

MARKETING IN REGIONAL APPARATUS: A REGIONAL INNOVATION INITIATIVE TO BUILD INSTITUTIONAL IDENTITY, IMAGE AND REPUTATION

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ABSTRACT

Marketing is an ideal conception that has not been much in demand and has not been seen in its application in local governance and public services in Banten Province Regional Apparatus. The main cause of this is that there are no regulations and limited education about the importance of implementing marketing in regional apparatus. So that the application of marketing in regional devices needs to be used as a regional innovation initiative as stipulated in Government Regulation No. 38 of 2017 concerning Regional Innovation. Because with marketing, regional apparatus get tangible benefits; improve performance and as an effort to build identity, image and achieve institutional reputation.

Keywords: *Identity, Image and institutional reputation, Marketing, Regional apparatus*

Introduction

Marketing is a conceptual framework that has not been much in demand and has not been seen in its application in public sector governance organized by regional apparatus. This is due to several factors, *first*, in terms of rules or regulations, there is no legislation governing the application of marketing in the implementation of regional government affairs organized by regional apparatus. *Second*, education regarding the application of marketing concepts in regional apparatus is only at the level of national leadership training or training for intermediate high leadership positions. And *third*, the application of public sector marketing has not been seen as having a positive impact on regional apparatus as public sector organizations.

Even though there are many benefits that can be obtained from the implementation of marketing in regional apparatus. Supriadi (2021) explains that with marketing, the public sector (regional apparatus) that organizes regional governance and public services will get various intangible benefits, namely the formation of identity, image and reputation. When we compare it with the private sector, marketing in the private sector is a very fundamental thing related to customers, transactional (commercial) value and profit orientation. In the private sector, marketing is very important for the operational sustainability of the company/industry itself. Marketing principles are applied, combined with public relations, advertising and branding to "protect" the brand and optimize good relationships with customers or stakeholders on an ongoing basis.

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While in the public sector, especially in Regional Apparatus, marketing is the fulfillment of public expectations of the implementation of the public sector (basic services) which is plenary where when marketing is applied it can form a positive institutional identity, image and reputation. Identity, image and reputation are interrelated concepts. Argenti and Forman (2002) conceptually describe the relationship between identity, image and reputation. Identity has several variables. Besides the commonly recognized variables, such as name, brand and symbol, there is also self-appearance. Self-appearance represents many things, whether visual, verbal or behavioral. This shows that identity is multidimensional. Stakeholders perceive the image according to their own perspectives, which can differ from one another. All perceptions from stakeholders then form a reputation.

Meanwhile, image is described as a reflection of identity which then forms a reputation. Image can be built through concrete efforts supported by communication strategies (Makmur, 2021). If image can be created, reputation must be achieved. Reputation is the crystallization of the image built by the community based on experience-directly or indirectly-and organizational performance (Hardjana, 2008). Reputation is the track record of the organization in the minds of the public. It is a collective representation of organizational performance that illustrates the organization's ability to generate value for diverse stakeholders (Wilcox, Cameron & Reber, 2015).

In the age of disruption of information, marketing in regional apparatus is crucial as an effort to build institutional identity, image and reputation. As has been stated, the image and reputation formed are feedback generated from community interactions with various products/services organized by local governments (Regional Apparatus) in the implementation of general government, development, community empowerment and public services.

Olivier Serrat (2010) defines marketing in the public sector as a series of activities, and interconnected processes to identify, create, communicate, in order to serve the needs and interests of society in general (Serrat, 2010: 3). Serrat (2010) suggests that the 4P marketing

mix (product, price, place, promotion) applied by the public sector can improve the performance of the public sector, change the communication patterns of public sector devices and provide positive public feedback on various services organized by public sector devices.

The regional apparatus in this study refers to the provisions stipulated in Law Number 23 of 2014, where the regional apparatus is an auxiliary element of the Regional Head and DPRD in the implementation of Government Affairs which are the authority of the Region. There are 32 regional government affairs organized by Regional Apparatus which are divided into 6 mandatory government affairs related to basic services; 18 mandatory government affairs that are not related to basic services and 8 optional government affairs. The author seeks to examine the application of marketing in regional apparatus by referring to the main focus of the study of how the application of marketing in regional governance and public services organized by regional apparatus within the Banten Provincial Government.

Material and Method

This research uses exploratory research methods with a qualitative approach to examine various forms of marketing implementation in the Banten Provincial Government Regional Apparatus in an effort to build institutional identity, image and reputation. The data collection techniques were carried out through literature analysis and participant observation. Data validity is done by triangulating data sources.

Results and Discussion

The marketing concept has not been fully implemented in the implementation of local governance and public services by regional apparatus. This is more due to regulatory factors where there is no legislation governing the application of marketing in the implementation of local government affairs. However, if we examine more carefully, there is a form of regulation regarding the application of new things that can be used to improve the performance of local government administration as regulated in Article 386 of Law Number 23 of 2014

concerning Regional Government and Government Regulation Number 38 of 2017 concerning Regional Innovation.

Innovation is all forms of renewal in the implementation of Regional Government. Regional innovation can take the form of reforms in regional governance and public services that can be proposed by Regional Apparatus or ASN in the form of regional innovation initiatives. Utomo (2017) explains 5 factors to foster creativity and innovation in the public sector. First, innovation talks about policies or rules. Second, a culture of innovation is a matter of habit. Third, the shaper of innovation culture is attitude. fourth, innovation is knowledge. And finally, the factor that shapes the culture of innovation is reward. Based on these descriptions, the application of marketing in local governance and public services organized by regional apparatus can be used as a regional innovation initiative.

There are at least 3 (three) main review that need to be carried out to develop regional innovation initiatives regarding the application of marketing in local governance and public services by regional apparatus. First, analyze the 4Ps marketing mix (product, price, place, promotion) in local governance and public services organized by regional apparatus. Based on observations made by researchers, various breakthroughs are needed in planning and budgeting popular public service programs/activities. Popular public service programs/activities refer to the understanding that public service programs/activities are designed to form public and stakeholder attention to public

service delivery. Every interaction that occurs between regional apparatus and the community and stakeholders will produce perceptions and various assessments of regional apparatus. Through popular public service programs/activities, it is hoped that it can form the attention of the community and stakeholders, which in accumulation will become the initial main driver for the formation of an institutional identity that continues - these interactions - will continuously lead to the formation of an image and then an institutional reputation will be achieved.

In the price aspect, if in the private sector, competitive pricing is determined to obtain financial benefits. While in the public sector the price aspect is more oriented towards the usefulness / usefulness of public service products for the community and stakeholders. While in the aspect of place / distribution channels (place) if the private sector focuses on product distribution to consumers, then in the public sector the place aspect focuses on efforts to fulfill the accessibility and ease of community or stakeholders getting public services. And in the promotion aspect, the focus of communication strategies in the sector is to form attention, interest and purchasing decisions, while in the public sector the focus is on communication strategies to increase public and stakeholder satisfaction with public service delivery.

In the following table, the author conveys the essence of the differences between marketing in the private sector and marketing in the public sector.

Table 1. Differences between marketing in the private sector and the public sector

4Ps Marketing Mix	Marketing in the private sector	Marketing in the public sector
<i>Product</i>	Focus on packaging products that "saleable" in the target market	Focus on planning & budgeting popular programs/activities
<i>Price</i>	Focus on competitive pricing to gain financial benefits	Focus on the usefulness of public service products for the community & stakeholders
<i>Place</i>	Focus on distribution of products (goods/services) to consumers	Focus on making it easier for people/stakeholders to get public services
<i>Promotion</i>	Focus on communication strategies to shape attention, interest and buying decisions	Focus on communication strategies to increase public satisfaction with public services

Source: research results, 2022

From the table, it can be seen how the various benefits obtained by regional apparatus from the implementation of marketing as a regional innovation initiative.

The second review that needs to be carried out with regard to regional innovation initiatives regarding the application of marketing in regional governance and public services organized by regional apparatus is a study of the application of employer branding of apparatus as organizers of public policies and services. In this case, the basic values of BerAKHLAK as contained in the Circular Letter of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 20 of 2021 concerning ASN Core Values and Employer Branding. The values of BerAKHLAK which is an acronym for Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative reflect the values that need to be embodied in the daily routine of the apparatus. When the apparatus of public service providers interacts with the community and stakeholders, it will form various perceptions and assessments. The implementation of these values when interacted with the community and stakeholders is expected to form an institutional identity, image and reputation.

In addition, the transformation of the work system from a hierarchical work system to a collaborative and dynamic work system supported by information and communication technology resources as stipulated in the Minister of Administrative Reform and Bureaucratic Reform Regulation Number 7 of 2022

concerning Work Systems in Government Agencies for Bureaucratic Simplification will have an impact on improving the performance of regional apparatus as well as the carrying capacity in building institutional identity, image and reputation.

And the third review, the application of marketing as a regional innovation initiative is a study of the place branding program for the central office area. This is necessary because not a few elements of the community and stakeholders come to visit directly to the regional government office center area. For this reason, synergy with multi-sectors is needed in developing office areas through efforts to implement a comprehensive place branding program. Place branding is synonymous with slogans, logos and events or sponsorships.

Because in essence the implementation of regional governance and public services by regional apparatus is procedural and non-transactional which only boils down to the affective aspects of the community and stakeholders receiving public services, namely community comfort and satisfaction (non-transactional). The better the experience of the community and stakeholders when interacting with public services, the better the efforts to shape identity, image and achieve institutional reputation.

Based on the descriptions conveyed by the author, the author attempts to put forward a model framework that the author calls the marketing model in local governance and public services as follows:

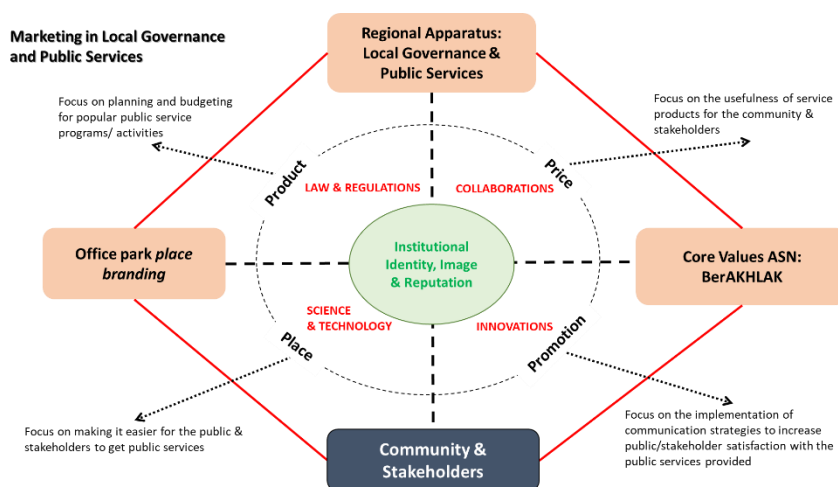


Figure 1. Marketing in Local Governance and Public Services

Conclusion and Suggestions

Based on the descriptions that the author has conveyed, conclusions can be drawn and the following suggestions are made:

1. The application of marketing in regional apparatus will provide intangible benefits, namely efforts to build institutional identity, image and reputation. Therefore, the implementation of marketing needs to be a priority, education about the importance of applying marketing values in regional apparatus needs to be carried out both through various trainings and in daily routines.
2. There is no legislation that can be used as a legal basis for the application of marketing in local governance and public services. So it is necessary to make the application of marketing in regional apparatus as a regional innovation initiative that can be proposed to be established into a planning and budgeting policy oriented to the application of marketing in regional apparatus. Which includes 4 main aspects, namely product to focus on planning and budgeting popular public service programs / activities; price to focus on the usefulness / usefulness of public service programs / activities for the community and stakeholders; place to focus on efforts to make it easier for the community and stakeholders to get public services; and promotion to focus on implementing strategies to increase community and stakeholder satisfaction with public services.
3. Implementation of basic values of the apparatus: Behaving in daily routines is very

necessary considering ASN as a policy organizer and public servant. In addition, the office area place branding program is needed to increase public and stakeholder attention regarding the comfort and cleanliness of the regional apparatus office area environment. The success of the office area place branding program can be projected more broadly into a regional branding program to increase regional attractiveness, especially increasing tourism potential in Banten Province.

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