Technological Determinism and Diffusion of Innovation, this study not only explores how technology determines communication structures but also explains how innovation diffuses across social systems. The qualitative content analysis thus provides empirical evidence of how digital public service management in Surabaya contributes to sustainable urban governance and advances the objectives of the SDGs, particularly those related to innovation, inclusivity, and institutional strengthening.

ABOUT KLINIK INVESTASI

The Klinik Investasi is a public service innovation developed by the Surabaya City Government through the Investment and One-Stop Integrated Service Agency (DPMPTSP). This program was born out of an urgent need to respond to new regulatory challenges in the field of business licensing, particularly after the enactment of the Job Creation Law and Government Regulations No. 5 and 6 of 2021. These regulations brought significant changes, such as the abolition of the Trade Business License (SIUP), which was replaced by the Business Identification Number (NIB), and the mandatory use of the OSS (Online Single Submission) application. These rapid changes created an information gap between government policies and the ability of the community and business actors to adapt. Many entrepreneurs, especially small and medium-sized ones, have difficulty understanding the technical procedures and digital systems that have been established.

To address these challenges, the Klinik Investasi was designed as a center for information, consultation, and assistance with licensing and investment. Its main objective is to increase regional competitiveness through the dissemination of regulations, the provision of technical assistance, and guidance to business actors so that they can adapt to the applicable regulations. The clinic integrates various services, ranging from information on investment potential, licensing assistance through OSS-RBA, to assistance in preparing Investment Activity Reports (LKPM).

The Klinik Investasi offers four main service models. First, direct service, which is face-to-face consultation with officers. Second, assisted service, which is assistance through customer service, including online consultation via video call. Third, self-service, which is independent access to information through technology such as touch screens, public computers, and supporting applications. Fourth, KLIK (Mobile Investment Service Clinic), which provides on-demand services to reach business actors in various areas of the city. This combination of methods demonstrates an inclusive effort to ensure service accessibility for all levels of society, from MSME actors to large investors.

Measurably, the Klinik Investasi has had a significant positive impact. In 2024, the number of NIBs issued reached 78,669, a rapid increase compared to before this innovation was implemented, which was only 10,720 in 2021. The value of realized investments also rose from IDR 29.21 trillion in 2021 to IDR 40.48 trillion in 2024. Surabaya's economic growth rate was also boosted to 3.46%, while the Community Satisfaction Index for services reached 90.16. This data shows that the Klinik Investasi is not only a technical solution but also a driving force for the city's economic growth.

The novelty of this program lies in the integration of licensing and investment services into a one-stop shop based on integration, accessibility, and efficiency. User-friendly, transparent, and responsive services reinforce Surabaya's role as a city with investment governance that is adaptive to the times. In addition, the success of the Klinik Investasi is also supported by a digital-based monitoring mechanism through the SUSAN MAS-E (Sistem Usulan, Saran, dan Masukan Elektronik or Electronic System for Proposals, Suggestions, and Feedback) and e-MPP (Mall Pelayanan Publik or Public Service Mall) systems, which ensure that service quality can be evaluated periodically.

Furthermore, the Klinik Investasi has high replication potential nationally because its model is relevant to the government's agenda in promoting a friendly, transparent, and competitive investment climate. By 2025, this program has been replicated in six other agencies and promoted as a best practice in various national forums. Thus, the Klinik Investasi is not only a local innovation but also a strategic contribution to bureaucratic reform and national economic development.

Overall, the Klinik Investasi can be seen as a form of social innovation and modern public governance. By emphasizing the principles of integration, transparency, and inclusiveness, this program not only facilitates business licensing but also strengthens local economic resilience, supports poverty reduction, and contributes to the achievement of the Sustainable Development Goals (SDGs).

SOCIAL MEDIA MANAGEMENT

The management of social media within the Klinik Investasi program represents a strategic adaptation of public communication to the dynamics of digital governance. In

the contemporary context of technological determinism, where media platforms shape not only the mode but also the meaning of interaction, the Surabaya City Government has adopted a multi-platform communication model that integrates its official website, Instagram, WhatsApp account, and chatbot application. This digital ecosystem enables the dissemination of information, public consultation, and service facilitation to occur simultaneously and interactively.

The integration of these channels reflects an institutional awareness that effective governance in the digital age is inseparable from the ability to manage and coordinate multiple media forms that operate within citizens’ daily digital routines. Through this multi-channel strategy, Klinik Investasi has positioned itself not merely as an information portal, but as a participatory communication space that encourages transparency, inclusivity, and responsiveness in line with the principles of the Sustainable Development Goals (SDGs).

From the perspective of the diffusion of innovation, the management of these digital media platforms can also be viewed as a process of gradual adaptation and normalization of public service innovation within society. Each platform functions as a distinct communication channel that facilitates different stages of innovation diffusion—awareness, interest, evaluation, and adoption. The website provides legitimacy and authoritative information; Instagram strengthens engagement and visual branding; WhatsApp offers personalized consultation; while the chatbot represents automation and efficiency in responding to citizens’ needs. Collectively, these platforms demonstrate how the Klinik Investasi program operationalizes digital inclusivity and participatory governance, bridging the gap between bureaucratic institutions and business communities. The effective orchestration of these media channels signifies not only the government’s technological adaptability but also its commitment to advancing the SDGs, particularly Goals 8, 9, 10, and 16, through innovative, transparent, and citizen-centered communication management.

Website



Figure 2. Website on <https://dpm-ptsp.surabaya.go.id/>

The official website of the Surabaya Investment and One-Stop Integrated Service Agency (DPM-PTSP) serves as the primary digital gateway for the Klinik Investasi program. It functions as both an informational and transactional platform that integrates multiple dimensions of digital communication—textual content, visual

narratives, and interactive data visualization. The homepage features rotating banners that promote strategic programs such as Klinik Investasi, investment performance updates, and the city’s flagship digital services. From the outset, the website projects an image of institutional transparency and professionalism, offering citizens and potential investors an accessible entry point to public service information in Surabaya.

The investment section provides comprehensive details on Surabaya’s investment potential through various media formats. Users can access investment opportunity maps, sectoral analyses, and spatial visualizations of industrial zones and development areas across the city. These maps allow potential investors to identify locations based on sectoral advantages and infrastructure readiness, demonstrating how spatial data integration enhances decision-making. Complementing this, the site also features articles, statistical reports, and multimedia content that highlight the city’s economic performance and evolving investment climate. The availability of both textual and audiovisual materials transforms the website from a static information portal into an interactive knowledge hub that bridges policy information with practical business needs.

In addition to investment data, the website contains a robust regulatory and service section that presents current laws, licensing procedures, and operational standards. This includes access to documents related to the Job Creation Law, licensing reforms, and local government regulations that shape the city’s investment environment. Several integrated applications – such as SiPintar, Online Single Submission (OSS), Investment Data App, Public Satisfaction Survey (SKM), and Public Service Mall (MPP) – are linked within the site, enabling users to transition seamlessly from information access to digital service transactions. These integrations reflect a strategic alignment between information transparency and bureaucratic efficiency, consistent with the objectives of Technological Determinism, where technological platforms reshape institutional practices and public engagement patterns.

The website also incorporates a dynamic news, gallery, and video section that documents recent activities, public outreach, and innovation initiatives. News articles are written in an informative and journalistic tone, focusing on investment realization, regulatory changes, and collaborative projects between the government and private sectors. The video gallery complements this by showcasing promotional campaigns, interviews, and visual storytelling that strengthen the city’s branding as an investment-friendly environment. The use of multimedia content enhances the communicative depth of the platform, making it not only informative but also persuasive in fostering investor confidence.

Furthermore, the site presents periodic investment performance data, such as quarterly (triwulan) reports, total investment values, and growth indicators. These figures underscore the city government’s commitment to accountability and continuous improvement. The website also includes institutional profiles, organizational structures,

and contact information, allowing users to verify the legitimacy and operational scope of DPM-PTSP. Links to official social media accounts—Instagram, Facebook, Twitter, and YouTube—are placed at the footer, reinforcing the website’s role as the central node of Surabaya’s digital governance ecosystem.

In summary, the DPM-PTSP Surabaya website represents a comprehensive and well-structured communication medium that integrates data, regulation, and innovation narratives into a unified digital ecosystem. It effectively utilizes textual, visual, and spatial elements to disseminate investment information and promote regulatory literacy among citizens and business actors. As part of the broader Klinik Investasi initiative, this website demonstrates how digital infrastructure can function as both an information hub and a participatory interface, embodying the principles of transparency, accessibility, and innovation in alignment with the Sustainable Development Goals (SDGs). In this regard, the website can be regarded as a relatively complete and exemplary component of Surabaya’s public information system, reflecting an advanced model of digital governance and investment communication.

Chatbot (SiPintar)

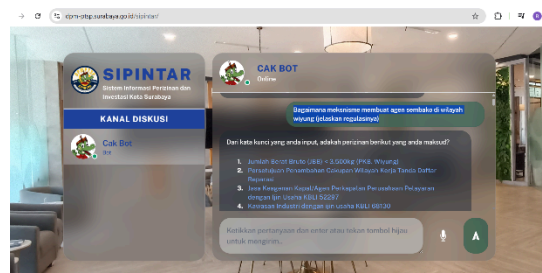


Figure 3. Chatbot (SIPINTAR) on <https://dpm-ptsp.surabaya.go.id/sipintar/>

The SiPintar chatbot, accessible through the DPM-PTSP Surabaya website (<https://dpm-ptsp.surabaya.go.id/sipintar/>), represents one of the city government’s most innovative efforts to digitalize public service interaction. Designed as an automated communication tool, SiPintar enables users to obtain instant responses related to licensing procedures, investment regulations, and the range of services offered by Klinik Investasi. The chatbot functions as a 24-hour digital assistant that reduces waiting times and enhances accessibility, reflecting the government’s broader commitment to implementing technology-driven public service models in line with the principles of Technological Determinism and the Sustainable Development Goals (SDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure) and Goal 16 (Peace, Justice, and Strong Institutions).

However, while SiPintar provides a convenient and innovative alternative for initial consultation, its current performance still exhibits certain limitations. Some audience queries, especially those requiring contextual or case-specific explanations, are not always answered in detail or with sufficient clarity. This issue reflects the broader challenge of balancing automation with the nuanced demands of human

communication in public service delivery. During an interview conducted with DPM-PTSP Surabaya officials in August 2025, it was acknowledged that the chatbot program remains under active development and improvement. The agency emphasized that refinement is ongoing, particularly in expanding the chatbot’s knowledge base and improving response precision. In the meantime, the officials suggested that users who require more detailed and personalized information are encouraged to reach out through alternative channels such as direct messages (DM) on the official Instagram account or the WhatsApp consultation service. This multi-channel approach ensures that while SiPintar continues to evolve as an automated front-line service, human-mediated communication remains available to support complex and context-specific inquiries.

Instagram



Figure 4: Instagram on @dpmptpsby

The Instagram account of DPM-PTSP Surabaya (@dpmptpsby) functions as a highly active and dynamic communication channel that complements the Klinik Investasi program. This platform has been effectively utilized to disseminate various forms of information related to investment opportunities, licensing procedures, and public service innovations in Surabaya. Through consistent content production, the agency ensures that the public remains informed about ongoing programs, regulatory updates, and business facilitation activities. Almost every day, new posts are uploaded—ranging from infographics, short videos, and event documentation to testimonials from business actors—demonstrating a deliberate effort to maintain audience engagement and strengthen Surabaya’s investment branding.

The Instagram content strategy of DPM-PTSP is characterized by its emphasis on clarity, visual appeal, and accessibility. Messages are framed in a way that simplifies complex regulatory or procedural information, making it easier for entrepreneurs and the general public to understand. The platform also serves as a digital extension of the Klinik Investasi initiative, regularly promoting consultation services, success stories, and updates about the program’s impact. Importantly, the direct message (DM) feature on Instagram is actively managed, and user inquiries are typically responded to promptly and courteously. This responsiveness signifies a high level of institutional commitment to two-way digital communication, in which citizens are not only recipients of information but also active participants in the governance process.

Overall, the Instagram account of DPM-PTSP Surabaya exemplifies a well-managed model of public sector social media use. By consistently producing relevant, engaging, and informative content, and by maintaining direct communication through the DM feature, the institution successfully enhances public trust and participation. In the broader framework of digital governance and the Sustainable Development Goals (SDGs), particularly Goal 9 (Industry, Innovation, and Infrastructure) and Goal 16 (Peace, Justice, and Strong Institutions), this approach illustrates how strategic social media management can foster transparency, inclusivity, and innovation within local government communication practices.

WhatsApp Takon Sobat

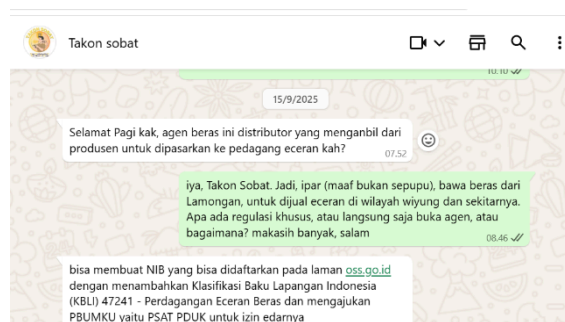


Figure 5. WhatsApp on 085234982434

Among the various digital communication channels managed by DPM-PTSP Surabaya, the WhatsApp service of the Klinik Investasi stands out as the most effective and human-centered medium. Compared to the SiPintar chatbot, communication through WhatsApp demonstrates a higher degree of responsiveness and interpersonal engagement. This difference lies in the presence of human administrators who personally review and respond to user inquiries, ensuring that the answers provided are not only accurate but also empathetic and contextually appropriate. Whereas the chatbot operates automatically based on pre-programmed responses, the WhatsApp service allows for dialogical interaction that better reflects the nuances of citizen concerns, thereby reinforcing public trust in the institution.

However, unlike the chatbot, which is available twenty-four hours a day, the WhatsApp consultation service operates only during official working hours—Monday to Saturday, in line with the agency’s service schedule. Despite this limitation, the quality of communication via WhatsApp is notably superior due to its human element. Administrators can adapt their tone, provide follow-up clarifications, and even guide users through complex licensing or investment procedures. This humanistic approach positions the WhatsApp service as a vital complement to the automated systems, ensuring that technology remains aligned with the principles of responsive governance and inclusive communication (Aldhi, et al, 2025).

In practice, all Klinik Investasi digital channels—website, Instagram, and WhatsApp—are supported by designated administrative personnel responsible for

managing content, responding to messages, and maintaining digital engagement. Even the chatbot system, although automated, is supervised by a technical team tasked with regular maintenance and content updating. According to interviews conducted by the research team in August 2025, the Surabaya City Government continues to implement a policy of continuous social media development, recognizing digital communication as a dynamic process that requires ongoing evaluation and innovation. Overall, this integrated and human-oriented management approach illustrates the city government’s commitment to optimizing social media governance, ensuring that public service communication remains transparent, adaptive, and participatory in alignment with the objectives of sustainable and inclusive urban development (Kruhlov & Dvorak, 2025).

ALIGNMENT WITH THE SDGs

The Klinik Investasi program, initiated by the Surabaya City Government through the Investment and One-Stop Integrated Services Office (DPMPTSP), represents a public service innovation that not only focuses on simplifying business licensing procedures and increasing investment realization, but also strongly aligns with the global agenda of the Sustainable Development Goals (SDGs). As outlined in the official program documentation, the Klinik Investasi can be positioned as a strategic instrument in fostering inclusive and sustainable economic development while promoting transparent governance.

First, alignment with SDG 8 (Decent Work and Economic Growth) is evident in the program’s contribution to creating a conducive investment climate, increasing the issuance of Business Identification Numbers (NIB), and stimulating the emergence of new entrepreneurs. These outcomes directly accelerate regional economic activity, generate employment opportunities, and boost Surabaya’s economic growth, which reached 3.46% in 2024. Thus, the Klinik Investasi strengthens local competitiveness while supporting economic recovery and sustainability.

Second, the connection to SDG 9 (Industry, Innovation, and Infrastructure) can be observed in the integration of digital technology into service delivery. Through systems such as OSS RBA, SiPintar, and SSW Alfa, the Klinik Investasi functions not only as a consultation center but also as an innovative platform that facilitates inclusive industrialization through bureaucratic modernization. This digitalization ensures more efficient services, expands access to information, and enhances the quality of technology-based public service infrastructure (Bokhari & Seunghwan 2024).

Third, the program contributes to SDG 10 (Reduced Inequalities) through its inclusive service approach, which combines direct consultations, online assistance, and mobile services (Klinik Investasi on Wheels/KLIK). This strategy guarantees equitable access for entrepreneurs across all scales—from micro, small, and medium enterprises (MSMEs) to large investors—thereby reducing barriers to licensing and minimizing disparities in access to information and services. In particular, it empowers small

businesses that often face administrative challenges in starting and managing enterprises.

Fourth, alignment with SDG 16 (Peace, Justice, and Strong Institutions) is reflected in the principles of transparency, accountability, and effectiveness embedded in the program. The Klinik Investasi is not only improves public satisfaction (with the 2024 Public Satisfaction Index targeted at 95.90), but also strengthens institutional governance through digital monitoring systems such as SUSAN MAS-E and eMPP. Its recognition as a national best practice in public service delivery further emphasizes its role in building inclusive, credible, and responsive institutions.

The Klinik Investasi should not merely be understood as an administrative reform, but rather as a local governance model for sustainable development. In line with the SDGs framework, the program demonstrates how economic growth, technological innovation, social inclusion, and institutional strengthening can be integrated within a single initiative. This contribution shows that the global SDGs agenda can be operationalized through responsive local public service innovations that simultaneously meet local needs and advance national development objectives (Alanazi & Alenezi, 2024).

CONCLUSIONS

The Klinik Investasi program in Surabaya demonstrates how digital public service innovation can simultaneously enhance governance, economic growth, and social inclusion in alignment with the Sustainable Development Goals (SDGs). By integrating multiple digital platforms—including the official website, Instagram, WhatsApp, and the SiPintar chatbot—the program exemplifies effective social media management that fosters transparency, responsiveness, and citizen engagement. The application of Technological Determinism and Diffusion of Innovation theories illustrates how technology shapes institutional communication structures while facilitating the adoption and normalization of innovative public services among diverse user groups. Empirically, the program has increased the issuance of Business Identification Numbers (NIBs), stimulated investment, and supported MSMEs, thereby contributing to SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities). Its digital infrastructure and service integration enhance industrial and technological capacity (SDG 9) while promoting institutional accountability and inclusivity (SDG 16). Overall, Klinik Investasi serves as a model of adaptive, inclusive, and sustainable local governance, showing that well-managed digital platforms can bridge regulatory changes with citizen needs, strengthen community resilience, and operationalize the SDGs within a local context.

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