BRAND STRATEGY FRAMEWORK FOR ISLAMIC HIGHER EDUCATION

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Abstract. Brand is a crucial element that gives great contribution to the success of an organization, both business and nonprofit organization. Brand is an intangibles asset, but has the highest value. It is able to represent the essence of an organization, as a powerful differentiator and a tool to make decision for stakeholders. State Islamic Higher Education (Perguruan Tinggi Keagamaan Islam Negeri) as a part of the nonprofit service organization, needs to be aware to the value of branding and build a strong and sustainable brand. State Islamic College currently faces unfavorable condition, where it has many problems and society's negative stigma. Starting from those problems, it is very urgent to conduct this research. As the focus of this study are: 1). How is the strategy in building the brand of UIN Maulana Malik Ibrahim Malang? 2). How is the strategy in brand building using PDB Triangle? 3) What is the Formulation of Brand Strategy Framework for Islamic Higher Education? This research uses a qualitative approach and case study type. Source of the data is derived from informants and documentation, which are adjusted to the research focus. The technique for data analysis uses interview, observation, and documentation. In analyzing the data, the researcher reduce and display the data then make the conclusion. For checking the data validity, source and method triangulation are also conducted. The result of this research indicates that: The strategy used by the rector to build brand is divided into two stages, (a) formulation strategy, based on QS. Al-Alaq (1-5). That includes reading and analyzing university position and making a planning strategic. (b) Implementation strategy, based on QS. Al-Muddatsir (1-7). Including the steps to develop human resources and implement the formula which made in Planning strategic. Based on the strategy that was formulated and implemented successful, including; knowledge building reconstructions, changes of status and identity university, adding the faculties and departments, build the *arkan al-jami'ah*, education models, and learning supporting program, corporation, developing some aspects.
Keywords: Brand strategy Framework, Islamic Higher Education

A. INTRODUCTION

University has autonomy to manage his own institutions in managing higher education, science research and society dedication. Autonomy implementation in education institution is a permit to higher education to develop the institution, Malik Fajar (2004) said from reformation era, university has autonomy to develop institution, include how to go public university to society and stakeholders.

Since the early 1980s there have been many changes within schools. Funding for schools is based on the numbers os students they attract. To attract students and others, schools and collages must take positive actions to ensure they are institution of choice. These actions must be clearly identified, plnas co-ordinated and implemented, to ensure that the institution attracts the support required to survive. (Ivy, 1995) And universities and collages need sustainable marketing strategies, have turned to branding as a solution.

In today's complex and competitive marketplace, The role of brand management has been elevated to a new level of importance. In fact, the most distinctive skills of marketers in their abilityto build and manage brands (Kotler and Amstrong, 2010). This is because brand as the powerful asssets represents the essence of a company, outlastig the company's specific products and facilities; thus, they must carefully developed and managed. Because brands represents consumers perceptions and feelings about a product and it's performance (Kotler and Keller, 2006).

Brand, as one of the most valuable intangible assets, and as a poweful differentiator for marketing, brands represent promise, and build loyalty throughtrust, which in turn results in continued demand and profitability (Reicheld, 2006) thus, branding is an integrla part of marketing strategy; it si the creation of a corporate identity and reputation. Because branding efforts are not limited to consumer products, firms in various servis industries have been trying to utilize branding strategies to build stronger brands. Higher education and universities have also begun to realize the need to develop sustainable brand strategies.

Branding has become a strategic issue and focus for universities and other post-compulsory educational institutions in order to develop meaningfully differentiated brands to communicated their streghts (Jevons, 2006). The branding of national higher education system is a global trends, one of the main motivates driving this trends is the view that branding a national higher education system will increase that country's market share of international students (Kizilbash, 2016)

State Islamic Higher Education (PTKIN) as a part of the nonprofit service organization, needs to be aware to the value of branding and build a strong and sustainable brand. State Islamic higher education (PTKIN) currently faces unfavorable condition, where it has many problems and society's negative stigma. In other case, State Islamic University of Maulana Malik Ibrahim Malang, is one of the PTKIN who has great development, institutional change from STAIN (Collage) to UIN (University) and has some good improvement in every sides of management and brand.

B. RESEARCH FOCUS

Starting from those issues, it is very urgent to conduct this research. As the focus of this study are:
1). How is the strategy in building the brand of UIN Maulana Malik Ibrahim Malang?
2). How is the strategy in brand building using PDB Triangle?
3) What is the Formulation of Brand Strategy Framework for Islamic Higher Education?

C. LITERATURE REVIEW

Strategy is the great work of the organization. In situations of life or death, it is the Tao of survival or extinction. It is study cannot be neglected (Sun Tzu, adapted from Wahyuni, 2004) Strategy is the "game plan" management has for positioning the company in its chosen market arena, competing succesfuly, plasing customer, and achieving good business performance (Thompson, 1998).

Strategy can be defined as the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out thoses goals (Chandler, 1999). Strategy is the creation of a unique and valuable position, involving a different set of activities (Porter, 1996) The branding strategy for a firm reflects the number and nature of common and distinctive brand elements applied to different products sold by the firm (Keller, 2008).

Positioning-Differentiation-Brand (PDB) Triangle Theory by Hermawan Kartajaya, is one of the brand strategy theory, used in profit or non profit organization. The theory was implemented in many factories in Indonesia, and researcher will adopted in university's brand building.

Positioning is relative to competitors but specific to a target customer group. The benefits and value one customer market appreciates may be different than those other customers desire. Positioning refers to the place that a brand occupies in the mind of the customer and how it is distinguished from products from competitors. In order to position products or brands, companies may emphasize the distinguishing features of their brand (what it is, what it does and how, etc.) or they may try to create a suitable image (inexpensive or premium, utilitarian or luxurious, entry-level or high-end, etc.) through the marketing mix. Once a brand has achieved a strong position, it can become difficult to reposition it.

Differentiation is about setting organization, product, or service apart. It distinguishes brand from all others. Differentiation strategy is an integrated set of action designed to produce or deliver goods or services that customers perceive as being different in ways that are important to stakeholders.

Branding is an integral part of marketing strategy; it is the creation of a corporate identity and reputation. Because branding efforts are not limited to "consumer" products, firms in various service industries have been trying to utilize branding strategies to build stronger brands. In this regard, higher education and universities have also begun to realize the need to develop sustainable brand strategies. Therefore, branding has become a strategic issue and focus for universities and other post-compulsory educational institutions in order to develop meaningfully differentiated brands to communicate their strengths.

D. METHOD

This research uses a qualitative approach and case study. Source of the data is derived from informants and documentation, which are adjusted to the research focus. The technique for data analysis uses interview, observation, and documentation. In analyzing the data, the researcher reduces and displays the data then make the conclusion. For checking the data validity, source and method triangulation are also conducted.

The purpose of this research is to formulate the brand strategy framework for Islamic higher Education. The research process starts by defining the plans and strategies of UIN Maulana Malik Ibrahim Malang in brand building, and some problems the university is trying to solve.

E. RESULT And DISCUSSION
1. Brand Building Strategy of UIN Maulana Malik Ibrahim Malang

This research captured the long journey of UIN Maulana Malik brahim Malang in brand building. This research indicates that brand building is a long and continuous jorney of brand management. Start by identify the university identity and bring to the target and position in the future. Brand building of UIN Maulana Malik Ibrahim Malang was started in 1998, and has 2 steps strategy; formulation and implementation strategy.

a. Formulation Strategy

The main purpose of UIN Maulana Malik Ibrahim Malang in this step is "reason for being of university", this step is derived from Qur'an Surah al-Alaq (1-5). The activities in this step are: reading and analyzing university's position and planning strategies.

Reading has wide definitions, text and context. Text reading includes the Qur'an, Hadis, and theories of management and brand building. Even context reading include the holistic reading, internal and external aspects and environments.

Formulation strategy is for building brand beliefs university, in Islamic term, it was called by *niyah*, *qashd*, and *iradah*. These 3 terms have same meanings, that the beliefs based on the knowledge and professional working (*amal shalih)*.

Islam has deep attention in building good niyah, because the core of working is niyah (intention/goodwilling). And most of Islamic book begun in the first chapter by niyah. And the hadist related by Imam Bukhari was says:

عن عمر ابن الخطاب ~ رضي الله عنه ~ قال, سمعت رسول الله صلى الله عليه وسلم قال: انماالاعمال بالنيات وانما لكل امرئ ما نوى. فمن كانت هجرته الى الله ورسوله فكانت هجرته الى الله ورسوله. ومن كانت هجرته لدنيا يصيبها أو امرأة ينكحها فهجرته الى ما هجر اليه. (رواه البخارى ومسلم)

On the authority of Umar bin Khattab, who said, I heard Rasullullah Sallahu alaihi wa sallam say: Actions are but by intention and every man shall have but that which he intended. Thus, he whose migration was for Allah and His Messenger, his migration was for Allah and His Messenger, and he whose migration was to achieve some wordly benefit or to take some woman in marriage, his migration was for which he migrated. (Related by Bukhari and Muslim)

This hadis gives information about the importance of intention in amal. In brand management, intention (niyah) has the similar concepts with brand beliefs, but in Islam intention also as differentiator of one another.

Brand belief elements of UIN Maulana Malik Ibrahim Malang:

1) The intention to build university's brand is expression of build Islamic ideal brand
2) The effort of university's branding will success if follow the Messenger's way of jihad.
3) The university's logo "Ulul Albab" describes the best generation

b. Implementation Strategy

Implementation strategy based on QS. Al-Muddatsir: 1-7 (Building the awareness, hard worker soul, sincere and patient)

The details of the implementation of the strategy are:

1) Build awareness across layers of the organization
2) Forming a strong fighting spirit, sincerity and patience.

Both of these are the capital to implement the strategy formulation that summarized in the university's strategic plan.

1) Reconstruction of the scientific paradigm
2) Changes in the status and institutional development
3) Building *Arkanul Jami'ah*
4) Cooperation strategy
5) The establishment of the institutional identity strategies
6) Human resources improvement
7) Strategy of infrastructure development
8) Communication and promotion strategies
9) Cultivation of values and culture
10) Formation of an educational model
11) Lecture Support Program
12) Managerial and Leadership

Based on the formulation and implementation of the strategy implemented in UIN Maliki Malang, researchers will analyze the things associated with brand building. The following is an analysis of building a brand image which is summarized in the framework design:

Analysis of research results on the description of brand building strategy UIN Maliki Malang.
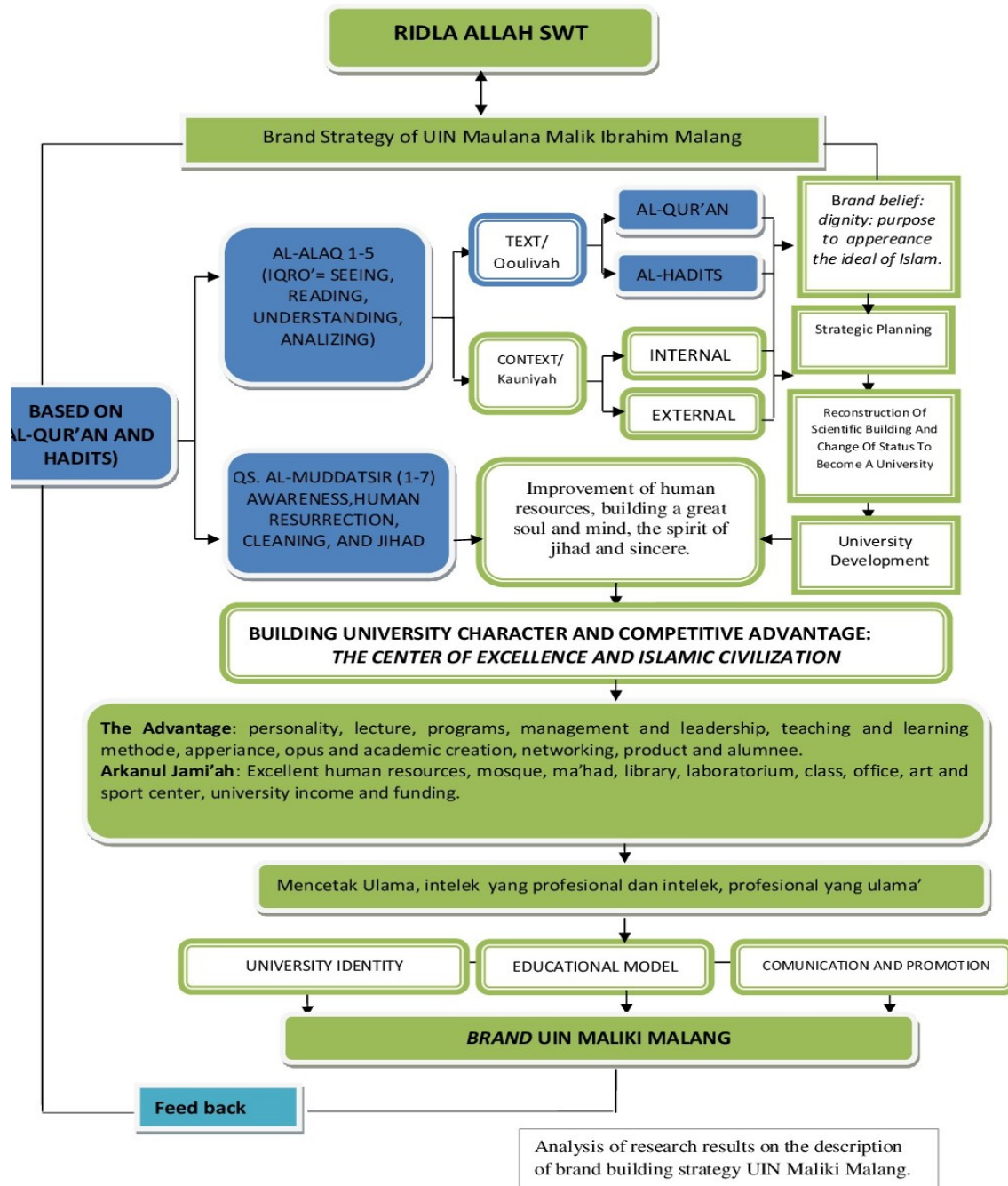
2. Theory of Positioning, Differentiation and Brand (PDB Triangle) by Hermawan Kartajaya and UIN Maulana Malik Ibrahim Malang brand's Strategy.

Hermawan Kartajaya reveals PDB (Positioning-Differentiation-Brand) PDB theory to build brand, UIN Maliki Malang with the case experienced, the strength that is owned and the ideals to be achieved, formulates a comprehensive strategy. That is related to the improvement of all aspects. PDB theory is one of the steps taken, but overall UIN Maliki Malang is perfecting the image of Islam by perfecting the image of Islamic education institutions.

Strategy to build the brand proposed by the teacher Marketing Indonesia, Hermawan Kartajaya with PDB theory, is one of the strategies contained in a series of brand building

strategy UIN Maliki Malang. Hermawan Kartajaya reveals that from a series of brand building strategies, Brand Positioning-Differences is the essence of strategy. The essence of PDB Triangle strategies is implicitly contained in the Qur'an. Al-Fathir: 10.

مَن كَانَ يُرِيدُ الْعِزَّةَ فَلِلَّهِ الْعِزَّةُ جَمِيعاً إِلَيْهِ يَصْعَدُ الْكَلِمُ الطَّيِّبُ وَالْعَمَلُ الصَّالِحُ يَرْفَعُهُ وَالَّذِينَ يَمْكُرُونَ السَّيِّئَاتِ لَهُمْ عَذَابٌ شَدِيدٌ وَمَكْرُ أُوْلَئِكَ هُوَ يَبُورُ

Whoever desires honor [through power] - then to Allah belongs all honor. To Him ascends good speech, and righteous work raises it. But they who plot evil deeds will have a severe punishment, and the plotting of those - it will perish. (al-Fathir: 10)

The above verse explains that all glory belongs only to Allah SWT. And the man who desires glory should fulfill two requirements, they are 'al-kalim al-thayib' and 'al-amal al-shalih'. Al-Kalim al-thayib is good word, some of Mufasir give the meaning mufassir as dzikir, Subhanallah Walhamdulillah wa Laailaha Illallah Allahu Akbar.
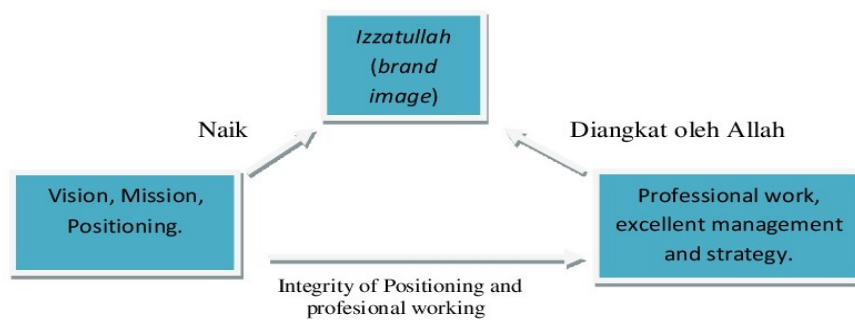
If we analyze, al-kalim is plural of kalimah. Kalimah means word, opinion and explanation. This single word shows term with perfect information. The word 'thayib' mean good, beauty, delicious, interesting. And amal shalih means good action.

Sayyid Qutub underlines the placement of a description of the phrase thayibah and righteous charity after the description of the glory. According to Sayyid Qutub are both gestures of cause and means of obtaining glory for anyone who wants it. The good sentence goes up to God's side at His height and righteous deeds are lifted up by Him and glorified Him so that the Doers will receive reverence and glory. If illustrated, then the formulation to obtain glory is as follows:
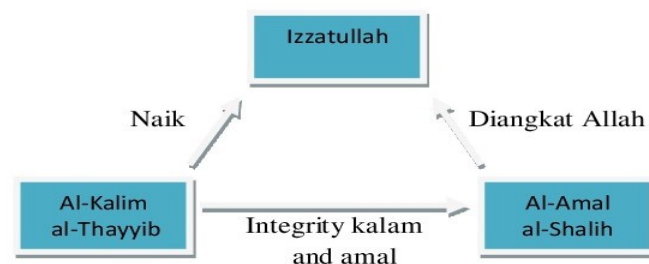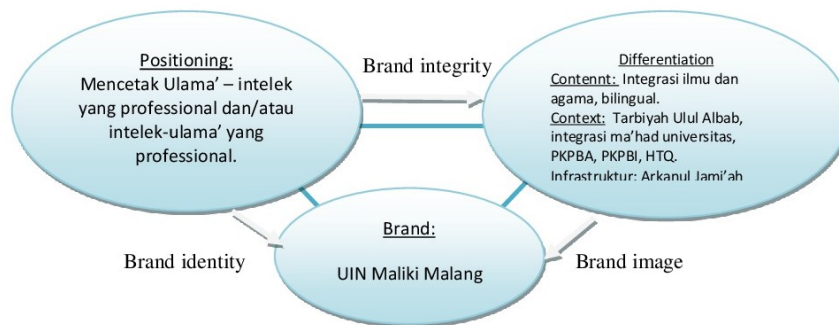

Picture: Achieving Izzah (Glory) in Qur'an
(Sumber: adopted from QS. Al-Fathir:10)

If adapted in marketing theory, then glory is defined as the highest achievement in a company, that is a good brand image. Thayibah sentence is defined with a good expression, either in the form of vision, mission, purpose or positioning and organizational promise to stakeholders. And good deeds are interpreted with professional work, reliable management and reliable strategy, and the al-Izzah formulation in Qur'an has similarity to PDB formulation.

Izzatullah (brand image)

Naik   Diangkat oleh Allah

Vision, Mission, Positioning.

Professional work, excellent management and strategy.

Integrity of Positioning and profesional working

How to obtain the glory of the institution according to the Qur'an
(Adapted from QS. Al-Fathir: 10)

Based on the description of the two concepts, both have similarities in the indicators that must be built to get a good brand image. In building the brand image of UIN Maliki is integrated in the action strategy. If analyzed using the PDB strategy, then the result is as follows:

Positioning: Mencetak Ulama' – intelek yang professional dan/atau intelek-ulama' yang professional.

Brand integrity

Differentiation
Contennt: Integrasi ilmu dan agama, bilingual.
Context: Tarbiyah Ulul Albab, integrasi ma'had universitas, PKPBA, PKPBI, HTQ.
Infrastruktur: Arkanul Jami'ah

Brand: UIN Maliki Malang

Brand identity   Brand image

Segitiga Positioning-Diferensiasi-Brand UIN Maulana Malik Ibrahim Malang
(adapted from theory "PDB Triangle" Hermawan Kartajaya)

Segitiga Positioning-Diferensiasi-Brand UIN Maulana Malik Ibrahim Malang
(adapted from theory "PDB Triangle" Hermawan Kartajaya)

UIN Maliki Malang's overall strategy, if taken from the core of such a strategy, will produce a PDB formula. The formulation of PDB generated by Hermawan Kartajaya comes from Michael Porter's definition of strategy: "Strategy is the creation of a unique and valuable position, involving a different set of activities"

From the above definition then formulated that the core strategy is positioning and differentiation. While the brand is a resultant of the organization's ability to realize a solid positioning. If positioning can be realized in a strong differentiation, then by itself the brand equity will be strong. If the brand equity is solid, then the brand image will also be strong.

3. Brand Building Framework for Islamic Higher Education

If State Higher Education (PTN) in general only offers two values, namely functional and emotional, then PTAIN offers three values, namely cognitive, emotional and spiritual. In addition to these three values, the achievement of a PTAIN is the brand religion, which is the highest achievement of a brand. It is the ultimate destination of a brand. In general, PTAIN can achieve high brand awareness, strong brand loyalty, brand value and strong brand culture. However, it has not reached culmination if it does not have brand religion.

Brand religion is a position when the brand has become a kind of religion for the customer, it has become a kind of trust. When it builds a spiritual bond between the brand and its stakeholders, the brand will reach the level of brand religion.

UIN Maliki Malang has succeeded in building its brand image so that it is known as a university integrated with pesantren, luxurious physical building, has a program of deepening and memorization of Al-Qur'an and integration of science. The process of building a brand image is specific-casuistic, and there is a supportive historical luck factor. UIN Maliki Malang builds a very strong spiritual bond, either from within the campus community or to the stakeholders.

Aligning the Development of Aspects of Tangibles and Intangibles Based on the results of interviews, observation and documentation, the researchers obtained data that the strategy used by the leadership of UIN Maliki Malang full of vision but implementation. From the long journey, the researchers made two classifications of aspects of development, namely aspects of intangibles and tangibles, aspect of tangibles is a wealth that looks real so easily seen and imitated many people or other institutions. While the aspect of intangibles is the aspects of wealth that are invisible but greatly influenced, this aspect is not seen in real and difficult to be imitated by other people or institutions.

Generally, the framework design to build brand image State Islamic Higher Education, combined strategy of UIN Maulana Malik Ibrahim Malang, PDB Triangle Theory and some theories, are described as framework below:

F. CONCLUSION

The result of this research indicates that:

1. The strategy used by the rector to build brand image is divided into two stages, (a) formulation strategy, based on QS. Al-Alaq (1-5). That includes reading and analyzing university position and making a planning strategic. (b) Implementation strategy, based on QS. Al-Muddatsir (1-7). Including the steps to develop human resources and implement the formula which made in Planning strategic. Based on the strategy that was formulated and implemented successful, including; knowledge building reconstructions, changes of status and identity university, adding the faculties and departments, build the *arkan al-jami'ah*, education models, and learning supporting program, corporation, developing some aspects.

2. The Strategy used by UIN Maulana Malik Ibrahim Malang in brand building, have similar concept with PDB Triangle Theory by Hermawan Kartajaya, also compatible with Qur'an Surah al-Fathir (10).

3. Building brand image of college is specific and based on case. Every organization has different cases and obstacles, so it needs different strategies and solutions. The same case also occurs to State Islamic University of Maulana Malik Ibrahim Malang in building brand image. Generally, rector said that improving great soul and positive mindset, communication skill, strong values and culture of organization, will be the solution of some obstacles.

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