

Online Communication Strategy in Promoting Personal Development Program of Non-governmental Organization through Website

Yofrina Octika Gultom^{1*} and Henni Gusfa²
Universitas Mercu Buana Jakarta

Keywords: Website, Online Communication Strategy, Nongovernmental Organization

Abstract: This study focuses on the use of website of nongovernmental organization to promote personal development program in Indonesia. It intends to examine the use of website by a nongovernmental organization named Initiatives of Change (IofC) Indonesia, a world-wide movement of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour, starting with their own. This research is aimed to identify how website plays its role in promoting personal development program and also to identify online communication strategy of IofC as a nongovernmental organization in its program. This research applied SOSTAC (Situations, Objectives, Strategies, Tactics, Actions, Control) model to assess its situations, objectives, strategies, tactics, actions, and control of a nongovernmental organization in promoting its program through website. In conclusion, website is a landing page that can be used to promote personal development program by providing clear information, having good layout, and sharing its links to its social medias.

1 INTRODUCTION

The use of internet has become a significant force in social interaction. Throughout history, the technological developments of internet have resulted in the advancement of communication. Internet is developing fast and used by many people at this time. The internet is revolutionizing society and technological systems. It can connect millions of computers together globally and form a network in which any computer can communicate with any other computer as long as they are both connected to the internet.

People these days get easily send and deliver information with internet. Internet can be used daily by all sectors of society, including individuals, corporations and research institutions. It has various networks and websites, which together carry many different kinds of information and services. The internet is becoming a mainstream tool for scholarly research, chiefly because of its ability to access data quickly and conveniently (Dimitrova and Bugeja, 2007). The internet makes it possible to quickly find information and communicate with people around the world. It continues to grow, driven by great amounts

of online information and knowledge, commerce, entertainment and social networking.

Based on The Association of Internet Services Providers in Indonesia (*Asosiasi Penyelenggara Jasa Internet Indonesia*, abbreviated APJII), the number of internet users is increasing in Indonesia, in which the users are included teenagers and adults. There were 71.19 million internet users in Indonesia or about 28 percent of Indonesia's population in 2013, up by about 13 percent from 63 million users in the previous year.

People may use internet by exploring websites to browse information. The information which is found out can be varied as one of the examples is personal development program. Websites can be the work of an individual, a business or other organization, and are typically dedicated to a particular topic or purpose.

An organization can also use website to share information and discuss various issues. Srinivas (2015) said that the dynamic nature of the use of the internet by non-governmental organizations (NGOs) clearly illustrates the flexibility and adaptability of both NGOs and the internet itself. They have networked online for a variety of reasons such as: to build awareness, to facilitate training programs, to reduce costs, to raise funds, to manage information,

to disseminate information, to communicate with personnel, and to avoid travel costs.

As a non-governmental organization which focuses on global change through personal change, Initiatives of Change (IofC) Indonesia promotes personal development program to the society as one of its main programs. Personal development is one of essential parts in a person's growth, maturity, success and fulfillment. Aubrey (2010) stated that when personal development takes place in the context of institutions, it refers to the methods, programs, tools, techniques, and assessment systems that support human development at the individual level in organizations. The programs of IofC Indonesia are related to personal development program such as: Annual Youth Leadership Camp, School Visit Program (SVP), Talk About Life (TAL), Inner Growth Companionship Program (IGCP), Trust Building, and many more programs.

Initiatives of Change (IofC) is a world-wide movement of people from diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviors, starting with their own. IofC is aimed to inspire, equip and connect people in order to address world needs, starting within personal changes. This non-governmental organization is dedicated to building trust across the world's divides of culture, nationality, belief, and background.

On March 25, 2016, on National Consultation of Initiatives of Change (IofC) Indonesia, Miftahul Huda, a member of Asia Pacific Coordination Group (APCG) of IofC, stated that being compared to programs of IofC in other countries, the programs of IofC Indonesia have not been well promoted and informed to people. Thus, IofC Indonesia should design communication strategy in order to promote its programs.

This study examined the online communication strategy of non-governmental organization in promoting its program in Indonesia. Focusing on communication strategy, Brennan (1960) stated that the communication with a purpose and an occasion gives expression to an idea which he or she channels to some receiver from whom he or she gains a response. It is important to understand the concept of communication strategy which should be seen from the organization's perspective. A communications strategy is designed to help an organization communicate effectively and meet core organizational objective.

James Howe, a nonprofit communications professional said that a website is the centre of online or digital strategy. A nonprofit organization may use

website as a media to publish any programs, provide information, and promote the main programs of its organization. Related with this study, Initiatives of Change (IofC) Indonesia, as a non-governmental organization, requires a communication strategy to promote its core goal namely personal development program through website.

IofC focuses on personal encounters in homes and small groups, training courses and conferences. It draws together people who may not usually work together. They become agents of change, seeking to respond to the leading of conscience or God's spirit and supporting each other in building community side.

To address the issue of promoting personal development program through website in Indonesia, the researcher raised some questions in this study. The research questions of this study are:

1. How does website play its role in promoting personal development program?
2. How is the online communication strategy of a non-governmental organization in promoting personal development program?

2 LITERATURE REVIEW

A previous research which is entitled "Comparing How Organizations Use Websites and Social Media to Maintain Organization-Public Relationships" examines the dominant corporate communication strategy on Facebook pages and websites. Haigh (2014) stated that a content analysis was conducted to determine if there were differences in the type of communication strategy organizations were employing on their Facebook page or website. A Webtrends study (2011) found that 68% of the top fortune 100 companies have seen a decline in unique (first time visitors) to their websites while 40% of these companies have seen unique visits to their Facebook sites increase.

This study explained the differences in the information available on an organization's website versus its Facebook page. It extends the literature by comparing the types of information available in order to gain an understanding of how these forms of online communication may impact on organization public relationship. Online relationships can be built through disclosure/openness, information dissemination, and interactivity/involvement (Men and Tsai, 2012). Communication between the organizations and stakeholders is still not fully realized on social networking services. Practitioners can develop social

media plans to bolster interactivity to fully utilize social media services and produce effective messages to strengthen organization-public relationship. Organizations' websites bolster organization – public relationships through interactivity because stakeholders can provide feedback, email, and connect with content (Jo and Kim, 2003).

In the end, it is important to understand how organizations are framing information on websites and Facebook pages because it impacts how stakeholders respond to the organization. Organizations have moved to a corporate social responsibility frame on their websites, but they need to employ that type of frame on Facebook in order for social media to have a positive impact (Haigh *et al.*, 2013).

This study applied the theories of organization-public relationships, interactivity, and corporate social responsibility. On the other hand, new media theory can be applied in the study since websites and Facebook as community portal are parts of new media. Related to new media theory, Marshall (2004) stated that the internet has simultaneously heralded a new age of voyeurism, narcissism and exhibitionism, all within its various forms. Surveillance has also exited the world of internet webcams to become the organizing narrative of reality television around the world. Via the internet, the everydayness of personal and intimate images that are perpetually accessible has transformed the cultural discourse of what is public and what is private, who is the performer and who is the audience.

In addition, Loran (2005) conducted a research about the use of websites to increase access and develop audiences in museums: experiences in British national museums. Many authors argue that digital technologies, and particularly the World Wide Web, have great potential to serve the challenges faced by museums in relation to access and audience development, which involves reaching and nurturing both existing and new audiences. MacDonald and Alford (1997) discuss the opportunities that digital technologies present for the dissemination of knowledge on a scale never before possible, and see this capacity as a key factor in transforming museums.

A non-governmental organization can use website to maintain organization, to promote programs, and to build interactivity with users. Johnson *et al.* (2006) stated that interactivity adds value to the communication process. There are four parts of interactivity including: reciprocity, reciprocal communication; responsiveness, response in the communication interaction in which solve the need

for information; the speed of response; nonverbal communication, and the use of communication via multiple channels (Johnson *et al.*, 2006). Park and Reber (2008) stated that organizations can use corporate website to build organization. If a website is interactive, it provides users the opportunity to click on the links and buttons, and responds to the user's need for information (Johnson *et al.*, 2006).

Basing on existing theory, related to the use of website of a non-governmental organization in promoting personal development program, SOSTAC (Situations, Objectives, Strategies, Tactics, Actions, Control) model by Smith is applied in this research. SOSTAC is a marketing model invented in the 1990s by Paul Smith, a bestselling marketing author, international speaker and consultant. Each element relates to a key step in the process:

1. Situation analysis

Situation analysis assesses what the current state of an organization is. The situation should provide an overview of an organization – what organization is, what it does and how its member interact and trade online by addressing internal and external factors impacting the business. This section should be painting a picture of an organization by using some of the following methods to bring this section to life:

1. Who its digital customers currently are (how do they interact with the brand, the platform/s used, demographic breakdown.
2. SWOT analysis - what are the strengths, weaknesses, opportunities and threats to the whole organization.
3. Competitor analysis - who are the competitors? How do they compete? e.g. price, product, customer service, reputation, what are their key differentiators?
4. Digital channels landscape - list out all the various digital channels used and success of each for your organization – what's performing well or not?

2. Objectives

Objectives set the missions or goals of an organization. This element describes about where an organization wants to go. It is important to turn each objective into SMART objectives which stands for:

1. Specific, which means to focus on a specific issue or challenge within the organization.

2. Measurable, which means to plan to assess the performance.
 3. Actionable, which means to assist in improving performance if achieved.
 4. Relevant, which means whether the issue to be addressed within the domain of the digital marketing team or not.
 5. Time-related, which means to set a specific time period.
3. Strategy
Strategy is an overview of how to achieve the goals. The strategy section should also identify which segments of the market an organization aims to target with its plan.
 4. Tactics
Tactics are the detailed approach of how to achieve the goals. It breaks down the “big picture” strategy into smaller details.
 5. Action
Action helps assign responsibility and deadlines for certain tasks. This element shows responsibility and deadlines for certain tasks.
 6. Control
Control establishes how the process is monitored. It offers an easy way to track the progress of the plan.

3 RESEARCH METHODOLOGY

This is a qualitative study. In terms of objectives, this is a case study. According to Yin (2009), a case study is preferred in the following situations: when, how or why questions are being asked, when the researcher has little control over events, and when the focus is on a contemporary phenomenon. A case study design should be considered when: (a) the focus of the study is to answer “how” and “why” questions; (b) a researcher cannot manipulate the behaviour of those involved in the study; (c) a researcher want to cover contextual conditions because he or she believes they are relevant to the phenomenon under study; or (d) the boundaries are not clear between the phenomenon and context. Qualitative case study methodology provides tools for researchers to study complex phenomena within their contexts. Miles and Huberman (1994) suggest that qualitative data analysis consists of three procedures: data reduction, data display, and conclusion drawing/ verification.

The term key informant is generally associated with qualitative research in which a researcher employs interviewing of knowledgeable participants as an important part of the method. Key informant interview is conducted to get information about a pressing issue or problem in the community from a limited number of well-connected and informed community experts, to understand the motivation and beliefs of community residents on a particular issue, to get information from people with diverse backgrounds and opinions and be able to ask in-depth and probing questions, to discuss sensitive topics, get respondents’ candid discussion of the topic, or to get the depth of information which is needed.

4 RESEARCH FINDINGS AND DISCUSSION

4.1 Role of Website in Promoting Personal Development Program

Initiatives of Change (IofC) is a world-wide movement of people of diverse cultures and backgrounds, who are committed to the transformation of society through changes in human motives and behaviour, starting with their own. It focuses on the vital link between personal change and global change, and aims to inspire, support, and equip people to play their part in building a better society. IofC is known as a non-profit association, independent of any and all political, religious or economic entities or organizations. Where appropriate, it partners with others working for change.

IofC is also called as an international network of people from all races and faiths who share the aim of engaging every person in the processes of building a new world, starting with transformation in their own lives. IofC members inspire, equip, and connect people to address world needs, starting with themselves. IofC has spiritual roots, but no religious affiliation. People who work with IofC come from a multiplicity of backgrounds and beliefs. Those with a faith are encouraged both to deepen their roots in that tradition, and to discover and respect the beliefs of others. All are enabled to work together for a lasting change in society.

The main focus of the analysis in this study is largely concerned with the online communication strategy in promoting personal development program of IofC Indonesia. Based on SOSTAC model, the following steps of this research are describing the

current situation of IofC Indonesia, determining the strategic objectives, analyzing the development of IofC website, determining strategic roles, and analyzing the technological issues of the website such as the site construction and its content.

By the research, it was found that IofC Indonesia is in progress after having new structure in which more people work voluntarily as core team of this non-governmental organization. As its spirit “change starts with me”, IofC wants to bring every individual to live the life as an agent of change in the society, community who give an answer for humanity. To get to its vision, IofC team campaign IofC’s message through programs. There are numerous programs of IofC Indonesia doing to try to touch range of ages. In the organization structure, IofC Indonesia is broadening the structure namely board member and executive member. Board member is a council working with strategical plan, while executive members are a member who works in daily basis. Formerly, IofC Indonesia had 5 core team who are to the two responsibilities mentioned.

4.2 Online Communication Strategy of IofC Indonesia in Promoting Program

In media and communication division, IofC team currently update more through website and social medias such as Facebook, Twitter, and Instagram. IofC’s activities are based on weekly and occasional basis. In weekly, IofC invites all people to have quiet time and sharing session. IofC team sometimes invite speaker to talk on Saturday Gathering, one of its program. Occasionally, it depends on the time set up by the team. IofC team also concern that its website should have friendly view to the visitor especially nowadays is mobile friendly.

Website of IofC Indonesia is integrated with website of IofC international. Hence, the website template is quite similar with the IofC international website template. Recently, IofC Indonesia website team requested on setting more colourful template to IofC international website team in order to attract people to use its website.

The website team decided to consult the international team to follow template of IofC UK website because it looks more colourful and the team will add more informations about personal development programs in its website. On the other hand, IofC Indonesia gets benefit in being integrated with IofC international website. Nur Hayatii, the former of media and communication division said that IofC Indonesia team will continue being

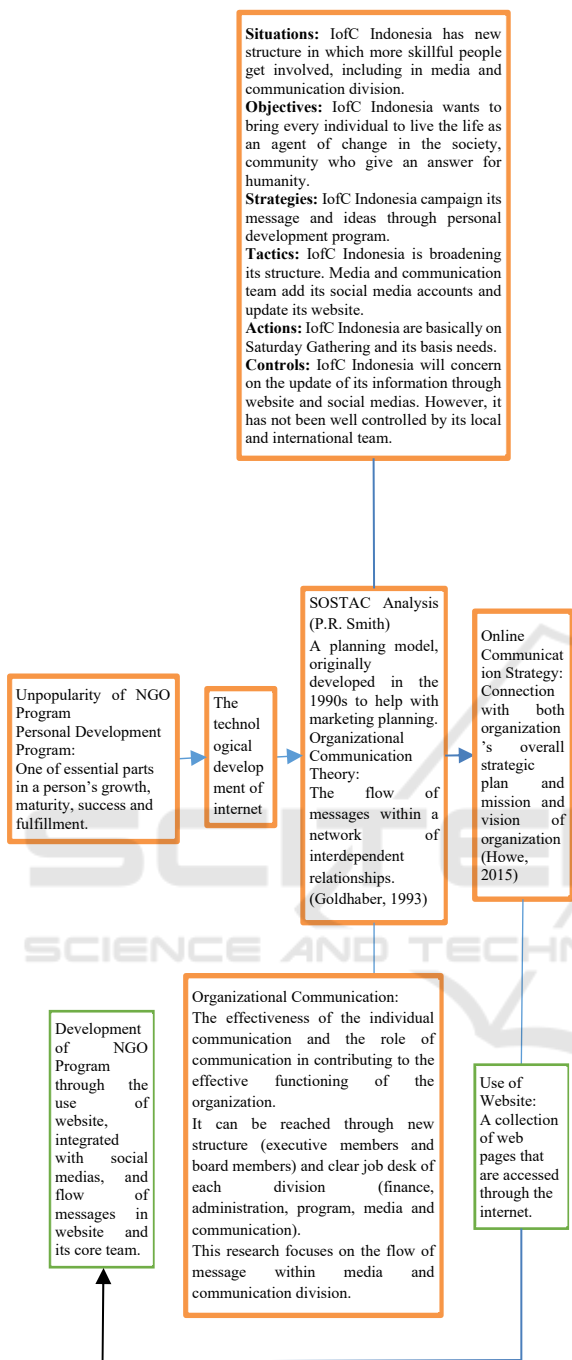
integrated with IofC international website because IofC international team do not charge expensively and IofC Indonesia website is published through IofC international website so that people around the world can easily access its website.

A non-governmental organization can be structured in many different ways, depending on its goals. An organizational structure indicates how activities of an organization such as job desk, coordination and supervision are directed toward the achievement of organizational objectives. Formerly, IofC Indonesia had only 5 core team consisted of president, finance coordinator, administration coordinator, program coordinator, and media and communication coordinator. The core team were responsible many task allocations such as working in its division, organizing strategical plans, and running programs.

IofC Indonesia team had new formation of organizational structure in 2016 in which the structure is divided into board members and executive members. In media and communication division, the priority plans are:

1. Build brand awareness about IofC Indonesia.
2. Engage and build good relationship with anyone who hasbeen involved with IofC Indonesia.
3. Share IofC values through social media platform.
4. Renew image of IofC Indonesia through IofC Indonesia website: Fresher, Inspire, Positivity and Profesional Vibes.

Each division is handled by a coordinator and a member. Thus, each division coordinator can work in team and focus on each task allocation. The objectives of each division will be easily reached by this non-governmental organization.



Picture 1. Research Process Overview (Researcher's Design, 2017) IofC Indonesia website has not been maximized.

It is shown that the information of personal development program and its pictures have not been regularly updated. Therefore, IofC Indonesia website team decided to consult IofC international website team to change its template and to work together with

administration division in publishing more writings through website.

The following recommendation is related with the online communication strategy in promoting personal development program in Indonesia through the website of Initiatives of Change (IofC) Indonesia:

1. The use of IofC Indonesia should be maximized in order to promote its main program, personal development program such as: Trust Building, Youth Leadership Camp, Creators of Peace (CoP), and Inner Growth Companionship Program (IGCP).
2. IofC Indonesia website should continue being integrated with IofC international website because it gives benefits for both sides that the programs IofC Indonesia will be known not only in Indonesia but also around the world. Hence, IofC Indonesia can get opportunities to expand its partnership with other associations.
3. IofC Indonesia team should publish more information through its website such as stories of change, pictures, and videos in order to attract its users.
4. IofC Indonesia team is recommended to regularly link the website with social medias such as: Facebook, Twitter, and Instagram to promote personal development program.

REFERENCES

Brennan, Lawrence D. (1960). Business Communication: Include Business English, Management Communication. New Jersey. Littlefield, Adams & Co.

Miles, MB. & Huberman, AM. (1994). Qualitative Data Analysis (2nd edition). Thousand Oaks, CA: Sage Publications.

Aubrey, Bob. Managing Your Aspirations: Developing Personal Enterprise in the Global Workplace McGraw-Hill 2010 ISBN 978-0-07-131178-6, page 9

Bradley & Cless. (2004). Models of Personal Development Planning: Practice and Processes. British Educational Research Journal. Brandon Vogt, The Church and New Media, Our Sunday Visitor Inc, Page 17

Dimitrova & Bugeja. (2007). The half-life of internet references cited in communication journals. USA: SAGE Publications.

Gillin, Paul. (2008). Media, New Influencers and Implications for Public Relations Profession. Journal of New Communications Research.

Haigh, M. M. (2014). Comparing How Organizations Use Websites and Social Media to Maintain

- Organization – Public Relationships. Prism 11 (2): <http://prismjournal.org/homepage.html>
- James, Melania. A review of the impact of new media on public relations: Challenges for terrain, practice and education. *Asia Pacific Public Relations Journals*. Vol.8.
- Jones, R. (2009). *Social Media Marketing*. 101, Part 1 Retrieved 2009-08-24.
- Kaul, Vincent. (2012). *The Digital Communication Revolution*. *Online Journal Of Communication and Media Technologies*, Volume 2.
- Kaplan, Andreas M. & Haenlein, Michael (2009). *Users of the world, unite! The challenges and opportunities of Social Media*. Kelley School of Business, Indiana University.
- Marchant, Teresa. (2014). *How a Personal Development Program Enhances Social Connection and Mobile Women in the Community*. *Australian Journal of Adult Learning*.
- Sharma, Sundar Kumar. (2010). *Reviewing NGO's Media Strategies: Possibilities for NGO- Media Collaboration*. *Academic Journals*.
- "State of the media: The social media report 2012". *Featured Insights, Global, Media Entertainment*. Nielsen.
- Srinivas, Hari. (2015). *Internet Use: NGOs in Action*. Case Study Series E-103.
- Teegen et al. (2004). *The Importance of Nongovernmental Organizations (NGOs) in Global Governance and Value Creation: An International Business Research Agenda*. *Journal of International Business Studies*.
- Tu, C., Blocher, M., & Roberts, G. (2008). *Constructs for Web 2.0 Learning Environment: A Theatrical Methapor*. *Educational Media International*, 45 (4), 253 – 274.
- Tyrvaainen, Pasi. 2003. *How digital is communication in your organization? A Metric and An Analysis Method*. ICEIS Press.
- Weber, L. (2009). *Marketing to the Social Web*. John Wiley & Sons, Inc. Hoboken, New