

# Social Marketing Strategy to Improve The Success of The Territorial Assault Program (Empirical Study in *Darmakradenan*, Banyumas Regency)

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## ABSTRACT

The existence of the TNI is flexible, and it could be a force in peacetime to assist the government in the national development process through the task of Operasi Militer Selain Perang (OMSP). One of the tangible manifestations of OMSP is a territorial invasion. The purpose of this study is to describe and analyze the internal and external environmental conditions related to territorial assault activities in Darmakradenan Village and to analyze social marketing strategies that could be developed to support the success of territorial assault activities in Darmakradenan. This research is a case study located in Darmakradenan. The populations of this study were members of the TNI Military Resort Command (Korem) 071/Wijayakusuma, which village government officials and community members supported. The sampling technique used purposive sampling. Data collections techniques used were questionnaires, interviews, observation & documentation. The data analysis used was SWOT analysis. The results showed that the strength of the territorial assault activities in Darmakradenan included: budget support, the availability of land, availability of human resources, command system. Weaknesses include the suitability of the aid material with the target situation, the capacity of the community for Bintara Pembina Desa (Babinsa), the schedule of activities. Opportunities include community support, local government support, social media development. The threats include natural conditions, the Covid-19 outbreak, the resistance of some community members. Based on the SWOT matrix analysis obtained three SO strategies, three WO strategies, two ST strategies, and three WT strategies.

**Keywords :** Territorial Raids; Social Marketing; Darmakradenan

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## 1. Introduction

The existence of the Indonesian National Military (TNI) as a national power can be flexible, in the context of following the situation and conditions that occur, so that it is not rigidly bound to its main tasks and essential functions as a state defense institution. Rangkuti (2012:58) revealed that in peacetime the TNI is not only a defense force that is prepared to face military threats that endanger state sovereignty, territorial integrity and the safety of the entire Indonesian nation, but also its attention is as a force to assist the government in the process National development through

the task of *Operasi Militer Selain Perang* (OMSP). This is conceptually stated in Law no. 34 of 2004 concerning the Indonesian National Army.

The tangible manifestation of the implementation of the TNI's main tasks in OMSP includes territorial attacks. This activity was held to empower the potential of natural resources and human resources at the location of the activity in order to improve the welfare of the local community. Activities held are physical and non-physical, according to the potential of the target area.

*Korem 071/Wijayakusuma* as an integral part of the army has also carried out territorial attacks as a tangible manifestation of the implementation of territorial development to prepare defense areas on land and maintain regional security. One of the areas for carrying out the territorial invasion was in *Darmakradenan*, Ajibarang District, Banyumas Regency. In that area the Indonesian Army has a number of lands, which are then used as a place for territorial attacks.

The implementation of the territorial invasion in *Darmakradenan* generally went well, but problems with the community were also encountered. The problem that has occurred is that since 1998 there was an invasion of TNI land by a handful of community members who considered the land to be theirs since their ancestors, even though in 2014 the Purwokerto District Court has determined that the TNI is the owner of HGU land. 0002/*Darmakradenan*.

Friction with a group of community members certainly needs to be a separate concern because it can interfere with the smooth running of activities and also threaten the success of territorial assault activities, even though this activity is essentially to improve the welfare of the community. On the other hand, if friction continues, it is difficult to expect the support and active participation of the community in territorial assault activities and more broadly it can hinder the unity of the TNI with the people, as a manifestation of the TNI's vision, namely "Together with the People, the TNI is Strong".

Table 1. Overview of Land Problems Owned by the Indonesian Army in *Darmakradenan* Village

<b>Problem</b>	<b>Problem description</b>	<b>Solution</b>
Land Grabbing	Land owned by the Indonesian Army covering an area of 227 ha, 85% of it or 192 ha was taken by a number of residents.	<ul style="list-style-type: none"> <li>a. Civil Case No. 21/pdt/G/2002/PN/Pwt rejects the claim from the plaintiff (people who took the land)</li> <li>b. Civil Case No. 339/pdt/G/2002/PN/Smg, rejecting the claim of the plaintiff/appealer and Upholding the Court's decision Pwt No. 21/pdt/G/202/PN/Pwt January 9<sup>th</sup>, 2003.</li> <li>c. The Secretariat process on December 4, 2018 which was attended by the TNI AD, the Ajibarang Sub-district Head, the Village Government and Farmer's Union the Mandate of People's Suffering (Stan Ampera).</li> <li>d. The signing of the MoU between PT RSA and Village Government on November 21, 2019 took place at the Darma-Kradenan Hall for construction. Economic Center &amp; data collection of smallholders on land owned by the Indonesian Army.</li> </ul>

Source : Information on Military Resort Command (korem) 071/Wijayakusuma

### 1.1 *Problem of the Research*

Territorial assault basically aims to improve the welfare of the community around the activity location. However, not all community members responded positively, as happened in *Darmakradenan*. The behavior of some residents in the village reflects resistance to the TNI and the activities carried out by the TNI. This problem certainly requires the right strategy to overcome it. The strategy referred to lead to social marketing, considering that the goal of social marketing is behavior change. Based on those, the problems raised in this study are:

- What is the description of internal and external environmental conditions related to the territorial assault activities in *Darmakradenan*?
- Based on the existing internal and external environmental conditions, what social marketing strategies can be developed to support the success of territorial assault activities in *Darmakradenan*?

### 1.2 *Objective of the Research*

- To describe and analyze the internal and external environmental conditions related to the activities of the territorial assault in *Darmakradenan*.
- To analyze social marketing strategies that can be developed to support the success of territorial assault activities in *Darmakradenan*.

## 2. **Literature Review**

According to Territorial Assault book (Headquarters Army, 2016), territorial assault has two definitions:

- As an activity, it is the implementation of territorial development activities simultaneously, to all lines of community life through real activities that directly touch the people.
- Psychologically, it is the spirit to carry out territorial development simultaneously, seriously and directly through various real activities that directly touch the community.

The territorial assault activity is a tangible manifestation of the *Operasi Militer Selain Perang* (OMSP) held by the TNI. Herdiansah (2017) stated that in the context of the military in Indonesia, according to the mandate of the TNI Law related to OMSP, each Regional Command Unit (*Satkowil*) is assigned a task, one of which is assistance to local governments. This task is carried out through Territorial Development (*Binter*), which is an effort to manage defense in the region through an approach or method of guidance from aspects of social communication, regional resilience, and TNI service. Through the implementation of assistance tasks to local governments, the *Satkowil* plays its role in encouraging the development process in the regions that is correlated with the fulfillment of various public interests. In general, the community considers the existence of various Army territorial units in their environment to be useful for creating security stability.

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Territorial assault is a product of TNI within the framework of OMSP, as well as one of the strategic efforts to support the realization of the unity of the TNI with the people. These activities are social and non-profit. As a product, the territorial invasion needs to be marketed so that it can be accepted by the community as consumers. Therefore, the right marketing concept to apply is social marketing.

Social marketing is a form of commercial marketing, but the form is in the form of ideas in order to change people's behavior. According to Kertajaya (2013) social marketing is basically an application of commercial marketing strategies to "sell" but what is sold was ideas in order to change people's perception or behavior, especially in management which includes analysis, planning, implementation and supervision. Social marketing is a strategy to change behavior. It includes elements of a traditional approach to changing social conditions in an integrated plan and targeted action using communication technology and expertise in marketing (Masnah and Kulsum, 2015).

Kotler and Zaltman (in Donovan and Henley, 2010) stated that the purpose of social marketing is to benefit society as a whole, not for the benefit of an organization. Therefore, Kotler also revealed that social marketing is generally more difficult than marketing services or products. Along with that, Masnah and Kulsum (2015) state, one of the important things that distinguish social marketing from ordinary marketing is its interaction with the norms or values adopted by the community. Usually these norms and values are already embedded in the community and difficult to change in a short time. In addition, in terms of concept and purpose are also different. This concept became more complicated because the products offered were ideas that were not visible directly.

Lee, et.al in Kotler & Lee (2011:7) mentions that there are five main components of social marketing namely (1) focusing on behavioral change, (2) done voluntarily, (3) using marketing principles and techniques to, (4) select and influence the target audience to experience, and (5) benefits for them. The goal of social marketing must be behavior change.

According to Sutresna (2018) in social marketing, the products offered are changes in attitudes and behavior that will benefit the wider community, for example a healthy way of life, concern for the environment, marginalized communities and other various positive attitudes and behavior.

Territorial assault will certainly not be meaningful and achieve its goals if it is not supported by the active participation of the community in various phases of participation. The United Nations defines community participation as an active role in influencing the development process and collectively benefiting from the activities carried out. Participation implies the active and meaningful involvement of some communities at two different levels, namely the decision-making process in setting goals and resource allocation as well as the process of determining programs and projects (Margiati, 2008:25).

Oakley (in Nur, et al, 2015) provided an understanding of the concept of participation as a contribution; participant as an organization and participant as empowerment. The conceptual definition obtained three dimensions of the study, namely community contribution, organizing and empowerment.

Social communication is one of the strategic steps to support the active participant of the community in activities held by TNI. Kartini (2018) states, social communication is a method organized by the army units related to planning and activities to maintain and increase close relations with all components of the nation in order to realize mutual understanding and togetherness that allows the emergence of the community's desire to participate in interests in the field of national defense.

### 3. Research Methodology

This research is a case study that used SWOT analysis approach. The population of this research is member of Indonesian National Military (TNI) in Military Resort Command (Korem) 071/Wijayakusuma who handle the territorial assault activities which involve of the Head of Territorial Section (Kasiter), the Officer Section (Pasi) *Wanwil*, the Service Section Officer of Indonesian national military, the Section Officer *Komsos*, the Section Officer *Puanter*, the Head of District Military 071/Wk, the Head of District Military *Ajibarang*. In this activity, there are village government official of *Darmakradenan* and the *Darmakradenan's* community members as the informant. The technique sampling that used in this research is purposive sampling. The data of this research is primer and secondary data. This research used technique of collecting data such as questionnaires, interviews, observation and documentations. This research used SWOT analysis to analyze the data.

### 4. Results

#### 4.1 Analysis of Matrix IFE (Internal Factor Evaluation)

This table below presents the result of the analysis of matrix IFE in order to know the aspect of Strength and Weakness of the territorial assault activities in *Darmakradenan*.

Table 2. Analysis of Matrix IFE in The Territorial assault activities in *Darmakradenan*

Internal Factor	Quality (1)	Rate (2)	Weighted Value (1) x (2)
<i>Strengths</i>			
1. Budget Support	0.16	4	0.64
2. Availability of Land	0.15	4	0.56
3. Availability of Human Resources	0.16	4	0.60
4. The command system	0.14	4	0.51
<i>Weaknesses</i>			

1. The suitability of the aid budget with the situation and conditions of target	0.14	4	0.51
2. The capacity of <i>Bintara Pembina Desa (Babinsa)</i>	0.13	3	0.40
3. Schedule of activities	0.12	3	0.36
<b>Total</b>	1.00	24.86	3.58

From the analysis, we can know the strategic factors that can be the main strength and weakness of the organization. The main strength for the organization is the strength factor with the greatest weighted value. On the other hand, the main weakness for the organization is the weakness factor with lowest weighted value. As for the main strength of territorial assault activities is budget support with the weighted value of 0.93. Whereas the main weakness is the schedule of activities

with the weighted value from the matrix IFE is 3.58 that indicated the territorial assault activities is in very good condition (from the interval 3,0-4,0) in order to utilize the weakness and to cover the weaknesses which are owned by the organization to reach the success of the activity. On the other word, the territorial assault activities have the strong internal position because it can used to detract the weakness.

#### 4.2 Analysis of Matrix EFE (External Factor Evaluation)

Table 3. The result of the matrix analysis of EFE in *Darmakradenan*

External Factor	Quality (1)	Rate (2)	Weighted Value (1) x (2)
<b>Opportunities</b>			
1. Support from <i>Darmakradenan's</i> community members	0.18	4	0.73
2. Support from the Government official	0.15	3	0.49
3. Social media development	0.17	4	0.63
<b>Threats</b>			
1. Nature	0.18	4	0.73
2. The Covid-19's pandemic	0.15	3	0.49
3. Resistance from some people	0.16	4	0.58
Total	1.00	21.86	3.67

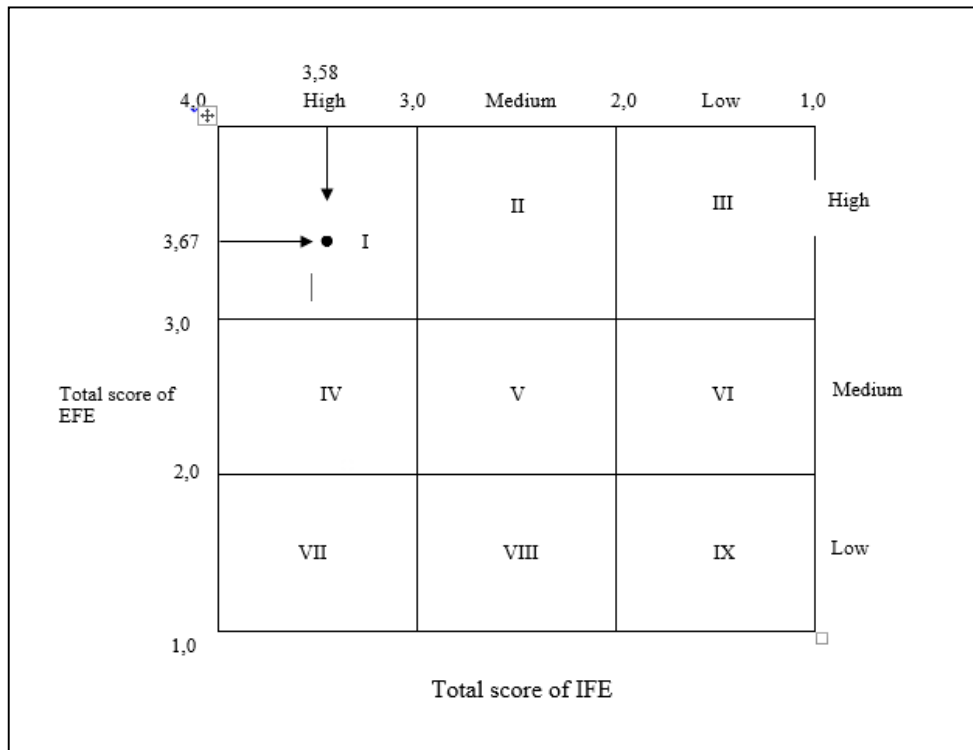
From the table above, we know that the main opportunity of the territorial assault activities is the support from the inhabitant with the weighted value 0.73. Whereas the main threat of the activity is the nature condition with the number of weighted value 0,49. The total number of the matrix EFE is 3.67. It indicates that the territorial assault activities in *Darmakradenan* is on the highest external condition (3,0-4,0) in order to faced the opportunity and threat of the territorial assault

activities.

4.3 *Analysis of Matrix I-E (Internal-External)*

As presented in matrix IFE, the territorial assault activities in *Darmakradenan* has a strong position which proved by score of 3,58 while in matrix EFE the score is 3,67. It means that the activity has internal and external factor is in above-average. If each the score is mapped into matrix I-E, so we can get a position in cell I. The cell I, the organization is on the strong internal condition and the response of the organization the external factors that been faced categorized as strong. The right strategy of the organization which in this cell is aggressive strategy, can do by market penetration and product development.

Figure 1. The Matrix of Internal-External Territorial assault activities in *Darmakradenan*



4.4 *Analysis of Matrix SWOT*

The alternative strategy can be formulated after know the organization’s position and the main strategy of strengths, weaknesses, opportunities and threats. The formulation of strategy established by using SWOT’s matrix which build from the internal and external area of the organization itself. There are four main recommended strategies: SO (strength and opportunities), WO (weaknesses and opportunities), ST (strength and threats) and WT (weaknesses and threats).

Table 4. Formulation of SWOT’s Analysis

<b>IFE</b>	<i>Strengths</i>	<i>Weaknesses</i>
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<p><b>EFE</b></p>	<ol style="list-style-type: none"> <li>Budget Support</li> <li>Availability of Land</li> <li>Availability of Human Resource</li> <li>The command system</li> </ol>	<ol style="list-style-type: none"> <li>The suitability of the aid material with the situation and conditions of target</li> <li>The Ability of <i>Bintara Pembina Desa ( Babinsa )</i></li> <li>Schedule</li> </ol>
<p><b>Opportunities</b></p>	<p><b>The SO's Strategies</b></p>	<p><b>The WO's Strategies</b></p>
<ol style="list-style-type: none"> <li>Support from community members of <i>Darmakradenan</i></li> <li>Support from the <i>Darmakradenan's</i> government official</li> <li>Social media development</li> </ol>	<ol style="list-style-type: none"> <li>Make a synergy of support between the community and local government with the aid material in order to support the territorial assault activity (S1, O2, O3)</li> <li>Take the advantage from the community members and the government official to cultivate the available land to accommodate various activities to improve the community welfare (S2, O1, O2)</li> <li>Use the social media through the command to disseminate the territorial assault to build positive image and get a support from the community members.(S4, O1, O3)</li> </ol>	<ol style="list-style-type: none"> <li>Optimizing the support from the community to support the suitability of aid materials with the situations and conditions of the target (W1, O1)</li> <li>Take the advantage the development of social media to cover the weakness of the <i>Babinsa</i> (W2, O3)</li> <li>Optimize the support from the community members and the local government to reach the target of the activities as planned in the schedule (O1, O2, W3)</li> </ol>
<p><b>Threats</b></p>	<p><b>ST's Strategis</b></p>	<p><b>WT's Strategis</b></p>
<ol style="list-style-type: none"> <li>Nature conditions</li> <li>The Covid-19's pandemic</li> <li>Resistance of some members of the community</li> </ol>	<ol style="list-style-type: none"> <li>Utilize the budget, human resources and the command system to cope with the natural conditions (S1, S3, S4, T1)</li> <li>Utilize the availability of land to reduce the resistance of some members of the community (S2, T3)</li> </ol>	<ol style="list-style-type: none"> <li>Make a well-planned schedule to cope with the natural conditions (W3, T1)</li> <li>Improve the ability of <i>Bintara Pembina Desa ( Babinsa )</i> to reduce the resistance of some members of the community (W3, T3)</li> <li>Optimize the suitability of aid materials with the target's situations and conditions to reduce the resistance of some members of the community (W1, T3)</li> </ol>

## 5. Conclusion and Suggestion

The strengths of the territorial assault activities in *Darmakradenan* consist of: the budget support, the availability of land, the availability of human resources, and the command system. Whereas the weaknesses are the suitability of aid materials with the target's situations and conditions, the ability of the *Bintara Pembina Desa ( Babinsa )*, the schedule of the activities. The opportunities of



the activity involve the support from the community members and the local government, and the development of social media. On the other hand, the threats are the nature conditions, the covid-19's pandemic, and the resistance of some members of the community. Based on the results of the SWOT matrix analysis obtained three SO strategies, three WO strategies, two ST strategies, and three WT strategies.

The suggestions of this research are:

- The need for making a well-planned schedule of the activities to make the physical activities can run optimally.
- Increase the efficiency through the accommodation of real needs of aid materials in accordance with the conditions of the target through the optimization of the bottom up model.

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