Strategic Communication Audit of Public Relations in Tugu Malang Hotel as Developing Company Image as One of Cultural Heritage Destination in Malang

Anita Yudi Jayanti[*], Bambang Dwi Prasetyo and Sanggar Kanto

[1] School of Communication Science, Faculty of Social and Political Sciences, Brawijaya University, Malang-Indonesia

[*]*Corresponding author's email: anitayudi [AT] gmail.com*

ABSTRACT— *Tugu Malang Hotel is the only five-star boutique hotel in Malang. This boutique hotel has cultural heritage concept. The hotel with huge "house" size concept has several problems such as misconception of their image. In this case, a public relation has an essential role to commit with public relationship, whether internal public or external company relationship. In addition, public relations as management also become one of strategy to develop company image. This research is addressed for knowing the strategy of public relation communication to create positive image of company as one of cultural heritage destination in Malang City through communication audit. The method that is being used in this research is public relation audit with qualitative descriptive through observation. The result and analysis that already have been done is offensive public relations communication strategy. Furthermore, the strongest communication strategy is using strategy of publicity and strategy of persuasion which really intense on public emotion with interest humanity value and heritage cultural concept. Based on strategy of publicity as one of strategy point as public relations, Indonesian Cultural Dining Series supported with Hotel Antique Tour as public facilities will be the main strategy product for developing hotel image. It was known as spooky image and serving pricey facilities, but now it become more positive. In conclusion, strategic communication audit of public relation at Hotel Tugu Malang showed weakness on their strategy and implementation, especially on message developing, messenger training, and partnership building. Improving those elements and Indonesian Cultural Dining Series program in publicity and quality would create the better image, especially as cultural heritage destination in Malang City for tourism and local citizen.*

Keywords— Communication Audit, Cultural Heritage, Image, Public Relations, Strategy, Tourism destination.

---

1. INTRODUCTION

Malang city known as one of the biggest city in East Java, it has a lot of potential tourism destination which are fascinating and significantly become opportunity of business or field to be treated well as culture tourism. These things make Malang become one of district for national tourism in RIPARNAS, Jakarta December 2, 2011. RIPARNAS is a tough process for tourism as government rule *"UU No. 10 tahun 2009"* and being stabilize as *"Peraturan Republik Indonesia no 50 tahun 2011"* (Sunaryo, 2013 : 104).

Tugu Malang hotel located at downtown, it is near Tugu monument and surrounded by another historical monuments. This hotel is 25 years old and being consistent to their vision and mission to conserve the culture. The hotel have *"Rumah Besar"* concept (Huge House Concept) and it is categorized as five-star boutique hotel in 2016. Boutique hotel is a hotel that has unique ornament as artifacts and cultural relics. Tugu Malang Hotel has unique architecture with Dutch colonial concept known as The Art, Soul and Romance of Indonesia with authentic classic Indonesian song, romantic Indonesian song in the past, and other Indonesia songs played as ambience. This hotel also has a ball room with 1.000 person capacity can be used as wedding ceremonial or huge exhibition event.

Many forms of cultural heritage are important as the destination of cultural tourism. In this case, cultural is not practical, representation, expression, knowledge, skills, other stuff which already verified by community, groups or personal as their cultural heritage. Actually, it is not about make the image better, but it is about the competitive atmosphere in hotel industry that grows really fast. There are a lot of budget hotel concepts with so much cheaper price rather than others so it gives impact to Tugu Malang Hotel, especially in the rate of rooms being booked, even Tugu Malang Hotel already have their own customer segment. Brand new strategy is needed due to this condition.

Table 1: Occupancy Rate at Tugu Malang Hotel 2016.

No.	Years	Occupancy rate
1.	2012	61.62%
2.	2013	55.58%
3.	2014	48.92%
4.	2015	47.56%
5.	2016	42.86%

The impact of hotel growth in Malang can be seen in the table. The data showed that the annual occupancy rate of Tugu Malang Hotel fell steadily from 2012 to 2016. From this picture, we can optimize public relations in a strategy that can develop better image through communication audit. In addition, there are several tourism potential that make Tugu Malang Hotel as one of opportunity as Cultural Heritage tourism destination. Public relation is related to management company in direct communication between organization and public. Public relation concept is a group that has the same interests (Frazier Moore, 2003:6). Strategy can be defined as activity that have been doing for organization to make the same purpose and it will gain the best performance (Simandjutak,dkk, 2003:79)

The importance of communication audit in company is not followed by awareness of its company to gain benefit of audit process. The awareness usually in the low state, so there are a lot of companies that do not recognize the importance of communication benefit. Based on this case, authors want to do communication audit, identification, and evaluate public relations strategy in Tugu Malang Hotel to develop their image as one of Cultural Heritage destination in Malang City.

2. LITERATURE REVIEW

2.1 Public Relations

The development of public relation grows and hit a peak. It makes the performance of public relation easier. Experts at IPRA (International Public Relations Association) try to describe public relation as management function of planning and connecting with organizations or institutions to be understandable, sympathy and supportable. Among others, there is a purpose to connected wisdom, and do their task productively. It is conducted to achieve the purpose and transfer all of information (Effendy, 2002:21).

2.2 Communication Audit

George Odiorne (Morrisan, 2008) argued that communication process can be checked, evaluated, and measured systematically such as accounting record. Odiorne said that communication activities as system or program can be measured, so the quality and performance of executive, leader and communication staff can be known. If there is any development systematically, it can be done effectively. Furthermore, the communication efficiency can be better. Based on (James,et al 2014), communication audit for public relation is strategic communication as systematic assessment, formal or informal based on organization capacity for performance, or the importance of communication.

2.3 Strategy

Public relation in communication strategy, both of them integrated in creating image. According to Jack Trout (Suyanto, 2007:16) the main of strategy is surviving in competitive environment, making great perception, being different, knowing the strength and weakness, being special, conquering one word. In addition, JL Thompson (1995) define strategy is a way to achieve result. Result is connected to purpose of organization. There is a whole strategy for organization and competitive strategy for each activity. Besides, functional strategy encourages competitive strategy (Oliver, 2007:3).

2.4 Public Relation Strategy

Public Relation is a base strategy for company image. The development trend of communication also being a key role of public relation needs to be dominant in company coalition. Wheelen dan Hunger, 1995:9 argue that Public Relations strategy is a process of activities with environment scanning, strategy formulation, evaluate and control. Moreover, experts of public relations charge to develop their skills, do an approach to PR based on research knowledge or do research for creating knowledge (Ananto, 2004:20).

2.5 Company Image

Image is a collective perception about a organization or a person from public based on they are doing (Newsome, Turk, Kruckeberg), 2004). Image is main purpose and reputation that will be achieved in public relation. As

intangible meaning, image can be felt from good or bad attitude such as acceptment and responsiveness which coming from public.

2.6 Tourism Destination

Destination is a place that will be visited in period of time, not just passing by (Pitana dan Diarta, 2009: 126). Gunn (1993), said that tourism destination is a place that offer activities and it has fascinating occurrence.

2.7 Cultural Heritage

In English-Bahasa dictionary, John M Echols dan Hassan Shadily, *heritage* means legacy or relic. While in Oxford dictionary, heritage means part of history, tradition, and values of a nation for years, it is considered to be the importance of their character. In conclusion, heritage means have important role, not just value of history but also the value of socio-cultural.

3. RESEARCH METHODOLOGY

Research method is scientific way to get data in purpose to something (Sugiyono, 2014:2). Method becomes important in research because it will get effect on the process of data analysis and conclusion. Based on the problem, this research was using descriptive research through qualitative approach. This method solved the purpose of research and analyzes public relation strategy Tugu Malang Hotel. In addition, it developed company image as one of Cultural Heritage destination in Malang city through communication audit.

This research conducted at Malang City, East Java which is Tugu Malang Hotel, Jalan Tugu Nomor 3. Types of data that collected were primary data and secondary data. Those data were using observation, interview and documentation. The authors observed directly to object research (anything connected to public relation Tugu Malang Hotel). Furthermore, interview guide, notes, recorder and camera also were being used.

Data analysis model that used was interactive model as Miles et.al. argue in Sugiyono's research (2014:246) explains acitivity in qualitative analysis data can be conducted interactively until finish. Analyses were using:

3.1 SWOT analysis

According to Yusanto dan Wijdajakusuma (2003), SWOT analysis is one of instrument for internal and external analysis for company.

3.2 *Internal Factor Analysis Summary* (IFAS)

Internal analysis conduct to get strength factors and weakness factors that will be used and it will be anticipated.

3.3 *External Factor Analysis Summary* (EFAS)

External analysis conduct to develop opportunity factors and evaluate threat factors.

3.4 *Communications Audit Methods*

Validating test is one of technique in research to know how far the accuracy on the truth in research's result. This research using validate test as triangulation data method. This method covers time triangulation, source triangulation, and place triangulation (Moleong, 2012). Triangulation data in research using source triangulation because this research connected to several experts. So, the validity rate can be obtained by checking it.

4. DATA ANALYSIS

The Result of Research and Explanation
4.1 The Result of Research
4.1.1 Public Relation Strategy

Public Relation Strategy shaped by two component that related each other, there are target component (unit or segment that will be worked) and tool component (combination to do a target) (Ruslan, 2005:125). Public relation strategy is directed in perception working effort for the *stakeholder,* the consequence is if that strategy is success so it will have an action and perception that bring benefit from stakeholder as many targets. In the end, it will create an opinion and image that give you benefit. All programs that shaped by Tugu Group especially Tugu Malang is beginning with the think that Tugu always want to keep our Indonesian culture that actually almost extinct.

4.1.2 Target Component

Target component has specific target that called as target public, those are stakeholders.

In this research, the researchers prefer to explain about internal stakeholder, that is management. Strategic of public relation Tugu Hotel of Malang is apart of company's management. Internal stakeholder is the element under

company control. In this research target component will be investigated deeper in public relation strategy that already used in Tugu Malang in increasing company image.

4.1.3 Tools Component

Tools component in public relation strategy is to direct in the right way or dimension that bring benefit (Ruslan, 2005:126). The meaning of Tools component here is programs that effectively can be seen as investigation method made by Tugu Hotel Malang to repair and improve company image.

4.1.4 Communication Strategy

In developing public relation strategy, communication strategy that has done is to increase positive image of company among many even cultural programs that already made by Tugu Hotel of Malang.

4.1.5 Cultural Heritage Destination

Cultural heritage destination is a tour place with interesting place especially in historical place, heritage, story, biography, habit, tradition, culture, and many more, well-known as cultural heritage tourism. Also seems like Malang as one kind of city that has so many history for Indonesia in generally, here culture potential in Malang right now can have an opportunity in macro and micro, here based on public relation that Tugu Hotel of Malang also have historical building in Malang has an opportunity and high culture potential to become a culture heritage. Based at that potential Tugu Hotel of Malang only focused to synergize in supporting Tourism Ministry programs also as a good response in joining ASEAN country that try to build and develop cultural heritage potential in every country.

4.2 Explanation

In this part, the researchers did research toward public relation strategy in Tugu Hotel of Malang in increasing image as one kind of cultural heritage destination in Malang. The researchers do research with using direct observation of collecting data technique, interview with many informants related with public relation strategy in Tugu Hotel of Malang and also try to find many reference related with public relation strategy in Tugu Hotel of Malang so the researchers success to get data related with that problem. Tugu Hotel of Malang try to maximize public relation factors in increasing positive image of company in society view regarded to the good image elements, know each other, believe each other, respect each other, and tolerant with do maintenance between organization with external side. In this research, the researchers focus in strategy about strength and weakness of Tugu Hotel of Malang.
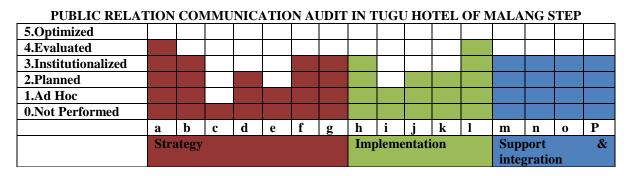
In this explanation of the result of research, the researchers try to apply the model of public relation work process or formula four step public relations theory. Based on (Cutlin and Centre, 2000:263), all of planning activity of public relation started with defining problem or situation analysis. Situation analysis in this research was done with SWOT analysis toward Tugu Hotel of Malang.

Problems Definition

Nowadyas, there are still many imbalance images happen in Tugu Hotel of Malang. The image that caught by public was not like the company arranged; "The Art Soul and Romance of Indonesia". Because of many differences between image in Tugu Hotel of Malang with image that caught by many segments of Local Malang, this problem is also affecting the decreasing of occupation in Tugu Hotel of Malang. Besides, many new hotels in Malang were built and the number of rivalry level of hotel in Malang is increased.

Situation analysis that had done in SWOT analysis often used to identify positive and negative in internal organization (strength and weakness) and the other things in external environment (opportunity and threat).

First step in analyzes step for strength factor, weakness, opportunity, and threat toward Tugu Hotel of Malang is by doing analyzes by IFAS (Internal Strategic Factor Analysis Summary) matrix and EFAS matrix (External Strategic Factor Analysis Summary). By the result of using IFAS and EFAS matrix, the research will continue by using SWOT chart to get final image from Tugu Hotel of Malang's position in Malang.

PUBLIC RELATION COMMUNICATION AUDIT IN TUGU HOTEL OF MALANG STEP

	a	b	c	d	e	f	g	h	i	j	k	l	m	n	o	P
5.Optimized																
4.Evaluated	■											■				
3.Institutionalized	■	■			■	■	■	■	■	■	■	■	■	■	■	■
2.Planned	■	■		■		■	■	■		■	■	■	■	■	■	■
1.Ad Hoc	■	■		■	■	■	■	■	■	■	■	■	■	■	■	■
0.Not Performed	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	Strategy (a–g)							**Implementation** (h–l)					**Support & integration** (m–P)			

Based on matrix above, it is known that the general communication strategy in Tugu Hotel of Malang already achieved institutionalized step. It is because operational system of management has already ran so far and get many evaluation in various sides.

In strategy part, the point with the highest score is vision identification point. In this part, the lowest point is determining the audience target (c) and identification of credible messenger (e). Point (d) which is delivering the message also got low score because of many wrong perceptions that appear in society toward hotel image. Lack of evaluation and the existence of messenger who cover all of strategy make the message given to society not optimized.

In implementation part, the highest point came from monitoring and evaluating (I) management in general. In contrary, partnership building (i) get the lowest score because lack of networking with mass media either in online or printed one. Point (j) and (k) also did not get a good score. Messenger training (j) only achieve planned step because the public relation representative still has many obligations in other job description because of the multi tasking culture. In support and integration step, majority of points have a good score.

From matrix above, we can conclude that in management operational Tugu Hotel of Malang has a good score if it is related to ideology mastery and service optimization. The low score appear in points related to external stakeholders. Beside of strong image, public awareness toward the existence of hotel is also strongly needed to achieve the goal as cultural heritage destination in Malang.

A. Know Critical Strategic Communications Practices
Strategy – Includes the core tasks of communications planning and strategy development.

	Strategic Communications Practice	Quality criteria /standards
a.	Identify of vision	TUGU Group become Boutique Hotel & Restaurant in international level.
b.	Choose goals and outcomes	*Goals* formulated in making mission and Panca C as the reference of *outcomes* (Poin 4.1.4 and 4.1.5).
c	Select target audience	Audience targets in Tugu Hotel of Malang is not formulatively written.
d	Develop message	The message wanted to tell in general is summarized in tagline The Art, Soul and Romance of Indonesia. The problems appear because in this case there are many wrong public perceptions as a spooky hotel.
e	Identify credible messengers	Tugu Hotel of Malang has a PR representative who is also a marketing manager. This double profession makes the program not optimized.
f	Choose communications mechanism/outlets	• e-mail malang@tuguhotels.com. • Guest Relations Officer (GRO). • Website, monthly *newsletter* and *e-blast* also *social media* (Instagram and Facebook Page).
g	Scan the context and competition	Competitors are reviewed regularly. Review held in weekly and monthly meeting which also including complain and rating from online booking.

Implementation – Includes practices most common to an organization with an active communications function.

h	Develop effective materials	The material planned by graphic design staff in collaborate with PR representative and management. However, the concept still not effectively making occupancy and positive public perception toward the company increased.
i	Build valuable partnerships	Partnership with internal stakeholder built by yearly gathering. Partnership with external stakeholder built by media gathering during an event. Unfortunately, there are still many amateur online media write about Tugu Hotel of Malang sensationally from only the spooky's side.
j	Train messengers	In hotel tour, messengers have an obligation to explain the Indonesian history in order to make the visitor enjoy Art, soul, and romance of Indonesia without get any spooky impression.
k	Conduct steady outreach	Steady strategy achievement is controlled in weekly and monthly review.
l	Monitor and evaluate	*Weekly* and *monthly meeting* held regularly by the owner, TOP management and head of every division to observe all programs.

Support and Alignment – Includes non-communications-specific practices within the organization that helps to ensure the communications function is successful.

m	Support communication at the leadership level	The existence of representative with other overlapping job description becomes a problem that bothering enough. But all of internal stakeholders has important contribution to the system.
n	Earmark sufficient resources	Budget estimation and money resource that support the communication strategy arranged very well.
o	Integrate communications throughout the organization	Internal communication in company runs well. In this case we know that there are some regular meetings. Each division also have to give daily or weekly report to the top of management.
p	Involve staff at all levels	Before every event that conducted by hotel, the e-mail contain of IOM shared to every division. Staffs also have a job in direct or indirect duty.

B. *Recommendation*

Strategy – Includes the core tasks of communications planning and strategy development.

	Strategic Communications Practice	Quality criteria /standards
a	Select target audience	Recommended solution is to decide the target audience in high class for hotel and restaurant, but also decide target market to brand of Tugu with larger class.
d	Develop message	Changing public opinion about a spooky and expensive place into a cultural place is the strategy that must be created with very well-planned message. ICDS event with contemporer art could become the most efficient solution, so it will be easier to accepted by society.
e	Identify credible messengers	The arrangement of PR management which is focusing on doing PR strategy only is a recommended solution.
f	Choose communications mechanism/outlets	Optimizing social media is also an important strategy. The existence of key influencers can support public awareness.

Implementation – Includes practices most common to an organization with an active communications function.

h	Develop effective materials	Visual concept with bright color but still elegant and romantic can be more attractive for people. The event that conducted by Tugu Hotel of Malang should targeted to the public with larger class to improve awareness.
i	Build valuable partnerships	Keeping great relation with media *(media relations)* in order not to get any bad news and replace it with good news.
j	Train messengers	Event ICDS could become the hotel's trade mark and become the main solution to erase negative image of Tugu Hotel as a spooky site.
k	Conduct steady outreach	In increasing outreach, synergizing ICDS and social media event can become the optimal solution to expand awareness.
l	Monitor and evaluate	Regular evaluation also very important to do so.

5. CONCLUSION

5.1 Conclusion

Based on results and SWOT analysis, it can be concluded that the offensive strategy especially in role function is being used by Public Relation Representative Tugu Malang Hotel for developing their image as one of cultural heritage tourism destination. In addition, PR of Tugu Malang hotel use strong strategy of publicity as their base movement.

There are cultural program which being used as offensive strategy such as Indonesian Cultural Dining Series event. Furthermore, the purpose of PR of Tugu Malang conduct strategic program like Cultural Indonesian Dining Series and Hotel Antique Tour is developing their positive image. They try to persuade public from their spooky and expensive image with those programs.

In the strategy audit of public communication Tugu Malang Hotel, it is shown that they lack of strategy and implementation such as message developing, messenger training, and partnership building. Maximizing these programs quality and publication can develop its positive image, especially to be a cultural heritage destination in Malang city for tourism and local citizen.

5.2 Suggestion

Based on conclusions below, there are some suggestion for Tugu Malang Hotel, which are :

5.2.1   Practical Suggestion

1. Tugu Malang Hotel could develop and optimize their strong communication for persuading Malang government tourism. So, they can cooperate in annual or regular event of Malang.
2. *Public Relations* is not just develop the relationship to customer. Also, they have to approach within stakeholders.
3. Services must be consistent for five-star standard hotel from overall aspects, because all of these have impact for developing its image.
4. Indonesian Cultural Dining Series program can be arrange with grand theme in annual period of time. It makes visitor easier to know the event.

5.2.2 Academic Suggestion

Hopefully this research can be reference for other researchers that want to do the research in the same field. Furthermore, they can solve any problems which cannot be founded in this research. The authors want all of those results can be positive suggestion for Public Relations Representatives Tugu Malang Hotel.

6   REFERENCES

[1] Ali, Moi. (Ferdinand Fuad, Trans). (2001). *Menjadi Public Realtions Yang Handal*. Yogyakarta*: Hangar Kreator.*
[2] Anggoro, M. Linggar. (2001). *Teori dan Profesi Kehumasan*. Jakarta: PT. Bumi Aksara.
[3] Baskin, Otis & Craig Aronoff & Lattimore (1997). *Public Relation: The Profession and the Practice 4th ed.* NewYork: Mc Graw Hill
[4] Bungin, Burhan. (2001). *Metodologi Penelitian Sosial*. Surabaya: Airlangga University Press.
[5] Cangara, Hafiedz. (2003). *Pengantar Komunikasi*. Bandung: Remaja Rosdakarya.
[6] Cresswell, J. W. (2012). *Research Design pendekatan kualitatif, kuantitatif dan mixed*. Yogyakarta: Pustaka Pelajar.
[7] Cutlip, Center, Broom. *Effective Public Relations*, Terjemahan Tri Wibowo,B.S, Edisi Kedelapan. Jakarta: PT. Indeks Kelompok Gramedia.
[8] DeVito, J. A. (2006). *The interpersonal communication book*. Boston: Pearson Education, Inc.
[9] Effendy, Onong Uchjana. (1989). *Human relations and public relations* dalam management. Bandung; Mandar maju
[10] Effendy, Onong Uchjana. (1999). *Ilmu Komunikasi & Praktek*. Bandung; PT. Remaja Rosda Karya
[11] Effendy, Onong Uchjana (2002). *Hubungan Masyarakat. Suatu Studi Komunikologis*. Bandung; PT. Remaja Rosda Karya
[12] Fiske, J. (2012). *Pengantar Ilmu Komunikasi*. Jakarta: Grafindo Persada.
[13] Hardjana, Andre. 2000. Audit Komunikasi : Teori dan Praktek. PT. Grasindo. Jakarta.
[14] Jefkins, Frank. (2003). *Public Relations*. Terjemahan: Haris Munandar. Edisi 5. Jakarta: Erlangga.
[15] Kasali, Rhenald, 2003. *Manajemen Public Relations*. Jakarta: Pustaka Utama
[16] Kriyantono.R. 2006.*Teknik Praktis Riset Komunikasi: Disertai contoh Praktis Riset Media, Public Relations, Advertising, Komunikasi organisasi, Komunikasi Pemasaran.* Kencana Prenada Group. Jakarta.
[17] Kriyantono, Rachmat. 2008. *Public Relations Writing*: Media Public Relation membangun citra korporat. Jakarta Prenada Media Group.
[18] Moss, Danny, Barbara DeSanto.2011. *Public Relations: A Managerial Perspective*Los Angels: SAGE
[19] Moore,H. Frazier.(2003). *Membangun Citra dengan Komunikasi:* Bandung: PT. Remaja Rosdakarya.
[20] Mulyana, D. (2010). *Ilmu Komunikasi: Suatu Pengantar*. Bandung: PT. Remaja Rosdakarya.
[21] Pawito. (2008). *Penelitian komunikasi kualitatif*. Yogyakarta: LKiS Yogyakarta

[22] Rachmadi,F.1996. *Public Relations dalam Teori dan Praktek*, Gramedia Pustaka Utama, Jakarta
Ruslan, Rosady. 2003. *Metode penelitian: Public relation dan komunikasi*. Jakarta: Rajagrafindo Persada
Suryabrata, Sumadi.(2005).*Metodologi Penelitian*.Jakarta: Raja grafindo persada.
www.bakoPR.depkoinfo.go.id (diunduh pada 19-07-2014)