THE IMPLEMENTATION AND IMPACTS OF INTEGRATED MARKETING COMMUNICATION (IMC) ON MASTEROF MANAGEMENT STUDENTS' BUSINESS AT CIPUTRA UNIVERSITY

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ABSTRACT

The phenomenon of increased number of Indonesian young entrepreneurs has started to become a trend, where many of them are still university students. Ciputra University is one of universities that become a pioneer campus of entrepreneurship education, and all of its students are business people. The students are designed to be taught and nurtured to have their own business. In business world, marketing plays a very significant role; therefore this study aims to explain how Integrated Marketing Communication is applied by the students of Master of Management students at Ciputra University, Surabaya in their own business. This research is qualitative approach with exploratory case study design. Seven students are selected as respondents or sources of data, where all of them are currently running a start up or scale up business. Data collections are done through interview, observation and documentation. The stages of data analysis in this research are codification, data display, and conclusion. The results show that there are two informant models, in relation to IMC application in students' business, where one of them integrates all elements of media of IMC, while the other one integrates only some of the elements and media of IMC. Furthermore, the respondents also reveal that all stages of IMC implementation have been done by them. It is revealed that the positive impact of IMC implementation is related to brand equity and consumer behaviour change, while the negative impact of IMC implementation is turnover decrease.

Keywords: *Qualitative, Marketing Communications, IMC*

INTRODUCTION

The Telegraph, the British newspaper (Callander, 2014), finds that many start-up businesses are identically done by the productive ages. Research on the role of young people in entrepreneurship and economic improvement has been done by Manjusmita Dash and Kulveen Kaur (2012) in Orissa, India. Their research reveals that young people entrepreneurship in recent years has managed to boost economic competition and increase economic growth in the region. Business nowadays is no longer associated with a company run by an experienced

mature person with his or her abilities and other supporting skills. Many young people, especially those who are under 30 years old, have become entrepreneurs.

According to Thomas W Zimmerer, entrepreneurship is an application of innovation and creativity to problem solving which takes advantage of various opportunities faced by others every day (Zimmerer, 1996). As viewed from the data of Statistics Indonesia on Indonesia's productive ages and today's start up trends, this has been one of the reasons for Ciputra University to become an institution with its excellence as a first university that runs entrepreneurship education, where this education is specifically designed for all students. Regardless of their major, all students will experience this education-based entrepreneurship. Most of the students of Master of Management (MM) at Ciputra University are a designed entrepreneur, where each student is guided to open a business or run an already establishing business.

According to Pisano point of view, despite the massive investment of time management and money, innovation remains a frustrating pursuit for entrepreneur. Technological advancements that continue to grow and the emergence of more dynamic economic advances of an industry demand a company to become more creative in finding ways to deliver messages of their products or services, to make the company able to deliver the intended message loud, clearly understood and accepted by their consumers. Therefore, one innovation that is needed is the promotion part where the existing marketing tools are used in such a way, mutually integrated to deliver the message well. This effort to integrate marketing tools is called integrated marketing communication (IMC). Kotler and Armstrong (2004) explain IMC as an activity that seeks to combine advertisement with other marketing communication tools such as public relations, direct marketing, and sales promotion as well as event sponsorship in order to cooperate together.

Some previous related researches, such as done by Lawrence (2015) and Suparto and Widhy (2014) assume that few small companies have implemented IMC due to the financial limitation to use communication media for promotion. This is because the media used in IMC implementation is only viewed as offline media.

In his book, Marketing Management, Philip Kotler defines media selection as follows: "Media selection is finding the most cost-effective media to deliver the desired number and type of exposures to the target audience" (Kotler, 2003). The selection of media conducted in IMC Integrated Marketing Communication can be in form of optimizing existing media, such as traditional media, field media, and digital media. Traditional media are like radio, TV advertising, outdoor advertising (Signage, billboards, bus benches, transit advertising, and vehicle wraps), In Store and POS Marketing, and Print & Direct Mail Marketing. Field media can be Street Team Marketing, Merchandising, Sampling & Demonstration, and Event Marketing. Meanwhile, Digital media are website, Search Engine Optimization or Search Engine Marketing, Social Media Marketing, Web and Banner Ad Marketing, SMS and Mobile Marketing, Email Marketing, and Blog Marketing. In addition to this, other important factors to be considered are media selection strategies, coverage or media coverage, communication context, and budget (Hackley, 2005).

Some Master of Management students at Ciputra University have also applied IMC in their business, especially in integrating marketing communication media that suit their needs to reach their target market. One of them is a manufacturing business run by Batch 12 student, Anisa Chaesariana, where she integrates all marketing communication media like advertising media,

sales promotion, event marketing, public relations, direct marketing, interactive marketing (media online or digital), word of mouth, and personal selling. However, this research focuses on a phenomenon based on the findings of related researches that small companies cannot implement IMC due to financial limitation. The researchers want to discover how IMC is implemented by university students who are designed to run a business. The researchers want to study how IMC is applied and what are its impacts on Master of Management students' IMC at Ciputra University, Surabaya, where they integrate new media and traditional media through media selection which is in line with their business needs and budged owned.

This research aims to describe the implementation of IMC in Management Master Students' business at Ciputra University, Surabaya, and the impacts gained for their business from the IMC implementation. The main thinking framework used in research is the concept of IMC.

LITERATURE REVIEW
Previous researches
There are several previous researches related to this recent research. The first research is from Lawrence (2015) with aim to investigate the effect of IMC on the growth of SMEs in South Africa. Lawrence's research is quantitative, and reveals that the promotional tools used mostly are local advertisement and special offers; however, financial limitation is the main factor that affects the use of IMC in the SME sector, causing the failure of SMEs owners or managers to hire skilled people. It is also found that lack of skills and knowledge, with regard to marketing strategies, makes it difficult for SMEs to apply all IMC tools to increase their popularity and growth.

The second related research is conducted by Mapheto, Oni and Matiza (2014) under the title "The Utilization of Integrated Marketing Communication Strategies by Small Retailers in Mankweng, South Africa". This research is quantitative. The results reveal that small retails in Mankweng city use IMC as part of their marketing program, and there is a positive relationship between the use of IMCand profitability. The application of this research is on the recommendation made, which is "There must be a marketing strategy that will direct the marketing communications business. This will help small retailers to analyze their target consumers and focus their marketing messages to meet their target market needs."

The third research is "E-Integrated Marketing Communication and Its Impact on Consumers' Attitudes" conducted by Suleiman, As'ad and Ghadeer (2015) by using quantitative approach. Their research concludes that each channel under E-IMC influences customer attitudes toward electronic products. Through this research, what can be applied in the next research is that the selection and use of E-IMC can have a good impact on start-up business.

The fourth research is entitled "Social Media in an Alternative Marketing Communication Model" done by Castronovo and Huang (2012). Their research shows that successful IMC program can be resulted from combining traditional strategy such as word of mouth marketing (WOM) and alternative strategies such as relationship management, brand community, search engine optimization, viral marketing, guerrilla marketing, and event marketing.

The next research is entitled "The Implementation of Integrated Marketing Communication to Deliver Message of Promotion for Small Medium Enterprises in Indonesia" conducted by Santi Isnaini (2009). The results explained that financial limitations in marketing communication lead SMEs to often experience barriers in reaching wider consumer target.

Later, another previous research conducted by Tito Siswanto (2013) aims to explore the importance of social media used in small and medium enterprises as a marketing medium. The research reveals that social media used as Integrated Marketing Communication (IMC) is able to provide competitive advantage for SMEs.

Marketing Communications
According to Kotler, marketing communicationis a means used by companies in their efforts to inform, persuade, and remind consumers, both directly and indirectly, about the products and brands they sell (Kotler & Armstrong 2012: 498).

Integrated Marketing Communication (IMC)
According to Don Schultz and Heidi Schultz, marketing mix or known as IMC (Integrated Marketing Communication) is a strategic business process used to plan, develop, implement and evaluate coordinated, measurable, and persuasive brand communication programs for a certain period of time, with consumers, consumers, potential consumers, and other targets, as well as relevant observers inside and outside the company (Wenats, *et al.*, 2012: 9).

According to Shimp (2014:10), Integrated Marketing Communication is a communication process that requires planning, creation, integration and implementation of various forms of marketing communication (advertisement,sales promotion, publicity, release, events, etc.) which are delivered from time to time to target consumers of brands and potential consumers. Furthermore, he informs a framework to provide conceptual and schematic structure used to implement IMC, as shown in Figure 1.
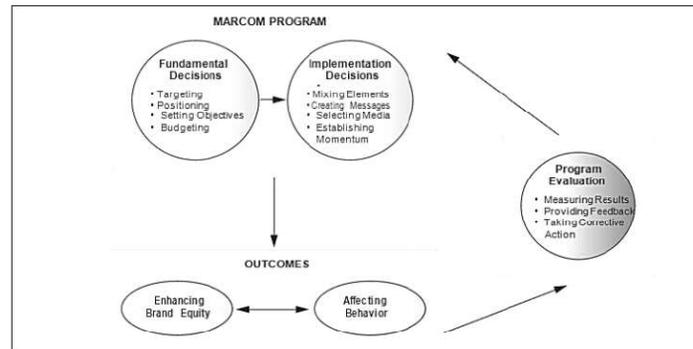

Figure 1. Marcom's Fundamental Decision
Source: Shimp (2014: 23)

Chitty, *et al.*, (2008) also state that the main purpose of IMC is to improve brand equity in order to encourage consumers to take profitable actions against brands, for instance, buying continuously or being loyal to the brand.

In a business process, IMC (Integrated Marketing Communication) plays role as a driving force to achieve a common perception in the whole business process and in cross departments. Thus, all decisions in the overall business process support company's goal, which is to create customer satisfaction and customer loyalty over company's brand (representation of value proposition) in order to achieve customer equity and brand equity. Estawara (2008) adds that the role of IMC is divided into two as follows:

1. Role of business: This role is related to the issue of production output in a business process. This is actually the primary role of IMC, which can also be said as an external role. The end result of this role is Primary Communication Outcomes (PCO), which changes consumers' actions, prospects even consumers themselves as an effort to create loyalty and satisfaction over the brand value through mutually beneficial interactions in the long run. The goal of this role is to create brand equity, therefore PCO basically supports business goals to earn profit and marketing outcomes, such as increased sales, market share and so forth. PCO is therefore a goal harmonization process.

2. Role of organization. This role is a supporting role in IMC or internal role. This role aims to support organizational performance in business processes. So, this supporting role includes input and production stages. The end result of this role is called Supporting Communication Outcomes (SCO), which changes actions of all parties related to the company's input and production processin its efforts to create organization effectiveness and efficiency in all its business functions, such as financial, production and operation to human resources functions in order to support and strengthen brand's value proposition.

According to Shimp (2014: 10-20), there are five key features of IMC related to the practice of Integrated Marketing Communicationand its philosophical foundation. These features are as follows:

1. Starting with consumers or potential buyers. The IMC process must start from the consumers or potential consumers, and then return to brand communicator in order to determine the most appropriate message and media to apply, inform, persuade and encourage both consumers and potential consumers to act positively on the brand communicated by its communicator.

2. Using all possible and appropriate marketing communication tools. Reflect the willingness of a brand communicator to use appropriate ranges of communication (i.e. touch points or contacts) to reach the target audience. The goal of IMC is to reach target audience effectively and efficiently by using the appropriate touch point (marketing communication mix).

3. Speaking in one voice. A comprehensive set of brand communication elements must be able to present and convey same message consistently across all different touch points or contacts. Marketing communication should speak in a single voice.

4. Building relationships. The success of marketing communication requires a strong relationship between brand and consumers. A successful relationship between consumers and brand will lead to repeat purchases, and ideally, brand loyalty.

5. Affecting behavior. The purpose of this is to influence target audience's behavior. This means that marketing communication must do more than merely affecting brand awareness or enhancing a customer's positive attitude toward the brand. However, a successful IMC requires the existence of communication efforts directed to encourage various forms of behavioral response, which is to move people to act.

According to Kotler and Armstrong (2012: 432), "Promotion mix or communication mix is a special blend of tools used by a company to convince communication value and build relationships with consumers".

1. Advertising. Advertising is the most popular promotional instrument. It is important to understand that no advertising medium is always the best, since the best media depends entirely on the advertiser's goals, creative needs, competitive challenges and available budgets (Shimp, 2014: 376).

2. Sales Promotion. According to Nickels et al. (2016: 461), Sales Promotionis "Sales Promotion is the promotional tool that stimulates consumer purchasing and dealer interest by means of short-term activities", while Kotler and Keller (2009: 219) state that sales promotion has some power as a promotional tool. Sales promotion often attracts people who like to switch brands, especially those who mainly look for cheaper prices, better value, or premiums. For those who do not like to try a brand, sales promotion can increase market share in a long-term. Sales promotion in markets with high similarity can result a high sales response in a short run. It can also change market share permanently in markets with high brand distinctions. In addition to brand switching, consumers can engage with stockpiling, make earlier buy, or purchase in additional quantities. Besides that, with sales promotions, manufacturers are helped in selling more than usual at official prices and applying programs to different segments of consumers. Service marketers also apply sales promotions to attract new consumers and cultivate loyalty. For its disadvantages, although sales promotion in high resemblance markets can result high sales response in a short time, it has few permanent benefits of a market preference in a long term sales can even fall after the promotion.

3. Public Relations or Publicity. Nurjaman and Khaerul Umam in their book Communication and Public Relations (2012: 104-105) quote John E. Marston from his book Modern Public Relations as follows, "Public relations is planned, persuasive communication designed to influence significant public". Therefore, public relation is a field that requires established planning in a management approach on specific targets. Kriyantono (2008: 41) explains that publicity is all activities undertaken to introduce companies and/or products to the public through mass media. In general, publicity is done without spending money since the news is fully controlled by media covering it, as described by Nickels et al., "Publicity is any information about an individual, product, or organization that is distributed to the public through the media and is not paid for or controlled by the seller". (Nickels et al., 2016: 460). Publicity also has flaws where the company has no media-related controls published by the media (Nickels et al., 2016: 461).

4. Personal Selling: Shimp (2010: 281) explains that personal selling is a form of individual communication where a salesperson deals with potential buyers and tries to influence them to buy their products or services.

5. Direct Selling. According to Kotler and Keller (2009:240), direct marketing is the use of direct channels to reach consumers and deliver goods and services to consumers without using marketing mediators.

6. Word of Mouth: this term is actually familiar and has long been used. People used to refer to word of mouth with term *gethok tular* (Javanese language), whose principles of use are as news, notices, invitations, and other information, which are widely disseminated by word of mouth or orally spread (Ali Hasan, 2010: 24). According to Harjadi (2008), there are several ways to create Word of Mouth Communication, one of which is a brand advocacy program that selects loyal consumers to act as brand representative.

7. Event and Experience: Event organization or participation is created as a means of marketing promotion and positive image building for the products and company itself. According to Belch (2009: 538), "Event marketing is a type of promotion where a company or brand is linked to an event or where a company or activity is promoting a product or service."

8. Interactive Marketing: Kotler and Keller (2012: 478), explain as follows, "Interactive marketing is online activity and program designed to, either directly or indirectly, engage consumers or potential consumers, raise awareness, improveimage, or create sales of products and services". The forms of interactive marketing are:

a. Email marketing. E-mail marketing has received a lot of attention lately. Some writings in the field of management emphasize the advantages of email marketing (Han &Reddy, 2000; Clarke, 2003). It is emphasized that e-mail marketing is an efficient way to communicate with target groups and generate high consumer response rates. Furthermore, e-mail marketing is out of reach, easy to implement and creates quick responses (Martin et.al, 2003).

b. According to Solis and Breakenridge (2009), social media is a form of information freedom and a shift of people's role in the process of reading and disseminating information supported by Web 2.0 technology.

c. Zarrella (2010: 3) argues that social media has many forms, yet for marketing purposeshas eight forms of social media, which are blog, microblog, social networks, media sharing sites, social news and bookmarking, review sites, forums and virtual worlds.

d. Cyber Public Relations. According to Onggo (2004: 1) E-PR, if described, can be interpreted as E in Electronic; "E" in E-PR is similar with "E" before the word "mail" or "commerce" which refers to internet electronic media. P stands for "Public", not onlyrefers to the public, but also to consumer market. Public also refers to various markets or public audiences. Internet media can make it easier for us to reach them faster or vice versa. R refers to "relationship", a relationship between market and business that must be maintained. This is the key of market confidence to succeed a business. Interestingly, through internet media this one-to-one relationship can be built in no time due to the interactive nature of the internet. This is different from conventional public. Onggo in his book Cyber Public Relations (2004), this cyber public relations strategy is to increase a company's brand in public, coveringofficial website, publicity of site finder, press release online, autoresponder in emails, E-newsletter, mailing list or forum on company website and company forum.

Consumer Behaviour

Marketing techniques recently are not only about promoted products and services, but also about their effects on consumers who receive many different marketing communications by other companies to market their ideas, products, or services on a daily basis. The effects that raise are changes in marketing communication activities of various companies. According to Schiffman and Kanuk (2008: 6), consumer behaviour is a process through which a person seeks, buys, uses, evaluates, and acts post-consumption of products, services and ideas that are expected to meet their needs. Thus, it can be said that consumer behaviour is a study about decision makers.

In marketing their innovation products, companies must also understand their consumers' characteristics in accepting and adopting their product. Schifmann and Kanuk(2008: 470) explain that before coming to a decision stage to use or refuse a certain product, a potential consumer experiences stages of new product adoption, which are Awareness, Interest, Evaluation Trial and Adoption.

Brand

American Marketing Association in Kotler (2009: 575) defines brands as names, terms, signs, symbols, or combinations of those things, which are intended to identify goods or services of a person that may have power to compete with similar products of different brands.

Kotler and Keller (2009: 142) define brand equity as products and services with value added. Brand equity can be reflected in the way consumers think, feel, and act in relation to brands, as well as price, market share, and profitability that the brand brings to the company.
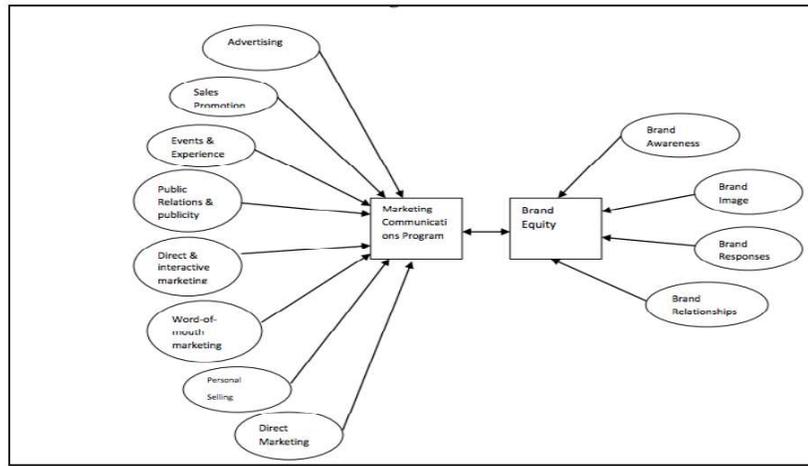

Figure 2. Integrated Marketing Communications to Build Brand Equity
Source: Kotler and Keller (2009: 175)

RESEARCH METHODS

This research was a case study supported by qualitative data. Case study is an intensive test using multiple sources of evidence against a single identity, bounded by space and time. In general, case studies are associated with a certain site (Kasali, 2008: 162). This research was limited to Master of Management students at Ciputra University in Surabaya, Batch 12. Therefore, the data obtained and analyzed explainonly about the implementation of Integrated Marketing Communication (IMC) from the students' perspectives as research subjects. This research was categorized in exploratory case study research, conducted to obtain a thorough analysis of a particular social phenomenon. In this research type, the researchers develop concepts and collect facts, yet do not test hypotheses (Yin, 2008). Basically, this research started from previous researches, since the results of these related researches reveal that financial limitation has become a social phenomenon that makes many small companies cannot implement this IMC. The researchers want to observe whether this similar phenomenon occur in Master of Management students at Ciputra University, where the students are designed to have their own business since they are university students.

The object of this research was the implementation and impact of Integrated Marketing Communication (IMC) on students' business, which was focused on integrated marketing communication mix. This research was conducted from April to early November 2017 at Ciputra University, Surabaya.

To get the data relevance for this study, the researchersselected the samples based on students' business, so Master of Management students at Ciputra University were selected as respondents through purposive sampling technique (Usman and Akbar, 2009). The informants act as resources of data and information must meet the criteria set. Seven students acted as respondents, where three students run scale-up business and four others run start-up business. The criteria for respondents are described below:
   1. Student of Master of Management at Ciputra University, Batch 12;
   2. Have been running the business for over two years;

3. Have a position within the company;
4. Running a start-up and scale up business.

There were primary and secondary data resources in this research. Primary data resource was interview, and secondary data resources were from references, internet, previous related researches, and journals. Data were gathered by interviewing respondents and other parties that are relevant to the focus of this research. The researchers did semi structured interview with interview guidelines to guide them in conducting the interview and focusing the researchers' questions (Sugiyono, 2012). During this semi structured interview, the researchers focused on the implementation and impacts of Integrated MarketingCommunication (IMC) on the respondents' business. Besides that, the researchers also conducted field observations and documentation which took place at the same time when the interview was conducted. Miles and Huberman's data analysis model (Miles & Huberman in Afrizal, 2014: 178) was adopted in this research which is data codification, data display, and conclusion drawing. Triangulation was used to validate the data in this research by digging specific information then comparing all the data gained from different resources (Gunawan, 2014:4) and Member Check.

Result and Discussion
Based on the results of interviews, field observation and analysis of IMC implementation on the students' business at Ciputra University, it is revealed thatthe resources applied IMC with planning stages covering SWOT analysis, targeting, positioning, budgeting and setting goals for the implementation of IMC activities. Later on, the respondents implemented elements mix and IMC media, then evaluated the implementation of IMC, and later observed the impacts obtained after implementing IMC. Table 1 shows the elements mix and IMC media applied by the respondents.

Table 1. Promotion Mix Analysis in IMC

IMC Promotion Elements	Application
Advertisement	a. Traditional advertising media such as newspaper ads, local TV and radio still became alternative for advertisements. b. Other forms of advertisements that are also effective, i.e., brochure, posters, banners, and sign boards; c. The most expensive advertisements were billboards, TV commercials, and newspapers advertisements.
Sales Promotion	a. Discount was the mostly chosen promotion tool by the respondents. b. Coupons and vouchers, integrated in brochure, were brought in exhibition and also effective to be distributed during soft launching. c. Bundling with different kinds of product was also done. d. Free trial was done, such as automotive drive test and fast cleaning for shoe maintenance service. e. Provided coffee sample. f. Gave warranty for several fashion products. g. Card membership. h. Database used for blast promotion.
Event and Experience	a. Held special online event for brand awareness via instagram. b. Held training for SMEs.
Public Relations or Publicity	a. Provided donations to orphans (activities or social relationships by companies). b. Created regular customer gathering events.

	c. Newspapers was the media that mostly published the marketing promotion. d. Engaged with journalists via Facebook page.
Direct Sales	Direct face-to-face marketing was mostly done as promotion channel for their business. Direct marketing was able to build continuous relationship with their customers, took form as direct marketing done by the owner to their customers and to their closest persons such as colleagues, classmates, and family. This form was actively done by the respondents.
Word of Mouth Marketing	a. Word of mouth marketing is a promotion arisen due to customers' satisfaction with the products or services they bought so they indirectly promoted the products and services to others to try. b. All respondents agreed that WOM is very effective. c. Created brand advocacy program as brand ambassador.
Personal Selling	a. Sales, marketing or consultant did the marketing. b. Personal marketing was done by participating in exhibitions in Surabaya, outside Java Island, and overseas. c. All respondents agreed that exhibition is very effective.
Interactive Marketing	a. Website was available yet not all respondents maximized it because of human resources limitation. b. Used social media such as Instagram, Facebook ads, and Line ads. c. YouTube was used to market the product or service. d. Google business was also used. e. E-commerce was used such as Lazada, Blibli, and others. f. Marketing email for promotion to other consumers outside Indonesia.

Source: Data Processed, 2017

Based on the interview results, the respondents also informed about the most effective media used for their business. From the results, all respondents agreed that online-based IMC implementation was the most effective media, therefore it is suggested in the future, many respondents will do advertising planning and communicate their business products using both paid and free digital media.

Furthermore, the interview results also revealed IMC implementation had positive impact for the respondents' brand equity, behaviour changes in form of their consumers' buying decision, and increasing number of followers of the company's social media accounts. However, this cannot be separated from IMC activities done by the respondents. On the other hand, IMC implementation also had negative impact on students' business, such as on their company turnover, strategies, and company image. Table 2 shows the analysis done by the researchers on the positive and negative impacts of each IMC element applied by the respondents.

Table 2. Positive and Negative Impacts of IMC Elements

No.	IMC Element	Positive Impact	Negative Impact
1	Advertising	a. Potential consumers and distributors came from radio media. b. Ciputra University provided free ads such as billboard. c. Banners were effective to reach potential consumers on the streets.	a. Banners needed installation permissions. b. Advertising tax was huge c. Procedure for advertisement on the road was complicated. If we have no permission and do not pay the tax, any form

		d. Sign board as store signpost was significant to direct people.	of advertisement will be withdrawn by the government. d. The cost of conventional advertising media was very high.
2	Sales Promotion	a. Attracted consumers' interest to buy the product through documentation activities that have been done. b. Sample or tester was efficient for the consumers to try the product. c. Deals such as discounts displayed on banners were effective. d. Free trial was used to allow consumers to try the product especially for those who are yet familiar with the brand. In addition to that, free trial was also used to directly show product or service quality that were offered or sold. e. Coupons were combined with brochures when distributed to consumers succeeded in bringing in new consumers. f. Discounts were very effective for the respondents' business.	Bundling sales promotion method still did not give direct impact for the respondents' business.
3	Event and Experience	Created a special event online, which indirectly helps companies to advertise through online media.	a. Strategy of corporate event was imitated by competitors. b. Training participants could open similar business.
4	Public Relations/Publicity	a. Raised the company's positive image from holding social activities. b. Customer gathering strengthened the relationships between companies and consumers. c. Received free news from the media through publications. d. Got free advertisement when media spread news about company event. e. Established good relationships with journalists.	a. Customer gathering conducted once or twice a month or two months required a large cost. b. It was not easy for a business to get published by the media. c. Publication had little effect on sales. d. Publication took long time.
5	Direct Sales	a. Consumers gained were from closest persons. b. Helped those who need the desirable or required products.	-

		c. A good way to establish a relationship between the owner and the consumer. d. Consumers got to know the product better from information provided by owner. e. Direct marketing was effective to get distributors. f. Direct marketing was appropriate if conducted in the beginning of running a business since consumers often buy the product based on their trust on the owners (closeness factor).	
6	Word of Mouth (WOM)	a. Many people knew about the company's products from other people. b. Consumers informed about the product to potential consumers without being paid (no cost). c. WOM was very important for the respondents (for students business).	WOM can also have negative impact because if the products do not meet consumer expectations, consumers can discuss it negatively with others.
7	Personal Selling	a. Sales teams such as sales, marketing, travel consultants were very helpful in increased sales. b. Participated in the exhibitions overseas increased number of consumers and buyers. c. Products were known by the consumers through exhibition inside and outside the overseas. d. The exhibition was very effective because increased company's opportunities to get potential buyers and distributors since all were gathered in a same event.	a. Salespeople did not have marketing skills. b. Salespeople had other job descriptions so they did not focus on their sales target. c. Participated in trade was costly. d. Exhibition was held outside the city and overseas.
8	Interactive Marketing	a. Endorsement and paid promotion as advertisement tools were effective to get potential consumers. b. Online media was a means to advertise with no cost. c. There are so many online media users recently. d. SEO such as Google business was helpful to inform the product and facilitate consumers' feedback. e. Consumers could identify the product easily when advertised	a. Lack of skilled human resources. b. Negative feedback from online media could harm company's image.

		through online media. f. Forms of IMC on online media were more creative because advertisement was flexible and hit the right targeted consumers. g. Interactive marketing also allowed companies to advertise nationally and internationally, so companies can reach wider target consumers from inside and outside the country to buy their product.	

Source: Data Processed, 2017

Conclusion

The discussions on the IMC implementation reveal two models related to the implementation of IMC in the student business. The first model shows that all elements and media of IMC are implemented on students' business, and the second model shows that only some of the IMC elements and media are integrated in students' business. The results also reveal that all stages of the IMC implementation have been implemented, starting from SWOT analysis, targeting, positioning and determining the goals of IMC. Determining message to be communicated mostly informs about the product or brand superiority. Evaluation is also useful to measure the results of IMC implementation and to decide corrective actions required. This research informs about the positive and negative impacts of IMC implementation. The positive impacts of IMC implementation arerelated to brand equity and consumer behavioural changes in deciding to buy the products, follow the company activities, and update information related on the products via online. As for the negative impacts of IMC implementation, it is known that the IMC implementation has negative impactson sales turnover decrease due to mistakes in selecting the IMC media and target market.

Suggestions

Some suggestions given by the researchers from this research which can be used as considerations for students as business owner are listed as follows: in this case that can be used as consideration for student business owners include:

1. Related to the elements and IMC media, it is expected that the results of this research can be used as a tool to help determine decision-making process regarding which of the elements and media of IMC that should be applied to students' business. Besides that, particularly for online media used widely by the students, they can see which online media can be used to do frequent information posts related to their brand and product for their consumers. They can also start to hold more creative special events in order to improve consumers' brand awareness and increase sales.
2. Related to the IMC implementation, students as business owners are supposed to firstly understand and determine their target market to make media selection process more effective and appropriate in order to reach the company's goal in implementing IMC. In addition to that, students as business owners can begin scheduling their IMC implementation in form of MS.EXCEL and organize the schedule with time and date of implementation, the end of activities, kinds of activities, budget planned, message to deliver, and final target of IMC activities.
3. For students as scale-up business owners, start doing many IMC activities with goal to achieve brand loyalty, since many scale-up businesses only implements IMC to achieve brand image and brand awareness.

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