

The Effect of Integrated Marketing Communication as Internal Marketing on Brand Equity at Corporate Universities in Indonesia

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ABSTRACT: Many large world organizations, such as General Electric, Motorola, Mc Donald, have established the Corporate University (corpu) as a strategic learning approach to their business (Nixon and Helms, 2002). In Indonesia, in recent years, many large companies have also established Corpu, such as Bank Mandiri, Telkom, ASTRA, Pertamina, PLN, Citibank, United Tractors, Unilever Indonesia (Satrijono et al., 2017). One problem in running large organizations is coordination among functions or units to achieve corporate goals, Silo Mentality (Gleeson, 2013). At a corpu, which is a relatively new approach for companies to improve the competence of their employees (Satrijono et al., 2017), there are also internal communication problems in conveying the goals and benefits of the corpu to the employees of the company where the corpu is located (Eccles, 2004). The purpose of this research is to see whether the corpu has marketed its vision and mission to the internal and external customers by looking at the effect on the corpu brand equity to the internal and external customer. For this reason, a study of 4 corpus in banking, energy and telecommunications state owned enterprises. The marketing concept used is Integrated Marketing Communication (IMC) from Schultz & Schultz (2004) and Brand Equity studied is Brand Awareness and Brand Image. The method of approach of this research is descriptive and verification, then the research method used is descriptive survey method and explanatory survey method. The type of investigation in this study is causality. The time horizon in this study is cross-sectional. Stratified Proportional Random Sampling is used for determining the number of samples in the respective company. The data used in this study are primary data that is collected by online Questionnaires. In this research, data is processed by LISREL 8.8 which is used as software for structural equation model (SEM) with confirmatory factor analysis (CFA) method. Hypothesis test results obtained indicate that there is a direct influence between IMC to Brand Awareness positive and significant, as well as between IMC to Brand Image and between Brand Awareness to Brand Image. There are also positive and significant indirect effects from IMC to Brand Image through Brand Awareness. Based on the results of the analysis, Brand Awareness is a partial mediator between Integrated Marketing Communication and Brand Image. The conclusion is that the four corpu have internally marketed the vision, mission, goals and functions of the corpu to the employees of the company where the corpu is located. But the internal marketing function in the corpu needs to be formalized in an organizational structure, considering that the least dominant dimension of the IMC is the first basic stage of the four stages of the IMC. This research is expected to enrich scientific literature on corpus that is still relatively scarce as stated by Rademakers (2016).

Key words: integrated marketing communication, corpu, brand equity, brand awareness, brand image, internal marketing.

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I. INTRODUCTION

Corpu first appeared around the 1920s with the establishment of the General Motors Engineering and Management Institute in 1919 (Lytovchenko, 2016). In the 1950s the growth of corporate universities intensified so that around the 2000s, in the United States 80% of the 500 largest industrial companies in America according to Fortune Magazine had or were building their respective corporate universities. Many large world organizations, such as General Electric, Motorola, Mc Donald, have established Corpu (Corpu) as a strategic learning approach to their business (Nixon and Helms, 2002). Rademakers (2016) states that currently the number of corpus throughout the world continues to increase. The attractiveness of Corpu risen sharply since the beginning of the world economic crisis in 2008. The economic conditions did not affect the number of birth of corpu. But the exact number is unknown, except in some countries, such as in the Netherlands, the country of origin of Rademakers, there are around 100 active corpus. In the United States there are about 1,000 corpus, while according to Yusuf (2018) the number of corpus in the world is more than 4000 spread across 5 continents in 55 world cities according to GlobalCCU (Global Council of Corpu) Platform Overview, a communication forum for corpu professionals.

In Indonesia, the *corpu* grew from the 2000s onwards. According to Hambra Samal, Deputy of the Ministry of State Owned Enterprise (Banirestu, 2016), there are 13 SOEs that have their own *Corpu* from a total of 114 SOEs, such as: Telkom, Pertamina, PLN, Semen Indonesia, IPC, BRI, BNI, Mandiri, Garuda, Bulog, and Wijaya Karya. Private companies that have *corpu* such as: Astra, United Tractors, Bank BCA, Bank Danamon, Citibank Indonesia, Trakindo Utama, and Unilever Indonesia.

Corpu is a designation for non-degree education and training institutions for internal companies whose students are company employees and also the stakeholders of the company. The term *corpu* became popular around the mid-2000s as conveyed by Rademakers (2016) above. Nevertheless the use of terminology of *corpu* can bring a different understanding, which describes the university institutions (public university) or college initiated and sponsored by a company or corporation in Indonesia, such as, among the private sector, are University of Bakrie (Bakrie Group), President University (Jababeka Group), Sahid University (Sahid Group), Sampoerna University (Sampoerna Group), Multimedia Nusantara University (Kompas Gramedia Group). While in the environment of State Owned Enterprises (SOEs), there are Telkom University, Pertamina University, PLN Technical College (STT), BRI Institute and Semen Indonesia International University (UISI). All of the above universities and colleges, despite their establishment and establishment, initiated and driven by a number of corporations, but all is essentially a public university. Aspects of institutions, mechanisms and procedures for its establishment are the same as other public university. They must follow the terms and conditions are governed by the Education Act and under the supervision of the Ministry of Education (Directorate of Higher Education). Although they generally use the brand corporation, but they never mention the University and the college as *corpu* (Yusuf, 2018).

The purpose of the *corpu* is to prepare human resources to support the achievement of the company's vision and mission. *Corpu* plays an important role in the process of developing and utilizing an organization's human capital. By increasing the knowledge and skills possessed by employees and by increasing that knowledge to the level of the organization, the value of human capital will increase. So with the increasing value of human capital, the company's ability to respond to changing market needs will increase and will eventually improve the company's competitive position. *Corpu* becomes a strategic institution in a company to achieve the company's vision and mission. In general, the *corpu* is led by a senior executive from the company. This shows the strategic position of *corpu*.

According to Meister, JC (1998) in his book *Corporate Universities: Lessons in Building a World-Class Work Force*, corporate universities are a strategic umbrella for companies to develop and educate employees, customers, and suppliers to be aligned with the organization's business strategy. So it's no wonder that more and more companies - including in Indonesia - are increasingly aware of the important role of this educational institution.

Corpu was established and run at a great cost. This could be seen companies that have *corpu* is a large-scale enterprise and medium. As an illustration of training costs for companies in the United States with a workforce of over 100 people, spending annual training costs of \$.43 billion (Gordon, 1989). This large cost also shows the strategic role of the *corpu*.

Common problems that occur in the formation and implementation of *corpu* are internal communication problems within companies that have *corpu*, namely not conveying the vision, mission and strategic functions of the *corpu* properly to stakeholders, ranging from employees, management and company owners. This can be understood as a common problem in internal communication in a large organization.

In a large organization, a common issue that is often heard is the occurrence of silos in carrying out activities to achieve the company's objectives, coordination between work units is not going well so that objectives between work units may become out of alignment with the company's objectives. The message that is communicated to the customer in a corporate manner is not aligned with the activities of each related work unit, so a strategy is needed that integrates business units with supporting units, between companies and suppliers, and all related parties to achieve the company's objectives. Gleeson (2013) states that one of the problems in running large organizations is coordination between functions or units to achieve organizational goals.

Corpu also experienced the same problem in coordination to achieve the company's objectives, namely how to integrate the vision, mission and work program of the *corpu* that supports and is integrated with the vision and mission of the parent company. Eccles (2004) states in his paper that one of the areas of the greatest weakness in *corpu* management, that of the marketing of its purpose and benefits. We must continually and consistently communicate the message, and ensure that the values are known to each and every internal and external customer. We have to market our *corpu*.

Rademakers (2016) also said that many *corpus* did not have a clear strategic profile in the organization, as illustrated in the case of Mars University, a *corpu* from Mars Incorporated small food companies that were included in the top 100 Fortune 500, a review in 2010 that revealed that members of the parent organization experienced uncertainty about who and what Mars University was for. The problems faced

by corpu leaders when connecting company strategies and learning processes in organizations are generally very heavy.

The general problem of the corpu delivered by Eccles (2004) and Rademakers (2016) above is that the corpu lacks a strategic vision and mission for the parent company, so the parent company does not know the corpu's vision and mission or the corpu's vision and mission are not aligned with the company's vision and mission parent. For this reason, an internal marketing approach is needed to convey the corpu's vision and mission to its parent company. The concept of holistic marketing from Kottler & Keller (2016) is based on the development, design, and implementation of extensive, interdependent marketing programs, processes and activities, one of which is a major component of internal marketing.

Schultz & Schultz (2004) , states that Integrated Marketing Communication (IMC) has grown since it was first known in the 1980s to become a strategic business process used to plan, develop, implement and evaluate coordinated, measurable, and persuasive brand communication programs , along with consumers, customers, prospects , employees, coworkers and other relevant internal and external participants. The aim is to produce short-term financial returns and build long-term brand and shareholder value. In some other countries, the strategy of Integrated Marketing Communication (IMC) has been widely used for private colleges and many researches about colleges that demonstrate a strong relationship between branding a college with IMC strategy undertaken.

Edmiston(2009)conductedresearchon the application of Integrated Marketing Communication (IMC) to universities in America. One of the conclusions of his research is that the application of IMC can improve internal and external communication.

The application of IMC in the corpu is expected to be a solution to overcome the weaknesses of internal and external communication as well as for better and consistent coordination and synergy among functions within the corpu , as well as between the corpu and work units outside the corpu which are the corpu customers. IMC can function like an orchestra that integrates internal and external corpu communication, so that "one sight, one sound, one voice" is achieved (Shultz and Shultz, 2004).

The study of the application of IMC in Indonesia, especially in the corpu , has never been carried out. The limited research on corpu in Indonesia causes the lack of information about the condition of corpu in Indonesia. In general, Rademakers (2016) says that scientific literature on corpu is still relatively rare.

Madhavaram, Badrinarayanan, McDonald (2005) argues that in the last two decades, many researchers have focused and studied about IMC, brand equity, and brand identity. Although the three research streams are interconnected, there are no research studies that explicitly conceptualize the specific relationship between the three concepts.

Whereas Tufekci 1 & Tufekci 2 (2012), proposed that the university branding process using IMC depends on 5 variables: organizational resistance, brand development, message consistency, strategic planning, staff development.

Research Framework and Hypothesis Development

Based on Eccles research, (2004) about Corpu marketing , Edmiston (2009) research on Integrated Marketing Communication (IMC) at IHE in the USA , Brand Equity Strategy research from Madhavaram, Sreedhar ; Badrinarayanan, Vishag ; McDonald, Robert E (2004) , the theory of brand equity Schultz & Schultz (2004) , research Tufekci and Tufekci , (2012) of the Universities Branding, then the conceptual framework of research on the application of the IMC on Corpu in Indonesia and its impact on brand equity is shown at Figure 1.

At first, IMC was defined by Schultz & Schultz (2004) as the co-ordination between the various elements of tactical marketing communications to get a message that is consistent among all channels and increased cost efficiency. Tactical elements are (a) advertising, (b) public relations, (c) direct marketing, (d) sales promotion, (e) online communication, and (f) social media.

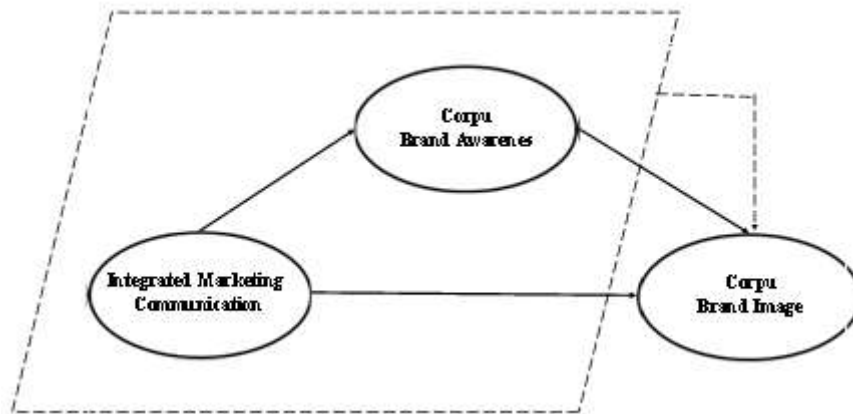


Figure 1 Research Framework

In 1997, the American Productivity and Quality Center (APQC) began its first systematic qualitative study to compare best practices at IMC. According to this study, the IMC was developed through a four-stage process, moving from a practical and tactical orientation to something that is increasingly controlled by an understanding of customers and their behavior (Schultz & Schultz, 2004).

Table 1
The Four stages of the IMC Framework (Schultz & Schultz, 2004)

| IMC Stage | Indicators |
|-----------|---|
| Stage 1 | Tactical coordination of marketing communication - Coordinate interpersonal and cross-functional communication within the organization and with external partners |
| Stage 2 | Commitment to market research in support of IMC - Utilize primary and secondary market research sources as well as actual customer data behavior - Maintain a multitude of feedback channels to gather information about customers and effectively act on customer feedback throughout the organization |
| Stage 3 | Application of information technology in support of IMC - Leverage technologies to facilitate internal and external communications - Adopt technologies for market research and data management purposes - Employ technologies to determine individuals who have the potential to deliver the highest value (financial or service contributions) to the institution |
| Stage 4 | Strategic integration of IMC - Active support of institutional leadership - Marketing communication staff empowered by senior leadership to lead the integration of external communication with internal communication directed to students, staff, alumni, and other constituents - Measure the effectiveness of marketing and corporate communication findings into strategic planning |
| Source: | Dawn M. Edmiston-Strasser, (2009) |

Table 1 shows: stage 1 involves the tactical coordination of marketing communications activities of an organization. The main focus of this stage is to get a message and voice consistency on all channels. In the early stages of the IMC's entry point to the organization, generally the IMC initiative was driven by a desire to get better coordination, consistency, and synergy among various tactical activities of external communication. Integration of these activities requires a high level of interpersonal and cross-functional communication within the organization, between business units, and with outside suppliers. This integration cannot be driven only by formal policies and procedures (Schultz & Schultz, 2004)

Stage 2 is defined as the use of market research by organizations for the planning, development and implementation of their IMC activities. Organizations use primary, secondary and actual customer data to design IMC activities. So the organization not only uses customer data available in the marketing department traditionally, but uses all information from all parties in the organization. Organizations maintain several channels to get input from customers, to get better information about who their customers really are in terms of demographics and also about what, why and why customers do something. Schultz & Schultz (2004) states that in stage 2 of the development of this IMC, the organization expands its view of marketing communication which not only sends messages to customers, but also the need to create an ongoing dialogue with customers and prospective customers. Therefore, this causes the role of workers who are outside the marketing communication department who have a role in maintaining the continuity of dialogue with customers. As such, many organizations experience difficulties in internal alignment so workers outside the marketing department understand the company's marketing mission. Only a few companies have succeeded in expanding marketing communication to internal employees. The question of internal marketing and the alignment of internal processes and internal activities with outgoing marketing promises only became known as a critical issue when APQC conducted the first qualitative study of the IMC best practices above.

In stage 3, organizations utilize information technology to support their marketing activities. They maintain several databases and marketing staff can access the database in making IMC program planning. They use technology to improve the delivery of messages to customers or prospect customers. According to the APQC study, several organizations utilize existing technology to effectively target communication programs and to calculate costs for obtaining and maintaining customers (Schultz & Schultz, 2004). At the peak of the IMC implementation, stage 4 was to realize the strategic integration of the IMC into the organization's strategic objectives. At this stage, it requires support from senior leadership, activating marketing communications staff and filling in the organization's messages delivered to internal and external customers. Edmiston-Strasser (2009) said that the IMC in its ideal form is an integral part of a systematic and interactive process. Thus, system theory can be used as a lens to better see and understand the various interactive components of the IMC framework.

Edmiston (2009) says, the acceptance of the IMC concept has increased in the last few decades. However, it is necessary to clarify the term IMC. The term 'communication' is defined as 'the act of communicating; transmission' (Communication, nd) while the term 'communications' is defined as 'the technology employed in transmitting messages' (Communications, nd). Thus, communication could be viewed as strategic while communications could be viewed as tactical. According to Edmiston (2009), there are differences between integrated marketing and integrated marketing communication. Integrated marketing is often defined as being 'concerned with the management of strategic assets' relative to three of the four standard elements of the marketing mix: product, price, promotion and place. However, such a definition relegates the concept of integrated marketing communication to a tactical function within the fourth element of the marketing mix: promotions (Sevier 1999 in Edmiston, 2009). For this research, the term used is strategic, namely Integrated Marketing Communication

Various definitions of *corpu* as conveyed by Morin & Renaud (2004): Many definitions of corporate universities in the literatures because of the fact that corporate universities programs vary to some extent from organization to organization. From a more practical perspective, Wheeler (see in Morin & Renaud 2004) suggested the following definition: a *corpu* is a function or department that is strategically oriented toward integrating the development of people as individuals with their performance as teams and ultimately as an entire organization by linking with suppliers, conducting wide-ranging research, facilitating the delivery of content, and leading the effort to build a superior leadership team. Wheeler also proposed that corporate universities fall into one or more of the following categories: name only, competency-based focused, leadership driven development, innovative driven and business driven development. *Corpu* play an important role in the development, coordination, and implementation of the total value of human resources to achieve corporate objectives (Oblinger & Verville, 1998). Meister (1998) states the success of companies such as E-Bay, Priceline.com, Dell.com as an example of the benefits of the *corpu* that can provide assistance in accessing, uniting, coordinating, utilizing and increasing the human capital of the company. The function of the *corpu* according to Satrijono et al (2017), is to support the achievement of the vision and mission of the parent company by developing the competence of its employees in terms of skills, knowledge and attitude. Because the company's strategy and human resource policies of each company are different, the type and level of education in the *corpu* in each company will be different. In principle, the type and level of education of a *corpu* will follow the types of competencies required and the career path of its human resources.

Although many factors influence customer-based brand equity, Madhavaram et al (2005) focus in his paper on the effect of IMC on brand equity. The IMC strategy is important for corporate brand management and strengthens the interface between brand identity strategy and customer-based brand equity (brand awareness and brand image). Schultz & Schultz (2004) defines brand equity from the three brand dimensions,

namely legal, relationship-building, and financial, as follows: A brand is a product or service represented by a name, symbol, graphic, or other visible and recognizable identified elements that (a) can be legally protected, (b) can be exchanged or sold for consideration, (c) contributes perceptual value to the relationship between buyer and seller, (d) has some form of financial value, and (e) is managed for ongoing value creation by the brand owner. Keller (1993), who conducted an analysis of customer knowledge, stated that brand awareness and brand image are dimensions of customer-based brand equity.

Approach Aaker (1991) on the brand equity as a set of fundamental dimension are grouped into a complex system that consists mainly: brand awareness, perceived quality brand, brand loyalty and brand associations (brand awareness, brand perceived quality, brand loyalty and brand associations). He also suggested a model of "top ten brand equity" for men use values of brand equity, taking into account several factors including brand awareness (brand awareness) is fundamental. Brand awareness is the first dimension and prerequisite of the entire brand knowledge system in the minds of consumers, reflecting their ability to identify brands under different conditions: the possibility that brand names will come to mind and the ease with which they are used (Keller, 1993). Brand awareness is capacity of to identify, recognize, or remember a brand in certain category (Aaker, 1991).

Fianto, et al., (2014) stated that consumers consider several attributes of a product before making a decision to buy a product. Keller (1993) states that brand image is a perception of a product which is a reflection of the customer's memory in the product. The brand is defined as an image that can be remembered by the public, which makes the brand positive, relevant and easily remembered by the public (Aaker, 1997).

Based on the conceptual framework in Figure 1, the research hypotheses are as follows:

Integrated Marketing Communication (IMC) consisting of advertising, sales promotion, personal selling, public relations and direct marketing is a process of communication that provides planning, design, integration and implementation of many forms of marketing communication that is carried out continuously on consumers targeted and other potential consumers. (Shimp, 2010).

Marketing communication are able to build brand. (Duncan,2008). In line with the foregoing, marketing communication is an attempt to convey a message to the public especially target consumers regarding the existence of products in the market, so that it has a share in brand awareness for companies (Kotler & Keller, 2016). The research hypothesis:

H1: There is a positive influence of Integrated Marketing Communication on Brand Awareness .

Nowadays the marketing paradigm has changed from being product oriented to being brand oriented. Competition is no longer a war between products, but has shifted to war between brands. Products that have a strong brand image, will more easily win the competition. "Brand image is the perception of the brand that is associated with brand associations that are inherent in consumers' memories". (Rangkuti, 2009).

Brand image is a representation of satisfaction and loyalty and customer experience. To produce a successful brand, integrated communication is needed, especially in the marketing world. Integrated marketing communication or better known as Integrated Marketing Communication (IMC) is an integrated marketing communication approach, which coordinates various promotional elements and other marketing activities. Brand image cannot be engineered, a positive image will be formed if the performance of the realization of the values contained in the brand is really like what was reported by the company. The image will be formed by itself from the efforts taken so that the most appropriate tool to make it happen is to apply an integrated marketing communication method or IMC. This effort is one of the important keys to forming a positive image or what the company aspires in its vision. Research Hypothesis:

H2: There is a positive influence of Integrated Marketing Communication on Brand Image.

Brand Awareness as the ability of a potential customer to recognize or recall that a brand is part of a particular product category. Related to brand image, it can be assumed that image is the same as work on how to build an image or perception of an organization or company in the minds of the public. Image is the most prominent perception. Profit or non-profit organizations or institutions that have a good image in the eyes of consumers, products and services are relatively more acceptable to consumers than companies that do not have an image. Research Hypothesis:

H3: There is a positive influence of Brand Awareness on Brand Image.

According to Duncan (2008), integrated marketing communication is the process of planning, implementing, and controlling the message of a brand to be able to create long-term relationships with customers. So, the IMC is a synergy, creativity, integration, and marketing communication in an integrated manner by utilizing various kinds of different communication elements to create a coherence that supports each other (Rangkuti, 2009).

The main components of the knowledge of the brand, as stated by Keller (1993) consists of brand awareness (brand awareness) as well as brand image or brand image (brand image). Brand awareness is divided into two parts, namely brand recall, and brand recognition. While brand impressions are divided into four parts, namely: the type of brand association, the brand association favorite, the strength of the brand association, and the uniqueness of the brand association. The type of brand association includes three important parts, namely attributes, benefits, and behavior. (Rangkuti , 200 9). Research Hypothesis:

H4: There is an influence of Integrated Marketing Communication and Brand Awareness together on Brand Image.

II. RESEARCH METHODOLOGY

This study refers to Edmiston's (2009) research at the Public Institutions of Higher Education (IHE) in the USA, which refers to the four stages of the IMC development from Schultz & Schultz (2004), but for this study it was added with Corpu's internal and external stakeholders as respondents and see the effect of the implementation of IMC on Corpu's brand equity . The addition of the scope of this research is based on recommendations for future research from Edmiston (2009). Model brand equity strategy of Madhavaram et al (2004) made reference to see the effect of Integrated Marketing Communication on brand equity is the effect of Integrated Marketing Communications to Brand Awareness and its implications on the Brand Image.

The method of approach of this research is descriptive and verification. , then the research method used is descriptive survey method and explanatory survey method. The type of investigation in this study is causality. The time horizon in this study is cross-sectional. The population of this research is corpu in Jakarta and Bandung, from state-owned enterprises (SOEs) with fields of different industries, namely telecommunication, financial services, and energy, which are Bank Mandiri, Bank BRI, PLN and Telkom are selected by the method of purposive sampling, with criteria of corpu age at least 5 years. Whereas to determine the number of samples in each company used a sampling technique: Stratified Proportional Random Sampling. The data used in this study are primary data. Data collection was using online Questionnaires. In this research, data processing with LISREL 8.8 is used as software for structural equation model (SEM) with confirmatory factor analysis (CFA) method. A total of 325 respondents were 223 male (68.6%) and 102 female (31.4%); then those aged 20-29 years as many as 60 people (18.5%); aged 30-39 years as many as 134 people (41.2%); aged 40-49 years as many as 73 people (22.5%) and those aged 50-69 years as many as 58 people (17.8%).

Based on the latest education level of 325 respondents, the majority were undergraduate (74.8%), then 48 graduate (14.8%), 30 diploma (9.2%) while high school and doctoral were 2 people each (0.6%). Based on positions in the company (corporate title) of 325 respondents, Clerk 53 people (16.3%), Staff 126 people (38.8%), Manager 53 people (16.3%), Senior Manager 37 people (11.4 %), AVP 25 people (7.7%), VP 27 people (8.3%) and SVP 4 people (1.2%).

Based on the experience or length of work of 325 respondents, a maximum of 1 - 10 years was 170 people (52.3%); then 95 people (29.2%) worked 21-30 years, worked 11-20 years as many as 47 people (14.5%) and worked > 30 years as many as 13 people (4.0%).

III. RESULTS AND DISCUSSION.

A test (pre-test) to determine the level of validity and reliability of the instrument that will be used to collect primary research data, was conducted on 30 respondents randomly selected from a predetermined sample frame, with the following results:

**Table 2:
Pre Test Instrument Results**

| Variable | Dimension | Item | Corrected Correlation | Item-Total | Cronbach's Alpha |
|----------|-----------|------|-----------------------|------------|------------------|
| IMC | TCMC | 7 | 0.435 - 0.813 | | .893 |
| | CMMR | 6 | 0.496 - 0.823 | | 0.890 |
| | DAIT | 4 | 0.646 - 0.778 | | 0.867 |
| | SIMC | 5 | 0.593 - 0.921 | | 0.918 |
| BAW | BAW1 | 2 | | | 0.963 |
| | BAW2 | 2 | .758 - 0.935 | | |
| | BAW3 | 2 | | | |
| | BAW4 | 2 | | | |
| BIM | BIM1 | 3 | | | 0.931 |
| | BIM2 | 3 | 0.580 - 0.881 | | |
| | BIM3 | 2 | | | |

Source: processed data.

Table 2 shows that from the results of the pre-test instrument above, it can be concluded that the instrument is reliable and valid, so that it has been feasible to be used to collect research data; where the Corrected Item-Total Correlation value is greater than the cut-off value of 0.361 for respondents $n = 30$ and the real level $\alpha = 0.05$ and the Cronbach's Alpha boundary value of 0.60. Evaluate the goodness of fit values of the structural model summarized in the following table:

Table 3:
Goodness of fit Ind ic e Full Model

| GoFI Statistics | Model Results | Criteria |
|-------------------|--------------------|----------|
| $\chi^2 / df (P)$ | 75.66 / 32 (0.000) | bad fit |
| GFI ; AGFI | 0.96 ; 0.92 | good fit |
| CFI; IFI | 1.00 ; 1.00 | good fit |
| RMSEA | 0.063 | good fit |
| NFI; RFI | 0.99 ; 0.99 | good fit |

Source: LISREL output

Table 3 above shows an objective estimate that shows that all parameters of the models fit meet the requirements of goodness of fit except at Chi-Square.

Berdasarkan result estimation model, can be constructed of structural equation (Structural Equations) with a standard error of estimate (se) and the t-value, for the variables of the study as follows:

Full Model Sub-I Structure:

BAW = 0.86 * IMC, Errorvar. = 0.26, R² = 0.74
 se (0.052) (0.0087)
 t-value 14.32 6.56

Full Model Sub-Structure II:

BIM = 0.51 * BAW + 0.48 * IMC, Errorvar. = 0.10, R² = 0.90
 se (0.078) (0.064) (0.0055)
 t-value 7.76 7.70 5.74

The full structural equation above shows: 1). In the full model sub-structure equation I: a). variable Integrated Marketing Communication (IMC) with a path coefficient of 0.86 and $t_{\text{value}} = 14.32 > 1.97$ the effect on Brand Awareness (BAW) positive and significant. This means that the higher the value of Integrated Marketing Communication will increase the value of Brand Awareness. b). The value of $R^2 = 0.74$ means, determination coefficient or the contribution of Integrated Marketing Communication in explaining Brand Awareness by 74.0%, while the remaining 26.0% influenced by other variables not examined.

2). In full equation model sub-structure II: a). Integrated Marketing Communication (IMC) variable with path coefficient of 0.48 and $t_{\text{value}} = 7.70 > 1.97$, the effect on Brand Image (BIM) is positive and significant. This means that the higher the value of Integrated Marketing Communication will increase the value of Brand Image b). Brand Awareness (BAW) variable with path coefficient of 0.51 and $t_{\text{value}} = 7.76 > 1.97$, the effect on Brand Image (BIM) is positive and significant. This means that the higher the value of Brand Awareness will increase the value of Brand Image. c). The value of $R^2 = 0.90$ means the coefficient of determination, or the contribution of Integrated Marketing Communication and Brand Awareness in explaining Brand Image by 90.0%, while the remaining 10.0% influenced by other variables not examined. d). Based on the above analysis it can be concluded that the Brand Awareness variable is more dominant in influencing Brand Image than Integrated Marketing Communication.

Table 4
Partial Hypothesis Testing Results (t-test)

| Relationship | Path coefficient (γ) | t_{table} | t_{count} | Decision |
|-----------------------------------|-------------------------------|--------------------|--------------------|---|
| H1: IMC → Brand Awareness | .86 | 1.97 | 14, 32 | $t_{\text{count}} > t_{\text{table}}$; significant H1 received |
| H2: IMC → Brand Image | 0.48 | 1.97 | 7, 70 | $t_{\text{count}} > t_{\text{table}}$; significant H2 received |
| H3: Brand Awareness → Brand Image | 0, 51 | 1.97 | 7, 76 | $t_{\text{count}} > t_{\text{table}}$; significant H3 received |

Source: LISREL output is processed

Based on the partial significance test (statistical-t test) in Table 4, it shows the significance of the partial test results. Testing the hypothesis that reflects causality relationship on SEM models is basically testing the significance of the path coefficients or the coefficient Beta, so it can be concluded the hypothesis accepted or proven.

Significance test simultaneously carried out to test the influence of Integrated Marketing Communication and Brand Awareness together to Brand Image, using F test statistic .

$$\mathbf{BIM = 0.51 * BAW + 0.48 * IMC, Errorvar. = 0.10, R^2 = 0.90}$$

se (0.078) (0.064) (0.0055)

t-value 7.76 7.70 5.74

Table 5:
Test of Influence on Brand Image Substructure-I I

| Exogenous Latent Variables | (R ²) | F- table | F- count | Decision |
|----------------------------|-------------------|----------|----------|---|
| IMC and BAW (together) | 0, 90 | 3 , 02 | 322.0 | F- count > F- table . Ho refused; significant H 4 accepted |

Note: F-table = 3 , 02 at α = 5% and df: db1: k = 2 ; db2: nk-1 = 325 - 2 - 1 = 322

Source: Data processed

Table 5 shows the effect of Integrated Marketing Communication and Brand Awareness together on Brand Image with an F-_{calculated} value of 322.0 > F-_{table} = 3 , 02 ; it means that the effect of Integrated Marketing Communication and Brand Awareness together on Brand Image is **significant** with a coefficient of determination of 90.0 % . Thus **H 4** accepted or proven.

The step of mediator variable analysis is by calculating the magnitude of direct and indirect effects and their significance value with t-value. Analysis of the influence of Integrated Marketing Communication (IMC) on Brand Image (BIM) with Brand Awareness (BAW) mediation.

- a) The direct effect of IMC to BIM positive at 0. 48 and **significant**.
- b) The direct effect of IMC to BAW positive at 0. 86 and **significant**.
- c) The direct effect of BAW to BIM is positive at 0. 51 and **significant**.
- d) The indirect effect of IMC to BIM through BAW at (0. 86 x 0. 51) = 0. 4386 and **significant**.
- e) The effect of total IMC to BIM = 0.48 + 0.4386 = 0.9186

Based on the results of the analysis, Brand Awareness (BAW) as a **partial mediator** influences Integrated Marketing Communication (IMC) on Brand Image (BIM). Because IMC' s direct effect on BIM is significant, the indirect effect through BAW is also significant, thus the effect of Integrated Marketing Communication on Brand Image in total becomes even greater.

Based on the results of the analysis and testing of this hypothesis, it is found that the influence of Integrated Marketing Communication positively and significantly on Brand Awareness , with the most dominant dimension of Integrated Marketing Communication is A Commitment to Market Research (CMMR) and less dominant Tactical Coordination of Marketing Communication (TCMC) . The most dominant Brand Awareness dimension is Brand Familiarity (BAW3), and the least dominant Brand Recalling (BAW1). The influence of Integrated Marketing Communication positively and significantly on brand image. The most dominant Integrated Marketing Communication dimension is A Commitment to Market Research (CMMR) and the less dominant Tactical Coordination of Marketing Communication (TCMC). The most dominant Brand Image dimension is Brand Favorability (BIM2), and the less dominant Brand Strength (BIM3). The influence of Brand Awareness to Brand Image positive and significant, with the most dominant Brand Awareness dimension is t Brand Familiarity (BAW3), and the less dominant Brand Recalling (BAW1). The most dominant Brand Image dimension is Brand Favorability (BIM2), and the less dominant Brand Strength (BIM3). The influence of Integrated Marketing Communication and Brand Awareness together is positively and significantly on Brand Image. The Brand Awareness variable dominantly affects Brand Image compared to Integrated Marketing Communication. The most dominant Integrated Marketing Communication dimension is A Commitment to Market Research (CMMR) and the least dominant Tactical Coordination of Marketing Communication (TCMC). The most dominant Brand Awareness dimension is Brand Familiarity (BAW3), and the least dominant Brand Recalling (BAW1). The most dominant Brand Image dimension is Brand Favorability (BIM2), and the least dominant Brand Strength (BIM3).

IV. CONCLUSION AND IMPLICATIONS

This descriptive and verification study supports the Brand Equity Strategy model from Madhavaram et al (2005) and the University Branding Process model from Tufekci 1 & Tufekci 2 (2012). It is the development

of the An Examination of Integrated Marketing Communication model in US Public Institutions of Higher Education (IHE), from Edmiston (2009) by looking at the effect of the IMC on Brand Awareness and Brand Image on corpu in Indonesia. The influence of Integrated Marketing Communication positively and significantly on brand awareness, supports the theory of Duncan (2008), which states that marketing communication is able to build a brand.

Supporting the theory of Kotler & Keller (2012), marketing communication is an attempt to convey a message to the public, especially target consumers regarding the existence of products in the market, so that it has a stake in brand awareness for the company

Effect of Integrated Marketing Communications to Brand Image positively and significantly, supporting the theory of Duncan (2000), integrated marketing communication is the process of cross-functional to create and deliver mutually beneficial relationships with customers and other stakeholders by controlling the strategically or affect all messages sent to groups and encourage data-based, creating dialogue with customers and stakeholders.

The effect of brand awareness on brand image is positive and significant. These results support the theory of Aaker (1996), that brand awareness is an ability of a potential customer to recognize or recall that a brand is part of a particular category or product

From the results of this study, all four corpus have run into 4 stages of integrated marketing communication, and have had a positive influence on employee's brand awareness and brand image who are customers of the corpu. But there is still room to improve corpu's brand awareness and brand image. To enhance Brand Awareness: Maintain Brand Familiarity, the most dominant dimension. Improve Brand Recalling, the least dominant dimension. Improve the Tactical Coordination of Marketing Communication (TCMC) dimension of the less dominant IMC.

To enhance Brand Image: Maintain the Brand Favorability dimension because it is the most dominant dimension. Improve Brand Recalling, the least dominant dimension of Brand Awareness. Improve the Tactical Coordination of Marketing Communication (TCMC) dimension of the least dominant IMC.

The least dominant IMC dimension is TCMC, which is the first and basic of the four stages of the IMC. This is a room for improvement in the application of IMC in the four corpus being researched, namely by structuring and formalizing the function of the IMC in the corpu organization that is being researched.

The suggestions for further research are as follows: 1. This research needs to be continued by other researchers covering financial aspects as a result of the application of IMC in corpu; 2. Further research can be extended to all Corpu in Indonesia by grouping similar business sectors; 3. Further research can add other relevant variables that affect Brand Equity, for example brand loyalty

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