The Implementation of a Marketing Communication Strategy in Building an Institution’s Image: A Case Study in a Government Department Providing Distinguished Scholars’ Scholarships

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INTRODUCTION

Currently, globalisation processes are no longer negotiable, and they require respect for the norms and values that are universally accepted by the world community. Only by accepting and respecting universal values and norms will we be a civil society and be accepted as part of the global public community. Currently, global competition is not only occurring in world industry and trade, but it also applies to the world of education. Challenges for Higher Education in Indonesia include a higher level of competition between local and foreign universities. Education provides graduates who are not only knowledgeable, but society also requires graduates with skilled competence. A college cannot be separated from the application and refinement of internal instruments.

Furthermore, college management systems require the consideration of the development of internationalization as mentioned above; accordingly, the demand for quality standards that are international must become a concern of university leaders. The phenomenon that occurs in Indonesia shows that Indonesian universities are not able to compete with foreign universities to the maximal extent. Based on data released by Webometrics in January 2010 that establishes a list ranking the 8000 best universities in the world, with criteria based on the results of the research, papers, activities, and academic publications, the global quality of the graduates, visibility and research institutions, it can be seen that the universities in Indonesia are only recently entering the world's top 500 best universities. Only one state university (PTN) has entered the rankings at approximately 500-600. Based on the data provided by the Asian Ranking University -- QS.com -- which ranked 200 universities in Asia, it can be stated that there are six state universities and two private universities in Indonesia; Kopertis IV was in the top 200 ranked universities in Asia.

One of the policies issued by Kemendikbud (Minister of Education and Culture) is the provision of scholarships for improving quality and supporting the ability to compete globally among higher education institutions. This policy suggests that university campuses are key assets for performance improvement companies/organisations (Sabherwal & Sabherwal: 2005: Smith and McKeen: 2005). To improve the competitiveness of Indonesia in all fields, particularly in the quality of education and the development of regional resource potential, which are still very low, the Ministry of National Education (MON) launched a scholarship program for the national and international levels in 2006. This scholarship programme has the mission of producing the nation's best people who have a comprehensive understanding of nationality, high integrity and credibility.
personality, superiority, moderation, and concern for the life of the nation and the state. The main objective of this programme is to improve the ability of Indonesians to compete among human resources globally, thereby supporting the development and the development potential of each area through their sons and daughters via their best achievements in education. The potential development of human resources in the area will be successful if requirements and graduation are aligned, which is why coordination is required for the fulfilment of these goals. In addition, the scholarship, which began in 2009, has been allocated to women as a minimum of 40% of all recipients, pursuant to Law no. 20 of 2003 on the National Education System (Article 26, Paragraph 3). Therefore, the entire unit, from the centre to education at the college level and the local government, is expected to understand and support the full implementation of the scholarship programme to address the human resources required in the area concerned. (Ananta Kusuma Seta, 2011).

Nevertheless, the facts on the ground reveal that the vision and objectives pursued by the Ministry of National Education through the Advanced Scholarship Program (BU) are not met as would be expected for people to participate in these opportunities because the information has not yet reached many people. Even among universities, there are still many higher education institutions that do not know that the programme exists, although the existence of the BU programme is very important among the efforts to foster intelligent Indonesians by facilitating the nation’s sons and daughters to excel both nationally and internationally.

In the BU Scholarship Program Handbook, the Technical Guidelines (2011:2) state, “it is recognised that educational services provided to the public in the history of the nation cannot fully meet expectations. Education still faces considerable challenges, which fundamental problems in expansion and quality, equity, relevance, and educational competitiveness strengthening governance issues, accountability and public image. Overall, the lack of improvement in human development in the country will weaken the nation’s competitiveness. Measurements of competitiveness are often used to determine the ability of nations to compete with other nations globally. The weaker the competitiveness is of a nation makes it increasingly difficult to develop. In fact, there are indications that the competitiveness of a nation that will lead to less independence from other nations, which in turn will reduce the nation’s capability for independence and sovereignty.

Therefore, it is important to implement a strategy that can work appropriately so that the objectives of the BU Scholarship Program remain on target. Marketing communication is an appropriate means to inform people about the presence of BU, given that BU is a scholarship programme that has its own uniqueness from other scholarships. In addition to performing conditionally in both academic and non-academic environments, it has a non-binding nature. In this sense, it is intended for people of various backgrounds, ranging from students, employees, artists, leaders, athletes and others who have made national and international achievements.

Due to the grandeur of the goals to be achieved, the implementation of the scholarship programme must also provide ample opportunities for students throughout the country. The performance measurement framework of the implementation of the BU scholarship programme can be observed from the following indicators:

• Impact: what you want changed. This means that, after running this institution, the scholarship programme intends to improve the quality of education with the implementation of a double degree programme or the joining of an international programme.

• Output: what will be produced. This means that, after receiving this scholarship, the recipients, both organiser and institutions, will be internationally competitive.

• Input: what will be used to realise the results of the prospective recipient, including organisations and the institutions of national and international achievers (Scholarship Program Handbook (2011:4)).

The results of the pre-survey showed that 60% of students still felt that the image of the BU programme was still not good in their eyes, although many others feel that the existing BU was successful in image enhancement. Increased acceptance could also be seen with multiple courses of BU managers from year to year. Kang and James (2004:267) stated about the role of imagery in influencing the customers’ perceptions of the service; “if the service provider has a good image in the minds of customers, mistakes will be forgiven. If the provider has a bad image in the minds of customers, the impact is any error will always be a great service in the minds of customers”.

Zeitham and Bitner (2009:231) reported that an image is considered something that has the ability to influence the perception of the goods and services offered. Each company has its own image in the eyes of the public or of customers, which can be formed through a corporate image or through advertising undertaken by the company. Establishing a good image for customers is not an easy task, and it cannot be undertaken in a short time. A corporate image is built through corporate communications to customers via messages that can influence customer perceptions. The opinion above
shows the role of communications made by the company to strengthen and establish a good image for a company. Marketing communications are a function of marketing, the role of which is to provide information about the company, persuading and influencing customer perceptions of the company's customers. Marketing communications are essential in a company's efforts to introduce its products to customers or the public. Marketing communications will have a sufficiently high impact in influencing customer behaviour through the messages delivered.

Formulation of the Problem:

Scholarship plays a role in efforts to foster outstanding, intelligent Indonesians. Various attempts have been made in its development; nevertheless, the process of delivering the information has not yet been optimized. Optimal marketing communications have not been implemented because the message was not understood by the candidates receiving the BU. In addition, there was a lack of a systematic programme to disseminate information about the programme to the BU community; however, it is very important that the BU programme objectives be achieved. When more people know about the existence of BU, it will be more competitive, and more Indonesian people who excel will be facilitated by the program, which is why BU will appear different from the other scholarships that will be issued by Kemendikbud. Furthermore, in order for the programme to be monitored and controlled in a professional manner, it is necessary to perform customer relationship management (CRM) with the managers and recipients of BU. Accordingly, if marketing communications are properly implemented, followed by the application of appropriate CRM, it will not prevent the presence of BU from being enormous achievement. It is not only a matter of granting scholarships but also of providing more optimal feedback so that the BU objectives will be achieved. Thus, the image of the BU community will increase on both the national and international levels.

Review of Theory:

Marketing Communication:

The following are some expert opinions about the concept of marketing communications and integrated marketing communications. According to Keegen et al (1992:631), integrated marketing communication is the strategic co-ordination of all messages and media used by an organisation to influence its collectively perceived brand value. Furthermore, Duncan (2002:8) stated that integrated marketing communication is a cross-functional process for creating and nourishing profitable relationships with customers and other stakeholders by strategically influencing all messages sent to these groups and encouraging data-driven, purposeful dialogue with them. While Shimp (2003:3) stated that marketing communications represent the collection of all of the elements in a brand's marketing mix that facilitate exchanges by targeting the brand to a group of customers, positioning the brand as somehow distinct from competing brands, and sharing the brand's meaning -- its point of difference -- with the brand's target audience. Similarly, Kotler and Keller (2009:509) defined marketing communications as the means by which the firms attempt to inform, persuade and remind consumers -- directly or indirectly -- about the products and brands that they sell. Moreover, communication tools can be divided into nonpersonal communications and personal communications (Jennifer in Al Hawary and Batayneh (2010:91).

In contrast to some of the above opinions, Kotler (2009:510) stated that the marketing communications of firms exist to inform, persuade and remind consumers both directly and indirectly of the products and brands they sell, which means that marketing communications can establish a dialogue and can build relationships with consumers. Communications in marketing services play an important role, especially in positioning services and products before consumers through marketing communications programs, which consist of advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word of mouth marketing and personal selling (Kotler and Keller, 2009:512). The marketing communication activities of the company can differentiate its products from those of competitors and establish a position in the market to be able to establish brand image integration.

The above opinions have something in common, namely all that you want to convey in a message about the company's position, image, identity, brand, and products both directly and indirectly to consumers, employees, investors, suppliers, distributors, media and social groups. The difference lies in the elements that comprise the marketing communications, namely advertising, sales promotion, events and experiences, public relations and publicity, direct marketing, interactive marketing, word of mouth marketing and personal selling. While the application of the marketing communications mix can vary depending on each company, adjusted for the conditions prevailing in the company and the target market, the substance in the implementation of marketing communications can then be seen on the basis of how effective the message presented by the company is in building product or service category need, creating brand awareness, and influencing and facilitating purchasing intentions, thus affecting the attitudes of customers as shown by the level of customer target
response in strengthening trust, as well as the implications for brand loyalty services that have been offered.

Customer Relationship Management:

The study has currently proved that relationships are the most fundamental assets for a company more than anything else because they determine the future of a company. Therefore, the development of customer relationship management has changed marketing paradigms from competition and conflict to mutually beneficial cooperation, as well as independence and interdependence. CRM is a technique or a process that is designed to collect data and to provide information to assist organisations in evaluating strategic options. A CRM strategy will help organisations to increase their profits in their interactions with current customers and potential customers while, at the same time, making interaction, individualisation and personalisation seem more friendly. The purposes of a CRM system is to improve customer service, increase customer satisfaction, and ensure that the customer will endure the integration between business processes and technology (Zikmund, McLeod, Gilbert, 2003:3).

Furthermore, the purpose of CRM is to identify the most profitable customers and to retain them in the company. CRM allows us to understand who our customers are and what they buy from us, as well as that consumers can buy from us and can enable us to add valuable enterprise to customers’ lives while, at the same time, increasing the company’s profits. Consumers will realise that we are listening to them and understand them and that we give all that they want so that they will trust us. (Temporal & Trott, 2001:22). Moreover, Nykamp (2001:4) defined CRM as a focus on generating optimal value to customers through how companies communicate with customers, how the company is marketed, and how their companies are served, as well as through traditional media, which includes products, prices, promotion and distribution.

The Velcro strategy is a CRM strategy in which the provider seeks to tailor the process to the customer. Companies that use this strategy attempt to adapt to the customer so that the customer does not need to spend much time or effort to change the process. Sheth, Parvatiyar and Shaineshe (2002:86) revealed that CRM programmes have three types, namely continuity marketing, one to one marketing and partnering programmes. All three programmes have different forms for end users, distributor customers, or business to business customers.

Images of Institutions:

Image institution has been defined by many scholars, including Martineau (1958), Kennedy (1977) and Leblanc and Nguyen (1996:45); the image has two components, namely the functional and emotional principles. Functional components consist of the real characteristics that can be easily measured, while the emotional component is associated with the dimensions shown in psychology, with the feelings and attitudes towards the company gained from individual experience with the company, as long as they interact. Thus, the image of the company is the result of the whole process in which consumers compare all of the attributes of the company. Then, according to Kotler and Keller (2009:288), the image is the public perception of the company or its products. Similarly, Smith (1998:332) wrote, "Corporate image is the sum of people's perceptions of an organisation's image, and perceptions are created through all senses: sight, sound, smell, touch, taste and feeling, experienced through product usage, customer service, the commercial environment and corporate communication. It is a direct result of everything that a company does or does not do. This definition was also suggested by Barich and Kotler (1991) and Nguyen and Gaston (2002:243): “Corporate image is described as the overall impression made on the minds of the public about an organisation. It related to a business name, architecture, variety of products/services, tradition, ideology, and the impression of quality communicated by each employee interacting with the organization’s clients. In this opinion, the company's image is reflected by the company's name or identity, physical environment, service types, corporate ideology and corporate communication skills in building impressions in the minds of customers. If the better impression of some aspects of the customer and company communications capabilities are supported, then the impression or image of the company will also be better. Accordingly, the image can be interpreted as the perception of the phenomenon, the impression created by the company in the human mind through information from the company and a person's experience with the company. People's perception of a thing or object is not the same as others; therefore LeBlanc and Nguyen (1996:46) stated that corporate image is not unified because it depends on the perception of each group of people their types of experiences and their contacts with the company. Experience and different information perceived and accepted by everyone will make a difference in the perception of an object so that the image of the company will be perceived differently by each person.

Research Methods:

The method of this study is a descriptive analysis equipped with qualitative and quantitative approaches. Descriptive research methods are the methods of research conducted with the main
objective of creating an objective picture or description of a situation (Notoatmodjo, 2002). Because this study aims to describe the implementation of marketing communications, customer relationship management, and image in the eyes of the students’ programme of study, a qualitative approach is used to obtain more in-depth information directly through informant interviews and document review. While the quantitative approach is undertaken by distributing questionnaires to the institutions, the managers of the study programme and the student scholarship programme obtained an image of the programme of study.

The population in this research was students in the scholarship programme. The formula used to determine the size of the sample was taken from Lwanga and Lemeshow (1996). Using this formula, it was calculated that a total sample of 97 respondents should be obtained, and, to avoid unused data, 100 respondents were needed. The data analysis was performed using qualitative content analysis, which was previously entered into the matrix. To maintain the validity of the data, we then used triangulation, namely:

- Triangulation of sources: interviews conducted with different informants while still considering the similarity of competence; and
- Triangulation of methods: conducted by interviews, observation, and document reviews. Quantitative data analysis was conducted by analysing all of the variables to determine the frequency distribution and a description of each variable.

**Research Results and Discussion:**

**Responses of Management and BU Student Programs to CRM Implementation:**

As Sheth, Parvatiyar and Shaines (2002:86) revealed, CRM consists of continuity marketing, one to one marketing and partnering programmes. Based on the results of the implementation of CRM recapitulation, the BU programme obtained a score of 2.71%, showing that the BU was sufficiently serious to implement CRM, as evidenced from the 3 sub-variables that shape it, namely continuity marketing, one to one marketing, and partnering programmes. This can be understood considering that the BU programme is a new scholarship programme in a new stage of growth towards development. The best CRM programmes are continuity marketing programmes that are sustainable in service delivery management to bind BU recipients and BU organizers, with a total score of 2.94%, which is categorised as high.

The programme is implemented by implementing the BU programme in an effort to meet the needs of all management and BU beneficiaries through some aspects that are individually used by the personal services of a personal BU programme. The process is simple, and practical services are associated with a convoluted bureaucracy and friendliness and politeness in providing individual services, including
the handling of complaints addressed either directly or through officers, telephone, or e-mail, as well as the provision of service in cooperation with other agencies; all has been going well, in the sense that it has fulfilled the expectations of society. While one-to-one marketing is an ongoing service delivered to bind the recipient in the category of being good, with a score of 2.3%. Furthermore, in relation to Partnering Program, which cooperate with the provider of BU, the BU organizers and BU recipient are in the moderate category, with a score of 1.14% for customers outside the bank's product line, which are both within the bank and outside the bank.

**Responses of Management and BU Student Programs to Image Program:**

Perception is created through the senses: sight, hearing, smell, touch, taste and the image of the feelings experienced by management, receivers, customer service people, commercial environments and communication among students. When it is implemented, then there are three (3) types of images that can be identified, namely: a) Corporate images, which are the society's view of the whole enterprise; b) Product images, which are the society's view of a product or a product category; and c) Brand images, which are a society's view of the brand of a product. According to Nguyen and Leblanc (1996:47), in a study of the image of the company in a financial institution, corporate image was measured based on six dimensions: corporate identity, service offering, reputation of directors, access to service, personal contact and physical environment. These dimensions were developed and adjusted by Kennedy (1977), who saw the image as reflecting the two sides of the functional and emotional. The results of this study, addressing the six dimensions of the image, indicated that personal contact and the physical environment are not significant. Then, Ball (2004: 280), in European research of the Customer Satisfaction Index (ECSSI) of the banking industry, reported that corporate image is measured using the following items: the stability of the company, the company's social contribution, attention to the customer, reliability, and innovation. In this study, image was one of the exogenous variables influencing customer satisfaction and loyalty.

Results based on the respondent shows that almost all of the informants and respondents gave the image a score of 3 in terms of sufficient value. The highest value in the questionnaire regarding the service to managers and BU recipients was 3.12 (categorised as good). This finding indicates that the service provided by the employees is available to anyone and any group. While the lowest values on the questionnaire regarding the impression of the atmosphere during the process of waiting for the service from management, as a whole, the recapitulation responses of BU management and the recipients of the BU programme regarding image showed an average index of 2.49%, which is categorised as moderate.

**The Role of Marketing Communications and CRM Implementation in Improving the Image of the BU Program:**

In this section, the results of the study show that the role of marketing communications enhances the image to strong levels, which could imply that high or low imagery can be explained by the BU programme of marketing communications. Therefore, to improve the image of the BU, increased marketing communications should also be pursued. The results of this study reinforced what Fatt (1997:162) explained, "communicating a part of image building". One of the roles of marketing communications for the company is to build the company's image; it is therefore necessary to build an image of the integrated marketing communications company. The key point in enhancing the image through marketing communications in the BU programme occurs through advertising, the Internet and personal selling. Nevertheless, the writer still considers other communications mixes. It is revealed that CRM plays a strong role in enhancing the image of the BU program, which is supported by the opinion of Nguyen and LeBlanc (2002:243), who reported that corporate image is built by what the customers or the community feels and knows about the company. The role of the company is very strongly influenced by the creation of the image of the company, in addition to information from customers. The same opinion was also expressed by Kurtz and Clow (1998; 24), i.e., that personal experience and information received from other people, as well as promotion by companies, have an impact on the image of the company for customers. Similarly, as revealed by Norman (1991) and by Kandampully and Suhartanto (2000:347), image is needed to influence the minds of customers through a combination of advertising, public relations, physical form, word-of-mouth, and a variety of experiences during the actual use of goods and services.

Accordingly, the image will remain for the organisation as long as it can make changes to suit the needs and wants of the market. Resistance to the image occurs because once a person has a certain image of an object, he or she will accept what is in accordance with the image that the object possesses. An image of insecurity caused by the unclear information provided thus increases doubts in their minds, especially when people do not keep track of the changes to an object.

**Conclusion:**

Implementation of the marketing communications programme at BU in general is low,
which means the programme has not been communicated as expected by the receivers or BU organizers.

Implementation of CRM in BU programmes was generally in the category of moderate, which means the BU programme is sufficiently serious to undertake efforts to work with receivers or BU organizers.

Image assessment of programme of BU in general is sufficient, which means that the image of the BU programme has not yet been as expected by the management and BU recipients. Implementation of marketing communications and CRM play important roles in enhancing the image of the BU programme.

REFERENCES


