

## Digital Communication Strategy Of Government Public Relations: Case Study Of Trello Utilization in The Health Office Of West Java Province

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### ABSTRACT

#### KEY WORDS

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Content Management,  
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Digital-based public communication is an important instrument in local government governance to improve the quality and quantity of public information disclosure. The West Java Provincial Health Office (West Java Health Office) has adopted various digital platforms to optimize its communication strategy, one of which is through the Trello project management application. This study aims to explore the role of Trello in the digital communication strategy of the West Java Health Office public relations team, as well as analyze the impact of its use in improving the coordination and work efficiency of the government public relations team. This study uses a descriptive qualitative method with data collection techniques through in-depth interviews, participatory observation, and document recording. The results show that the use of Trello can help the effectiveness of communication strategy planning, social media content management, and public communication performance evaluation. With the implementation of a structured digital process, since 2021 the West Java Health Office has managed to become one of the best public relations teams among the 48 Regional Apparatus in West Java Province, always winning the highest award in the West Java Public Relations Award. The results of this research can enrich digital literacy knowledge and contribute to other government institutions that are trying to adopt digital technology to improve the effectiveness of public communication.

### 1. Introduction

In the increasingly growing digital era, public communication is one of the strategic aspects of governance. Public communication not only functions as a tool for conveying information, but also as a means to build transparency, increase public trust, and support public participation in the decision-making process (Grunig & Hunt, 1984; Macnamara, 2018). In the scope of government institutions, an effective communication strategy can be the key to success in creating a harmonious

relationship between the government and the community. Media content management and implementation of the government's public relations strategy at the West Java Provincial Health Office (West Java Health Office) is interesting to study, because for the past four years, the West Java Health Office's public relations team has consistently obtained the best ranking in the West Java Public Relations Award, an annual evaluation and award activity that assesses the performance of content management and public

communication from 48 Regional Apparatus within the West Java Provincial Government.

In fact, a structured communication strategy is needed, and supported by systematic and data-based social media management to achieve success in managing public communication, and is inseparable from the use of digital technology in public relations activities. According to Permatasari et al. (2021), digitalization in government public relations is not just the use of social media, but also includes the adoption of content management technology that can help team coordination, strategy planning, and analysis of the effectiveness of communication messages. For example, some private companies such as Google and Microsoft have used apps like Trello and Asana to manage large projects that involve multiple cross-departmental teams (Endi, 2022). The app allows users to create project timelines, assign tasks to team members, and track work progress in real-time. Similar things have also begun to be implemented by government agencies, including the Bandung City Government which uses Slack to increase internal collaboration in the management of digital-based public services (Poluan et al., 2022).

Although the use of digital technology in government public communication in West Java has become a common practice, specific research on the use of content management applications is still very limited. Several previous studies have focused more on the role of social media in increasing community engagement, such as research by Athifah (2024) which highlights the West Java Government's public relations strategy in building an image through Instagram. However, there has been no research that specifically examines how digital applications can be used in managing content and coordinating communication strategies for public relations teams in government environments. This shows that there is a gap in the literature that needs to be filled to provide a deeper understanding of the role of technology in the management of public

communication. In addition, although various studies have highlighted the importance of digital communication in the private and government sectors, research on the application of project management applications in government public relations is still very limited.

There are digital apps like Hootsuite and Buffer that have been widely used by private companies to manage their social media accounts. This application allows users to schedule posts, analyze content performance, and monitor discussion trends on social media (Macnamara, 2018). E-commerce companies such as Tokopedia and Shopee also use Hootsuite to coordinate their marketing campaigns across various social media platforms such as Instagram, Twitter, and Facebook. In the government sector, similar applications have also begun to be implemented by the Ministry of Communication and Information of the Republic of Indonesia (Kominfo) to manage national digital literacy campaigns. Kominfo uses Buffer to ensure that educational messages are consistently conveyed to the public through various social media channels (Permatasari et al., 2021).

Several previous studies have highlighted the importance of digital communication in government. For example, Poluan et al. (2022) found that the presence of social media in local government is able to increase interaction between the government and the community, accelerate the dissemination of information, and improve the image of public institutions. However, the success of social media management is not only determined by consistency in content publications, but also by the effectiveness of the work management of the PR team behind it. A study by Endi (2022) shows that the use of Trello can improve team collaboration in the context of private companies and non-profit organizations. In a case at technology company Gojek, Trello was used to manage digital marketing campaigns involving more than 50 team members from different divisions. Each team member can view the status of their tasks, upload supporting documents, and



provide feedback directly through the platform. This reduces the risk of miscommunication and ensures that all team members are working according to the agreed plan. On the other hand, Athifah (2024) research has highlighted the West Java Government's public relations strategy in building an image through Instagram, but the focus of her research is more on content than the management tools used. There has been no study that discusses how these applications can be adapted in the context of government public communication, especially in social media content management. Therefore, this study will also fill the literature gap by providing an empirical analysis of how Trello is used in public communication strategies by government public relations, offering a new perspective on the digital communication literature in the government sector. By understanding the strategies and best practices implemented by the West Java Health Office's public relations team, the results of this study are expected to be a reference for other regional apparatus in optimizing digital-based public communication, as well as providing new insights into the role of technology in increasing the effectiveness of public communication in the government sector, especially in the context of social media management.

## 2. Methodology

This study uses a descriptive qualitative approach, which aims to understand how Trello is used in content management and the implementation of public communication strategies by the Public Relations Team of the West Java Provincial Health Office (West Java Health Office). This approach was chosen because it fits the character of the research that focuses on an in-depth exploration of processes, experiences, and best practices in the context of digital-based public communication (Creswell & Poth, 2018).

Qualitative research methods emphasize on the exploration of data in a natural context without intervention or manipulation of variables. In this study, data was collected through in-depth interviews, participatory observations, and analysis

of work documents to understand the work pattern of the West Java Health Office's public relations team in using Trello as a content management tool (Flick, 2018). Interviews were conducted with a semi-structured approach to obtain information about team coordination, content development, and public communication strategies. The information from this interview is combined with the results of direct observation of the activities of the public relations team in using Trello, so that it can be analyzed how this platform plays a role in improving the efficiency of teamwork and the effectiveness of public communication carried out. In addition, document studies were carried out by examining work reports, communication strategies that have been implemented, and evaluation of the West Java Health Office's social media in the West Java Public Relations Award event for the past four years (Denzin & Lincoln, 2018).

This research was conducted at the West Java Provincial Health Office, which has consistently received awards in the West Java Public Relations Award for its success in managing public communication and social media. The informants in this study consist of individuals who have a strategic role in public communication and the management of the West Java Health Office's digital strategy. The selection of informants was carried out purposively, taking into account the relevance of their role in this study, including the Head of the Public Relations Sub-Division of the West Java Health Office, social media management staff, Trello administrators, content editors, and external parties involved in the digitization of government public relations. The data collection process takes place in stages by applying snowballing, where the initial informant provides recommendations to other informants who are considered to have in-depth insight into the phenomenon being studied. This technique allows for a broader exploration of the experiences and challenges faced by PR teams in implementing Trello as a content management tool (Bryman, 2016).

To ensure the validity of the data, this study applies triangulation of sources and methods, which involves comparing the results of interviews, observations, and document analysis to obtain a more holistic and accurate understanding. In addition, member checking is carried out, where the

findings are confirmed back to the informant to ensure the accuracy of data interpretation and increase the validity of the research (Patton, 2015).

Data analysis was carried out using an approach developed by Miles, Huberman, and Saldaña (2014), which consisted of three main stages: data reduction, data presentation, and conclusion drawn. Data reduction is done by sorting and classifying relevant data based on key themes, such as the use of Trello in content management, its impact on the effectiveness of public communication, and the challenges faced in its implementation. The reduced data is then presented in the form of a descriptive narrative to provide a clearer picture of Trello usage patterns. Next, conclusions are drawn by interpreting the main findings patterns and relating them to previous theories and research.

With this comprehensive approach, this research is expected to make an academic contribution in understanding how digital technology, especially Trello, can be utilized in public communication by government public relations. In addition, the results of this study can also be a recommendation for other government agencies in improving the effectiveness of their digital communication strategies.

3. Result and Discussion

Trello Implementation in Content Management and Public Communication Strategy

The use of project management applications such as Trello has been implemented in the public communication strategy at the West Java Provincial Health Office (West Java Health Office) since 2022. Based on the results of interviews and observations, it was found that Trello makes it easier to coordinate teams, improve content production efficiency, and speed up the social media evaluation process. Utilizing Trello not only allows for better collaboration, but also provides transparency in the distribution of tasks between team members.

In an interview with the West Java Health Office's Young Expert Public Relations Institution, it was stated: "Since using Trello, we have been able to organize tasks better, reduce miscommunication, and increase productivity. Each task can be monitored in real-time,

ensuring a smooth work process." (Interview with Yuni Lestari, 2025)

A member of the West Java Health Office Public Relations Team also added: "The Trello app has been very helpful in speeding up our workflows. With a clear structure, we can see a list of ongoing tasks, deadlines that must be met, and who is responsible for each task. The order of data we have is also much better because all documents, content, and revisions are well documented in one system. This allows each member of the PR team to focus on their duties and make the best contribution in the work of reporting and content preparation." (Interview with Riyan, 2025)

The Public Relations Team of the West Java Health Office consists of two Public Relations Institution civil servants and four Non-ASN technical personnel. This team is tasked with serving the media coverage and publication needs for its institution, which not only includes the West Java Provincial Health Office (West Java Health Office), but also several Regional Technical Implementation Units (UPTD). This UPTD has various strategic functions in supporting the implementation of health programs in the West Java region, including Regional Health Laboratories (Labkesda), Regional General Hospitals (RSUD) such as Al-Ihsan Baleendah Hospital, Regional Health Centers/Referrals, Health Training Centers (Bapelkes), Blood Transfusion Units (UTD), and Rehabilitation Centers. Given the wide scope of work, effective content management through Trello is essential to ensure that public communication runs optimally.

The West Java Provincial Health Office (West Java Health Office) has shown a strong commitment to information and public relations services, as evidenced by the consistency of various awards at the West Java Public Relations Award from 2021 to 2024, always being one of the best among the 48 Regional Apparatus in West Java Province.

Table 1. Achievements of the West Java Health Office Public Relations Team

Yes	Author & Year	Title	Findings
1	2021	<i>Informative of The Year</i>	1st Place
2	2021	<i>Best Social Media Content</i>	2nd Place



Yes	Author & Year	Title	Findings
3	2020	<i>Public Service Announcement of The Year</i>	1st Place
4	2020	<i>Most Engaging Social Media</i>	3rd Place
5	2023	<i>Excellence in Crisis Communication</i>	1st Place
6	2023	<i>Best Use of Digital Media</i>	2nd Place
7	2023	<i>Outstanding PR Leadership</i>	1st Place
8	2024	<i>Informative of The Year</i>	1st Place
9	2024	<i>Tweet of The Year</i>	2nd Place
10	2024	<i>Reach Narasi of The Year</i>	3rd Place

Source : Data of the West Java Provincial Health Office (2025)

The achievements of the Public Relations Team above are inseparable from the attention and full support of the West Java Health Office Leadership for information and public relations services. This is reflected in the provision of training and competency development for the public relations team. Through various workshops and seminars, the public relations team is equipped with the latest skills in the field of communication and information technology. This ensures that they are always ready to face challenges and dynamics in conveying information to the public. The success of leadership in public relations affairs at the West Java Health Office, which is an important factor in optimizing public communication strategies, has won the "Role Model Secretary of the Year" award given to the leadership of the Regional Apparatus in West Java Province who has a central role in public communication innovation and information disclosure in the government (West Java Health Office, 2023).

In a further interview, the Public Relations Institution of the West Java Health Office stated that mastery of digital technology is inevitable in managing public communication effectively.

"We are aware that without mastery of digital applications, it will be difficult for us to achieve optimal public communication targets. Therefore, we started integrating Trello with various other digital applications. For example, Google Analytics to improve the quality of information services to the public. The use of this application allows us to monitor the effectiveness of communication campaigns, adjust strategies based on existing data, and respond to audiences more quickly and precisely." (Interview with Yuni Lestari, 2025)

This is in line with PANRB Ministerial Regulation No. 83 of 2012 concerning Guidelines for the Utilization of Social Media for Government Agencies, which requires government public relations to adopt digital technology to increase transparency and public participation.

Direct observation carried out on the activities of the West Java Health Office public relations team revealed that the content management strategy implemented was based on an organized work system. The PR team uses Trello as the main tool in coordinating various daily tasks, such as content creation, post scheduling, and audience engagement analysis.

From the recording of the documents carried out, it was found that each stage of content production followed the operational standards that had been set in the SOP for Social Media Content Management of the West Java Health Office. This SOP includes:

### 1. Content Planning

Each week, the team holds a meeting to compile a list of topics to be published, including the main themes and subthemes to be used.

### 2. Production and Editing

Content is produced using graphic design and video editing software. The PR team has specific distributed roles, including graphic designers, scriptwriters, and video editors.

3. Content Distribution

Once the content is approved by the leadership, the content will be scheduled to be published through various social media channels, including Instagram, Twitter, and YouTube.

4. Performance Evaluation

Audience engagement data such as impressions, interactions, and community responses are evaluated monthly to measure the effectiveness of the communication strategies implemented.

Table 2. Content Management Documents

Document Type	Function	Function	Findings
SOP for Social Media Content Management	Operational standards in content production and distribution	Informative of The Organization al Structure	1st Place to be flat yet flexible, allowing for quick adaptation to new applications.
Social Media Evaluation Report	Measure the effectiveness of data-driven communication campaigns	Best Social Media Content	2nd Place
SOP for Social Media Content Management	Operational standards in content production and distribution	Public Service Announcement of The Year Making	1st Place Fast and decentralized, allowing for easier adoption of new technologies.
Social Media Evaluation Report	Measure the effectiveness of data-driven communication campaigns	Most Engaging Social Media	3rd Place
SOP for Social Media Content Management	Operational standards in content production and distribution	Excellence in Crisis Communication	1st Place There can be resistance to change from employees who are used to the old system. Need training to make sure all team understand Trello usage
Social Media Evaluation Report	Measure the effectiveness of data-driven communication campaigns	Best Use of Digital Media on Implementation Challenges	2nd Place
Public Relations Content Calendar	Define publication schedules to improve consistency	Outstanding PR Leadership	1st Place
Documentation of Publication Activities	Archives of public relations activities that have been carried out	Informative of The Year	1st Place
Branding & Visual Guidelines	Guidelines in compiling content designs that are in accordance with the identity of the West Java Health Office	Tweet of The Year Solutions Implemented	1st Place

Source : Processed Author (2025)

Comparative Analysis of Trello Utilization in Private Companies and Government Agencies

The use of Trello as a project management tool has been carried out by both the private and government sectors. There are similarities and differences in the way of implementation and the challenges faced by each sector, as explained in the following table:

Table 3. Comparative Analysis of Trello Utilization in the Private and Government Sectors

Aspects	Private Companies	Government Agencies
Intended Use	Improve project efficiency, team collaboration, and flexibility in task management.	Improve efficiency, transparency, accountability, and team collaboration.
Findings	1st Place to be flat yet flexible, allowing for quick adaptation to new applications.	Hierarchical structure with bureaucratic procedures, requires policy adjustments in the implementation of new applications.
Findings	1st Place Fast and decentralized, allowing for easier adoption of new technologies.	A slower and more centralized decision-making process requires approval from multiple levels.
Findings	1st Place There can be resistance to change from employees who are used to the old system. Need training to make sure all team understand Trello usage	There are budget and resource constraints for training and implementation. There are demands to comply with government regulations and standards that limit the flexibility of using new applications.
Findings	1st Place	Integrate Trello with existing systems. and develop guidelines for use in accordance with

Aspects	Private Companies	Government Agencies
		government regulations.

Source : Processed Author (2025)

The implementation of Trello in both the private and government sectors faces various challenges, but with various solutions implemented, obstacles can be overcome.

#### 4. Conclusion

The use of Trello has been proven to have a positive impact on project management and public communication, especially at the West Java Provincial Health Office. Trello implementation improves task transparency, team performance and coordination, and achievement of performance targets on social media. The use of the Trello application in the government sector can be very positive with the support of leaders and flexible work policies for the government public relations team. Challenges such as resistance to change and feature limitations can be overcome through training, workflow customization, and integration with other digital technologies. For further research, it is recommended to further explore the effectiveness of Trello in various types of government projects outside the field of public relations, and examine its impact on improving public services and achieving Development targets.

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