

Implementation of Integrated Marketing Communication (IMC) In Higher Education as An Adaptive Move in The Era of Industrial Revolution 4.0: A Case Study in Manado State Polytechnic

Agung Stefanus Kembau¹, Vekky Supit², Cysca Langi³
Manado State Polytechnic

ABSTRACT

Marketing concepts is considered to be applicable in non-profit organizations in achieving their social mission. Manado State Polytechnic (POLIMDO) as a nonprofit institution develop an integrated marketing communication strategy (IMC) as an adaptive step in the industrial revolution era 4.0. A sensitive organization community needs, which utilizes the media in conveying its values and identity as a vocational tertiary institution in North Sulawesi. This research provides an overview of the concept of customer-oriented in the perspective of nonprofit organizations, describe how the implementation of IMC in higher education institutions.

Keywords: Higher Educations, Industrial Revolution 4.0, Integrated Marketing Communication, Marketing Communication, Non-Profit Organizations

INTRODUCTION

Environmental changes, information disclosure and the dynamics of consumer demand have encouraged organizations to keep moving (Cravens and Piercy, 2013: 2). A new paradigm arises where organizations must have more than the ability to change, but have agility; which is a capability that is built continuously so that one day the organization is able to respond to change swiftly, effectively, on time and sustainably (Kasali, 2014: 5). Kotler and Levy (1969) describe the implementation of marketing concepts in support of solving social problems, meaning that marketing is not by default limited to the profitability orientation of an organization, but marketing stands in creating, conveying and communicating social values.

Technological advancements make automation possible in almost all fields. New technology that combines the physical, digital and biological world will fundamentally change the pattern of life and human interaction (Tjandrawinata, 2016). Industry 4.0 as a phase of the technological revolution changes the way in which human activities take place in scale, scope, complexity, and transformation from previous life experiences.

Industrial Revolution 4.0 brought many changes in human life, fundamentally changed the way of human activities and gave a great influence on the world of work. The positive influence of the industrial revolution 4.0 was in the form of the effectiveness and efficiency of resources and production costs despite the impact on reducing employment. Industry 4.0 needs a workforce that has skills in digital literacy, technological literacy, and human literacy.

Vocational education is a unique type of education because it aims to develop understanding, attitudes and work habits that are useful for individuals so that they can meet social, political, and economic needs in accordance with their characteristics. Vocational education and training are an educational approach that emphasizes the needs of the industry so that individual improvement and development can be carried out in the industry (Zaib & Harun, 2014). Based on the arguments above, vocational education has the opportunity to answer industry challenges 4.0. the polytechnic education system must be able to equip graduates with these three literacies through the revitalization of the chronosystem which includes learning systems, education units, students, and educators and education staff.

Conventionally, the application of marketing science is intended to encourage the aggressiveness of an organization in increasing profitability as its fundamental goal. Profit becomes a measurable parameter in marketing science. But what if marketing science is

applied strategically not for profit orientation, but rather as a cornerstone of an integrated communication system, in meeting organizational goals and values. Especially in the context of higher education as an adaptive and transformative step in dealing with environmental changes. This research will descriptively examine issues related to the Manado State Polytechnic (POLIMDO) as a nonprofit oriented university in developing and implementing an integrated marketing communication strategy (IMC) as an adaptive step in the industrial revolution era 4.0, then how POLIMDO is transformed into a sensitive organization community need (customer-oriented). This transformative justification can be assessed through how the POLIMDO utilizes the media in conveying its values and identity as a vocational college in North Sulawesi.

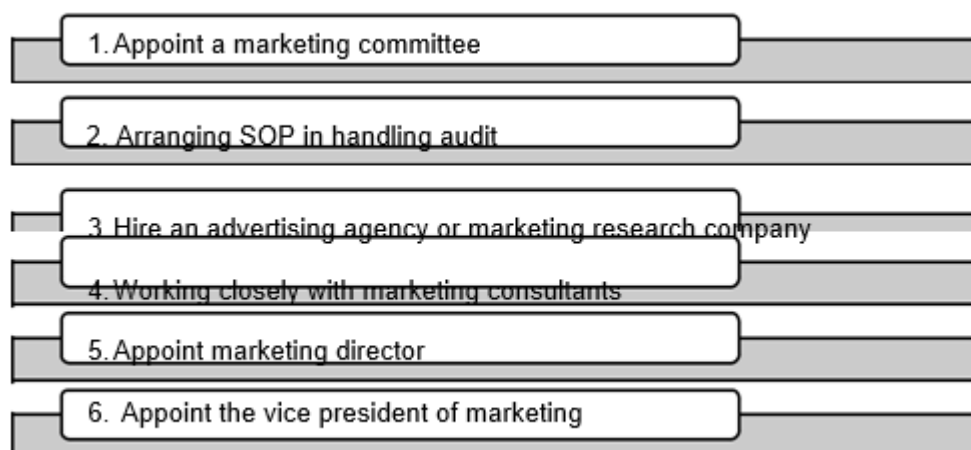
CONCEPTUAL FRAMEWORK

The adoption of management technique approaches that are generally used in the business sector becomes very relevant for organizations with social motives, as they begin to be confronted with the dynamics of changing social conditions, increasing competition, decreasing funding, and challenges in communicating ideas and ideas that hinder them in achieving their mission (Dolnicar and Lazarevski, 2009). Marketing becomes crucial because through the concepts and marketing techniques the organization is taught about understanding consumers (Day, 1994).

Marketing Concepts in Nonprofit Organization

Marketing is about how to spread missions and ideas (Godin, 2011: 14). Drucker (1973) in Kotler and Keller (2012: 5) argues that the purpose of marketing is to know and understand consumers precisely, that a product or service is in accordance with the consumer, so that the product or service is sold by itself. Marketing is about identifying and meeting human needs and the social environment. Kotler and Keller (2012: 5) justify the notion of social marketing, that is, marketing is a social process, whereby individuals and groups obtain their desires and needs through the marketing stages of creating, offering, and openly exchanging products or services with others. Non-profit organizations are one of the concrete efforts in meeting social needs.

Figure 1. Approach to Introducing Marketing in Nonprofit Organizations



Source: Kotler, P. (1979), "Strategies for Introduction Marketing into Nonprofit Organizations," Journal of Marketing, Vol. 43. No.1, pp. 37-44

Sensitivity to social responsibility and service orientation is a way for non-profit organizations to achieve their vision and mission without being motivated by the motivation for profit. Marketing itself is an interesting topic for the non-profit sector. Despite the controversy, non-profit organizations began to adapt marketing approaches in their organizations as they began to be confronted with the dynamics of changing social conditions, increased competition, decreased funding, and ways of communicating ideas and ideas in achieving its mission (Dolnicar and Lazarevski, 2009). Through this approach marketing initiation in non-profit organizations is not

only about promotion and advertising but can be seen as a progressive step towards a holistic perspective that is the strategic aspects of the organization (Kotler, 1979). Marketing is also considered as a catalyst in shifting the tendency of nonprofit organizations that are more oriented towards the organization (organization-centered) towards a customer-centered organization (Donlicar and Lazarevski, 2009), where an increase will be an understanding of customers and consumers so that it becomes a determinant in improving organizational competitiveness and the relationship to the maximum impact produced in the context of the achievement of its social mission.

Although the adoption of marketing and market-oriented perspectives is substantial for non-profit organizations, the characteristics of non-profit organizations without financial goals, mission-driven and have a unique relationship with consumers, as well as competitive-cooperative relationships with competition pose challenges for them (Gonzales et al., 2002).

Integrated Marketing Communication (IMC)

Belch and Belch (2004: 9) define integrated marketing communication as a planning concept that recognizes a value-added activity in a comprehensive plan, through evaluating the strategic role of a series of communication disciplines, such as general advertising, direct response, sales promotion, and public relations. Then combine these series of disciplines to provide clarity, consistency, and communication that provide maximum impact. According to Schultz and Schultz (2004) in Edmision (2009) IMC develops progressively including coordination of internal and external activities which are then manifested in the application of organizational strategies regarding resource allocation, financial integration and management accountability

Table. 1 IMC Framework Level of Thinking

Orientation	Indicator
Level 1	Tactical coordination of marketing communication. <ul style="list-style-type: none"> □ Interpersonal and cross-functional coordination of communication within the organization and with external partners
Level 2	Commitment to conducting market research in support of the IMC <ul style="list-style-type: none"> □ Utilizing primary and secondary sources and actual data about consumers □ Maintain feedback on information and effectively act on that information
Level 3	IT applications in support of the IMC <ul style="list-style-type: none"> □ Technology as a facilitator in communication □ Adoption of technology in market research and managerial data □ Use technology in determining individuals who have the potential to have value for the organization
Level 4	Strategic Integration of the IMC <ul style="list-style-type: none"> □ Active support in organizational leadership □ Support and empowerment of senior management (leaders) in the effort to integrate between organizational components □ Measuring the effectiveness of marketing communications according to strategy planning

Source: Edmisson, D. (2009), "An examination of integrated marketing communication in US public institutions of higher education," *International Journal of Educational Advancement*. Vol. 8, pp. 152 – 175.

Smith et al., (1999) in Holm (2006) explained IMC Ensuring that the brand positioning, character and message of an organization is able to be delivered synergistically in every element of communication compiled through a consistent strategy. The information system becomes the main support in tactical coordination steps taken, until the step of strategic integration and full support from management ensures the orientation of the implementation of the IMC has been at a comprehensive level (Edmiston, 2009). In fact, the majority of organizations only apply at two levels, namely tactical coordination, one of the causes is that the main concentration in implementing IMC is only limited to the issue of advertising and promotion. But Holm (2006) argues that the IMC needs to be applied to a strategic level, shifting the old perspective of IMC adoption to be limited to the tactical level. Because only by implementing adaptations that are oriented at a strategic level, the IMC can help organizations compete in a sustainable way.

Industrial Revolution 4.0

Lee et al (2013) explain, industry 4.0 is characterized by an increase in digitalization of manufacturing driven by four factors: 1) an increase in data volume, computational power, and connectivity; 2) the emergence of analysis, capabilities, and business intelligence; 3) the occurrence of new forms of interaction between humans and machines; and 4) improvement of digital transfer instructions to the physical world, such as robotics and 3D printing. Lifter and Tschienner (2013) add, the basic principle of Industry 4.0 is the integration of machines, workflows and systems, by implementing intelligent networks along the chain and production process to control each other independently. Hermann et al (2016) explain there are four industrial design principles 4.0. First, interconnection (connection), namely the ability of machines, devices, sensors, and people to connect and communicate with each other through the Internet of Things (IoT) or the Internet of People (IoP). This principle requires collaboration, security and standards. Second, information transparency is the ability of information systems to create virtual copies of the physical world by enriching digital models with sensor data including data analysis and information provision. Third, technical assistance which includes; (a) the ability of an aid system to support people by consciously combining and evaluating information to make the right decisions and solve urgent problems in a short time; (b) the ability of the system to support humans by performing various tasks that are unpleasant, too tiring, or unsafe; (c) includes visual and physical assistance. Fourth, decentralized decisions which are the ability of virtual physical systems to make their own decisions and carry out tasks as effectively as possible.

RESEARCH METHODOLOGY

The research design used is descriptive. The analytical method used in this study is a qualitative analysis, while the scope of this research is a case study. Observation conducted at the POLIMDO campus, at the head office and 2 majors namely the Business Administration Department representing commerce and social affairs, and the Civil Engineering Department representing the engineering department. Sampling in this study using non-probability methods with the type of purposive sampling. Considering the understanding and authority regarding the direction of development and even the implementation of the strategy of the POLIMDO, in-depth interviews were addressed to 3 speakers from the POLIMDO who were related to their authority within the institution, namely the Director, Deputy Director of Academic Affairs, Head of Technology and Information Unit of the POLIMDO.

According to Yin (2011: 104) data collection methods can be done through 4 things namely, (1) interviews, (2) observations (3) collection and examination, and (4) through feelings. In this study, researchers used interview and observation techniques as a data collection method. In this study non-behavioral and behavioral observations will be conducted. Observations were made on the physical, process and spatial analysis of the IMC implementation that was carried out or required by the POLIMDO.

Data Analysis

Considering data analysis that will be obtained through semi-structure interviews and observations, content analysis is chosen as a data analysis technique. Content of the analyzed data source can be in the form of written content, sound recordings and videos from interviews and observations. Content analysis or content analysis is research that is in-depth discussion of the contents of a written or printed information in the mass media. This analysis measures the semantic content or aspects of what is contained in a message systematically, then given an interpretation (Cooper & Schindler, 2014: 172). After the interview or data collection stage, there are five stages in conducting data analysis, namely:

Compile and sort notes or transcripts obtained from interviews and observations,

Give a new label or code and categorization on the parts that have been prepared,

Rearrange or recombine by describing data graphically or by arranging them into a list or table form,

Reassemble the material to create a new narrative accompanied by relevant tables and graphs that will be a key part of the analysis of the concept of the manuscript, and

Draw conclusions from all the results of the research analysis.

RESULTS

In the interview guide that was compiled, the researcher arranged three main building blocks in formulating interview questions. The three building blocks are representations of research questions. (1) about the transformation of nonprofit organizations from organizational-centered mindset to customer-centered, (2) about the application of IMC by nonprofit organizations based on four levels of IMC thinking framework according to Schultz & Schultz (2004) in Edmiston (2009), and (3) about the comparison between planning and implementing IMC in commercial organizations with applications in non-profit organizations. The three building blocks are then filled with a number of question items based on a number of theorized theories and research, which are deliberately designed to direct the resource person in answering.

Tabel 2. Summary of Interviews and Observations Data Results

No	Building Blocks	Indicators	Analysis Results
1	Transforming a non-profit organization from an organizational-centered mindset	a. The top-level management view of the concept of marketing in education institution b. Proportion of stakeholder needs in decision making	<input type="checkbox"/> Top level recognizes that marketing helps in fundraising, promoting work programs, and educating prospective students. <input type="checkbox"/> POLIMDO (POLIMDO) encourages direct alumni involvement through tracer studies, ensuring the proportion of industry needs.
	into a customer-centered mindset	c. Justification about the Industrial Revolution 4.0 d. Segment the market Educate and promote to the community e.	<input type="checkbox"/> Reorientation and repositioning the implementation of educational programs as vocational higher education programs oriented to certified work competencies. <input type="checkbox"/> Organizing vocational education that

			<p>produces graduates who have the ability in accordance with national and international standards, are able to communicate in foreign languages and understand the basis of information technology and have an entrepreneurial spirit</p> <p>□ Build strong partnerships with national and local governments</p>
2	<p>The application of the IMC is based on four stages of the IMC framework</p>	<p>1. Tactical coordination between departments Commitment to market</p> <p>2. research Application of integration of information and technology (IT)</p> <p>3. Strategic integration of IMC Tactical</p> <p>4. coordination</p>	<p>1. Tactical coordination</p> <p>□ Coordination is carried out both horizontally</p> <p>between technical implementation units and vertically between top level management, Head of Departments, and Course</p> <p>Coordinators</p> <p>□ Coordination is also carried out with the</p> <p>Student Activity Units</p> <p>2. Commitments do market research</p> <p>□ Has a R&D units, tasked with research and learning.</p> <p>□ Research was also carried out by the Working Team both in compiling material and when developing IT system applications.</p> <p>3. Application of integration of information and technology (IT)</p> <p>□ Elaborating an integrated information system (SIT) internally in supporting HR management and externally in the data collection of students integrated with PDPT Dikti.</p> <p>□ Integration between SIT, website, social media in communication and teaching.</p> <p>□ Development of e-learning.</p> <p>4. Strategic integration of IMC</p> <p>Top level management provides support in the concept of integration between</p>

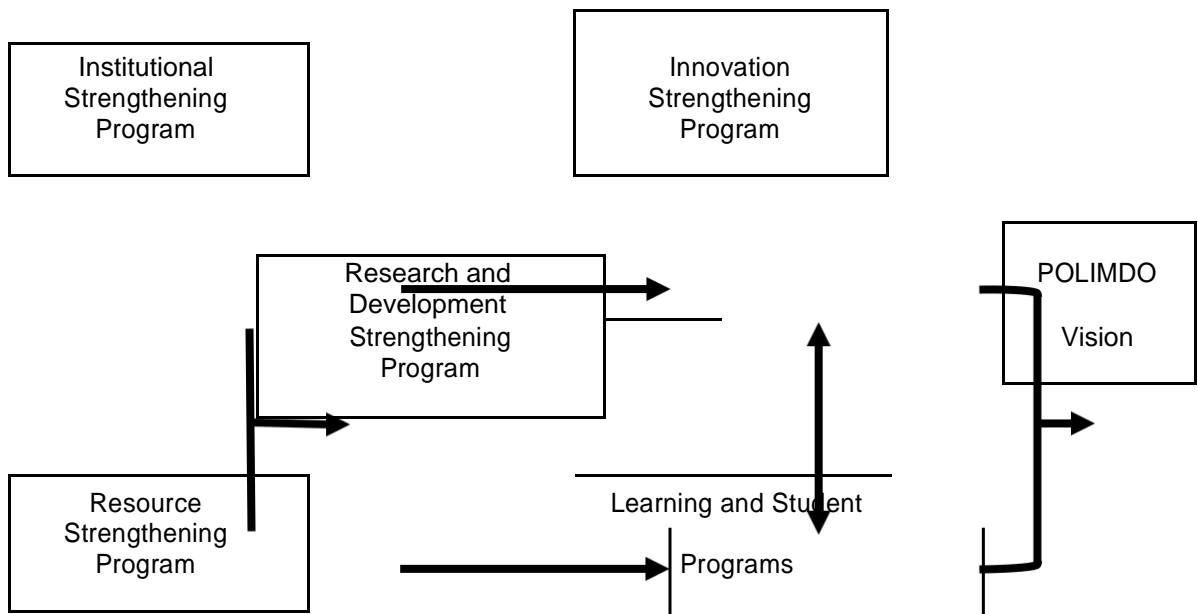
			<p>media. Top level management support articulated in their attitude provides the involvement of all lecturers, staff and students in the development and implementation of work programs</p>
3.	<p>Comparison between IMC planning and implementation in the business sector and non-profit organizations</p>	<p>1. Internal and external analysis and identification of opportunities</p> <p>2. Planning a marketing campaign or communication program</p> <p>3. Implementation of marketing communication s campaigns or programs</p> <p>4. Evaluate the marketing communication program</p> <p>5. Long-term planning</p>	<p>IMC implementation that is generally applied in the business sector as referred to by Caemmerer (2009) by POLIMDO has undergone a number of modifications as an adaptation of the mechanics in organizing. Particularly in developing IMC's own material, the context is still the same, namely utilizing other parties, but it is different from profit sector organizations that build business partnerships with agencies outside the organization, while POLIMDO so far still utilizes its own lecturers and staff who happen to have competence in the fields needed.</p> <p>POLIMDO does not do detailed media planning, such as through in-depth analysis of which media are most used. The weakness of POLIMDO is that research has never been done in the field of media effectiveness, so there is no available credible data in support of media planning. Regarding the media used in communicating with stakeholders, POLIMDO prefers personal mechanism in conveying information or work programs</p>

Source: Identification and evaluation results of interview and observation data (2019)

DISCUSSION

When marketing is also seen as a way to spread ideas and ideas (Godin, 2011: 14), the elaboration of the marketing concept for POLIMDO as a non-profit organization becomes one of the transformative steps to relocate its vocational education services in the era of the industrial revolution 4.0. The concrete implication of the elaboration of the concept of marketing in nonprofit organizations is to shift the mindset of organizational centered to customer-centered (Dolnicar and Lazarevski, 2009). This mindset means that consumers (stakeholders) should be the axis in determining organizational strategy, so that it becomes the main key in increasing the achievement of the results of organizational missions (Cravens and Percy, 2013: 9). The concept of integrated marketing communication (IMC) has relevance to the of POLIMDO's vision as an excellent vocational university with international standard.

Figure 2. POLIMDO Integration Program

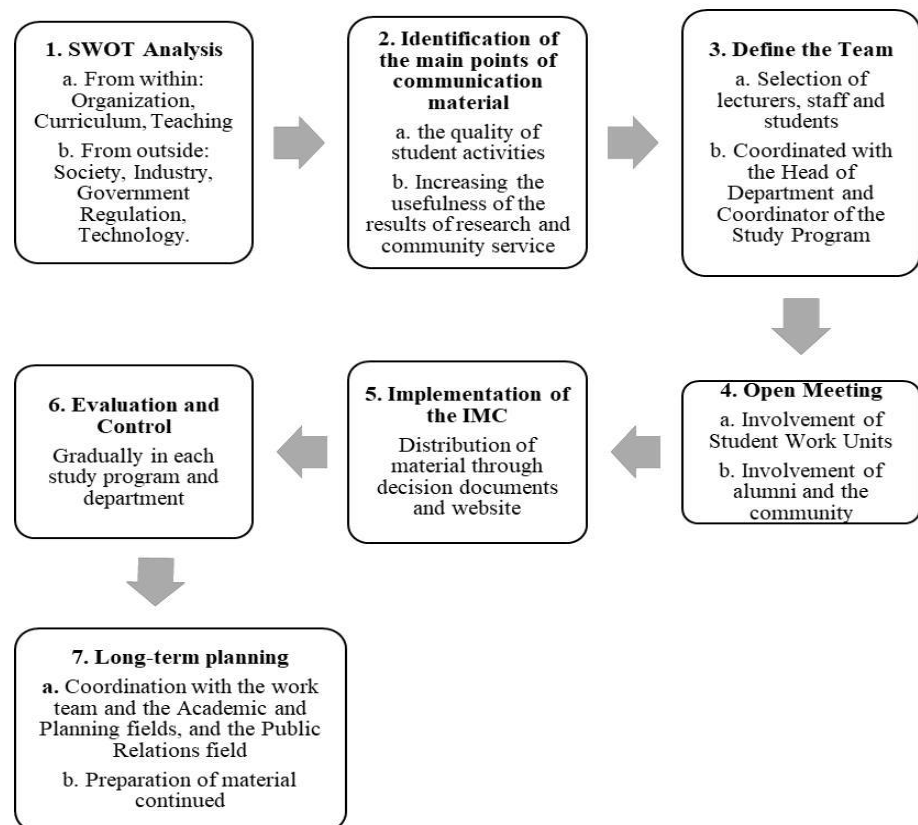


Source: Identification and evaluation results of interview and observation data (2019)

To achieve Polimdo's vision, there are two direct core elements that must be planned, namely the "Innovation Strengthening Program" and the "Student and Learning Program". The two direct core elements are supported by indirect core elements, namely the "Research and Development Strengthening Program" and also supported by two supporting elements, namely the "Institutional Strengthening Program" and the "Resource Strengthening Program". To be right on target, these direct core elements, indirect core elements, and supporting elements must be planned (quality / quantity / productivity) and support one another.

Strategy is about the creation of a unique and valuable position, which involves a series of different activities (Porter, 1999), to achieve the above goals, POLIMDO develops a quality, competitive, cooperative and transparent institutional managerial system with the mindset of think globally do locally, the organization of higher education involving stakeholders, especially the industrial and business community as the user of students' results in evaluating and perfecting the process of education and training, then there is a reorientation and repositioning of the implementation of educational programs as vocational higher education programs that are oriented towards certified work competencies, and are needed by the industrial and business community.

Figure 3. POLIMDO Planning and Implementation Stages of Integrated Communication in the Educational Context



Source: Identification and evaluation results of interview and observation data (2019)

The implementation of IMC which is generally applied in the business sector as referred to by Caemmerer (2009) by POLIMDO has undergone a number of modifications as an adaptation of the POLIMDO mechanism in organizing. Particularly in developing IMC's own material, the context is still the same, that is, using other parties, but it is different from profit sector organizations that build business partnerships with agencies outside the organization, while POLIMDO so far still utilizes members of their own congregations who happen to have competence in the fields needed. POLIMDO does not do detailed media planning, such as through in-depth analysis of which media are most used. The weakness is that research has not been done in the field of media effectiveness, so there is no available credible data in support of media planning. Regarding the media used in communicating with congregants, POLIMDO prefers personal mechanisms in conveying information or work programs.

IMC is one of the disciplines that has experienced significant developments in the marketing discipline. For the POLIMDO, the IMC strategy has the role of combining this set of disciplines to provide clarity, consistency, and communication that provides maximum impact. The implementation of IMC as management and control of all forms of market communication in which the organization moves and ensures that the organization's brand positioning, character and messages are able to be conveyed synergistically in every element of communication compiled through a consistent strategy. The application of the IMC is synchronized with the mission and goals of an organization. Support from top management is a determining factor in IMC adaptation. Ideally the implementation of the IMC is not only applied tactically in coordination between departments or sub-departments but touches on the strategic aspects of the organization, standing in line with other managerial strategies

CONCLUSION

POLIMDO reoriented and repositioned the direction of institutional development towards superior vocational institutions that were equal to other higher education institutions. To meet this expectation, POLIMDO needs to develop well-planned institutions and be formulated in long-term planning, medium-term planning, and short-term planning. The purpose of this revitalization is to increase the relevance of Polytechnic education to the needs of its graduates, encourage specific advantages in each Polytechnic according to the potential of the region, and increase the bargaining value to work closely with industry and with similar institutions from developed countries.

The IMC strategy formulation implemented by POLIMDO as an adaptive step in the era of the industrial revolution 4.0. Specifically related to the transformation of the Polytechnic into vocational education that is more inclusive of the dynamics of community needs, however on the other hand it remains consistent in maintaining its character, role and contribution as vocational education in North Sulawesi. This was identified from the results of the analysis of a number of indicators that support these arguments, such as the perspective of top-level management on the concept of marketing science, the proportion of consideration of stakeholders' needs in decision making and response to environmental changes. The four indicators in the level of adoption and implementation of IMC in organizations such as tactical coordination between departments, commitment to do research, the use of IT and the strategic application of IMC as an adaptive tool related to the industrial revolution 4.0. The concept and implementation of marketing communication in general in the business sector requires adaptation and modification when applied in higher education services. As a recommendation for the future, POLIMDO is considered necessary to consider conducting research or studies specifically in assessing the effectiveness of the media which has always been used.

REFERENCES

- Belch, G.E. and M.A. Belch (2004), *Advertising and Promotion: An Integrated Marketing Communication*, 6th ed. New York: McGraw-Hill.
- Caemmerer, B. (2009), "The planning and implementation of integrated marketing communications," *Marketing intelligence and planning*. Vol. 27, pp. 524-538.
- Cooper, D.R. and P.S. Schindler (2014), *Business Research Methods*, 12th ed. New York: McGraw-Hill.
- Cravens, D.W. and N.F. Piercy (2013), *Strategic Marketing*, 10th ed. New York: McGraw-Hill.
- Dahl, S., L. Eagle., D. Low. (2015), "Integrated marketing communications and social marketing," *Journal of Social Marketing*. Vol. 5, pp. 226-240.
- Day, G.S. (1994), "The Capabilities of Market-Driven Organization," *Journal of Marketing*. Vol 58, pp. 37-52.
- Dolnicar, S. and K. Lazarevski (2009) "Marketing in non-profit organizations: an international perspective," *International Marketing Review*, Vol 26, pp. 275 – 291
- Edmiston, D. (2009), "An Examination of Integrated Marketing Communications in US Public Institutions of Higher Educations," *International Journal of Educational Advancement*, Vol 8, 3/4, pp 152–175.
- Godin, S. 2011. *All Marketers are A Liars*. New York: Penguin Group.

- Hawkins, J., S. Bulmer and L. Eagle (2011), "Evidence of IMC in Social Marketing," *Journal of Social Marketing*, Vol 1, pp. 228 – 239.
- Holm, O. (2006), "Integrated marketing communication: from tactics to strategy," *Corporate Communication: An International Journal*. Vol. 11, pp. 23-33.
- Kasali, R. 2014. *Agility: Bukan Singa yang Mengembik*. Jakarta: Kompas Gramedia.
- Kotler, P. (1979), "Strategies for Introduction Marketing into Nonprofit Organizations," *Journal of Marketing*, Vol. 43. No.1, pp. 37-44
- Kotler, P and S.J Levy (1969), "Broadening Concept of Marketing," *Journal of Marketing*, Vol 33, pp 10-15.
- Kotler, P and K. Hermawan (2010), *Marketing 3.0*. New Jersey: John Wiley & Sons.
- Kotler, P and K. Keller (2012), *Marketing Management*, 14th ed. New Jersey: Pearson Prentice Hall.
- Porter, M.E. (1996), "What is Strategy," *Harvard Business Review*, Nov-Des, pp 62-78.
- Robbins, S.P and M. Coulter (2013), *Management*, 11th ed. Edinburgh: Pearson Education Limited.
- Sandy Q. Qu, S.Q and J. Dumay (2011), "The qualitative research interview," *Qualitative Research in Accounting and Management*, Vol 8, pp. 238 – 264.
- Yin, R. K. (2011), *Qualitative Research from Start to to Finish*. New York: The Guilford Press.
- Zeithaml, V.A., M.J Bitner and D.D Gremler (2009), *Service Marketing: Integrating Customer Focus Across the Firm*, 5th ed. Singapore: McGraw-Hill.