THE IMPLEMENTATION OF INTEGRATED MARKETING COMMUNICATION FOR ALVERA

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ABSTRACT

This study is conducted to implement integrated marketing communications for Alvera. This study used qualitative research methods. Key informants of this research are potential customers and customers, while marketing consultants will provide supporting information. This research uses triangulation of source and triangulation of technique to check the validity of research data. Furthermore, Miles and Huberman analysis model is used in this research. The results of this study indicate that the implementation of integrated marketing communications for Alvera is done through five stages, namely: determining marketing targets, media usage, determining promotional goals, media used and budget determination required. Alvera’s cost budget for implementing integrated marketing communications is around IDR 95,600,000 for the first year of IMC implementation. Implementation of IMC for Alvera is conducted not only in order to publish, introduce or remind Alvera products or services to the whole society in Surabaya, but also to attract people to the products/services offered by Alvera, to persuade people to become part of Alvera, and to improve Alvera’s image in Surabaya.

Keywords: Implementation, Integrated Marketing Communications, Alvera

INTRODUCTION

Marketing strategy is the first step to introduce products or services to consumers—and it is very important—because it is associated with the advantages of products or services offered by the company. Marketing strategy is more optimal if supported by a structured plan both internal and external. Strategy is a long-term action designed to convey customer’s unique experience while achieving its goals (Kerin et al., 2013). Today, successful companies have one thing in common: They focus on consumers and believe in marketing. They commit to know consumer needs and situations (Gilaninia et al., 2013). Therefore, communication is a very important foundation in marketing. Marketing communications are used by companies to inform, persuade and remind consumers, either directly or indirectly, about the products and brands they sell (Kotler and Keller, 2012).

Integrated marketing communications have been regarded as a systematic coordinating process of a company to deliver messages and many communication activities, integrating this into uniform marketing communications to convey messages about the company and what is offered to the target market clearly (Lekhanya, 2015). Effective integrated marketing communications must necessarily encourage strong customer relationships, but it is done through effective planning to develop integrated communications programs that optimize specific communication objectives that lead to desired behavior on the target audience (Percy, 2012). There are two major differences in how marketers use the integrated marketing communications (IMC) and marketing communication mix. The marketing communications mix is a kind of promotional strategy, while IMC work on every element of marketing communications to reach consumers. As integrated, communication in IMC not only tend to increase brand awareness as marketing communication mix is did, but also leads to better sales results (Belch & Belch, 2013).
Alvera is a company that engaged in education services: the fashion design. Alvera was established in January 2015 and has a total of nine employees consisting of two staff members, six faculty members, and a janitor. Currently, Alvera uses newspaper ads to push Alvera’s marketing. Alvera’s market segment is middle to upper economic class consumers. Currently, Alvera has 57 students. However, there are some problems that companies are facing on today business environment, i.e., the difficulty of acquiring new students. This problem arises from the lack of awareness of potential consumers of Alvera’s brand. Alvera’s sales performance found difficult to reach its quarterly sales target. It happens because Alvera is a newcomer in fashion design education business sector. Competition faced by Alvera is also quite heavy, because many competitors are already well known by the community. Alvera sales only increase in the second quarter and fourth quarter of every year because of the large number of school students who are off and filling their free time by learning fashion design. Therefore, Alvera need to improve their marketing strategies to compete in the marketplace. If not, the company will be eliminated by competitors who already exist in advance. Furthermore, this study was conducted to implement integrated marketing communications for Alvera.

LITERATURE REVIEW
Marketing Strategy
Marketing strategy is an archetype of planned goals, dissemination of resources and organizational interaction with markets, competitors and other environmental factors. This definition indicates that the strategy should determine what objectives will be achieved, where the industry and product markets are focused, and how resources and activities are allocated to each product or market to meet environmental opportunities and threats in order to gain a competitive advantage (Hollensen, 2015). In other words, a marketing strategy is a thought that supports the company's survival from every market position. Most marketing strategies involve and analyze gaps, namely the gap between what is achieved, the competitive forces faced in the market, and the organizational resources (West, et al., 2015). The purpose of a marketing strategy is to identify specific customer needs, then design a marketing program that can satisfy those needs. Marketing strategies can be done effectively if the company has a comprehensive understanding of current and potential customers, including their motivation, behavior, needs, and desires (Ferrell & Hartline, 2013).

SWOT Analysis
SWOT analysis is a management technique that is often used to analyse the external and internal environment in terms of management strategies work (Fujii, 2013). The purpose of the SWOT analysis is to create, assert, or refine the company's best business model specifically and match the company’s resources and capabilities with the environmental demands in which it operates (Hill et al., 2016). Regarding this, Kotler and Armstrong (2012), explains that the SWOT analysis includes:
1. Strengths, the internal capabilities, resources, and positive situational factors that can help a company serve its customers and achieve its goals.
2. Weaknesses, the namely internal limitations and negative situational factors that can disrupt the performance of the company.
3. Opportunities, the favourable factors or trends in the external environment, where the company may be able to use them to achieve corporate profits.
4. Threats, the unfavourable external factors or trends that may pose challenges to marketing performance.

Pasaribu (2012) then explained that the value of the SWOT on its diagrams will determine the grand strategy of the company in a determined market, including:
1. Quadrant I (Progressive, SO), by implementing a growth-oriented strategy (Growth Oriented Strategy).
2. Quadrant II (Diversification, ST), using existing capabilities to avoid various threats, the strategy applied is a diversification strategy (product and market).
3. Quadrant III (Turnaround, WO) by applying a turnaround strategy when the company has no strength (advantage).
4. Quadrant IV (Defensive, WT), where opportunities that can be utilized are very small and strategies that can be applied are defensive strategies.
Marketing Communications
Communication is a transactional process between two or more parties where meaning is exchanged through the use of deliberate symbols. Communication is a deliberate effort made to bring response in a transactional form—where all participants are involved in the process—and is a symbol (words, pictures, music and other sensory stimulants used for convey thoughts). Since humans cannot do telepathy, then all the original concepts of communication need to be translated into symbols in order to convey the necessary meaning. It means that all participants in the communication process should be able to have the same general view on the meaning of a symbol (Blythe, 2015). The main purpose of a company doing marketing communications activities is to seek profit. But in general, the purpose of marketing communications is to modify the behaviour, provide information, persuade and remind again (Rangkuti, 2013).

Marketing Communication Mix
The marketing communication mix (often called a promotional mix), consists of a specific mix of advertising, public relations, personal selling, sales promotion and direct marketing tools that companies use persuasively to communicate customer value and build relationships with customers. The five major promotional tools in marketing communication mix (Kotler and Armstrong, 2012) include:

1. Advertising, any forms of a non-personalized pay presentation and promotion of ideas, goods or services with specific sponsors. Brannan (2015) describes two types of advertising media that can be used in accordance with its category, including:
   a. Above the line media, any kinds of advertising activities are spread through mass media means of communication and require pay commissions to related advertising agencies, such as: television, radio, internet, magazines or newspapers.
   b. Below the line media, which is any kind of advertising activities that do not involve advertising in mass media and does not require the existence of a commission, can be a billboard, brochures, banners, events, leaflets, billboards and so forth.

2. Sales promotion, a form of promotion that aims to increase consumer purchases in the short term, for example, by providing coupons, sweepstakes, and so forth. Several types of sales promotion tools based on their objectives can be explained as follows:
   a. The product sample, a number of products to try.
   b. Coupons, the certificates that provide savings to buyers when they buy certain products.
   c. Cash refund, the price reduction occurs after purchase.
   d. Special prices, also called price reductions, by offering official product price savings to consumers.
   e. Premiums, where goods are offered for free or at low prices as an incentive to buy products, ranging from toys that are inserted into children’s products.
   f. Specific items advertising, also called promotional products, is the useful gadgets printed with names, emblems or advertiser messages provided as gifts to consumers including pens, cups, calendars and more.
   g. Support awards, which are cash awards or other awards given to regular users of certain company products or services.
   h. Point-of-purchase (POP) promotion, which includes display and demonstration at the point of sale.
   i. Contests, sweepstakes and games, where in this sales promotion consumers have the opportunity to win something, such as cash, travel, or goods, through luck or a business.

3. Public relations, to build good relationships with various circles to get the desired publicity, build a good corporate image, and handle or respond to rumors, news, and unpleasant events.

4. Personal selling, a personal presentation by a company salesperson for the purpose of generating sales and building customer relationships. Furthermore, Kennedy and Soemanagara (2013) explain that personal sales include two-way and personal communication between sales and individual customers, through face-to-face, over the phone, via video conferencing or the Web, or by other means.
Integrated Marketing Communication
The definition of integrated marketing communications (IMC) according to Chitty et al., (2011) is a tool for testing the various elements of the marketing communications mix followed by the features and benefits of IMC. Marketing communications represent all elements of the marketing mix that facilitate exchanges by targeting brands for specific customer groups, positioning brands to differ from other brands and sharing brand meaning and uniqueness to product consumers by maintaining a consistent message over time and in various forms of communication media until a brand can achieve a competitive market share. Tuckwell (2014) explains that integrated marketing communications are the processes and concepts of message management to align perceptions of brand value through interaction with all significant corporate audience in the long run by synergistically coordinating all communication elements to support the efficiency and effectiveness of business and marketing performance in achieving its goals. As a concept, IMC basically requires a strategic and thorough way of thinking in planning, implementing and evaluating communication programs based on development, equality and unification of perceptions of brand value through interaction. As a process, IMC involves four stages of development:
1. First stage, starting with the coordination of various elements of promotion tactically. At this stage, the promotion is understood only as a promotion.
2. Second stage, the companies need to redefine the area of marketing communications, which includes all business functions related to the strategic role of communication in marketing, so that necessary customer research that includes evaluation of marketing communications.
3. Third stage, the companies must apply information technology that supports the effort of customer loyalty creation.
4. Fourth stage, by conducting strategic and financial integration, to know which marketing mix will be used to reach the target consumer, and how much cost is required in the use of marketing communication models.

According to Percy (2012), effective IMC must certainly encourage strong customer relationships, but through effective planning to develop integrated communications programs that will optimize specific communication objectives that lead to desired behaviour by target markets. Implementation of IMC can be started by using various sources of marketing communication messages such as agencies, sales promotion, public relations, until event marketing. Then collaborate the strategy on the appropriate corporate identity, packaging, branding, and increase the number of personal sales and telemarketers. In addition, the use of the Internet into a new media member has become a great opportunity for IMC success. Furthermore, Blythe (2015) explains that an integrated marketing communication plan includes five basic elements, including:
1. Identify target marketing, by deciding to whom the ad is directed.
2. Planning, by deciding where the ads will appear. There are two main areas of decisions: reach (the number of potential customers the ad reaches) and the frequency of coverage (number of times each consumer sees an ad).
3. Setting promotional goals, which are undertaken to decide what goals to expect from the use of advertising.
4. Determine the advertising medium that will be used, by deciding the basic issues and selling points that must be submitted on the ad.
5. Budget setting, that can be done in four ways. First, the objectives and tasks of the approach involve setting goals, and setting aside the right amount of money to reach the goal.

RESEARCH METHODS
This study uses qualitative research methods that put researchers as a key instrument (Sugiyono, 2014). There are several processes that must be done by researchers in qualitative research, such as: using purposive as the sampling method, using triangulation method in collecting and analyzing research data, using inductive (deductive) data analysis, and the results of research will be more emphasis on the meaning of generalization (Creswell, 2014). The main source of this research consists of five informants consisting of one marketing consultant, two customers, and two potential customers. Key informants of
this research are potential customers and customers, while marketing consultants will provide supporting information. This research uses triangulation of source and triangulation technique to check the validity of research data.

DISCUSSION

Alvera’s Company Profile
Alvera Fashion and Creative established at Surabaya in 2015 with different method to immediately manifest its customers desire to become a professional and competent Fashion Designer on today’s fashion industry. Guided by experienced mentors, Alvera Fashion and Creative provides an easy and practical method with semi-private teaching that will guide its customers personally to develop their creations so that the learning process becomes more effective and efficient. Alvera Fashion and Creative provide individualized learning guidance to customers with the latest educational programs tailored to the demands of today's Fashion world. Alvera Fashion and Creative have three main education programs that have been prepared, such as:

1. Full Program, where customers get a complete education within one year.
2. Short Course, where customers get a short education with certain material choices, such as:
   a. Fun & Easy Sewing: a short class specifically to learn how to breaks sewing patterns.
   b. Creative Class: a short class specifically to learn how to do sequin and to make clothes without pattern.
3. Private Course: an individual teaching lesson.
4. Special Class for Employee: a special class that is intended for employees which held every Saturday.

There are also some of new learning materials served by Alvera Fashion and Creative which began to start since 2017 such as:

1. Patterns & Sewing
   a. Pattern Making, to make pattern, start skirt, blouse, dress, pants, shirt, coat of woman, bridal, kebaya, bustier.
   b. Magic Pattern, to make clothes without a pattern.
   c. Pop Cutting, to make stitch patterns with pop-art design style.
2. Fashion Concept Design
   a. Basic Design, to make anatomy to aesthetic clothing and color.
   b. Fashion History & Fashion Research, to learn about fashion trends in the future.
   c. Design Concept & Fashion Merchandising, ranging from business concept, advertisement, to label.
3. Textile
   a. Know the various materials, coating materials to fabric construction.
   b. Tie Dye (cloth dyeing technique)
4. Details
   a. Texmo (clothing application)
   b. Draping (clothing without suture)
   c. Beading (sequin technique), Embroidery (Embroidery technique), and Hand Painting.

Alvera Customer Profiles
Alvera customers that used as informants consist of three persons, profiled as CVN (female, 27 years old), AYU (female, 27 years old), NAY (female, 22 years old). Interviews to all customers were made to customer professions are students [NAY(2)-B6], housewives [AYU(2)-B3] and employees [CNV(2)-B1]. The average customer income is IDR 4.000.000 [NAY(3)-B3] to 70.000.000 per month [AYU(3)-B3]. The reasons for the customers joining Alvera are to fill their free time and to increase their skills on fashion design, Alvera’s location close to the customer’s home [CNV(4)-B1; AYU(4)-B3], the reasonable price offered by Alvera [AYU(4)-B3], Alvera’s promotional rebate, including customer interest in the world of fashion [NAY(4)-B6].

SWOT Analysis
SWOT analysis in this study is the first step in determining the strategy that will be used in the IMC program to be applied to Alvera companies. Data on Alvera’s SWOT was collected through interviews with customers, Alvera owners (RTN, female, 53 years old) and marketing expert (DNL, male, 27 years).

**Strengths**

Alvera’s semi private learning system [CNV(6)-B2], flexible study hours [CNV(6)-B2], and frequent fashion shows and photo shoots [AYU(7)-B4] are becoming their ultimate strengths. On the other hand, tutors who are experts in their fields [CNV(6)-B2; NAY(7)-B7], strategic locations [CNV(6)-B2], practical subject matter CNV(6)-B2; NAY(7)-B7; AYU(7)-B4], and competitive pricing [CNV(6)-B2; AYU(7)-B4] are considered by informants as minor strengths of Alvera. That is because, these indicators can also be owned by fashion design institutions other than Alvera, so Alvera also need to be able to improve their quality of these minor advantages in order to have a better marketing strategy. It is said to be semi-private because Alvera customers are taught together in one room, but one customer and another can have different subject matter. The existence of a semi-private learning system like this not only encourages the customers to learn faster, but also so that the customers would not to wait each other learning progress, so that the learning achievements by each Alvera’s customers can be earned faster. The flexible learning time that Alvera is implemented by Alvera also becomes its key strength, as Alvera provides a night class that suitable for office workers, between 19:00 and 22:00. Frequent holding fashion show and photo-shoot event is also one of the main advantages of Alvera when compared with its competitors. The existence of these events not only can increase public awareness of Alvera, but also to display the work of clothing from Alvera customers [DNL(2)-D1].

**Weaknesses**

Some weaknesses owned by Alvera including weak brand names [CNV(9)-B2; NAY(11)-B7; RTN(10)-C3], lack of parking space [CNV(9)-B2], traffic jams that often occur when customers try to reach its location [AYU(10)-B4], and lack of computer facilities [AYU(10)-B4; NAY(11)-B7; RTN(10)-C3]. Informants agreed that the indicators of weaknesses owned by Alvera are only categorized as minor weaknesses. Nevertheless, these weaknesses also need to be minimized by Alvera in order to improve the company's services to its consumers. As explained by marketing expert informants that the weakness of Alvera can be minimized by maintaining the quality of service provided to consumers, and it should be improved again [DNL(3)-D1]. This is because every consumer has their respective expectations. In order for consumers to be satisfied, Alvera must be able to meet or even exceed consumer expectations by always hearing the input from them.

**Opportunities**

Consumer interest on the skills and design of fashion is currently growing [CNV(11)-B2; AYU(13)-B4]. Actually, there have been many institutions and courses such as computer courses, make-up courses, cooking classes, fashion and design courses so that Alvera can help the community in providing solutions to their life skills issues. In relation to the growing interest of the community at the modeling course institution, Alvera owners also feel that the special modeling class becomes an excellent opportunity for Alvera’s future [RTN(13)-C3]. In addition, Alvera should not use models from outside Alvera when holding event fashion show or photo-shoot [NAY(13)-B7]. Alvera customers also consider that fashion design lessons also suitable for children to adults [AYU(13)-B4] and also very important for Alvera’s business progress in the future, so that the special class of children can also be a new market for Alvera. In addition, the high business opportunity on custom sewing [NAY(13)-B7] is also considered as an opportunity that has a very good prospects for Alvera. The existence of Alvera can accommodate the needs of fashion design education for the public to be able to make their own clothing and sewing design in accordance with the current emerging fashion trends [DNL(4)-D1].

**Threats**

The high competition between institute fashion design courses [CNV(14)-B2; AYU(16)-B4; RTN(15)-C3] and the emergence of some home stitching lessons that offers very cheap prices [AYU(16)-B4; NAY(16)-B7; RTN(15)-C3] are two indicators of threats that are categorized as major. The large number of people’s interest in starting the courses business has result a high competition between fashion design institutions. It encourages educational institutions to optimize their respective strategies in order to improve their competitiveness through innovative curriculum strategies, competitive pricing, and mutually beneficial cooperation between customers and course institutions in the long term. In
addition, the emergences of several home stitching institutions that offer very cheap prices also pose a very strong threat to Alvera. Through an emphasis on under-market pricing strategies, home stitching institutions have proven successful in opening new gaps in non-formal education markets in fashion design that can reduce the coverage of Alvera's target market. On the other hand, the emergence of newcomers with similar concepts is also a threat worthy of attention by Alvera [NAY(16)-B7; RTN(15)-C3]. Although such problems have also occurred in almost every business sector, Alvera also should be careful with threats over new arrivals. Its market threats can be minimized by constantly observing the market and knowing Alvera’s competitors by creating different service, system, and facilities, and highlighting the strengths of Alvera, as well as communicating the information about Alvera’s superiority to the target consumers using the right marketing strategy [DNL(5)-D2].

**Grand Strategy**

Alvera is in the S-O quadrant. However, Alvera’s internal and external factors are still close to zero. Therefore, the company should be able to set a good strategy to improve the strength to take over all the opportunities that exist in the market. Therefore, the design of marketing communication strategies that will be made later can run well to improve Alvera’s position as fashion and design institution.

**Alvera Integrated Marketing Communications Media Planning**

Data on Alvera’s IMC plan were collected through interviews with all informants used in the study, including customers, Alvera owners and marketing experts, and can be explained as follows:

1. **Target market**
   - Alvera’s target market is as follows:
     a. Aged 10 to 50 years, but prioritized to consumers aged 17 to 40 years [RTN(20)-C5].
     b. Domiciled in Surabaya and surrounding areas [RTN(21)-C5].
     c. Educated between elementary and post-graduate [RTN(22)-C5].
     d. Working as a student, student, employee or entrepreneur who owns his own business [RTN(23)-C5].
     e. From middle to upper economic class, with income at least IDR 5.000.000 per month [RTN(24)-C5].
     f. Having interest in fashion [RTN(25)-C5].

2. **Media planning**
   - The message that will be emphasizing from the use of every marketing communication media of Alvera is: “Being a designer does not have to be expensive, and everyone can be a fashion designer” [RTN(27)-C6], as well as Alvera’s advantages compared to its competitors [DNL(14)-D3].

3. **Promotional goal**
   - Alvera’s promotional goal is to pursue Alvera’s backwardness to its competitors, building a strong brand name to be better known to the public [RTN(26)-C5] that “Alvera is an inexpensive fashion educational institution with a myriad of facilities to offer” [RTN(27)-C6].

4. **Advertisement media**
   - Alvera is working to maximize the use of all types of marketing communications media [RTN(26)-C5]. Alvera uses third parties to produce below the line marketing communications media. In addition, Alvera will also work with several journalists from newspaper company representatives in Surabaya, including strategic cooperation with fabric stores, sewing supplies, or accessories making materials [DNL(15)-D4].

5. **Promotion budget**
   - The promotion budget will be tailored to the needs [RTN(30)-C6]. Nevertheless, the promotion budget will be concentrated on the media that is considered most effective in attracting consumers to join Alvera [DNL(16)-D4].

**IMC Implementation on Alvera’s Business**

Based on Alvera's integrated communications marketing communications (IMC) outcomes, IMC media that will be implemented in Alvera will be explained as follows.
Table 1 Alvera’s Market Target

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<th>Segmentation</th>
<th>Variables</th>
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<tbody>
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<td>Geographic</td>
<td>Surabaya</td>
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<td>a. City</td>
<td>Surabaya</td>
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<tr>
<td>Demographic</td>
<td></td>
</tr>
</tbody>
</table>
| a. Age       | 1. 10-17 years  
               2. 18-35 years  
               3. 36-40 years  
               4. >40 years    |
| b. Gender    | Male and female |
| c. Profession| 1. Student  
                2. Housewife  
                3. Employees  
                4. Others    |
| d. Income    | 1. IDR 3.000.00 – Rp 4.999.999  
                2. IDR 5.000.000 – Rp 9.999.999  
                3. > IDR 10.000.000 |
| Behavior     | 1. Interested in fashion  
                2. Desired to join fashion design educational institution |

**Media Planning**

The use of media on the implementation of Alvera IMC will be emphasized to convey three main advantages possessed by Alvera, including:
1. Semi-private teaching system
2. Flexible lesson schedule
3. Frequent fashion shows and photo-shoot

**Promotional Purpose**

The main objective of Alvera IMC implementation is to ensure that Alvera’s IMC program will increase the company’s profit through increasing the number of Alvera’s customer. Therefore, the purpose of the implementation of Alvera IMC are including:
1. Ability to modify the behavior of target market: from not know to know, and from who already know to be loyal.
2. Inform the target market of Alvera products/services related to Alvera’s price, quality, usefulness, and privileges.
3. To persuade the target market to become part of Alvera, by registering either directly through registration at Alvera office, or register indirectly through events held and followed by Alvera.
4. To remind the target market about Alvera’s existence as the fashion institution.

Therefore, the use of media in Alvera’s IMC program is not only to publish, introduce or remind Alvera’s products or services to the whole community in Surabaya, but also to attract people to accept the products/services offered by Alvera, to persuade the community to become a part from Alvera, and improve the image of Alvera in Surabaya.

**Media Used**

**Media Range**

The distribution of Alvera’s marketing communications media will cover the whole part of Surabaya, with target consumers aged 10 years to >40 years, male and female, work as housewives, employees and other professions, earning between IDR 3.000.000 to IDR >10.000.000, interested in fashion, and willing to join fashion design education institutions.

**Frequency**
The frequency aspect relates to how often the planned media is known to the target consumer. In order to achieve marketing communications goals, the promotion should be done periodically, every week according to the needs, both disseminated through printed media or other supporting media.

**Advertisement Media**

The most effective advertisement media in attracting customers to join Alvera is advertisement on Koran Sindo, Surya, Jawa Pos and Suara Surabaya radio, including various bazaar events held in Surabaya. The advertising media to be used in the implementation of Alvera IMC is as follows:

1. **Newspaper ads**
   Until early 2016, Alvera is no longer use classified ads that aired on several daily newspapers published in Surabaya, such as Koran Sindo, Surya, Jawa Pos and Suara Surabaya radio. Therefore, newspaper advertising media will be re-used in the implementation of IMC programs for Alvera today. Ads that will be used in newspapers are display ads with size 15x20 cm which will be published once a month in third week during one year of promotion time. The messages to be emphasized on the newspaper advertisement are to inform the intended market of Alvera, about Alvera products/services relating to price, quality, terms, usability, and privileges and so on. In addition, Alvera can also work with several journalists or journalists from newspaper company representatives in Surabaya to display news about events hosted by Alvera.

2. **Radio Jingle**
   The advertisement to be published on the radio is no longer an advertising message delivered orally on the sidelines of the event as Alvera has done in previous years. The advertising plan that will be made is in jingle form. Alvera will use a third party to produce music, texts and jingle recordings before being distributed on some local radio in Surabaya. Messages emphasized on radio jingle ads are similar to advertisements through radio jingle, i.e., information to the intended market about Alvera, about Alvera products/services relating to price, quality, terms, usability, and privileges and so on.

3. **Event**
   Alvera has been participating in many exhibitions in Surabaya to reach new target customers, including in cooperation with several malls in Surabaya to hold fashion shows. Nevertheless, IMC’s implementation of Alvera is only focused on exhibition events (bazaars), considering those events proved effective in introducing Alvera to the public and encouraging people to join Alvera. As part of the IMC program, the bazaar stand to be used by Alvera will be followed by banner placement as a background stand bazaar, roll-banner placement in front of bazaar stand, Alvera’s names card and brochure spread, and distribution of discounted vouchers for target consumers interested in signing up directly at Alvera bazaar stand.

4. **Business Card**
   Aside from being an Alvera identifier, Alvera’s business card will also be the second identity after the Alvera logo. The purpose of printing a business card is so that the target market can save it and occasionally use it if it requires information used to contact Alvera. In IMC implementation, business cards will be brought by Alvera owners, Alvera’s PR, Admin who also play a role to do direct selling, and SPG who do personal selling. In addition, business cards will also be placed on Alvera booth when following bazaar events in the city of Surabaya.

5. **Brochure**
   Brochures are given to target consumers to provide information and contain all information about Alvera products/services. The Alvera brochure will be duplexed (two sides) with A5 page sizes. The front side of the Alvera brochure will list Alvera’s advantages over its competitors and the current promotional programs. While on the back side, will be listed list of classes, class packages, and hours of lessons that can be taken by the target customers when they follow Alvera’s class. Alvera brochure will always brought by the Admin when doing direct selling and SPG who do personal selling on the Alvera’s stand when following bazaar events.

6. **Banner and Roll-Banner**
   Banners and roll-banners have the role of a promotional statue that will visualize Alvera’s programs. Banners and roll-banners will be used as supporting media when Alvera follows bazaar events.
Surabaya. Alvera’s banner and roll-banner design will use colors that reflect the impression of glamour and tailored to Alvera’s characteristics as a fashion design education institution.

**Sales Promotion**

Promotion of discounted price is included in IMC program that encourage customers to join Alvera. Therefore, coupons in the form of rebates of IDR 100,000 and free trial for new customers that interested in joining Alvera will also be used in Alvera’s IMC program. Voucher discount price of IDR 100,000 will be paired with other types of media spread like. The vouchers are not only distributed to the target consumers who come to the bazaars that Alvera is participating in, but also distributed through radios when broadcasting radio jingles to listeners through talk shows or game shows as well as Alvera holding fashion show events, including to customers of Alvera and to be distributed to their relatives or colleagues.

**Public Relation**

The lack of vehicle parking space and traffic are the two minor weaknesses owned by Alvera. As part of the marketing communications media, Alvera’s PR role will be crucial in supporting the implemented IMC program. Therefore, Alvera’s PR will be tasked to minimize the impact of these two internal weaknesses of Alvera, as well as improve the perception of the customers or other market targets about Alvera’s quality of service. Some strategies that can be done PR in overcoming the problems are as follows:

1. To solve the problem of the lack of parking space, Alvera’s PR can use Alvera’s social media account such as Whatsapp or Line to update status of the number of parking areas available in Alvera’s private building to customers who will attend the Alvera class, including areas can be used by the customers to park around the Alvera’s building. PR can also work with Alvera's security to help to monitor guest’s vehicles that parked outside the Alvera building.
2. To solve the problem of traffic, Alvera’s PR can integrate the use of Alvera social media account like Whatsapp or Line and news about the traffic that occurred in the area from and to Alvera location. News of traffic obtained from radio or news-streaming online, can be used by PR Alvera to provide status updates about the state of traffic to the students Alvera.

The existence of such updates is expected to provide information to the customers who will follow the Alvera class, so they are able to know which paths might facilitate the customers to reach Alvera location, as well as to know the availability of parking space inside or outside Alvera building. In addition to efforts to minimize consumer perceptions of weakness Alvera, PR will also increase consumer perceptions of Alvera service quality.

**Personal Selling**

Currently, Alvera don’t have a personalized sales force that is used to market Alvera products/services. Alvera’s admin employees have a major role at to do personal selling when Alvera follows bazaar events, and direct selling to Alvera’s target market via phone based on consumer data that has been recommended by Alvera customers through word of mouth. In Alvera’s IMC implementation, some personal girl sales (SPG) will be recruited to support Alvera’s marketing communications program. The SPG will be recruited only when Alvera holds a fashion show event or when following bazaar events held in Surabaya. In addition, the SPG also distribute Alvera’s business cards, brochures, carrying Alvera customers registration forms, and distributes discounted vouchers for target consumers interested in joining Alvera.

**Direct Marketing**

Direct marketing is one of the tasks assigned to Admin. In the implementation of Alvera’s IMC program, the Admin will also be utilized to collect the target data of the consumers, both obtained from Alvera's customer from events held and followed by Alvera, as well as data obtained from internal Alvera sources. Admin main task in direct marketing is to disseminate information about Alvera to target consumers through email and social media used Alvera, then follow up to the target consumers, and negotiate to target consumers interested in joining Alvera.

**Word-of-mouth (WoM)**

Alvera’s customers, both active and the alumni, always recommend Alvera to friends and relatives, which helping to introduce Alvera to the wider community. Thus, the positive WoM on Alvera has spread naturally, so the integration of Alvera’s marketing communications media in the IMC program is expected to facilitate the growing positive WoM in society about Alvera. In addition, the role of PR will
also be very important in the WoM positive dissemination of Alvera. Alvera’s PR should be able to use a personal approach or an indirect approach using social media.

Required Budget
The total budget required for the implementation of Alvera’s IMC program and the percentage for a one year promotion period during 2019 amounts is IDR 95,600,000, which can be explained as follows:

| Table 2. Budget Recapitulation of Alvera IMC Program Budgeting |
| Media | Budget | % |
| Advertisements Media | | |
| • Newspaper ads | IDR 27,000,000 | 28.24% |
| • Radio Jingle | IDR 38,400,000 | 40.17% |
| • Bazaar Event | IDR 18,000,000 | 18.83% |
| • Business Card | IDR 1,500,000 | 1.57% |
| • Brochure | IDR 1,800,000 | 1.88% |
| • Banner | IDR 200,000 | 0.21% |
| • Roll-Banner | IDR 300,000 | 0.31% |
| Sales Promotion | | |
| • IDR 100,000 voucher | IDR 300,000 | 0.31% |
| Public Relations and Direct Marketing | IDR 600,000 | 0.63% |
| Personal Selling | IDR 7,500,000 | 7.58% |
| TOTAL | IDR 95,600,000 | 100% |

CONCLUSION AND SUGGESTION
The results of this study indicate the importance of IMC’s implementation to Alvera not only in order to publicize, introduce or recall Alvera’s products or services to the entire community in Surabaya, but also to draw public interest in the products/services offered by Alvera, to persuade people to become part of Alvera, and improve the image of Alvera in the eyes of the people of Surabaya. However, the cost budget to be spent by Alvera based on the results of this study is around IDR 95,600,000 for the first year of IMC implementation. Therefore, careful consideration is needed before Alvera decides to implement the planned IMC program in this study.

The next researcher can conducts a qualitative and/or quantitative research approach to evaluate the performance of IMC which has been applied by Alvera in the future, which is related to the consumer's decision to participate in Alvera education program or customer’s satisfaction on Alvera education program. This is done so that the results of this study can be applied further for either Alvera itself or on other companies as objects selected by subsequent researchers.

LIMITATION OF THE STUDY
The limitation of this research lies in the lack of ability of the researcher to design the advertisement media that will be used on Alvera’s IMC implementation, so Alvera still need third party to give graphical description to each media that will be used on the implementation of IMC program for Alvera.

REFERENCES


