

Reputation organization development Model to Create competitive Advantage. A Case Study in Transmedia

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Reputation organization development Model to Create competitive Advantage. A Case Study in Transmedia

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Abstract

The development of the television industry in Indonesia began in 1962; Intensity of competition in this industry began in 2000 and 2001, with the emergence of several private television stations that have special characteristics. Furthermore, emerging new television station broadcasting from the TransTV, Lativi, Trans7, GlobalTV and Metro. In 2013 and 2014 appeared new television station like Bloomberg, CNN Indonesia, which uses the brand which has been established and has a reputation in the field. This study could broaden the understanding of the meaning of an organization's reputation and gain whatever can be produced from a good reputation. The research was conducted at the organization Trans Media.

The first phase of the study was to conduct inductive theory building. Target sample in this study was the informant who has sufficient competence and capabilities related to the issues. The main data sourced from the implementation of semi-structured interviews with two types of informants: managers who have responsibility for managing programs of TV shows, and the board of directors or commissioners who will provide direction for the management of the overall TV.

The result of the research lead to the conclusion that the Trans Formation based on the concept of national metropolitan television. To maintain its reputation, Trans consistently presenting quality broadcasts in accordance with their values, namely anti-mainstream, educate, and inspire. The establishment of the organization's reputation in the form of a proposition in the form of a model with three components, namely Trans formers reputation, strategy, reputation formation and passage of reputation.

Keywords: Organizational Reputation, dynamic competition, competitiveness

Background

TVRI (*Televisi Republik Indonesia*) is the first television station in Indonesia, established in 1962, is owned by the government. 28 years later, in 1990 came the first private television station in Indonesia, RCTI (*Rajawali Citra Televisi Indonesia*), at that time RCTI is the only private television in Indonesia. The intensity of competition the industry began in 2000 and 2001, the emergence of several private television station which has the characteristics and special features as a differentiator. The television station broadcasts programs can be enjoyed by most of the audience in Indonesia besides enjoying RCTI, can also enjoy the show program television station SCTV, TPI, Indosiar and ANTV. Next TV viewers can enjoy the broadcast of a new television station that is TransTV, Lativi, Trans7, GlobalTV and MetroTV. Then in 2013 Bloomberg Indonesia began broadcasting and 2014, CNN Indonesia, which uses a brand that is already established and has a reputation in the field. In the last two decades, there is a consideration of knowledge in the topic of corporate reputation (Fombrun and Shanley, 1990; Rindova et al., 2005; Weigelt and Camerer, 1988).

This research can expand our understanding of what it means to an organization's reputation significantly and any profits that could result from a good reputation (Fombrun and Shanley, 1990; Rindova, Petkova, and Kotha, 2007; Rindova et al., 2005). Still lacking the knowledge of how stakeholders make an assessment of the achievements of an organization. Specifically, scientists only began testing the social processes of cognitive-social decisions through stakeholder to explain information about an organization in the form of certain reputation (Love and Kraatz, 2009). This positive relationship between the company's reputation and its financial performance has been documented in numerous studies (Fombrun & Shanley, 1990; Podolny, 1993; Roberts & Dowling, 2002).

Many studies have demonstrated that the organization's reputation has economic advantages, but it is less clear what exactly reputation and how reputations are formed. This study will build an understanding of how the process of formation of the organization's reputation and will be built a model of the formation of such a proposition in the organization's reputation. Research case study conducted in transmedia. This study aims to give a new perspective to the creative economy-related actors owned organization's reputation. Make a model of proper organization's reputation for creative economic actors, especially in the television industry in Indonesia. Therefore here are the research problem of the research:

1. How Transmedia manage its organization's reputation.
2. Is the concept of which is owned by Rindova et al. (2005) and Mishina, Block, and Mannor (2012) is relevant in explaining the organization's reputation is owned by Trans Media?

Conceptual Background

Organizational reputation

Researchers who study organizational reputation recognize that reputation is very valuable because of its reputation can reduce the uncertainty faced by stakeholders in evaluating the company as a potential supplier of products and services that require (Benjamin & Podolny, 1999; Weigelt & Camerer, 1988). Those who study the reputation of an economic perspective view uncertainty as a function of the mismatch of information between competing companies and their stakeholders. Companies reduce the mismatch of information and market uncertainty, when they make choices that reveal their true attributes. Therefore, from an economic perspective, the reputation of reducing uncertainty stakeholders to focus on the company's product quality, then, causing them to pay premium prices for the company's products, which will positively affect the outcomes of economic

organization (Shapiro, 1982, 1983). Researchers using institutional perspective in maintaining the reputation of their uncertainty about the actual attributes of the company is reduced through the exchange of information between the various actors in the field of organization.

Pollock and Rindova (2003) showed that the volume of media coverage received by the company was positively related to performance and initial public offering or IPO. Zuckerman (1999) indicated that if certain analysts covering a company affects how investors assess this. Overall, delivered through the selection of third parties that affect the organization separating the process of establishing the reputation of the signal-positioned companies persaing (Rao, 1994) and made some companies more prominent in the field of organization (Rindova & Fombrun, 1999; Stuart, Hoang, & Hybels, 1999).

Two perspectives in this organization's reputation has established the definition of the construct in the fields of management, economics, sociology and marketing. Reviewing 60 studies using a construct of the organization's reputation in the field of proficiency level, we observe that researchers tend to define a reputation as a specific assessment of the relevant attributes (eg, the ability to produce quality) as suggested by the economic perspective, or as collective knowledge and recognition of a company as suggested institutional perspective. Compare the similarities and differences in the definition of reputation on existing research, we propose that the reputation of the organization conceived in two dimensions: (1) a dimension of perceived quality that captures the degree to which stakeholders evaluate positively in certain attributes, such as the ability to produce quality products, and (2) the dimensions of Prominence, which captures the degree to which organization the company received recognition in large-scale organizations in the field of organization. Here is a summary of some of the definitions of the organization's reputation, which are summarized by Rindova, Williamson, Petkova, and Sever (2005):

Table -1 Reputation definition in many perspective

Research area	Reputation Definition	Perception type (Construct)	Research example
Economic, management/ / game-theory perspective	An attribute or set of attributes ascribed an enterprise, inferred from past actions of companies An impression of the observer will be the disposition of the actors to behave in a certain way	Assessment of one or more relevant attributes Assessment of one or more relevant attributes	Weigelt & Camerer (1988) Hayward & Boeker (1998) Stuart (2000) Clark & Montgomery (1998)
Institutional perspective	Public Cumulative Rate on supplies from time to time; a global perception Stakeholder knowledge and emotional reactions influence, price- against the company.	Collective knowledge and recognition	Fombrun & Shanley (1990) Roberts & Dowling (2002) Hall (1992) Fombrun (1996) Deephouse (2000)
Economy	The level of awareness or consciousness that a company has been able to float itself and for its brands; fame Perceptions about the possibility of an incumbent competitors will behave in a certain way	Assessment of one or more relevant attributes	Shapiro (1982, 1983) Allen (1984) Kreps & Wilson (1982) Milgrom & Roberts (1982)
Sociology	A collective agreement on	Collective knowledge and	Lang & Lang (1988)

	attributes or achievements of the actor based on what is known (relevant knowledge) the public about the actor. ³ A characteristic or an attribute ascribed an actor based his action	recognition Assessment of one or more relevant attributes	Camic (1992) Raub & Weesie (1990) Kollock (1994) ³
Marketing	Estimated consistency over time will attribute of entity. Suggested consumers to companies that produce and sales products and brands that already exist. Perceptions and beliefs about the foundation of the company in previous interactions. Public trust or a high view.	Collective knowledge and recognition	Herbig & Milewicz (1995) Goldberg & Hartwick (1990) Campbell (1999) Prabhu & Stewart (2001) Weiss, Anderson, & MacInnis (1999)

¹ Based on an economic perspective; uncertainty is a function of the mismatch of information between competing companies and their stakeholders. Companies reduce the mismatch of information and market uncertainty, when they make choices that reveal their true attributes. Tesebut selection is a signal that allows the buyer to assess the company's relevant attributes, such as whether the company is a producer of high-quality products or low (Fombrun & Shanley, 1990; Shapiro, 1983).

¹ Institutional perspective; in reputation, said that uncertainty about the actual attributes of the company is reduced through the exchange of information between the various actors in the field of organization. In organizations, they argue, some actors, such as institutional intermediaries and high-status actors, has the ability superior to access or transmit information through the basic institutional role or position their structural (Rao, 1998; Rao, Greve, & Davis, 2001).

Reputation is developed through direct observation and not directly from the characters, actions, and results of the organization (Deephouse and Suchman, 2008; Fombrun, 1996; Fombrun and Shanley, 1990) which is used as a symbol of cognitive by stakeholder groups to make inferences about the organization as much information certain unavailable or too expensive to be extracted (eg Fombrun and Shanley, 1990; Weigelt and Camerer, 1988).

Reputation becomes an important function by helping stakeholders to measure the results of a possible interaction with a particular organization (for review see Stiglitz, 2000; Weigelt and Camerer, 1988). Researchers limiting formulation of the theory for the evaluation of certain stakeholders because the organization may have many different reputation that refer to different stakeholder groups (Carter and Deephouse, 1999). Stakeholder makes two main types reputation ratings when evaluating an organization's target, namely:

- a. What can organizations do (example: the ability and resources) and
- b. What will organization like (example: the purpose and intensity of behavior).

² Two types of performance assessment consistently highlighted to be two basic dimensions of social perception and assessment in social psychology research, regardless of whether the target of evaluation is an individual, a group, or even a country (Abele and Wojciszke, 2007; Fiske et al., 2002; Judd et al., 2005; Wojciszke, 1994).

First, reputation capabilities jointly evaluate the quality and character of the performance of a particular company (Milgrom and Roberts, 1986; Shapiro, 1982, 1983; Spence, 1974). Second, the reputation of the characters assessed together with the company's attention to the incentive structure and behavioral dispositions based on observations of previous actions (Kreps and Wilson, 1982; Milgrom and Roberts, 1982; Rosenthal, 1981).

Based on the theoretical study of marketing strategy standardization and reputation of the organization, then compiled frame of this study. In order to understand the process and know what the basis for the television companies TransMedia make the decision to use a reputation management strategy in order to win the competition. Explain how and what CNN Indonesia implements the underlying manager selection strategy, both ambiculturalism and marketing standardization implemented into the company's operations.

Creating a reputation is unexplained (causally ambiguous) (Barney, 1991), so in this study, the researchers tried to explore how the manager of CNN Indonesia to manage the organization's reputation has. Is the concept of which is owned by Rindova et al. (2005) and Mishina, Block, and Mannor (2012) is relevant in explaining the organization's reputation is owned by Trans Media?

This research is expected to be able to build a proposition and then performed the hypothesis formulation and testing of a model to explain how the process undertaken by the management team at TransMedia related efforts to build and manage the reputation of CNN Indonesia in order to achieve competitive advantage in the context of marketing Standardization.

Metodology

Given the limited theoretical and empirical evidence on how a company to use a reputation management strategy, then at the first stage inductive theory building via some cases as suggested by Eisenhardt (1989). Multiple cases will make the results of the study robust, can be generalized, and the parsimonious than single case study (Eisenhardt and Graebner, 2007). The design of our proposed research will have several levels of analysis to improve the accuracy and richness of the resulting theory (Yin, 1994).

This study focuses on the organization Trans Media. With the aim of explaining the process performed by the top management teams (TMT) in group TransMedia related efforts to build and manage its reputation in order to achieve competitive advantage. Researchers will be to track every initiatives and strategies adopted by the management of CNN Indonesia began in 2014 relatively new on the establishment, expected resource person will be able to recall correctly (Huber and Power, 1985).

To meet this goal, researchers used theoretical sampling to select stakeholders (Eisenhardt, 1989), each participant selected according to theoretical reason, to illuminate the phenomenon of CNN's strategy in Indonesia so as to improve the generalization of the theory developed. Some sources: interviews, email, and telephone will be used to download track strategy used, and archives, including the media, materials owned by the company, and the existing external databases. Researchers will also conduct pilot interviews with directors and commissioners TransMedia group.

Semi-structured interview

The main data resulted from implementation of semi structured interviews with two types of informants: managers who have responsibility for managing programs of TV shows and board of directors or commissioners who will provide direction for the management of the overall TV. Target sample in this study was the informant who has sufficient competence and capability related to the issues raised. As an informant, the informant is expected by the researchers will be to track every initiative and strategy of top management teams (TMT) of TransMedia, CNN, and institutions or other institutions relevant to this topic, so that the speaker will be able to recall correctly (Huber and Power, 1985). This research will develop a theory naturally, so aim to produce accurate knowledge, parsimonious, theory that can be

generalization. To meet this goal, researchers will use a theoretical sampling to select the type of TV stations (Eisenhardt, 1989).

Collecting data in this study using multiple sources: interviews, email, and phone to track the strategy used for the development of Trans Media, and archives, including the media, materials owned by the company, and the existing external databases. Researchers also conducted pilot interviews with managers and commissioners of TransMedia. The main data is semi-structured interviews with five types of informants: the audience or the audience, advertisers, supervisors television, managers who have responsibility for managing programs of TV shows and board of directors or commissioners who will provide direction for the management of TV as a whole. 15-20 informant interviews to be conducted, which will each interview lasted 45-90 minutes, recorded and transcribed. In order to maintain the consistency of the interview process with the purpose of research, used the theme interview protocol to guide the interview. Theme; Selection and implementation strategies for competitive advantage in the perspective of an organization's reputation:

1. Sub-theme: options and implementation strategies based on the perspective of what the organization can do.
2. Sub-theme: options and implementation strategies based on the perspective of what the organization would like

Analysis of qualitative data obtained, we will use the techniques and procedures used to naturalistic inquiry and grounded-theory building (Glaser and Strauss, 1967; Locke, 2001) which consists of three steps.

First, we do open coding by dissecting, explaining, comparing, conceptualizing, and categorize the data (Strauss and Corbin, 1990: 61) that will generate the concept, and will be grouped and categorized.

Second, researchers axial coding by putting existing data and making connections between categories (Strauss and Corbin, 1990: 96). This is done by linking the code into context, consequences, patterns of interaction, and what caused it.

Third, selective coding is done by selecting the core categories, are systematically associated with other categories, validating relationships, and fill in the required category for the improvement and further development (Strauss and Corbin, 1990: 116).

Core category is the main issue that unites the existing categories. For simplicity, we will use 10.0 NVivo software to facilitate the analysis of qualitative data. To ensure the quality of the research and guarantees the validity konstruknya, is to ask the party which has been the subject of research or reviewing draft informants to report on the results of the study (Yin, 1994).

Analysis and results

Trans as one of the television companies that are under the auspices of Trans Media is a company that has a characteristic has the impression that antimainstream, educate, and be a trendsetter. These values are often said by informants in interviews conducted by the author to the reputation Trans.

Reputation Statement

Eight informants stated the reputation of Trans TV, most of which states that Tedja Andrawan of 5.3% and the lowest, Warnedi as much as 4.3%. Of course, the reputation of the Trans itself is not formed by itself, there are several stages of formation which in this case established a reputation TransTV namely, the establishment of a reputation, a reputation he progressed, and Strategy TransTV. Value supporting the reputation obtained by coding the interviews using NVivo to the reputation of TransTV find the words to

appear anti-mainstream 12.5% of all words spoken by Emilka who is the head of the film division, drama and sport, 4.1% said Prabosusanto as the head of the division of programming, and 3.9% said Wanerdi and Billy Rianto.

Then trendsetter said by 4 informant the frequency with which the word as much as 7.3%, 7%, 6.2%, and 4.9% said by Emilka, Emil Syarif, Gina Mayasari, and Tedja Andrawa. To educate the word itself appears average by 4.1%.

Formation of Reputation

Establishment of Trans TV is based on the concept of metropolitan national television, it is as said by Warnedy "in the past a lot of concepts, concept tv metropolitan, national tv,"

.. "By submitting a proposal to the minister of information who at that time held by Yusuf Yosfiah who ended up getting the first rank. It is as said by Warnedi in the interview "much really when it is filed, we thank God the number one .." According Winardi with the first rank obtained Trans TV is obliged to broadcast to the eastern region if it does not broadcast the broadcasting license will be revoked.

This study also explored the data of the interview on the following four points:

1. Description Trans Media Reputation
2. Reputation in Supporting Performance
3. To Newbie Reputation Communications (New Hires)
4. Interpretation similarity Reputation on Newbie (New Hires)

Running the Reputation

To maintain its reputation by serving impressions TransTv programs consistent quality in accordance with their values, namely anti-mainstream, educate, and inspire. Institutionalization reputation done by mirroring in this regard done on Trans7. Mirroring is a method that provides dual position on the board of directors of TransTv for the same concurrent positions in Trans7. This meant that the culture and morale of TransTv transmitted to Tran7.

Values reputation predominant Trans Tv may be mentioned that TransTv a television station that anti-mainstream and is also a trendsetter. As Emilka "So, if you translate his reputation, first trendsetter yes, the second Trans TV has a reputation he confirmed the anti-mainstream programs".

Establish and maintain reputation

The formation and maintenance of a reputation is done through a managed strategy certainly intended to improve the reputation of the company, being number one; "If the owner does certainly hope we become the number one TV, so TV is still number one, but of course, with broadcast quality programs, as well as entertaining, as well as being beneficial to society is not it, because whatever we're using public realm as well we must also have a responsibility to the community as well..."

From the research data can be formed propositions that make up the concept of reputation is TransTV

1. Strategy,
2. The establishment of reputation and
3. Passage of reputation,

From the data above can be formed propositions that make up the concept of Trans reputation is the strategy, the establishment and functioning of the reputation of reputation, as in the image below.

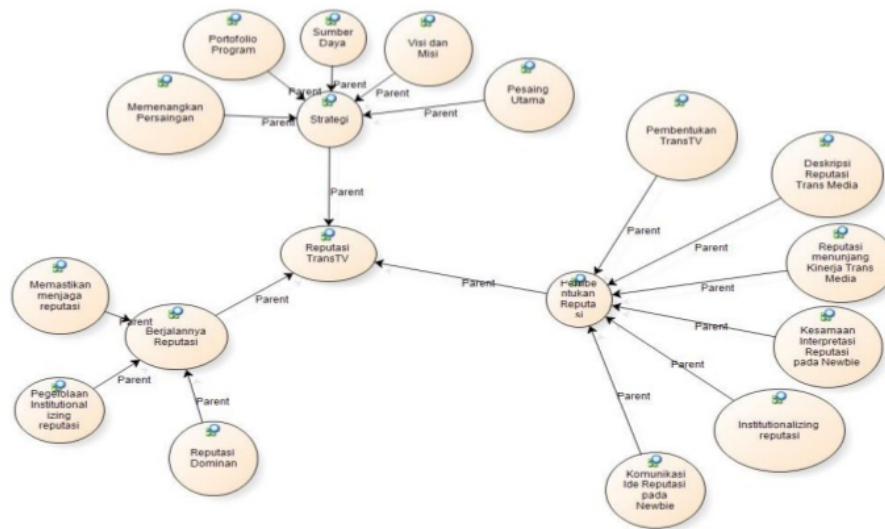


Figure-1 Proposition Reputation Formation TransTV
Source: results of the analysis (NVivo 10)

The formation establishment of the model's reputation in Trans TV is a proposition that supports some of the previous concepts with regard to reputation. Outputs in the form of a proposition of this model can be the beginning of a model that can be referred either in the process of advanced research and as a basic reference for companies that want to build a reputation.

Conclusion

1. The factors forming the concept of Trans reputation is the strategy, the establishment of reputation and reputation goes.
2. The components forming the strategy consists of winning the competition, their portfolio of programs, resources, vision and mission as well as the main contenders
3. Passing of the reputation of the company is formed by components that ensure maintaining reputation, reputation management and reputation institutionalizing dominant.
4. Establishment reputation comes from the formation of Trans, Description Transmedia reputation, reputation TransMed support the performance, interpretation similarity to the newbie and institutionalizing reputation and the reputation of the communication of ideas newbie

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