

THE MEANING AND PRACTICE OF DIGITAL INTEGRATED MARKETING COMMUNICATIONS IN THE BENGGENG SASIRANGAN FABRIC SHOP MSME IN BANJARBARU CITY

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Abstract

This study analyzes the practice and meaning of digital integrated marketing communication (IMC) at Bengkeng Sasirangan Fabric Shop, an MSME in Banjarbaru, and its relevance to strengthening competitiveness. A qualitative descriptive approach was employed involving the business owner and social media administrator as informants. Data were collected through in-depth interviews, Instagram content observation, and documentation of promotional activities, then analyzed using the Miles and Huberman interactive model and validated through source triangulation. The findings show that digital IMC is implemented organically, intuitively, and adaptively, with Instagram functioning as the communication hub integrating sales promotion, cultural storytelling, personal selling in the physical store, and electronic word of mouth. Message consistency across online and offline channels strengthens trust, consumer relationships, and product differentiation. Competitiveness is interpreted not merely through sales performance but also through brand visibility, interaction quality, customer loyalty, and cultural identity. The study confirms that digital IMC functions simultaneously as a business strategy and a means of preserving and modernizing sasirangan heritage.

Keywords: Integrated Marketing Communication, Digital IMC, Sasirangan Msmes, Competitiveness, Social Media.

Abstrak

Penelitian ini bertujuan menganalisis praktik dan pemaknaan integrated marketing communication (IMC) digital pada UMKM Toko Kain Bengkeng Sasirangan di Banjarbaru serta relevansinya terhadap penguatan daya saing. Penelitian menggunakan pendekatan kualitatif deskriptif dengan informan pemilik usaha dan administrator media sosial. Data dikumpulkan melalui wawancara mendalam, observasi konten Instagram, dan dokumentasi aktivitas promosi, kemudian dianalisis menggunakan model interaktif Miles dan Huberman serta divalidasi melalui triangulasi sumber. Hasil penelitian menunjukkan bahwa IMC digital diterapkan secara organik, intuitif, dan adaptif dengan Instagram sebagai pusat komunikasi yang mengintegrasikan promosi penjualan, storytelling budaya, personal selling di toko fisik, dan electronic word of mouth. Konsistensi pesan antara kanal daring dan luring memperkuat kepercayaan, kedekatan konsumen, dan diferensiasi produk. Daya saing dimaknai tidak hanya melalui penjualan, tetapi juga melalui visibilitas merek, kualitas interaksi, loyalitas, dan penguatan identitas budaya. Temuan menegaskan bahwa digital IMC berfungsi sebagai strategi bisnis sekaligus sarana pelestarian dan modernisasi warisan sasirangan dalam pasar kontemporer yang kompetitif.

Kata Kunci: Komunikasi Pemasaran Terpadu, IMC Digital, UMKM Sasirangan, Daya Saing, Media Sosial



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INTRODUCTION

The era of disruption and digital transformation has brought a wave of very significant changes in the marketing communications landscape and practices in almost all industrial business sectors today.¹ This wave of digitalization has had a transformative impact on Micro, Small, and Medium Enterprises (MSMEs), especially those supporting the creative economy and preserving local cultural heritage. The presence of digital media has broken down geographic boundaries, enabling businesses to distribute and deliver marketing messages with exponential, far more interactive, and sustainable audience reach.² In today's modern business ecosystem, fragmented, or traditional marketing communications approaches are no longer relevant. Promotional strategies need to be fused and integrated into a cohesive system so that each piece of messaging received by consumers is consistent, continuous, and mutually reinforcing.³

This vital concept of integration is scientifically represented through Integrated Marketing Communication (IMC), a comprehensive strategic approach that synergizes various elements and channels of the communication mix to build equity and a strong brand image.⁴ Kotler and Keller clearly emphasize that the essence of IMC lies in its ability to manage and integrate all customer touchpoints. With proper management, every message sent by a brand can be received, perceived, and interpreted holistically and unambiguously.⁵ Along with the massive penetration of the internet, the IMC paradigm has also undergone a structural evolution. This transformation is marked by a shift in marketing emphasis from conventional print and electronic media to the adoption of social media and online-based communication strategies, which now serve as the backbone of contemporary marketing architecture.⁶

When drawn into the reality of the local market, especially for MSMEs producing sasirangan cloth, a unique textile masterpiece from South Kalimantan, IMC plays a very fundamental role. For business actors in this sector, marketing communications are not merely interpreted as a transactional instrument for simply selling clothing commodities, but rather act as a strategic medium to present the narrative of noble cultural values, traditional aesthetics, and the uniqueness of masterpieces passed down from generation to generation. The challenges faced by

¹ Surti Wardani, "Transformasi Interaksi Bisnis Dan Konsumen Dalam Era Komunikasi Digital," *Jurnal Tadbir Peradaban* 3, no. 2 (2023): 26–35, <https://doi.org/10.55182/jtp.v3i2.426>.

² Vina Winda Sari et al., "Transformasi Manajemen Pemasaran Di Era Digital: Pendekatan Strategis Berbasis Teknologi Dan Perilaku Konsumen Modern," *Digital Business Progress* 4, no. 2 (2025): 117–25, <https://doi.org/10.70021/dbp.v4i2.274>.

³ Matthew B. Miles et al., *Qualitative Data Analysis: A Methods Sourcebook*, Edition 3 (SAGE Publications, 2014).

⁴ George E. Belch and Michael A. Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, Edition 11 (McGraw-Hill Education, 2018).

⁵ Philip Kotler and Kevin Lane Keller, *Marketing Management*, Edition 15 (Pearson Education, 2016).

⁶ Prasetya Yoga Santoso, "Transformasi Integrated Marketing Communication Di Era Digital," *Jurnal Pustaka Komunikasi* 1, no. 2 (2018): 313–26, <https://doi.org/10.32509/pustakom.v1i2.710>.

sasirangan artisans are increasingly complex, considering that competition for consumer attention is no longer solely centered on fellow local fabric producers. Currently, they must face directly the strong influx of modern textile products that are mass-produced and priced cheaply.⁷ Therefore, today's sasirangan MSME entities are absolutely required to have agility in designing and executing marketing communication strategies that are not only effective, but also intelligently integrated in order to maintain and increase their competitiveness.

Amidst this dynamic market constellation, Toko Kain Bengkeng Sasirangan, based in Banjarbaru City, has emerged as a local MSME that is adaptively responding to the challenges of the times. This business actively positions Instagram as more than just a peripheral digital storefront, but as the primary platform and epicenter of all its marketing communications activities.⁸ More than just displaying a visual catalog, this MSME also weaves measurable sales promotion tactics and organically capitalizes on the potential of digital word of mouth interactions from its consumers.⁹ Although the digitalization of MSME marketing is increasingly discussed, the concrete implementation of integrated digital marketing communications, particularly those implemented by MSMEs focused on preserving local culture, such as Bengkeng Sasirangan, remains minimally explored in-depth in academic literature. This gap in research becomes even more pronounced when we attempt to understand this reality directly from the perspective, rationality, and empirical perspective of the business owners.

Based on the arguments and urgency of the literature, this study was designed with the primary objective of comprehensively analyzing the meaning and practice of integrated digital marketing communications at the Bengkeng Sasirangan Fabric Shop MSME in Banjarbaru City. Specifically, the discourse in this study will uncover how digital IMC manifests in the field, the media ecosystem and message architecture that are constructed, and how the concept of IMC is interpreted by business actors as a weapon to strengthen business resilience. It is worth emphasizing that the definition of competitiveness within the scope of this study will not be reduced to a matrix of quantitative figures such as sales volume or turnover alone. Competitiveness is emphasized on the depth of qualitative achievements, which include expanding brand visibility in cyberspace, the quality of interactions and emotional closeness with consumers, and the sharp ability to create product differentiation. Through this perspective, the study is expected to position digital IMC not

⁷ Arafat Alhally and Husnul Athiya, "Peran Sasirangan Dalam Mendorong Ekonomi Hijau Di Kota Banjarmasin," *Jurnal Bisnis Dan Manajemen* 3, no. 2 (2024): 55–64, <https://doi.org/10.1234/bima.v3i2.14528>.

⁸ "Bengkeng Sasirangan (@bengkeng_sasirangan) • Instagram Photos and Videos," accessed March 13, 2026, https://www.instagram.com/bengkeng_sasirangan/.

⁹ *Word of Mouth* Marketing is a marketing activity carried out by a brand so that consumers talk about, promote, and want to sell our brand to others Edi Irawan, "The Concept of Word of Mouth Marketing Strategy in Increasing Business Development: A Literature Review," *Sammajiva: Journal of Business and Management Research* 1, no. 3 (2023): 293–303, <https://doi.org/10.47861/sammajiva.v1i3.482>.

merely as a mechanical marketing tool, but as a sociological communication practice that is lived and interpreted contextually by MSME actors driving the cultural economy.

LITERATURE REVIEW

Integrated Marketing Communication

Integrated Marketing Communication (IMC) is a strategic approach that emphasizes the integration of all marketing communication activities to deliver a consistent message to consumers. Schultz, Tannenbaum, and Lauterborn define IMC as the process of managing all sources of information received by consumers to build long-term relationships with brands.¹⁰ Belch and Belch emphasize that IMC integrates advertising, sales promotion, public relations, direct marketing, and digital media into a mutually supportive communication framework.¹¹

In the context of MSMEs, IMC plays an important role in building brand image efficiently with limited resources.¹² Message integration is key to ensuring that marketing communications do not operate separately, but rather mutually reinforce each other in building consumer perceptions.

The development of digital technology is driving the transformation of IMC into the digital realm, where social media has become a key element of marketing communications. Social media enables two-way, participatory communication between brands and consumers.¹³ Visual social media like Instagram is effective in building brand experience and consumer engagement.¹⁴

For MSMEs in the textile and fashion sectors, Instagram serves as a strategic medium for showcasing product visuals, conveying aesthetic value, and building emotional connection with consumers. Within the framework of digital IMC, social media does not stand alone but is integrated with digital-based sales promotions and interpersonal communication.¹⁵

The competitiveness of culture-based MSMEs is determined not only by product quality, but also by the business owner's ability to communicate cultural values and product uniqueness to consumers. Brand visibility, message consistency, and communication differentiation are crucial factors in building competitive advantage.¹⁶

¹⁰ Estaswara, *Think IMC!* (Gramedia Pustaka Utama, 2008), h. 75.

¹¹ Belch and Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*.

¹² Esa Setia Wiguna and Suharto Abdul Majid, *Orkestrasi Ekosistem Layanan Logistik: Strategi Membangun Nilai dan Keunggulan pada Perusahaan Freight Forwarder di Indonesia* (CV Eureka Media Aksara, 2025), h. 94.

¹³ Tracy L. Tuten and Michael R. Solomon, *Social Media Marketing*, Edition 3 (SAGE Publications, 2017).

¹⁴ Belch and Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*.

¹⁵ Prasetya Yoga Santoso, "Transformasi Integrated Marketing Communication Di Era Digital," *Jurnal Pustaka Komunikasi* 1, no. 2 (2018): 313–26, <https://doi.org/10.32509/pustakom.v1i2.710>.

¹⁶ Kevin Lane Keller, *Strategic Brand Management: Building, Measuring, and Managing Brand Equity*, Edition 4 (SAGE Publications, 2014).

In the context of sasirangan products, local cultural values are the main differentiation element that needs to be communicated effectively.¹⁷ Therefore, digital IMC plays a role as a communication strategy that is not only oriented towards product marketing, but also towards strengthening cultural identity as a source of competitiveness for MSMEs.¹⁸

RESEARCH METHODS

This study used a qualitative approach with a descriptive design to understand the practice and meaning of digital integrated marketing communications from the perspective of MSMEs. The research informants consisted of MSME owners and the social media administrator of Toko Kain Bengkeng Sasirangan. Data validity was maintained through source triangulation by comparing interview results, social media observations, and documentation of promotional activities.

Data was collected through in-depth interviews, observation of Instagram content, and documentation of promotional activities. Data analysis was conducted using the interactive model of Miles and Huberman, which includes data reduction, data presentation, and drawing conclusions.¹⁹ The research informants consisted of two individuals: the MSME owner and the Bengkeng Sasirangan social media administrator. Data validity was maintained through source triangulation by comparing interview results, social media observations, and promotional documentation.

The research subjects were the owners and managers of the Bengkeng Sasirangan Fabric Shop MSME in Banjarbaru City. The research object was digital integrated marketing communication practices, including Instagram social media, sales promotions, and digital word of mouth. Data were obtained through in-depth interviews, observation of Bengkeng Sasirangan's Instagram content, and documentation of promotional activities. Data analysis used the Miles and Huberman model, which includes data reduction, data presentation, and conclusion drawing.²⁰

RESULTS AND DISCUSSION

Implementation of Digital IMC in Bengkeng Sasirangan MSMEs

This research examines in depth how digital transformation has redefined the marketing landscape for Micro, Small, and Medium Enterprises (MSMEs), particularly those operating in the

¹⁷ Melly Agustina Permatasari et al., "Strategi Penanaman Nilai Kearifan Lokal Motif Sasirangan Dalam Keluarga Di Kampung Sasirangan Kota Banjarmasin," *Prosiding Seminar Nasional Pascasarjana* 6, no. 1 (2023): 505–11.

¹⁸ Muhammad Rivaldi Akbar, "Cafe Intelegensia: Kewirausahaan Berbasis Kebudayaan Dalam Memperkenalkan Budaya Kalimantan Selatan," *Nian Tana Sikka : Jurnal Ilmiah Mahasiswa* 4, no. 1 (2026): 01–11, <https://doi.org/10.59603/niantanasikka.v4i1.1218>.

¹⁹ Miles et al., *Qualitative Data Analysis: A Methods Sourcebook*.

²⁰ Fitri Rezeki et al., *Metodologi Penelitian* (Pt Kimhsafi Alung Cipta, n.d.), h. 58.

creative industry and local cultural preservation sectors. Based on field findings, the Bengkeng Sasirangan Fabric Shop MSME, located in Banjarbaru City, has been proven to have implemented Integrated Marketing Communications (IMC) practices in the digital realm. The most interesting fact from this finding is that the IMC practices run organically, intuitively, and adaptively, even though the MSME management has not formally designed them into a rigid marketing strategy document or blueprint. This absence of a formal structure actually provides flexibility for Bengkeng Sasirangan to respond quickly to market dynamics, making business instincts and a deep understanding of local consumer behavior the main compass in carrying out its marketing maneuvers.

In the marketing communications architecture developed by Bengkeng Sasirangan, Instagram is positioned not merely as a peripheral digital storefront but strategically as a command center or central hub. This platform integrates various promotional mixes that might have previously operated separately. Instagram was chosen based on its highly visual and interactive nature, making it the ideal medium for presenting fashion products and traditional textiles, which rely on aesthetic appeal. Through Instagram, the business owner designs a comprehensive customer journey. This journey begins at the awareness stage, where the audience is exposed to visuals of motifs and colors. The resulting interest is then accelerated through subtly inserted sales promotion tactics, such as information about limited stock availability, special offers, or the launch of the latest color collection.

Furthermore, Instagram's function as the starting point for this interaction is designed to lead to face-to-face communication or personal selling that occurs in a physical store. This is where Bengkeng Sasirangan's integration excels. They recognize that fabric commodities, especially traditional handmade fabrics like sasirangan, have a sensory dimension that cannot be completely replaced by a smartphone screen. Consumers ultimately need the experience of feeling the texture of the fabric, seeing its true color glow under natural light, and discussing directly with the seller about the fabric's intended use, whether for formal shirts, dresses, or agency uniforms. Therefore, all communication activities in the digital space essentially function as a funnel to attract foot traffic to their physical store in Banjarbaru, strengthening the concept of effective online-to-offline (O2O) marketing.

In terms of messaging strategy, Bengkeng Sasirangan demonstrates a high level of cultural intelligence in crafting its product narrative. Communication messages distributed through social media avoid being trapped in an aggressive, transaction-focused hard-selling pattern. Instead, they prioritize a soft-selling approach rich in educational value and brand storytelling. MSME owners use digital space to uncover the philosophical meaning behind each stroke of the sasirangan motif, explain its historical value, and describe its complex, meticulous manufacturing process. This

approach has successfully transformed audience perception; the products offered are no longer seen simply as a piece of cloth to protect the body, but are appreciated as works of art, representations of identity, and valuable Banjar cultural heritage.

To ensure the message resonates with a wide range of demographics, particularly the younger generation, Bengkeng Sasirangan leverages visual content to its full potential. The biggest challenge facing traditional products is the stigma that they are outdated or only suitable for formal ceremonial occasions. Through styling, modern photography, and the use of an aesthetically pleasing color palette on Instagram, the image of sasirangan fabric has been successfully reconstructed. This traditional fabric is presented in a way that is relevant, fashionable, elegant, and in line with the tastes and lifestyles of today's dynamic society. The visual content acts as a bridge connecting past heritage with current fashion trends, proving that sasirangan can become an integral part of contemporary lifestyles without losing its roots.

The success of this messaging strategy relies heavily on a crucial principle of IMC: consistency. This research reveals that Bengkeng Sasirangan maintains a coherent message between what is projected online and the reality presented in the real world. Direct communication in the physical store serves as an affirmation of the brand promises communicated through Instagram. If a product is claimed on social media to have rich dyes and neat basting stitching, consumers will find exactly the same quality when they hold the fabric in the store. Service from the staff or store owner also reflects a high level of product knowledge, where they are able to verbally re-explain the philosophy of the motif like a narrative written in the caption of an Instagram post. This precise synchronization between online and offline communication successfully eliminates the expectation gap, builds absolute trust, and ultimately encourages long-term customer loyalty.

In addition to proactive efforts from internal MSMEs, this study also highlights the massive role of electronic Word of Mouth (e-WOM) as a secondary promotional engine that is no less powerful. In today's era of digital connectivity, consumers are no longer passive recipients of messages, but have transformed into active message spreaders or brand advocates. For Bengkeng Sasirangan, e-WOM is manifested in various forms of organic participation from consumers, ranging from re-uploading photos of themselves wearing clothes made from Bengkeng Sasirangan fabric, leaving positive and appreciative comments in the interaction column, to voluntarily recommending the product to their network of friends through the tagging feature or Instagram Stories. This chain of communication between consumers creates a snowball effect that expands market reach exponentially at very minimal cost.

For MSMEs, the e-WOM phenomenon is seen not merely as a marketing bonus, but as a form of promotion with the highest level of credibility. In a modern marketing landscape filled with fabricated advertising, audiences tend to be skeptical of one-sided claims from brand owners. In

contrast, reviews from fellow consumers, often referred to as User-Generated Content (UGC), are considered far more authentic, transparent, and unbiased. These organic testimonials come directly from real experiences using the product, thus creating a very powerful social proof effect. When a potential buyer sees that many others feel satisfied, proud, and look attractive when wearing fabrics from Bengkeng Sasirangan, their psychological barrier to making a purchase will be drastically reduced.

The most fundamental and profound aspect of this research's findings lies in how Bengkeng Sasirangan MSMEs interpret the essence of digital IMC implementation. Mainstream business literature often measures the success of marketing communications solely through quantitative metrics, such as percentage increase in sales volume, monthly turnover, or advertising conversion rates. However, this study uncovered a different, more holistic perspective from the perspective of local business owners. For them, an integrated marketing communications strategy is seen as a vital instrument for maintaining and qualitatively enhancing business competitiveness. Sales are certainly crucial for cash flow sustainability, but building a strong brand foundation is seen as a long-term investment that ensures the resilience of MSMEs amidst the onslaught of mass-produced fashion products.

The main indicators of qualitative competitiveness perceived by these business owners include several key elements. First, is increased brand visibility, with the Bengkeng Sasirangan name increasingly firmly embedded in the minds of residents of Banjarbaru City and the surrounding areas whenever they need quality regional textiles. Second, is the quality of interactions with consumers, where digital communication has successfully broken down the barriers between sellers and buyers, creating relationships that feel more personal, warm, and community-based. Third, and most crucially, is the ability to emphasize product differentiation. Through integrated communications that consistently convey cultural values, Bengkeng Sasirangan sells more than just inanimate objects like fabrics, but also pride, exclusivity, and local cultural identity. This differentiation creates a protective layer for their products, preventing them from being easily substituted by competitors who compete solely on price.

Conceptually, all of these field findings are highly aligned and provide empirical validation for modern theories on digital IMC. This concept clearly emphasizes that marketing effectiveness in the current era is largely determined by the consistency of message delivery across various media, both traditional and digital. In the context of Bengkeng Sasirangan, the harmony between visualizations on Instagram, the cultural philosophical narratives they promote, the quality of the actual product, service in the physical store, and the amplification of consumer voices in cyberspace all combine to form a harmonious communication symphony. Through this integrated and meaningful communication practice, Bengkeng Sasirangan has not only succeeded in maintaining

its business existence as an MSME in Banjarbaru City, but also bears the moral responsibility of preserving and modernizing the cultural heritage of sasirangan cloth so that it remains relevant across time.

CONCLUSION

This study demonstrates that digital Integrated Marketing Communication at Bengkeng Sasirangan is practiced as an organically integrated communication system rather than as a formally documented marketing blueprint. The absence of a rigid strategic structure does not prevent the business from coordinating its communication activities effectively. Instead, marketing practices develop intuitively and adaptively based on the owner's understanding of consumer characteristics, market dynamics, and the communicative potential of digital media. This finding indicates that IMC within small culture-based enterprises may emerge through practical integration before being formally institutionalized as a managerial strategy.

Instagram occupies a central position within this communication architecture by functioning as the primary hub connecting product exposure, sales promotion, cultural narratives, consumer interaction, and subsequent purchasing experiences. Digital communication does not replace the physical store but directs consumers toward an online-to-offline journey in which visual exposure generates awareness and interest, while direct interaction enables consumers to experience the texture, color, quality, and cultural meaning of sasirangan more comprehensively. The effectiveness of communication therefore derives from the complementary relationship between digital accessibility and physical product experience.

A further strength of the strategy lies in the use of cultural storytelling and consistent brand messaging. Bengkeng Sasirangan does not communicate its products merely as textile commodities but associates them with Banjar identity, craftsmanship, philosophical meaning, and cultural heritage. Modern visual presentation simultaneously reconstructs sasirangan as fashionable and relevant to contemporary lifestyles. Consistency between Instagram content, actual product quality, and interpersonal communication in the physical store reduces the gap between brand promises and consumer experience, thereby strengthening trust and reinforcing product differentiation.

Electronic word of mouth further extends the communication process by transforming consumers from message recipients into voluntary brand advocates. Consumer-generated photographs, recommendations, comments, tags, and Instagram Stories provide social proof that enhances communication credibility and expands market reach with relatively limited promotional resources. Within this framework, competitiveness is interpreted qualitatively through increased brand visibility, stronger consumer relationships, customer loyalty, and the ability to distinguish

sasirangan from mass-produced textile alternatives rather than solely through short-term sales figures.

Overall, the findings indicate that digital IMC contributes simultaneously to business resilience and cultural preservation by integrating commercial communication with the representation of local identity. Bengkeng Sasirangan illustrates how a culture-based MSME can combine digital media, interpersonal interaction, consumer advocacy, and cultural narratives within a coherent communication ecosystem. Nevertheless, the study is limited to a single MSME and two key informants, so its findings remain context-specific. Future research should involve comparative cases, broader stakeholder perspectives, and mixed-method or longitudinal designs to examine how message integration, consumer engagement, cultural storytelling, and online-to-offline communication influence measurable dimensions of MSME competitiveness over time.

Research Novelty

The novelty of this study lies in conceptualizing digital IMC within a culture-based MSME as an organic, intuitive, and adaptive integration process rather than assuming that integrated communication must originate from a formally documented strategic blueprint. Existing IMC literature commonly emphasizes deliberate managerial coordination among communication channels. This study shows that, within a resource-constrained local enterprise, integration may instead emerge from everyday business practices in which Instagram, sales promotion, face-to-face interaction, cultural storytelling, and consumer-generated communication mutually reinforce one another. This perspective extends IMC discussion toward the lived realities of small enterprises whose marketing systems develop through entrepreneurial experience and contextual market knowledge.

A further contribution lies in identifying an online-to-offline cultural communication ecosystem in which Instagram serves as the communication hub but does not replace physical interaction. Digital exposure creates awareness and interest, while the physical store provides sensory verification, interpersonal explanation, and confirmation of brand promises. Simultaneously, e-WOM returns consumer experiences to the digital environment through user-generated content and recommendations. This cyclical relationship demonstrates that digital IMC in traditional textile MSMEs is not exclusively digital but depends on the strategic continuity between online visibility, offline experience, and subsequent digital advocacy.

The study also offers a distinctive interpretation of competitiveness by moving beyond sales and turnover toward qualitative dimensions comprising brand visibility, interaction quality, consumer closeness, product differentiation, and cultural identity. In this framework, cultural heritage functions not merely as promotional content but as a strategic communication resource that

protects the product from price-based substitution. Digital IMC therefore operates simultaneously as a mechanism of market differentiation and cultural preservation, providing a conceptual bridge between marketing communication, MSME competitiveness, and the sustainability of local cultural heritage.

Research Implications

Theoretically, the findings imply that digital IMC models for MSMEs should accommodate forms of integration that are informal, entrepreneur-driven, and contextually adaptive. Communication integration does not necessarily depend on organizational complexity or sophisticated marketing infrastructure; it can emerge from message consistency and functional connectivity among relatively simple communication channels. The findings also suggest that competitiveness in culture-based MSMEs should incorporate symbolic and relational assets—including cultural meaning, authenticity, consumer engagement, and brand identity—alongside conventional economic indicators.

Managerially, Bengkeng Sasirangan and similar MSMEs can strengthen existing organic practices by developing a more systematic content architecture without eliminating their adaptive character. Instagram content may be organized around consistent pillars such as product visualization, cultural education, motif storytelling, customer testimonials, styling inspiration, and promotional information. Online communication should remain synchronized with product quality and physical-store service, while user-generated content and e-WOM can be encouraged through ethical forms of customer engagement. This strategy can strengthen message consistency while preserving the authenticity that characterizes small local businesses.

Practically, the findings have implications for MSME development programs and local cultural-economy policies. Training for traditional-product enterprises should not focus solely on technical digital marketing skills, but also on cultural storytelling, brand differentiation, community engagement, visual communication, and online-to-offline customer experience design. Local governments and MSME support institutions may use this framework to help cultural enterprises transform heritage narratives into sustainable competitive resources without reducing cultural products to mere commodities. In this way, digital transformation can simultaneously support market expansion, business resilience, and the continued relevance of sasirangan as a living cultural identity.

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