



A Marketing Communication Strategy for Informal Workers BPJS Ketenagakerjaan 2022–2024

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Abstract. Social security provided by *BPJS Ketenagakerjaan* is mandatory for all workers in Indonesia. However, data for 2021 shows that active participants in the BPU (informal) segment are only 6% of the potential data set by *Bappenas*. This study aims to formulate a marketing communication strategy for the BPU segment of *BPJS Ketenagakerjaan*, so that there will no longer be a gap between the realization and the set target. This type of research is descriptive, using a cross-sectional design with 156 respondents. The results show that the priority marketing communication strategy that can be implemented is Collaboration & Digitalization. The main program that can be implemented based on the strategy that has been set is to create advertisements on TV and “Ngobrol Santai” using Instagram Live and Youtube platforms. By introducing existing programs and benefits to potential participants (unutilized market potential) of the BPU segment.

Keywords: Informal Workers · Brand Awareness · Marketing Communication · Strategy · Market Development

1 Introduction

Social protection is an inseparable aspect of the development process as well as poverty alleviation and reduction of inequality in a country. Social security is a form of social protection that ensures that all people can meet the basic needs of a decent life. *BPJS Ketenagakerjaan* is a public legal entity established by the government of the Republic of Indonesia with the vision and mission of providing social protection and security for all workers in Indonesia [3]. Therefore, participation in its programs is mandatory. However, based on data according to [2], from the Management Report of *Direktorat Kepesertaan*, the total active participants in the BPU segment as of September 2021 were only 2,826,415 or 6% of the *Bappenas* projected potential participation (Fig. 1).

The low level of participation is one of the inhibiting factors that the social security programs could not be optimum. The reason for the low level of participation is the lack of public comprehension of the social security program. This is supported by the results of the study which stated that 32.24% of respondents gave reasons not to participate in *BPJS Ketenagakerjaan* because they did not know about the social security program.

Participant Segment	Potential Participation (Bappenas 2021)	Realization (September 2021)	%
Formal Worker	41.809.129	20,281,921	48,5%
Informal Worker	43.574.893	2,826,415	6,5%
Construction Service	8.589.829	6,800,012	79%

Fig. 1. Membership Data *BPJS Ketenagakerjaan*. Source: *BPJS Ketenagakerjaan*

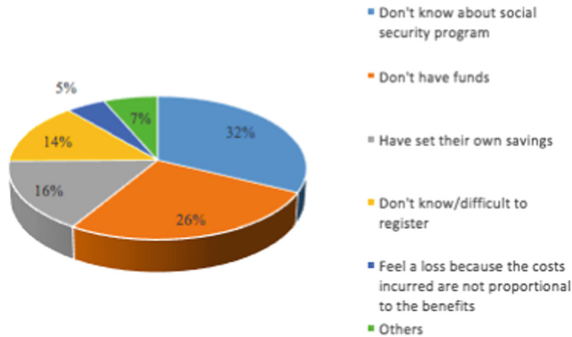


Fig. 2. Reasons for Not Joining the *BPJS Ketenagakerjaan* Program [4].

This lack of comprehension of it has an impact on workers’ perceptions that the benefits of the program are not attractive.

Another obstacle faced is *BPJS Ketenagakerjaan* brand awareness is lower than *BPJS Kesehatan*. The results of the awareness analysis in the *BPJS Ketenagakerjaan* brand equity survey in 2020 showed that 53.3% of respondents thought that *BPJS Ketenagakerjaan* is in the same institution as *BPJS Kesehatan*, but in a different division. In addition, as many as 20.4% of respondents thought that *BPJS Ketenagakerjaan* is the same as *BPJS Kesehatan*, only 26.3% of respondents thought that *BPJS Ketenagakerjaan* is a different institution from *BPJS Kesehatan* [4]. This impacts the low public awareness of the existence of *BPJS Ketenagakerjaan*, where the majority of respondents considered *BPJS Ketenagakerjaan* as a part of *BPJS Kesehatan*. People also assume that if one is already a participant in the *BPJS Kesehatan* program, the particular person will automatically become a participant in the *BPJS Ketenagakerjaan* program.

With the conditions described above, it is necessary to have a marketing communication strategy for the BPU participant segment so that there is no gap between realization and the target that has been set. The right marketing communication strategy will increase workers’ comprehension of social security programs and increase *BPJS Ketenagakerjaan* brand awareness. So that the marketing communication strategy will help *BPJS Ketenagakerjaan* in an effort to acquire potential participants and achieve the targets set in the road map of the strategic plan (Fig. 2).

2 Literature Review

2.1 Marketing Communication

Marketing communication is a media used by companies for marketing that is carried out to create and communicate value to consumers or the public either directly or indirectly about the products and brands being sold [6]. According to [6], marketing communication strategy is defined as business planning in disseminating product information and developing brand awareness. According to [6], explaining that there are eight stages that must be passed in developing effective communication, namely: identifying target audience, setting specific objective for the given communication message, the design of the message, the selection of the communication channel, financial estimation of the whole expenditure, decision relate to the communication mix, measuring result of the communication process, and managing the integrated marketing process.

2.2 Brand Awareness

Brand awareness is the ability of consumers to identify brands under different conditions, as reflected by their brand recognition or recall achievement. Brand awareness is divided into several dimensions [6], namely:

1. *Brand Recognition*
2. *Brand Recall*
3. *Top of Mind*

2.3 Market Analysis

Market analysis is an important aspect of developing market-based management strategies that provide high levels of customer satisfaction and profitability [1]. This analysis aims to understand market conditions to provide satisfaction to the target customer, both existing customers and potential new customers.

Market Demand can be projected from time to time by using where new customers enter the market, the time it takes for prospective customers to enter the market and the rate of product replacement [3]. According to [5], market potential consists of market demand that already exists at this time and is then added by the number of markets that have not been explored or untapped market potential.

2.4 TOWS Matrix

TOWS Matrix is an analysis that prioritizes studying and investigating opportunities for external factors, followed by analyzing internal factors. This analysis allows the company to choose some of the most effective strategies and take advantage of the available opportunities.

Faktor Eksternal / Faktor Internal	Strength (S) / Kekuatan	Weakness (W) / Kelemahan
Opportunities (O) / Peluang	SO	WO
Threats (T) / Ancaman	ST	WT

Fig. 3. TOWS Matrix [5].

Based on the TOWS matrix analysis, 4 strategies can be generated to achieve the target, namely:

- a. SO (Aggressive Strategy): Using internal strengths to take advantage of external opportunities.
- b. ST (Diversification strategy): Using internal strengths to avoid external threats.
- c. WO (Turn Around): Using existing external opportunities to reduce internal weaknesses.
- d. WT (Defensive strategy): Minimize the weaknesses and threats that may exist (Fig. 3).

2.5 Analisis Keputusan (AK)

Decision analysis can be used to solve existing problems or make decisions that must be taken. In decision analysis, the company must determine two types of criteria that will be measured: absolute and desire. The absolute criteria are that if the desired wish is not fulfilled, the goal will not be achieved, or it is mandatory. Absolute criteria must be realistic and have clear or measurable boundaries. Furthermore, the desire criteria are used to compare alternatives that have passed the absolute criteria. Determine the desire criteria can be developed from the absolute criteria goals or independently.

2.6 Analysis Framework

See Fig. 4.

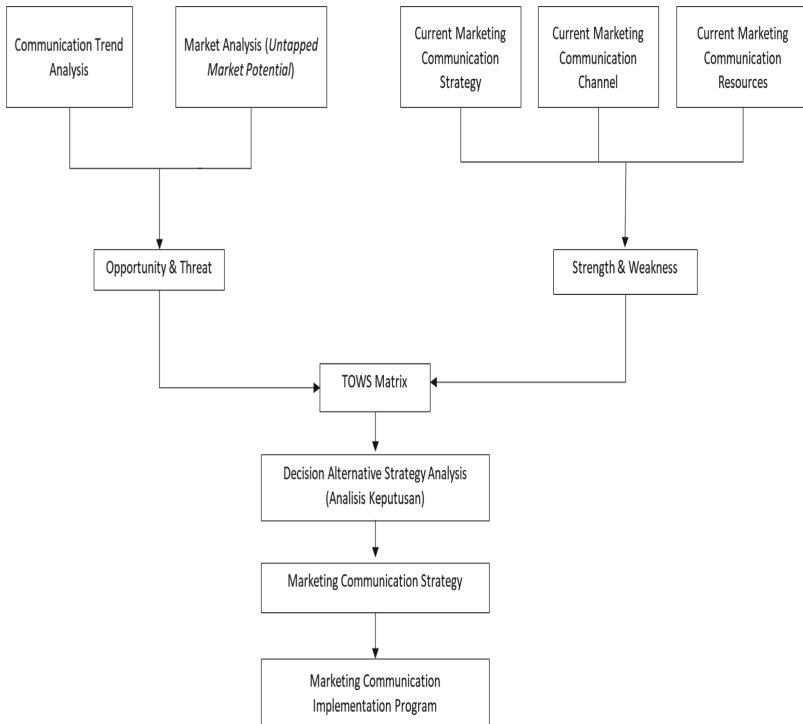


Fig. 4. Analysis Framework

3 Research Methods

3.1 Type of Research

This research is an applied research that aims to formulate a marketing communication strategy for *BPJS Ketenagakerjaan* in 2022–2024. This study used a descriptive type of research using primary and secondary data. Primary data in the form of qualitative data obtained through in-depth interviews with internal of the company and quantitative data obtained through surveys to potential participants.

3.2 Data Collection Method

3.2.1 Interview

The interviews were conducted using an online in-depth interview method to the *Deputi Direktur Bidang Hubungan Masyarakat dan Antar Lembaga* dan *Deputi Direktur Bidang Kepesertaan Program Khusus*. The interview method is a structured interview, which focuses on marketing communication strategy, marketing communication channels, and marketing communication resources.

Table 1. Untapped Market Potential Indicator [1].

Factor	Indicator
Lack of Awareness	Awareness of potential participants
Unrecognized Needs	Participant potential needs
Unaffordable	Participant's potential ability
Lacks Desired Performance	Benefits that will be obtained
Consumers lack skills to use	Knowledge of the programs offered
Insufficient infrastructure	Infrastructure provided
Marketing Communication	Desired form of communication

3.2.2 Survey

The survey was conducted with an instrument in the form of a questionnaire. According to [7], the questionnaire consists of 3 parts, screening questions (to filter respondents), main questions using a Likert scale, and filtering questions (to determine the profile of respondents). The survey conducted by this research has a questionnaire design; namely, the questionnaire was addressed to potential *BPJS Ketenagakerjaan* participants to analyze Untapped Market Potential. The following are the indicators for measuring the questionnaire (Table 1).

3.3 Data Analysis

3.3.1 Qualitative Data Analysis Method

In this study, researchers carried out the data analysis process by reducing data, namely summarizing, focusing on things considered necessary, and discarding those not needed in the study. The purpose of this data reduction is to generate the data obtained during data extraction in the field more simply. In addition to data reduction, researchers would like to perform data triangulation, namely checking the validity of the data obtained.

3.3.2 Quantitative Data Analysis Method

In quantitative data, the analytical method used is descriptive statistics to find out the descriptive of the questionnaire data that has been obtained. In addition, validity and reliability tests were also carried out using SPSS software, using Pearson correlation and referring to the Cronbach Alpha value.

4 Result and Discussion

4.1 Communication Trend Analysis

As a company's effort in developing marketing communication strategy, it is necessary to analyze communication trends to be able to position a brand in the view of customers.

4.1.1 Communication Model (Opportunity)

The multi-step flow of communication model is a combination of one-stage and two-stage models. The use of the multi-step flow of communication model is expected to give a better effect than the one- or two-stage communication. The combined communication model between one stage and two stages can convey messages with more complex interactions, so that people can receive messages conveyed more effectively.

4.1.2 Communication Channel

Opportunity: this approach integrates traditional and digital marketing communication channels by considering stakeholder interests. Integrated communication channels will give marketing campaigns the power to convey messages to consumers with a board reach. Complexity in business communication can be a time-consuming process if business people use communication channels, therefore many businesses and brands are now starting to realize that the key to solving this problem is by using a single cloud-based communication platform that offers a simple interface, API flexible, SaaS and CPaaS deployment options, and an omnichannel platform.

Threat: in the form of accuracy of messages captured by consumers, consumer doubts in receiving information, limited resources, and measurement uncertainty. The accuracy of the message conveyed must be captured according to its meaning by the recipient of the message. Therefore, qualified resources, infrastructure and time are needed to support information delivery.

4.1.3 Communication Technology (Opportunity)

The Strategic Plan of the Ministry of Communication and Information for 2020–2024, which is to build and develop ICT Infrastructure for equitable access and broadband connectivity throughout Indonesia, so that it can complete the provision of fast and quality internet in areas that are not economically feasible for operators, including public services. This effort encourages the application of technology-oriented toward implementation of the nationwide next broadband 5G.

4.2 Market Analysis

In this analysis, a survey was conducted to obtain primary data that will be obtained from potential *BPJS Ketenagakerjaan* participants to analyze the Untapped Market Potential.

4.2.1 Characteristics of Respondents

4.2.1.1 Gender Characteristics

Respondents obtained through filling out online questionnaires were 156 samples of potential participants, of which 67.95% were male and 32.05% were female (Fig. 5).

4.2.1.2 Age Characteristics

Respondents who filled out the most surveys were 27–36 years old, as many as 34.62% (Fig. 6). This shows that respondents of working productive age dominate the survey.

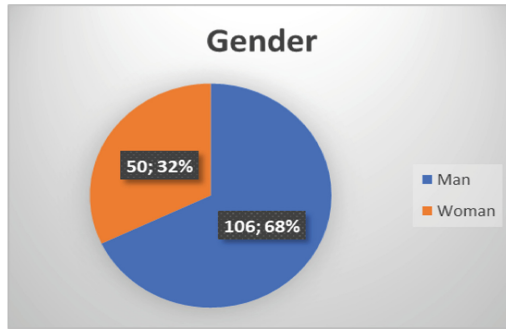


Fig. 5. Gender Characteristics

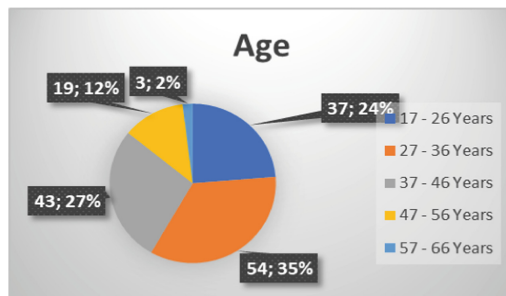


Fig. 6. Age Characteristics

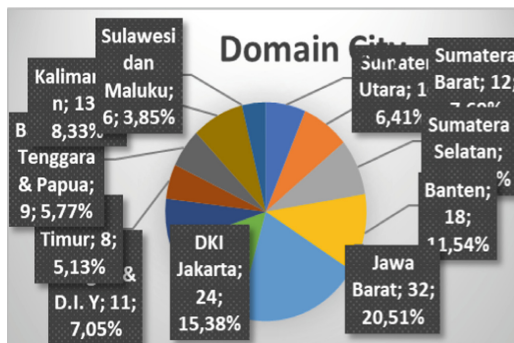


Fig. 7. Domain City Characteristics

4.2.1.3 Domain City Characteristics

Most respondents came from the Western Region of Indonesia, namely West Java with 20.51% followed by DKI Jakarta with 15.38% and Banten with 11.54% (Fig. 7).

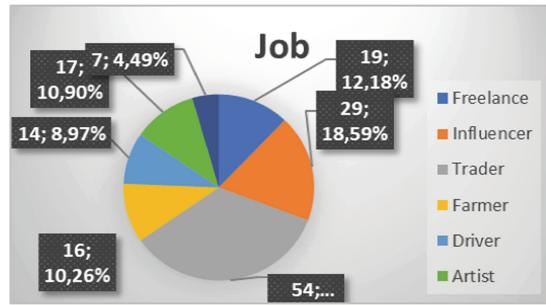


Fig. 8. Job Characteristics

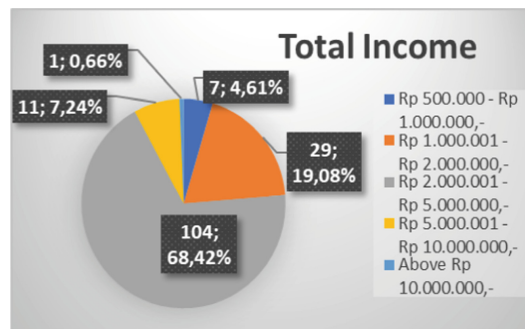


Fig. 9. Characteristics of Total Income

4.2.1.4 Job Characteristics

The survey results show that the respondents' occupations are dominated by traders, namely 34.62%, followed by influencers as much as 18.59% and entrepreneurs as much as 12.18% (Fig. 8).

4.2.1.5 Characteristics of Total Income

Figure 9 shows that most of the respondents have an income of around Rp. 2,000,001–Rp. 5,000,000,- which is 104 respondents or 68.42% of the total respondents. This shows that most respondents have fairly good finances and are above Indonesia's per capita income.

4.2.2 Data Analysis

The results of the analysis of the validity and reliability tests has shown that all question items are declared valid and reliable.

4.2.3 Untapped Market Potential

Figure 10, shows that there is no significant difference from the average value for each factor. However, insufficient infrastructure and consumer rack skills to use are the biggest factors causing the emergence of an untapped market potential in BPJS Ketenagakerjaan.

	Lack of Awareness	Unrecognized Need	Unaffordable	Lacks Desired Performance	Consumers Lack Skill to Use	Insufficient Infrastructure
Hasil bottom 2 box score	64,38%	60,92%	61,84%	64,98%	65,01%	65,19%

Fig. 10. Factors that Appear in Untapped Market Potential

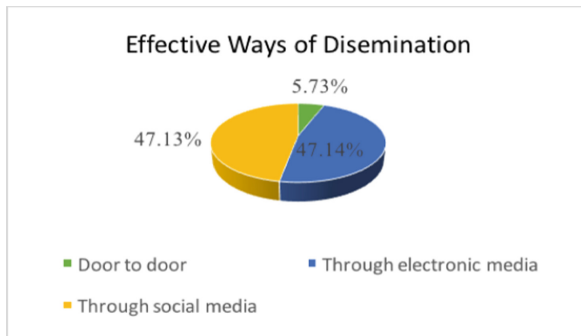


Fig. 11. Effective Ways of Dissemination



Fig. 12. Easily Accessible Marketing Communication Channels

4.2.4 Marketing Communication

Figure 11, shows that the most effective form of dissemination according to respondents is through electronic media and social media.

4.2.5 Marketing Communication Channels

Based on Fig. 12, respondents choose the marketing communication channel that is easily accessible, namely the website, which is as many as 83 respondents or 26.02%. About 72 or 22.57% respondents choosing television as the channel that is easily accessible.

4.3 Marketing Communication Strategy

BPJS Ketenagakerjaan's main mandate is to provide protection and welfare to Indonesian workers through social security programs. In the BPJS Ketenagakerjaan strategic planning roadmap (renstra), it has been determined that one of the institutional strategies is focused on dissemination and educating all stakeholders about the social security program, including participants and potential participants, collaborating with strategic partners such as; banking, fintech/e-commerce and ministries. Another strategy undertaken by BPJS Ketenagakerjaan is to create a Shield agency system to expand the coverage of social security participation for BPU workers in remote areas.

The challenges and obstacles faced by *BPJS Ketenagakerjaan* are that there are still many people who expect contribution assistance for prospective BPU participants the same as beneficiaries of contribution in the National Health Insurance (JKN) program *BPJS Kesehatan*. Another obstacle faced by the participation of the BPU segment is the sustainability of the participants in paying contributions. It is very different from the PU participants where the company/employer is responsible for paying the contributions; the individual BPU participants must have the awareness and desire to continue paying the contributions because of their understanding of what benefits they could get from this protection program.

Therefore, the right strategy to overcome the obstacles is formulated by *Deputi Direktur Bidang Kepesertaan Program Khusus of BPJS Ketenagakerjaan*, so that the potential of the enormous number of participants can be reached optimally.

4.4 Marketing Communication Channel

Deputi Direktur Bidang Hubungan Masyarakat dan Antar Lembaga carried out marketing communication activities. However, it was not perfect because the impact of increasing the number of participants had not been calculated. The marketing communication activities implemented are only to improve the brand image and reputation of the Agency (focus on corporate communication). *BPJS Ketenagakerjaan* utilizes several marketing communication channels as an effort to market its programs. The determination of marketing communication channels is based on social economy status (SES). For example, for the category of SES level workers C to D, the communication channel used is Facebook. Meanwhile, SES level workers A to B use Instagram and Youtube. The marketing communication channels used by *Deputi Direktur Bidang Hubungan Masyarakat dan Antar Lembaga* are not always narrowed down to a particular segment of participants but in general.

4.5 Marketing Communication Resources

Since 2019, in terms of organizational structure, the marketing communication function was no longer attached to the job description of any Deputy Director. Thus, there are no human resources specifically working on the functions and tasks of marketing communication. In addition, budget constraints are an issue that *BPJS Ketenagakerjaan* cannot avoid. As a result, the movement of *BPJS Ketenagakerjaan* in terms of the implementation of promotions and publications is not flexible due to the limited availability of the budget set by the Ministry of Finance.

4.6 Alternative Strategy

Based on the results of the TOWS Matrix, several alternative marketing communication strategies are obtained which will be discussed as follows:

1. Collaboration & Digitalization

This strategy aims to increase collaboration with strategic partners and technology users in marketing communication efforts. In this strategy there are several marketing communication programs, namely as follows:

- a. Improve collaboration with strategic partners by utilizing effective communication models and channels (SO1)
- b. Adopting the latest technology in carrying out marketing communications (SO2)
- c. Increasing brand awareness using the latest marketing communication channels and technology (WO2)
- d. Create marketing communication channels that is adjust to the budget availability (WO3)

2. Socialization & Education

This strategy focuses on socialization and education activities related to the program and benefits of the *BPJS Ketenagakerjaan* social security program. Some of the programs in this strategy are as follows:

- a. Optimization of shielding agents equipped with technology-based innovation (SO3)
- b. Increase socialization and education efforts regarding *BPJS Ketenagakerjaan* Program to the community (ST1)

3. Specialization Unit

This strategy aims to create a special work unit that has the role and function of running end-to-end marketing communications, from planning to evaluation. There are several programs in this strategy, which are as follows:

- a. Need a special work unit to manage marketing communications (WO1)
- b. Evaluation of the impact of marketing communication program activities on participant sustainability (WO4)
- c. Establish a special work unit to carry out the functions and tasks of end to end marketing communication (WT1)
- d. Utilization of funding by the government for the implementation of the employment social security program in the context of participant acquisition (ST2).

4.7 Decision Alternative Strategy Analysis

Determination of priority strategy is carried out using decision analysis by setting absolute criteria and desire criteria. The priority strategy that can be executed first based on the results of the decision analysis is Collaboration & Digitalization.

4.8 Implementation Strategy

The implementation of the priority strategy uses eight stages that must be carried out in order to develop an effective communication strategy, namely:

1. Identifying Target Audience
2. Set Specific Objective for the Given Communication Message
3. The Design of the Message
4. The Selection of the Communication Channel
5. Financial Estimation of the Whole Expenditure
6. Decision related to the Communication Mix
7. Measuring Result of the Communication Process
8. Managing the Integrated Marketing Process.

5 Conclusion and Implication

5.1 Conclusion

The purpose of this thesis is to formulate an effective marketing communication strategy to support the expansion of BPU Segment *BPJS Ketenagakerjaan's* participation in 2022–2024. Based on the results of the analysis, it is found that the priority strategy that can be implemented first is Collaboration & Digitalization. In this strategy the authors develop 4 programs, namely:

1. Increase collaboration with strategic partners by utilizing effective communication models and channels,
2. Adopting the latest technology in carrying out marketing communications,
3. Increasing brand awareness using the latest marketing communication channels and technology,
4. Create marketing communication channels that adjust budget availability.

5.2 Implications

Based on the conclusions that have been made by the author above, then the author will provide suggestions to *BPJS Ketenagakerjaan* so that marketing communications can work optimally in accordance with the strategic design that has been made, namely:

1. The strategy that has been designed can work effectively if *BPJS Ketenagakerjaan* can integrate marketing communication activities by utilizing electronic media and social media to get optimal results.
2. In implementing this strategy, *BPJS Ketenagakerjaan* needs to create a new Division to carry out the functions and tasks of marketing communications, where that Division contains competent human resources who are able to carry out all marketing communication activities in accordance with the design that has been made so that *the society can better know BPJS Ketenagakerjaan*. In addition, the Division is also responsible for measuring the impact of the marketing communication strategy implemented on the increase in the number of participants.

3. The newness of marketing communication channels and technology can be an useful insight if it develops well. The organization that uses marketing communication can make a model to know how communications factors connect to the current condition of channel and technology.
4. *BPJS Ketenagakerjaan* should put more attention on the utilization of marketing communication channels, so that the potential participants could easily access the information about the programs and benefits offered. Furthermore, increasing the use of electronic media and social media will increase public comprehension of the importance of the *BPJS Ketenagakerjaan* social security protection programs. In addition, through the use of these two media, information related to *BPJS Ketenagakerjaan* is expected to be conveyed to people from various circles with various characters.
5. Another thing that needs to be considered is the content of the message that *BPJS Ketenagakerjaan* wants to convey. The content should be made simpler and lighter but easily understood by the wider community. In addition, in delivering messages of socialization and education, *BPJS Ketenagakerjaan* can collaborate with influencers, public figures, and even ministers.
6. It is better if *BPJS Ketenagakerjaan* continues to implement a marketing communication strategy in order to maintain active participants (sustainability) and be able to work on the untapped market potential, especially from the potential participants in the BPU segment.

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