Evaluation of the Strategy and Implementation of 360º

Communications in Indonesia

Dorien Kartikawangi, Nia Sarinastiti, Avianto Nugroho

(Atma Jaya Catholic University, Jakarta, Indonesia)

Abstract: The development of Information Communication Technology (ICT) has given the opportunity to be able to use 360º Communications in corporate communication and marketing communication activities. Nevertheless, there is still a debate on the effectiveness and efficiency of this model during the implementation on the field. The objective of the study is not merely conducting a general evaluation of the 360º Communications implementation done by companies in Indonesia, but also focusing on the use of social media trinity that are developing, which are blogging, microblog and social network. This research is done through a qualitative approach using Focus Group Discussion and interviews with industrial players, as well as through participative observation. Research results reveal that sources implement 360º Communications differently, either on defining the strategy up until evaluation, whether partially or overall. This depends on the type of business/industry it does and the communication objective it chooses.

Key words: 360 degree communications; computer mediated communications; integrated communication
JEL code: M00

1. Introduction

Increasing business competition with the development of products and services in various sectors has brought positive impact for marketing and corporate communication. One of the positive impacts are the creativity in developing concepts and implementation of strategic marketing and corporate communication, use of budget and the effectiveness of the programs to reach its goals. Conceptual creativity and implementation are very much supported by the development of Information and Communication Technology (ICT). In the communication concept, the model can be found mostly in marketing communication, which is often known as Integrated Marketing Communication. Nevertheless, in its implementation, corporate communication often uses the model because in implementing programs it needs to have understanding of clients/users through integrated programs. In this research, the definitions being used are integrated communication, which in practical terms is called 360º Communication.

Dorien Kartikawangi, Dr. in Communication, Professor, School of Communication, Atma Jaya Catholic University; research areas/interests: corporate and marketing communication, multicultural communication, media. E-mail: dorien.kartika@atmajaya.ac.id.

Nia Sarinastiti, Dr. in Communication, Professor, School of Communication, Atma Jaya Catholic University; research areas/interests: corporate and marketing communication. E-mail: nia.sarinastiti@atmajaya.ac.id.

Avianto Nugroho, M.Si. in Communication, Professor, School of Communication, Atma Jaya Catholic University; research areas/interests: corporate and marketing communication. E-mail: avianto.nugroho@mediatree-id.com.

Kithchen, Kim and Schultz (2008) conducted previous studies. In their research on *Integrated Marketing Communications: Practice Leads Theory*, it was discovered that adoption and implementation of IMC should consider not only cultural differences, but also weaknesses in the process and implementation. Recommendations were made that clients need to be given greater attention in the future. Meanwhile, Tosun (2008) stated in his article that there should be a synergistic interaction between corporate PR and point of purchase communications, because this will create maximum efficiency in the system. In their findings, Spence and Essoussi (2010) who conducted a research on SME brand building and management emphasized that an integrated communication strategy is indispensable in enhancing a brand strategy while serving as a creative approach for its growth and sustainability. Another research conducted by Christensen, Firait and Comelissen (2009) asserted that it calls for an adaptation between the ideal of integrated communications and the type of integration that can be applied by the organization, as well as the relevant communication.

Some earlier researches indicate the importance of integrated communications within the organization and as regards the product by observing the accuracy of strategy selection and implementation for maximum efficiency. Similar researches in Indonesia cannot yet be found throughout the exploration. There are some evaluation activities undertaken by the company or its agency for implementation of the program. This supports the importance of this Research in contributing to Indonesia's perspective on implementation of the integrated communications.

During its development, the implementation of this 360º Communications has been a subject of debate, mainly among the company high officials in relation to the effectiveness and efficiency of this model. Some opinions say that in communicating the products/services the company must use the 360º Communications in order to achieve the communications objective to the maximum extent possible. Meanwhile, other opinions say that 360º Communications do not necessarily need to be used at all times, because achievement of the communications objective may only need a few methods. According to Will Harris Nokia, Marketing Director for the UK, 360º Communications is no longer effective, and utilizing a few methods rather than combining all the methods together will suffice. This is similar to the statement made by the CEO of Ripple Hub, Jean-Phillipe that the specific approach is not a problem at all because a single approach in a cross-channel way is not necessarily efficient.

Following the result of earlier researches and the emerging debate about the effectiveness and efficiency of the strategy and implementation of 360º Communications or integrated communications, a scientific study for evaluation would become interesting and important, particularly with regard to the strategy and implementation in Indonesia.

According to the background description, this research has the objective of evaluating the 360º Communications implemented by various companies in Indonesia.

The benefit of this research is to provide a scientific evaluation of the implementation of 360º communications, which in turn will provide a reference for development and implementation of the concept both in academic and practical contexts.

2. Selected Review of Literature

2.1 IMC, MPR, and 360º Communications

In the theories of marketing and corporate Communication, there are well known concepts of Integrated Marketing Communications (IMC) and Marketing Public Relations (MPR). Integrated Marketing

Communications can simply be defined as coordination and integration of various marketing tools to maximize the impact on consumers and other end users at the least cost possible. Whereas Marketing Public Relations can be defined as the strategy and implementation that combine the concepts of marketing and public relations for maximizing the results from the efforts of the organization in the relationship with the consumers and other stakeholders.

Along with the development of technology, currently there are emerging concepts of 360º Communications with limited academic references. The underlying question is whether the business world will find IMC and MPR sufficient or will those concepts need to be developed along with the rapid development of information and Communications technology and the need to absorb it all in an integrated way? Further exploration found that the term 360º Communications is being used more widely in the practical world. Take, for example, the "360" company working in the fiend of marketing communications. The company originated in the United States and offered a comprehensive marketing communication services. One example is the Ogilvy World Wide, which mentioned 360º Communications with regard to the overall effort of communicating a brand to the public.

This phenomenon then brought up the idea that the 360º Communications can be conceptualized more broadly for marketing Communication and Corporate Communication efforts. Ogilvy World Wide Indonesia defined 360º Communication as a process of "how":

> It is how to get all elements in the communications mix working in harmony. Interest in integration has grown recently as a direct result of budgetary pressures. Integration is a process to deliver an "end result", not an end in itself.

That definition can be seen more clearly in Figure 1 below, which illustrates the integration of communications in an effort to communicate the brand to the consumer. This strategy also brings together a marketing strategy that has long been recognized and implemented, namely the pull strategy and push strategy, as well as the "below the line" and "above the line" forms of communication. The four main concepts of 360º Communications presented in Figure 1, i.e., advertising, digital, public relations and activation were designed bring the brand closer to the consumer.

Advertising refers to the activity of advertising in various forms, either through mass media (above the line), or not (below the line) such as through leaflets, brochures, banners, billboards and so forth. **Digital** is a wide range of communication activities via social networking media, such as facebook, flickr, YouTube, cyber communities, and so forth. **PR** (Public Relations) is public relations activities integrated into marketing communications. **Activation** is various specific activities that are packed to strengthen communication between the brand and the consumer in a face-to-face encounter.

With such integrated means of communication, consumers are expected to gain and feel some particular experiences with the brand, which will be recorded well in their memory, and in turn will give positive feedback to the brand.

Figure 2 provides the details of various communication activities derived from the four main concepts: advertising, digital, public relations and activation in the implementation. Various activities utilizing all available communication media will provide experiences to all message-receiving senses. These experiences (insight) are expected to bring a positive assessment of the products or services being communicated. Thus, the positive experiences can be shared with others and lead to the process of dissemination either directly or through social media. Dentsu-Japan communications company developed this concept and implementation from the marketing communications concept of AIDA, i.e., Awareness, Interest, Desire, Action, and turned it into AISAS, i.e.,

Awareness, Interest, Seeking, Action, Share.

From the description, it can be said that 360° Communications is the result of development of integrated marketing communication and Corporate Communication concepts and supplemented with digital communication concept in line with the rapid advancement of information and communication technology (Information Communication Technology). Furthermore, we will have a more specific discussion about the role of ICT in 360° Communications.
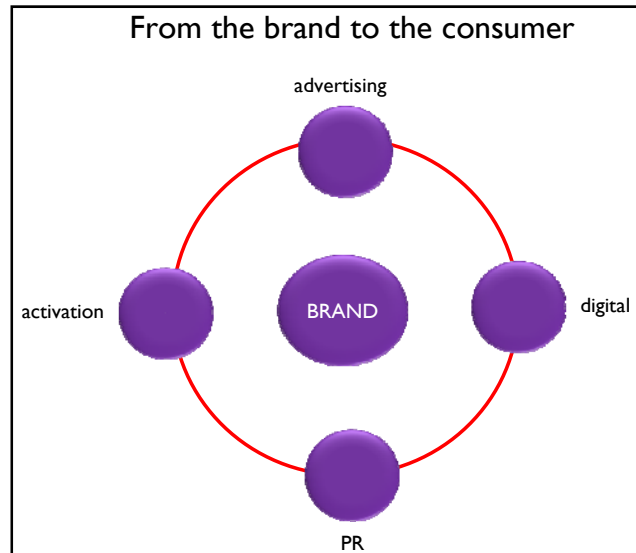
Figure 1   Main Concepts of 360 Communications

Source: adopted from PR. Smith & Ze Zook (2011) and Ogilvy World Wide (2011)

Figure 2   Implementation of 360° Communications

Source: Ogilvy World Wide (2011)

2.2 ICT Role in 360º Communications

Originally, the development of communication and information technology has provided the ease of communication between individuals via electronic mail, also known as e-mail, and introduction of an organization through the website. Currently, the form of communication by means of Information Communication Technology (ICT) can be both inter-personal and mass in nature. Although the debate on this matter will continue, the following exposure puts more emphasis on its usability and role in 360º Communications. With regard to ICT role, Hardjana (2012) in his writing on *Integrated Communication: Marketing Communication in the Interactive Age*, expressed the following:

> Globalization has an effect on how we communicate and what media to use in communicating. To be able to manage organizational results, many realize that individual communication held by different units did not make the organization effective or efficient. Communication needed to be realigned and integrated to a centralized corporate communication network. In addition, with pressure from the growth of communication technology, business must also face the complexity and intricacy of business competitiveness and positioning to be in the mind of consumers. Hence, the development of integrated marketing communication (IMC) provided another stage of development of integrated marketing communication (IMC) provided another stage of development in communication industry.

Currently, much more than emails and websites can be utilized to communicate a product or service. Individuals in different parts of the world separated by space and time now find it easier to get connected to one another through sophisticated facilities of the ICT. A network map between individuals indicates the breach of such barriers as distance, space and time, as can be seen on Figure 3. Communication through the computer with various forms of free or paid facilities has enabled individuals to communicate with one another in real time. Thus, the constraints or separators of distance and time become smaller, if none at all. These kinds of situation would likely enable any individual to participate in disseminating information about products and services. The role of these individuals is often referred to as the word of mouth marketing communication that currently applies either through the cyberspace (online) or not (offline).

Computer Mediated Communication, the concept proposed by Whitaker in Littlejohn (2008), currently available and can be used by anyone including companies in communicating their products or services to the consumer, is very diverse in nature. In connection with this, it is important for companies as well as professionals of marketing and corporate communications to know about the social media landscape. Understanding the social media landscape will also mean having an in depth knowledge of the nature and character of the social media, who are using it and what is the impact of its use, as well as what are the financial consequences. According to Lan Safko (2010), five major phases must be followed in order to be successful in using a social media. The five phases are:

(1) Analysis of media that were once and are currently being used.

This includes measures to review the planning for marketing, the marketing and corporate communications strategy as well as the relevant implementation that were once and are currently being carried out. This phase aims to see if costs incurred by the company are worth the results.

(2) Social media trinity

This phase aims to give greater focus on the three most important categories of social media and disregard the lanilla category. The three categories are: blogging, microblogging and social networks

(3) Integrated strategy

Next is the phase where the trinity of social media is integrated within the strategy and planning for

implementation of marketing and corporate communications to achieve maximum results

(4) Sources

The phase where all sources that allow for the implementation of this new strategy are discovered and compiled

(5) Implementation and measurement

The last phase is the implementation of strategy that has been compiled and planned, and the relevant measurement. This measurement of success is the phase most often abandoned or forgotten, and therefore it is imperative to thoroughly follow all these five phases in order to obtain the evaluation through precise measurement.

As mentioned earlier, the trinity of social media is important to observe so that the planning for marketing and corporate communications strategy will be better focused. Figure 3 indicates the social media landscape taken from Fredcavazza.net. In that Figure, we can clearly see the various social media that are included in blogging, microblog and social network.

Blogging, microblog, and social network are terminologies well known in the cyberspace. ***Blogging***. Blog is an integral component in social media marketing, i.e. information website published via the World Wide Web (www). Blog can help the company in building trust, putting the company and its products or services in a robust environment, and automatically presenting the company and its products/services to the consumers. **Microblogging**. Is a blog in a smaller format, better known by its brand, Twitter. Twitter is the most recognized form of microblogging. Through Twitter, the company may be followed by followers who will read anything communicated via the tweet that will very likely be retweeted so that the information can be followed and read by more people. The company can also upload photos, do some tagging and so forth through the Twitter as a form of microblogging. **Social network** encompasses individuals or organizations that are dyadically connected through social networking facilities in the cyberspace. Figure 3 indicates the social media landscape that can be used both by individuals and organizations to interact with one another.

Figure 3   Social Media Landscape

Source: Fredcavazza.net. (2011)

In line with the rapid development, communication tools are also developing by providing social media features. With this development, the company's efforts in communicating products and services through 360º

Communications will be easily acceptable and accessible to consumers. The development of communication and information technology has moved the manufacturers of handphones to bring forth smartphones that provide a variety of social media features. Through the smartphones that can be brought anywhere by customers and potential customers, access to social media features has become much easier. This will also facilitate the scope of communication from the company to stakeholders in communicating, persuading and collaborating its products and services. Such ease and immediacy also contribute to the effectiveness and efficiency of 360º Communications. Achievements that are above the expectation or target can be obtained with reduced cost.

3. Methodology

The Research Method employed in the research on implementation of 360º Communications was qualitative in nature, using primary and secondary data. Primary data is obtained through interviews, focus group discussions and participatory observations. In-depth interviews were conducted with resource persons of policy makers from five companies with representatives of varied business sectors, namely: consumer goods, financial institutions, communication consultants, cinemas, and radio media. FGDs were conducted twice with participants serving as policy implementers in various companies. Researchers who also work in consulting firms for communications and mining carried out participatory observations. Meanwhile, secondary data includes archives relating to the implementation of 360º Communications.

3.1 Data Analysis

The process of qualitative data analysis aims to give meaning to the situation (Krueger in Rabiee, 2004, p. 657). Krueger explained that data is reported in three levels:

(1) *Raw Data*, i.e., raw data based on resource persons' statement in a conversation and categorized by theme level.

(2) *Descriptive Statements*, i.e., summary of resource persons' words and comments arranged by theme level.

(3) *Interpretation*, i.e., interpretation through a descriptive process by giving meaning to data. When giving meaning in a descriptive way, it must reflect the researcher's own bias.

To analyze data collected through in-depth interviews, which resulted in taped interviews, the data will be collected and analyzed for classification through coding. Here are the coding sequences: the first is open coding, where interviews are marked or coded to classify data into specific categorization in which the outcome will have better focus for analysis. The second is axial coding, where researchers give greater focus on analyzing data that has been categorized which enables the researchers to look at the causes, conditions, processes, and strategies that can eventually be divided into groups. The next sequence is selective coding where researchers identify the main theme of the research by looking at data samples that can represent the theme (Neuman, 2003, pp. 442-445). Interpretation is the final stage of data analysis. Interpretation is carried out based on the objective of the research. Krueger (Rabiee, 2004, p. 658) provided seven criteria for data interpretation: Interpreting the words to learn about terms used by resource persons, context, frequency of resource persons' response, intensity of response, consistency of response, response specifications, and looking for great concepts out of the data obtained.

4. Results

The research results presented in this section systematically discuss the five phases suggested by Savko Lan (2010), i.e., analysis of media that were once and are currently being used, social media trinity, integrated strategy,

sources, implementation and measurement, but with combination of several parts. Thus, the presentation is arranged as follows: **Analysis**, which includes market research and media as well as communication media that are being used; **Social Media Trinity**, which includes blogging, microblogging, and social network; **Strategy, Implementation, Measurement**, which include the determined strategy and its implementation, sources, and measurement that are being used to observe the implementation's achievement.

4.1 Situation Analysis

Both national and international companies perform various analyses prior to preparing a management strategic plan. In this context, the company's communications, both corporate communications and marketing communications are seen as an integrated part of the company's management strategy, not merely as a supporting part.

The following are the interview results on situation analysis performed by resource persons:

(1) *A research is conducted before and after conducting a campaign. From the group there is the media monitoring division (that will also function as service brand)...Verbrand is the research agency that conducted the research before and after the campaign*

(2) *Image analysis was conducted by Nielsen, consultant and media analyst.*

(3) *We are developing the Net Promoter score. Surveys to find out whether customers are satisfied or not would be meaningless. By means of the score, we will find out how many customers are promoters, how many are distracters, how many are neutral.*

(4) *As regards the research, actually the company has had a division where all products have gone through various researches prior to the launching. Those researches are related to the products' concept.*

Based on the interviews, the research results show that to conduct market analysis/research, multi-national companies use concepts that have been determined by the Research & Development Division at the headquarters and developing as well as processing them in accord with their respective locality. As regards national companies, they use internal research and research consultancy services. Most of the analysis/research investments are made for marketing communication, especially in utilizing the consumer database, while corporate communication focuses more on media monitoring.

The company uses various researches for situation analysis, both formal and informal researches. The types of formal researches being used include:

- Market research/business intelligence
- Media research such as Nielsen, Verbrand, net promotion score
- Revenue (overall, annual review)
- Informal, ad-hoc or post event researches would use:
- Media monitoring
- Revenue (post event)
- Communities
- Market watch

The benefit of multiple resource persons being multinational companies is that the format of situation analysis is already standardized, and would only need to be applied, and the benefit would be even more evident if there is flexibility to adapt to local conditions.

4.1.1 Communication Media

In providing information on products and services while interacting with the general public and stakeholders,

the company uses both above the line and below the line communication media. The use of communication media depends heavily on the type of company and the type of products/services offered. Below are the research results in each communication media:

4.1.1.1 Above the line

Communication through media or above the line (ATL) still occupies the largest portion of the fund allocation, especially for fast moving products and consumer goods. The largest use of the media is for advertising, with television as the principal media. The use of television is primarily based on its advantages over other media, namely the audio-visual capability to deliver messages and the scope that reaches all layers of society, especially the lower middle class, who are not users of social media.

Evidences can be seen from the interviews are as follows:

(1) *Since the initial business is PR, then ABL is more of a complement and conducted by another agency, Mocca (one group)*

(2) *Female Circle activity relies on advertisement/sponsorship/ cooperation. Female cannot rely solely on radio advertising. So BTL activity (event) will cooperate with TV and magazine for ATL.*

(3) *I am developing the advertising method through direct response television concept. Because what I need is not only awareness, but also response for action. To that end, a system will play the role here. So for each TV, each program, I am employing all TVs, SCTV, RCTI, etc. Then I give the phone number to those various different advertisers.*

(4) *We have no special program or other ways of advertising the cinema. So the advertisements will still focus on film. Thus some advertisements will be film owners' burden, and some others the cinema's burden.*

To maximize the effectiveness and efficiency considerations, several brands are working together with banks/credit card providers to advertise, especially at the time of selling. Banks are considered quite aggressive in terms of advertising and making promotion, especially in the outdoor media. Banks' aggressiveness is regarded as an opportunity for certain brands with common target audience to cooperate.

4.1.1.2 Below the line

Below the line is the communication activity from the company to the targeted community who do not use mass media. Smith and Zook (2011) mentioned that these activities include selling, publicity, sponsorship, sales promotions, direct mail, exhibition, merchandising and point of sale, and packaging which can be done either offline or online.

Various marketing communication activities carried out by the company give priority to consumer participation, product demonstration or cause-related marketing, such as breast cancer for women's underwear products, or by special celebrations such as Lebaran, Valentine's, Chinese New Year, Christmas and New Year, as well as national memorial days such as independence, education, and so forth. As regards corporate communication, BTL activities are more related to the media, such as press conference, tour, social marketing, etc.

Below are some interview results that explain the exposition above:

(1) *Since the initial business is PR (BTL), the primary activities are media relations, social marketing, digital activation, and brand strategy.*

(2) *So I have established cooperation with one call center, info media, and this involves 300 people. So all must know for sure where the advertisement came from. Because we are using 5 TV, 5 different phone numbers. The advertisement will be aired every hour for the first 4-5 days. This way we can find out who will give response. According to the target audience.*

(3) *In principle, promotion will advertise films, not cinemas. There has never been promotion for cinemas. There is cooperation for promotion with films. There is cooperation for promotion with cinemas.*

The research results indicate that the company's communication activities with the concept of below the line (BTL) are very diverse. The implementation involves all kinds of businesses, both in terms of marketing communication and corporate communication.

4.2 Social Media Trinity

Social media trinity includes blogging, microblogging, and social network. Research data indicates that implementation of social media trinity involves different scales and phases as it depends on target market or target audience. For Business to Business (B2B) companies, social media trinity is not employed given the very limited target, except for reaching out to potential employees of upper-level/final year of college students who are preparing for graduation and already looking for a job. As for companies with a large and broad consumer base, the social media trinity is deemed necessary. Nevertheless, implementation in each company will be tailored to and highly dependent on their respective product category. The use of social media is presented below in a systematic sequence for each category:

4.2.1 *Blogging*

Blogging is a computer-mediated communication activity aimed at communicating various activities of the product or the company. Interaction with blog or website visitors may occur if a feedback facility is given in the form of a space to leave messages or chat room. The research results indicate that not all companies or products have made use of this facility.

Below are the evidences that blogging is limited being used due to the difficulty in maintaining and need to have a specific person dedicated to manage:

(1) *Blogging cannot be easily maintained, it requires a person with specific skills to handle the maintenance. Some clients are using this service. But there should be someone to keep driving the clients. Blogging will involve dragging numerous contents and clients do not have the resources for that, and as a result many blogs remain blank*

(2) *Looking for long lasting members is not an easy thing to do. Many forms of cooperation have been established, e.g., among bloggers. They are our resource persons for digimom. So actually we are more focused on non-radio because the impact may be stronger.*

(3) *In case of any sudden change, we cannot do anything. That is why we use the website, first because the number of internet users in Indonesia is increasing, second it enables interactive communications, and third it has greater flexibility. For example if the broadcast slot of a film is added, the update can be made directly in the website.*

The results above indicate grouping of blogging can be divided into several categories as follows:

- Not using it yet; due to no resources for maintaining the limited availability of content
- Using it but having difficulties in maintaining it, and only limited to cooperation with blogger network (not self-managed)
- Just started using it after seeing the potential for consumer retention.

4.2.2 Microblogging

Microblogging is the miniature of blog. Currently the most widely used microblog is Twitter. Twitter is a social media communication tool that limits users to write messages up to 140 characters only. The advantage is that users can upload photos or pictures and mini videos. Results of previous researches indicate that Twitter users

in Indonesia ranked third in the world. However, most of the users are individuals. For companies or products, the use of Twitter is not too common yet but has started growing. Some users also do not use the company's name, but rather utilize the endorser or use a trigger word.

Below are the evidences on the use of microblogging:

(1) *I am like a sniper, who does not give greater importance on how many to use, but instead which one is the most effective. This effectiveness is important as we are talking about efficiency and sales. So if we talk about for example FB and Twitter, currently we are not there yet*

(2) *We do not have Facebook, but we have Twitter. We have an internal personnel dedicated to handle this. Instead of being useful, this has resulted in so many inputs and complaints which, in my opinion, are not significant*

(3) *Twitter is a relatively new media, and the implementation is not highly developed yet. So far, we can see some very positive points, and we are also employing our brand ambassador to take part in endorsing our brand. For brand cosmetic, we have just signed up Titi Kamal as our brand ambassador. So, through Titi Kamal's Twitter, up to 3-4 times a day, she can talk about her closeness to "Ultima". And Titi Kamal has 200 or even almost 300 thousand followers, so this is what we are doing.*

Based on the above, the research results show that information from resource persons is divided into two, i.e. using and not using this tool.

- Users have internal personnel dedicated to handle the tool or employ an endorser (resource person or brand ambassador) with relatively high number of followers.
- Non-users feel that they do not need such intense dissemination of information or they are still observing the situation to see how they can get involved.

4.2.3 Social Network

Social network is made up of individuals or organizations that are dyadically connected through cyberspace social network facilities. For the social network associated with this research, companies or products will purposely form their own communities, but some others do so at the initiative of the consumer or community.

Interview results on the use of social network can be read below:

(1) *Many social marketing activities utilize Twitter and Facebook.*

(2) *Twitter is much easier and manageable from anywhere and the content does not necessarily have to contain many things, and it can be linked to the company's website.*

(3) *For FB usually the advertisement will be uploaded and linked to the website, and likewise for complaint handling.*

The main difficulty is how to guide the content that will be posted in the social network. Clients also need to be educated as to what can and cannot be posted.

(1) *In Indonesia it is not easy to run a program by using social network, unless (maybe) if the target audience is people in Jakarta only. The use of Wi-Fi may not always be possible at certain offices in rural areas... let alone at houses. Communication infrastructure (internet) has not been considered as an important thing*

(2) *Thanks to its being free of charge, the audience will be more attracted to accessing the social media, especially when there is activation inside – for example, a contest of some sort for certain groups. ... Members may give inquiries to our resource persons through FB. For example inquiries about privacy in the social media. They can see photos and videos of our activities. It can be fun because there is no time limit. So we establish a program, create a mind map, and then choose whether to broadcast it through the radio or set off a*

promotion. ...Although it cannot be separated from activation, the number of visitors is also limited. At the most 200 people. Meanwhile, if we do this via social media, we can reach a wider range of audience. In order to invite 200 people we may have to initiate an email blast first.

(3) *More PR might result in more response. But we cannot do this yet for sales. Because my principle is that each communication should create not awareness but engagement. Engagement can only be created if the person has a community. Well, all these are also communities. But the question is how to capture this specific community.*

(4) *So within the scope of social media, anything that we have endorsed or done must at least be updated in the FB. And then, each brand must have a twitter account. In addition, each brand, especially major brand, must have a microsite, website. This will serve as a reference in our fanpage or display ads in detik.com, or in FB, where the link on those pages will open the brand's website upon visitors' clicking*

Therefore, the research results indicate that for social network the data obtained is then divided into three categories:

● *Using social network actively* to build a community and gain loyalty. Use of social network can also be adjusted to the target audience, e.g., young people, active women, and so forth. Additionally, social network activities can also be linked to offline activities. Thus, another benefit to the product or company is a wider and easier access resulted from the availability of mobile access facilities and infrastructure.

● *Using social network passively:* for data mining, as a source of information and not to interact, as a connector for members in case of missed-out event, or to provide certain responses in regard to PR, not sales.

● *Not using social network*: the company or product is not using community social network because it is not appropriate for the product whose target is the lower medium class. Besides, it is not easy for the target market to get internet access; or it is still in the process of assessment.

In using media trinity, what all resource persons found to be the most important thing is how to reach the target audience, establish an interaction and achieve an engagement. Nevertheless, the research results indicate that no one has used media trinity for online shop.

4.3 Integrated Strategy and Implementation

Do all companies have 360 degree communications strategy and implementation? Based on the discussion during the FGD, B2B or services companies partially use 360 degree communications and those consumer goods and media fully implement the method.

4.3.1 Partial

Research indicates that integration of activities is more partial for service or B2B companies. This occurs because the purpose of communication is to create or maintain the company's image, besides cooperation. This will be slightly different for consulting firms because the communication depends on the clients' needs/wishes. Nevertheless, although not using 360 degree communications, no company is applying one tactic only.

To provide support, comments were provided as follows:

(1) *The activities depend on the clients' needs. Thus it can be partial (PR only) or advertising, digitalizing, social marketing leading to 360 degree.*

(2) *In order to reach women's market, initially Female only relied on radio. This is to build Female Circle community to be loyal. Female Circle is a forum for women's community to move together to the better world for a happy world. Our slogan is Happy is the new style. In Female circle we can build programs appropriate to their needs, some are newly built, and some are collaborated with the existing communities.*

(3) *So, in insurance we consider this PR on program. Second, through business partner, how to start the*

initial call, then verify it after finishing the call. Then after sale service, whether he gives good or bad claim. Perhaps next month buy another thing. It is different from cars, etc.

In is worth noting that companies applying marketing communications/B2C are required to bear the corporate communication costs in the activities relating to the product.

4.3.2 360º Communication

Different from services and B2B companies, based on experiences from most resource persons, consumer goods industry is doing their utmost to involve all components in 360º Communications.

In this case, the competence and capability of human resources play a very significant role. Project manager's ability in the implementation will also affect the implementation capacity, including in making recommendations about further communication activities.

Meanwhile, the number of corporate communication activities integrated into 360º Communication is higher than that of marketing communication activities.

Below are the supporting comments:

(1) *Ultimately, our services are not merely PR, but more or less across 360. However because PR is the basis for all, then the strategy is prepared by the PR division (Fortune). Headline is handled by Media Relations, and Mocca is handled by ATL. PR is handling digital, social marketing, community development, CSR*

(2) *Other than conducting 360 degree for itself, Female is also providing 360 degree services to women's market in particular, and actually we are also serving as agency for women's market.*

(3) *All of us have shifted from the traditional approach. In the past, preparation of our marketing program was simpler because it only involved ATL, BTL, and promotion. Now we are putting more emphasis on this 360.*

4.3.3 Implementation

On implementation, comments from resource persons were as follows:

(1) *Program implementation per client is different. As an example, for Citylink because of its transportation field, then Mocca (ATL) leads due to its considerable activation (branding) and advertising. Although Mocca leads, underneath there are still media relations, digital.*

(2) *Collaboration with competitors is also possible. For example, Femina which does not have a radio, its activation will not work without promotion. Finally, it is cooptation.*

(3) *For the time being, because revenue comes from advertising, they still also have radio-based activities (70%). The remainder is through activation and social media.*

(4) *We are only saying that from our perspective, the social media is required, because it creates engagement. But in terms of proportionality and in terms of communication, the largest portion is still in the TV. So far, we are investing in the social media at 5% maximum, because we have to share with a variety of touch points.*

From the results, it can be understood that although in principle a company implements the 360º Communication, but the implementation is more custom-made, depending on the core business, and tailored to the interests of each company because the options are pretty many, so it depends on the ultimate goal to be achieved.

From the above we can summarize that implementation includes the following factors to consider: tactical, branding, education, budget-based, and if needed, is cooptation.

4.3.4 Evaluation/Measurement

As a business activity, it is necessary to measure the results of communication efforts made. Interviews with source persons indicate various forms of evaluation to measure the success rate of its communications activities, as follows:

(1) *For media monitoring, it works from Headlines. For brand strategy, it partners with research agency. If media monitoring is quantitative, the qualitative is a little. ... The client wants to use AFE multiplied by the value/price of the ad to make the figures look great. Actually, the international PR world has no longer the AFE. It does still have the standard Barcelona Principle AME, but clients do not like the figures. They are considered to be not performing by their leader, because of the small figures, while in fact there is a philosophy behind it. But they may not be able to convince their boss that this measurement philosophy is important. In addition to viewing the content qualitatively: just what is the news content, has the message hit the target, and is the sentiment positive, negative or neutral? For CSR activities and other social marketing, things measured are the perception (understanding and awareness), behavior, including the behavior changes. From the implementation in the field, there are many lessons to learn, especially when it comes to expanding the program (for Smart BTN), for duplication, the parallel. The challenge is to build human competence.*

(2) *Using the social media makes things more objective, because who says 'it is good' or 'who likes it' is not the company. If there were those who "like" it, they were not forced, were they? On the FB the "like" content shows quality. But in fanpage, it only shows followers, thus, the number. But we do not know if they are happy.... If there is feedback, the result will have a better quality than just being a follower or fanpage. If 'you like it,' it is more on the engagement, or retweets.... The company must be smart to maintain. So, people may hit anytime on the web, too, but we also have to do mining or validation to find out what they get attracted to. For example, he likes this content, but once it is replaced he does not want to come again. Using a Customer Relationship Management (CRM) is expensive, because the data must be periodically updated. Incidentally, there is a division in the group named MMS, Massima Marketing Solution. The job is to combine the integrated marketing solution and CRM to be given to the consumers outside and inside, as well. So from there, it could ask whether to survey further, until a relationship takes form.*

(3) *The ad is evaluated, the channel, too. That is what we call post-campaign. About the use of any TV, successful or not, we use a phone number for checking. Or, we separate the phone number and check. Why did not he buy? We know. Others do not know, right? Maybe people are interested, but Nielsen does not have a system to know specifically, does he? That is why the mass system must be checked.*

(4) *We do this research just to advertise. That was the initial purpose. So we know how many have seen the web, how many people have read the newspaper. So, it is according to the demographics of our audience, because advertisers are always asking about these.*

(5) *For TV, we already have data on the effectiveness of advertising, through the target parameters for example the rating point. Then ... we usually do the measurement of the awareness through adcast, the quantitative research, and then from there we see the level of awareness, we do the pre and the post. We do the pre research at the time before the ad display, and we do the post after. We usually do quantitative pretest, so we take the FGD group before being executed and we ask the feedback. Assessment of the effectiveness or ROI (return on investment) of the social media, has not had too many application, because it is hard to track down its effectiveness, in the sense that, for example, if we calculate the number of members or the 'likes', these 'likes' are also a debate, in the sense that it is no longer a barometer now. But ... we also have to look at the quality of the conversations that occur. How many people have clicked, and what are their ages, which we could read from our ad displays in FB. But the big question is, how much do we pay per click. From those who have clicked, how many will finally follow up by purchasing or trying a product? We measure the buying of products at the point of sales. So far, it is still a matter of pursuing the quantity, one measurement being the number of members, so that is just*

on the surface. But actually, the measurement should be in terms of conversation, with continually rising sales. In a sense, if the KPI occurs, it will grow in line with sales revenue, so, let the brand have more flexibility in the allocation, as well.

(6) *Since the measurement is not very quantifiable, so to claim a successful brand with the social media may not be possible. Because if we associate success with sales, it must be the results from a variety of activities, not just the social media. But if it is, for example, measuring in relation to event per event, there may be one or two particular programs that are quite memorable and getting a lot of interest and response, if it exists. And the WOM has been created.*

On the use of a blog or microblog, such as page or facebook, the number of the 'like' and 'share' clicks serves as the measure of whether the communication carried out has gained attention, been read and passed on to the environment of their friends or not. For microblog, the most being used in Indonesia today is twitter, with the successful communication being viewed from the number capable of doing retweet or whether the tweet is capable of turning into a trading topic. In addition to the clicks and shares, the evaluation also observes the number of web visitors or check-ins, the number of followers/participants/visitors, and feedback response.

Another evaluation done by sources is based on the following factors:

- News value equated with advertising value when calculated by AFE or qualitatively according to the quality of the news.
- *Return of investment* cannot be measured with certainty (if there is a relationship between seeing ads and purchasing power) — *promoter score*
- Creating *awareness and word of mouth*
- *Sales and Revenue*

In short, the results of research show that the measurement/evaluation of program activities can be done through a variety of ways depending on the form or the means of communication used.

5. Conclusion and Recommendation

5.1 Conclusion

The strategy and implementation of 360º Communications are to set a research-based one, formal or informal, and built on the company's management strategy. In the implementation, the 360º Communications has the design based on the target audience, products offered, Key Performance Indicators of products, the community, as well as distribution channels.

All companies in communicating with the target audience still use conventional media as an implementation strategy below the line and above the line. Meanwhile, as regards the new media, known as media trinity (blogging, microblogging, and social networks), not all companies use it, depending on the type of business whether goods or services. In connection with the media trinity, Corporate Communication tends to choose blogging, while Marketing Communication seeks the use of all means of communication. Nonetheless, both are integrated in the packaging of the message.

Evaluation of the strategy and implementation of communication concludes, however, that the below the line and above the line are easier to evaluate than the media trinity.

Related to the debate whether the company, product, or service should use the strategy and implementation of 360º Communications wholly or partially, this study proves that the use of 360º Communications depends much

on the type of business, and the purpose of communication.

5.2 Recommendation

The practical recommendation that could assist in the design of strategy for and implementation of 360º Communications is to have the objective of the budget-based communication being conducted. This is because the difficulty of evaluating, especially for media trinity. As for the strategy and implementation, it is suggested to have content-based 360º Communications. Meaning that the messages conveyed through various media and means have things in common, so it is not confusing the target audience due to the confused message, but became more focused.

Scientific advice to complete and continue this research is to have a separate study for each strategy and implementation of the media trinity and measure the outcomes quantitatively in order to calculate the impact. Furthermore, given that the measurement and evaluation of the media trinity are still a problem, it will be very useful both scientifically and practically to carry out studies to measure the social media trinity.

References:

Boris Cynthia (2010). "Twitter is for people, not corporations says a new study", accessed September 30, 2010, available online at: http://www.marketingpilgrim.com/2010/08/twitter-is-for-people-not-corporations-says-a-new-study.html.

Consalvo Mia and Charles Ess (Eds.) (2011). *The Handbook of Internet Studies*, West Sussex: Blackwell Publishing, Ltd.

Craig Robert T. and Heidi L. Muller (Eds.) (2007). *Theorizing Communication: Readings across Traditions*, Sage Publication Inc.

Close Angeline G. et al. (2006). "Engaging the consumer through event marketing: Linking attendees with the sponsor, community, and brand", *Journal of Advertising Research*, Vol. 46, No. 4, p. 420, accessed October 20, 2008, available online at: http://proquest.umi.com/pqdwwb?index=37&sid=5&srchmode.

Hardjana Andre (2012). "Integrated communication: Marketing communication in the interactive age", *Journal InterAct*, Vol. 1, No. 1, pp. 20-34, Jakarta: Communication Science, Atma Jaya Catholic University.

Kennedy John E. and R. Dermawan Soemanegara (2012). *Marketing Communication: Taktik dan Strategi* (Tactics and Strategy), Jakarta: PT. Bhuana Ilmu Populer.

Kartikawangi Dorien (2009). "Consumer community as marketing communication strategy and implementation in facing global financial crises: Indonesia case", in: *The 4th International Conference on Business and Management Research*, Management Department, Faculty of Economics, University of Indonesia, Jakarta.

Kartikawangi Dorien and Henriques Are Embu (2010). "An ethical consideration of cyber marketing public relations strategy and implementation", in: *Indonesia International Conference in Communications*, Communication Department, Faculty of Social and Political Science, University of Indonesia, Jakarta.

Kartikawangi Dorien and Rahel Humilang Tampubolon (2011). "Informasi, Persuasi dan Kolaborasi dalam Komunikasi melalui Komputer: Kajian pada Komunitas Klastic (Information, persuasion and collaboration in computer-mediated communication: Study of clastic community)", in: *Seminar Nasional Remaja Digital* (Digital Youth National Seminar), FIKOM, Muhamadiyah, Surakarta University.

Littlejohn Stephen W. and Karen A. Foss (2008). *Theories of Human Communication* (9th ed.), Belmont, CA: Thomson Wadsworth.

Mirabito Michael M. A. (1997). *The New Communications Technologies: Applications, Policy, and Impact* (5th ed.).

Nugroho Avianto and Dorien Kartikawangi (2010). "Marketing public relations in digital era: Celebrity endorsement on Twitter", in: *Indonesia International Conference in Communications*, Communication Department, Faculty of Social and Political Science, The University of Indonesia, Jakarta.

Pacey Arnold (2000). *The Culture of Technology*, Cambridge, Massachusetts: The MIT Press, Newton: Butterworth-Heinemann.

Rangkuti Freddy (2009). *Strategi Promosi Yang Kreatif & Analisis Kasus Integrated Marketing Communication* (Creative Promotional Strategy & Analysis of Cases on Integrated Marketing Communication), Jakarta: PT. Gramedia Pustaka Utama.

Safko Lan (2010). *The Social Media Bible: Tactics, Tool, and Strategic for Business Success* (2nd ed.), New Jersey: John Wiley & Sons, Inc.

Smith P. R. and Ze Zook (2011). *Marketing Communication: Integrating Offline and Online with Social Media* (5th ed.), Philadelpia: Kogan Page

Smith Ronald D. (2002). *Strategic Planning for Public Relations*, Mahwah, NJ: Lawrence Erlbaum Associates.

Straubhaar Joseph and Robert LaRose (2006). *Media Now: Understanding Media Culture, and Technology* (5th ed.), Belmont, CA: Thomson Wadsworth.

Smith Alan (2003). "Community relations: How an entire industry can change its image through proactive local communication", *Journal of Communication Management*, Vol. 7, No. 3, pp. 254-265, accessed July 23, 2008, available online at: http://proquest.umi.com/pqwdweb?index=1&sid=6&srchmode=....

Tan Kevin (2010). "Why social media are 'absolutely crucial' to business", *INSEAD Articles*, accessed August 13, 2010, available online at: http://proquest.umi.com/pqdweb?index=127&sid=1&srchmode=1&vin, Fountainebleau.