



## EXPERIENCES OF A CAMPAIGN TO THE REAFFIRMATION OF IDENTITY IN A FEDERAL UNIVERSITY UNIT WITHIN A BRAZILIAN STATE

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### ABSTRACT

**Objective:** The current article aims to present the arising experiences from an identity campaign. The campaign was originated from the interest of consolidating the image of a Federal University, located the region because of a Higher Educational Center, with the internal and external community.

**Method:** A case-study research was carried out with servers and students from the unit, and with the residents of the city where the university is located. Historical aspects of the implantation of the unit of study, the elaboration, the campaign deployment, and the results achieved up to the current moment will be presented.

**Originality/Relevance:** It becomes expressive to present a research with data survey about the culture of the designated name from the implementation of a new unit, the community had a habit to report itself to the Higher Education Unit using the name of the center instead, isolating itself from the reference of the Federal Unit in which this center belongs to.

**Results:** The results emphasized that the campaign reached a satisfactory repercussion on the internal public of the institution, although there is still a lot to be worked on in the awareness issue to the intended results. On the other hand, it is believed that the external public is getting used with the identity of the unit, but with the course of time, it is expected to overcome this gap.

**Theoretical/Methodological contributions:** The contribution of the study for the marketing area is providing information about image consolidation of an institution, with the purpose of helping in the decision making by the managers.

**Keywords:** Public Marketing, Identity, Image, Federal University.

### Cite it like this:

Fabrizio, S. B., Fabrizio, C. M., Buriol, F., & Casaroto, D. (2019). Experiences of a Campaign to the Reaffirmation of Identity in a Federal University Unit Within a Brazilian State. *Brazilian Journal of Marketing*, 19(1), 29-40. <https://doi.org/10.5585/remark.v18i1.3615>

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**VIVÊNCIAS DE UMA CAMPANHA PARA AFIRMAÇÃO DE IDENTIDADE DE UMA UNIDADE UNIVERSITÁRIA FEDERAL NO INTERIOR DE UM ESTADO BRASILEIRO**

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**RESUMO**

**Objetivo:** O presente artigo visa apresentar as vivências oriundas de uma campanha identitária, A campanha surgiu do interesse em consolidar a imagem de uma universidade federal, presente na região por meio de um centro de educação superior, junto à comunidade interna e externa.

**Método:** Realizou-se uma pesquisa do tipo estudo de caso com os servidores e alunos da unidade, e ainda, com os habitantes do município em que a universidade se localiza. São apresentados aspectos históricos da implantação da unidade de ensino, a elaboração e os desdobramentos da campanha, os resultados alcançados até o presente momento.

**Originalidade/Relevância:** Torna-se expressivo apresentar uma pesquisa com levantamento de dados sobre a cultura do nome designado a partir da implantação de uma nova unidade, criou-se o costume da comunidade reportar-se à unidade de educação superior, usando o nome do centro, isolando-se da referência à universidade federal a qual esse centro pertence.

**Resultados:** Os resultados evidenciam que a campanha atingiu repercussão satisfatória no público interno da instituição, porém ainda há muito a ser trabalhado no quesito conscientização para os resultados pretendidos. Por outro lado, acredita-se que o público externo está se acostumando com a identidade da unidade, mas com o decorrer do tempo espera-se superar esse gap.

**Contribuições teóricas/metodológica:** A contribuição do estudo para a área de Marketing está em fornecer informações sobre a consolidação da imagem de uma instituição, com o propósito de auxiliar na tomada de decisão dos gestores.

**Palavras-chave:** Marketing Público, Identidade, Imagem, Universidade Federal.

## INTRODUCTION

On January 2005, it was sent a project to the creation of a decentralized unit of a Federal University in the North of a Brazilian State. The objective was to solve a problem of the region, according to the creational project, the long distance between the north end of the state and the other places where there are the HEIS (Higher Education Institutions), because of the difficulties of the population's displacement, which is mainly restrained of exercising the right of entering in a higher education course because an amount of population lives in places far from the university, and it is reinforced by the economic difficulties faced by them. The mission of the project was to solve such difficulties with the installment of a unit to promote different pieces of knowledge to citizen, ethical, technical and with socioenvironmental formation, articulated regionally and with a global focus and by the dialogue, creativity and innovation in the interior of the state, aiming the expansion of the public higher education.

In this regard, the implementation of a public university in the interior was always a latent wish in the mind of several people from the north region of a Brazilian State. Due to this, several social and political movements worked towards this achievement and on January 13th, 2005, the installment of an extension of a federal university was officially approved in the region. In 2006, the first entrance examination was carried out to fulfill 180 vacancies in three under graduation courses: Agronomy, Forest Engineering, and Journalism. Nowadays, there are more three courses in the unit; Sanitarian and Environmental Engineering, Public Relations and Information Systems.

It is important to state that the Federal University already had a high school in the city, called the agricultural school. The installation of the extension happened in the same field in this school and it was called High Education Center. These two names created a lot of divergences because it was not clear that the agricultural school was not the same as the high school center, and at the same time, the two institutions were not recognized as part of the Federal University. Besides, the region where the institution was installed had already been taken as reference in higher education, a private university.

In this regard, it is understood that the historical moment in which the institution was created, the manner as it assumed its social role, the bigger or smaller freedom to analyze the facts, the bigger or smaller freedom to criticize and interpret reality, certainly are facts that greatly influenced the image of an educational institution (RIBEIRO E BASTOS, 2015).

Although, there was a problem of identification in the unit installment. The name that strongly came out was the one from the unit and not the

one from the creator and maintainer of the university. It caused a misunderstanding for the local and regional population that had difficulties to identify to which institution this extension belonged to. This concept formation, from the name, the brand of the institution passed by the press, in such way that the material created by it influenced the image formation to the campus/unit to the community. Besides, internally, there were also problems concerning the nomenclature of the federal university, a fact proved by the habit, among scholars and servants, of usually saying that they study or work in the center of higher education, creating an image of an own institution and not of a teaching unit that belongs to a prestigious institution.

The name of the headquarter of the federal university was already consolidated in the state when the expansion of higher education started, which enabled the implantation of the former unit of teaching. Therefore, it entailed a great loss, in terms of marketing, the disassociation between teaching unit and the renowned federal university it belonged to. Schultz and Barnes (2001) claim that the marketing and media professionals need to develop practical and plausible mechanisms of evaluation, which are applied to the control and the global management of the brands, and that is also technologically possible and accessible to most part of the organizations. Thus, it is understood that since the implantation of the university unit, the name of the federal unit is used wrongly both internally and externally. In the face of this, clarifying the terms that should be used as a reference to the federal university is a process that demands to rot the correct nomenclature in the local and regional culture.

It was understood that many factors influenced in the formation of the image of an institution, since the manner as the name of the federal institution is put on academic papers, in news published about the federal university on media, as well as the reference to it, since the reformulation of the approach and the use of the name is a fragmented process that was developed by several actions. For these reasons, it was necessary to clarify to the audience, officially, the understanding that the institution located in the city is the federal institution and that the Higher Education Center belongs to it.

In front of this situation, a work a reconstructing the name of the federal university inside its own community – academics, servers of the institution, and outside of it was started, to promote the internal and external institutional visual identity.

So, the project of the communication office of the direction of the higher education center, on January 2013, created an identity campaign aiming to clarify and fortify the identity and the image of the university outside the headquarter. Thus, it sought for stimulating the use of the nomenclature of the renowned and maintainer federal university to the academic community and the press, in order to integrate and

facilitate the understanding that the Higher Education Center belongs to the federal university. The identity material was developed by the graphic designer from the higher education center.

So, it would be beneficial to proceed with the rescue of the federal university's name in replacement to the higher education center's name, due to the brand and image that the federal university imposes. For this, an identity to the campaign was elaborated, composed of graphic art, t-shirts, booklets, as well as images to be shared on social media. This campaign intended to stimulate the academic community to use the name by motivating everyone to be an important and unique part of the federal university, besides promoting the feeling of belonging to it.

The following documents were sent to the e-mails of the internal public: the standard sheet, the brand of the federal university, the coat of the federal university, the direction's circular and other informative documents about the project and the electronic address with the visual identity of the campaign. According to Pinho (1996, p.39), they "constitute the signature of the company and are responsible for the visual identification of the organization".

To fortify the identity campaign, it was necessary to establish a direct contact with the external public, in other words, the one that has direct and indirect relation with the institution, so the strategy used was to hold a coffee with the local press to present the project and solicit support in the use and divulgation of all identity material of the federal university unit, because it is by these means of communication, both in writing and spoken media, that the events of the federal university are announced. On this event, it was handed a guidebook (organogram) with general information about the federal university's structure, which was also distributed on the insert of some regional newspapers, totalizing ten thousand copies to the subscribers. On behalf of the campaign, a press kit was also created, a collection that gathers all graphic material, eco bags, notepads, folders, t-shirts, booklets and banners with campaign theme to follow all the events promoted by the institution, so the external public could see them, impact themselves and relate the name of the federal university with the unit create outside the headquarter.

Such marketing effort is an example for other institutions that passed or are passing by a similar problem in other regions. It is notorious that there was a great higher education expansion in the interior of the country and many antique universities with consolidated names helped on the process. For this reason, it is very important to the identity and institutional affirmation that these new units use the brands of their creator and maintainers. Even being related to strictly public institutions, they cannot

relinquish marketing to reinforce the brands idea by the market.

In the face of such considerations, the objective of the current article is to investigate if the campaign of the identity project contributed to the visual identity and to the image of a public higher education institution located in the interior of the state of Rio Grande do Sul along with the internal and external public of the institution.

For presenting this paper, this article was structured with introduction, which brings history of the teaching unit and presents an identity campaign of the image of this institution; theoretical framework, which was the base to the development of this study, and which seeks for showing the meaning of the image of an institution; and the methodology used with its detailing. On the sequence, it approaches the analysis of the obtained results. At last, the considerations and references.

## THEORETICAL FRAMEWORK

Organizations have sought for differentiating themselves in the construction of a strong brand, with its own identity face to the competitors to obtain competitive advantages. The brand can interfere positively in this differentiation, reducing the uncertainty of the consumer on the choice of goods and services (SCHARF & KRAUSE, 2013).

Therefore, public institutions also have the opportunity of using marketing on their behalf to fortify its brand and its identity. It is not because they are public organs that they cannot do it. Silva (2015) states that on the public sector, the needs and expectancies that need to be met are from the citizens, also by benefits, however, they are formatted in terms of products and/or public services that aim the development of the citizen's social and economic well-being, without earning profits by part of public organizations. According to the author, public marketing is one the named new "reinterpretations" of the market concept, that serves as a support not only to its appliance on public politics but also from the need of implementing a philosophy of marketing in the public sector.

Silva (2015) defends that although little applied on the public administration in the country, marketing strategies practices allow setting public policies and implementing them, on the seek for minimizing conflicts and mediating existing relations between the ones that offer public services – public organizations – and the ones that demand – citizens – in a way to harmonize them. The author emphasizes that "once the satisfaction of needs of the consumers from the public sector is inherently more difficult to be found due to the peculiar characteristics of the services"

. According to this author, the intangible character hampers tests and measures before being offered. While the products satisfy the consumers' needs through their physical and tangible characteristics, the service production demands more from the professional of the public sector. On his view, such differences generate variability on the service composition, and on average, results beyond the expectancy.

Lara and Gosling (2014) claim that there are concepts and methodologies from the relationship marketing that can be transported from the private sector and applied to the public sector in a way to improve the relationship between government and citizens. The authors Frutuoso and Porsionato (2016) assert that marketing on the public sector is an effective tool from social programs divulgation directed to several classes of the population, capable of spreading services that the community looks forward in a determined space of time, aiming public welfare. For these authors, the importance of using marketing tools on the promotion of social programs lead to the knowledge of the population the existent programs in which the citizen has rights and enables the implantation of new programs that lessen social problems; for this it is necessary to develop good disclosure marketing on social networks, folders, radio, newspapers, and official press. The authors remember that the role of marketing in a public organ is similar to the one in a commercial sector, i.e., establish the necessities of several audiences, develop adequate products and services, organize their distributions and effective communication, as well as reach the objective of satisfying the client.

Bueno (2009) argues that the organizations engage themselves in forming an identity, working on the way they want to be seen and perceived, but not necessarily the identity will have relation to the image - or the images, and the organization's reputations. This author also exposes that the identity of an organization can be understood as the organization's "personality" because it is intrinsically related to culture and global management process, encompassing the managing philosophy, technical or innovate competence (BUENO, 2009).

On the same perspective, Santos (2006) emphasizes that the brands have personalities that are attributed by the users. The author claims that the HEIs also have personality, because they seek for the personalities' identification of the undergraduates with a determined HEI brand, and several times, it is responsible for the demand of this institutions and its prestige on the market. On reference to the functions expected from the institution, Sá-Chaves (2007), highlights that there are two main functions. Firstly, there is the formation related to citizens and to the process of development on the course of life. Secondly, there is the production and diffusion of knowledge, based on the investigation, which aims to promote the

process of seeking for understanding and intelligibility of the reality that surrounds the individuals. Thus, it searches for knowing the self in the complex individuality and in the collectivity, forged on the several relations undertook with the world, which is at the same full of fascination and of a certain inaccessibility to the full understanding.

Santos (2006) claims that private HEIs exercise influence of their "brands" and perceptions, that courses and careers are products and their valorization by the market aims to be the main objective. He adds that schools became clients of publicity and advertisement companies and all the means and ways of communication disposed by the agencies on the capturing and maintain students and on the seek for an image of excellence along with the society.

Yet, according to Santos (2006), HEIs' brands are worked by publicity presenting associations of pedagogical excellence, efficacy on the professional formation and guarantee of insertion on the job market. Besides these values, collateral aspects are highlighted, such as technological resources, amenities on the conviviality on the campus, the possibility of establishing new friendship bolds and/or a professional network.

Seeking for institutional quality, Chapelo (2007; 2011), states that the objective of the brand management at a HEI is to clarify the reason of institution existence, as well as its position, communicating competitive advantages, highlighting its reputation and increasing its awareness.

To clarify the reason of the existence of the institution, Chevalier (2007, p. 123) states that "the identity of a brand refers to the capacity of a brand being recognized as unique overtime, without confusing, due to the elements that individualize it". The goal of the campaign analyzed on this study was to clarify and fortify the correct use of the nomenclature in order to not be confused with any other institution and, mainly, to obtain the advantages of the "name/brand" of its maintainer, which was already nationally renowned.

Fortifying the name by an identity marketing campaign can be proved by Machado (2011,p.35), when the author mentions that the "identity of an organization is expressed by the name, brand logo, slogan/motto, people, products, services, installments, uniforms and other pieces that provide visibility and that are created and communicate to several audiences".

To identify and communicate the competitive advantages of an institution it may resort to a brand and/or name that appeal to the audience. According to the American Marketing Association (AMA, 2017), a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers".

All institution has an image that can be positive or negative, and according to Bueno (2009), the image contemplates the mental representation of an organization, that can be built both individually and collectively, in contribution with the individual perceptions and the perceptions experienced with the organization. The author also points out that this image has cognitive, affective and evaluative characteristics, which may result in a misinterpretation of the identity of the organization, where these negative or erroneous results can be worked through marketing campaigns which will emphasize and communicate its positive side.

According to Pinho's (1990) perspective "the job of the institutional communication aims to develop a personality, enabling its divulgation as a whole and in itself". Thus, the image will always be in construction, and it is perceived that there is no final formula, because institutional communication is responsible for the construction and formatting of an intended image and a strong and positive image, which aims to conquer the credibility and reliability of the concerned audience.

The image of an organization is its greater heritage. It is the perception that its different audiences have on their products and services and about its structure. "The cares with image and identity are determiners to the creation or maintenance of a good reputation of any organization" (BITTENCOURT, 2009, p. 28).

According to Brum (1994, p.21) "the internal audience has to be worked in order to have conditions to transfer to the external audience everything that the company better has and that is being improved in terms of process and products", because of the reflex that a good internal image provides the best engagement of everybody. From everybody's engagement in the identity marketing campaign, it is possible to enable the own internal audience to help in the divulgation and promotion of the correct use of the nomenclature and on lead this.

Based on Bueno (2009) apud Uchôa (2014) there are some considerations to be done about the intended image, the real image, and the self-image; highlighting that the first one is about the reading or interpretation that an organization would like to receive from people, groups or society as a whole; the real image, in contraposition, is the one that effectively it is had about her; the self-image is associated with the image of an organization constituted by its internal audiences.

Finally, Bueno (2009) is concerned about the last aspect considered on the formation of the triad identity/image/reputation, which permeates the eternal debate about perception and reality in the relation organization x audience that interests it. The author claims that reputation is an organizational

representation more solid, even that such an image is a fruit of a perception and mental synthesis, encompassing the characteristic of being an organization reading clearer and deeper. Image and reputation are elements that are concerned with the manner the institution is perceived, and the organization cultivates the eager of both being positive.

So, in agreement with Frutuoso e Porsionato (2016), it is claimed that it is necessary to demonstrate the use of the marketing tool to inform the population about the social programs in their cities, and when they need some physical or social support, they can have this support and governmental programs. For the authors, it is possible the training of the collaborators on the public sector, related to planning, researching and implementing projects that are the fundamental basis that cannot be missed. Although, it is necessary a public marketing more efficient that leads to the local population's knowledge the social programs existents and stimulates the implantation of new projects desired by the community.

## METHODOLOGY

The current article used essentially quantitative procedures with a quantitative analysis approach and had as research field the unit of a public university located in a city in the interior of the State.

The research can be considered a study case, which had as objective to verify and to diagnose if the campaign of an identity project contributed to the visual identity and to the image of an institution.

The research was applied to servers and students of the analysis unit, and still to the residents of the city where the unit is located. The study case is "a research study that focuses on the dynamics understanding, present in a unique environment" (EISENHARDT, 1989, p. 534).

For the data collection, it was used a structured questionnaire, with open and closed questions, applied to 91 servers and 67 students, and yet, it was performed an interview with the person in charge of the identity campaign of the unit; finally, it was applied a questionnaire to 200 residents from the city where the university takes place. About the choice of the residents, it was selected a diverse profile, including both sexes, age, profession, social class, and diverse residence places.

The appliance of this tool was performed in the dependences of the institution, and in the residence of the citizens during the period of April 15th, 2014 to May 30th, 2014, in order to cover all the sampling.

Regarding the data analysis, a quantitative method was adopted to analyze the objective and numeric data based on the frequency of the occurrence. This method enhanced that all collected data were

codified in numerical categories, showing the situation of the specific moment or a period. After, the qualitative method was applied to analyze subjective data about the meaning of the phenomena, codifying, presenting them in a more structuralized manner and submitting them to appreciation and interpretation.

The phenomena interpretation “deepens the knowledge of reality because it explains the reason, the because of stuff” (GIL, 2010, p.28).

On the next section, results obtained from the internal and external public from the unit of analysis will be presented.

## DATA ANALYSIS AND RESEARCH FINDINGS

It was considered the view of the external and internal community for the analysis of the results. The results found by the application of the survey to servers and students, the interview with the person in charge of the campaign configurated the internal view. The external view about the university’s images was configurated by the survey applied to citizens in the city where the unit is installed.

### Internal Community’s view

In order to verify the internal community’s view, an interview was conducted with the campaign coordinator. The goal was to reach the intended image of the Higher Education Center. According to Bueno (2009), the intended image is about the reading or representation that an organization would like to deserve from people, groups or the society (UCHOA, 2014).

When questioned about the reasons that lead to the installation of a campus from the federal university in the city, the campaign coordinator stated that the Center is inserted inside the interiorization process of public higher education, aiming to develop the region and to promote advances in economic, social and cultural areas. She also points out that there are integration actions being developed by part of the educational unit from this city to students, educational administrative technicians and professors feel increasingly part of the institution.

From that matter, the coordinator’s opinion is in accordance with 66,7% of the servers that took part on the research, who mentioned the “regional development” as a “critic or suggestion” in relation to this center. The conception of regional and cultural development tied to the insertion of a federal university in a determined environment is stated by Barrichello (2001), who affirms that this agreement by stating that society discovered the universities, with comprehensiveness in different areas of knowledge can assist on the solution of specific problems, including in the development of the region where it is inserted.

The interviewee added that the identity campaign was the main identity action developed through the eight years of the campus in the city. Following with her considerations about the identity campaign, there is the intuit of the action to integrate the internal community of both centers with the Federal University headquarter, since most servers from the headquarter did not recognize the Higher Education Center as an integrant part of the Federal University. There was also the contribution of other actions developed on the campaign’s behalf, by the communication department with the support of the institutional site, Facebook and internal mailing, in which the fact of the center belongs to the Federal University is always emphasized.

Aware of the gathering of the intended image by the Higher Education Center, it aimed to verify the self-image of this universe, based on the concept used by Bueno (2009), in which the self-image is associated to the image of an organization constituted by its audience.

Questioned about the meaning of the federal university’s abbreviation, the internal audience answered that they knew its meaning (92,3% of the servers and 73,1% of the students). As a counterpoint, it was verified that 26,9% of the students who took part in the research were not aware of this information, as well as 7,7% of the servers also ignored the meaning.

When 67 students who took part in the study were questioned “ Do you have any knowledge about the identity campaign? When you are asked about where do you study, how do you usually answer?”. The answers aimed to portrait what students think about the campaign, although they still use the abbreviation of the Higher Education Center when questioned about where they study. By crossing the two mentioned questions, it was observed that 20 students (29,9% of the interviewees) know about the campaign, but do not use to answer the use the abbreviation of the Higher Education Center when asked about the place they study in. Five students (7,5%) who do not have any knowledge of the campaign answered equally. Thirty-one students (46,3%) answered that they had already heard about the campaign, but do not have much knowledge about it, and answered both ways in an equivalent manner (using the abbreviation from the Higher Education Center and the abbreviation from the Federal University). Eleven students (16,4%) answered that they usually claim they study at the federal university and never heard of the identity campaign.

Analyzing the context of the presented numbers, it can be verified that the campaign reached a satisfactory repercussion, however, there is still a lot to be worked on the awareness in order to reach the intended results along with the students. It is important to evince that the student body, although students are the essence of the institution, is the more floating fraction on the institution, demanding that the

objectives of the campaign are reinforced continually with the public.

To the question “When you are asked about where (Higher Education Center or Federal University) do you work, what do you usually answer?”, from 91 public servers who answered the survey, 87 answered that they work at the Federal University and only 4 answered that they work at the Higher Education Center. When questioned about the campaign, 87 replied that the identity campaign showed results in the way of mentioning the workplace. The results confirmed the speech of the executive secretary regarding the good results the campaign reached among the internal public of the institution. When students were asked about how they usually answer when asked about where they study, 59,8% answered they study at the Federal University, 31,4% usually say that they study at the Higher Education Center and 8,7% mention both names. Considering the answers, it seems accurate to affirm that the identity campaign had an influence on the manner the interviewees referred to the place they place where they study or work. It was also verified that in certain moments, the interviewees comment they start using the abbreviation of the federal university more frequently after the campaign, as a way of awareness about the institution they belong to.

Another question on the survey, in order to verify the differences/similarities existents to refer to the Federal University and the Agricultural School, was “Are the Federal University and the Agricultural School the same institution?”. To this question, only 26% of the students answered positively and 72% of the servers replied that the Agricultural School belongs to the university. In the face of this situation, it is necessary to elucidate more about the organizational structure of the university.

Regarding the server’s knowledge in relation to the difference between the Agricultural School and a campus, both located in the same city, it is believed that a great amount of the servers is aware of this, excepted some newly appointed ones. Another interesting data is that many of them did not know the federal university is represented by two teaching units in the same city; the campus and the agricultural school. Therefore, it is enhanced the importance of using the denomination of the Higher Education Center along with the Federal University to define which unit is being referred to.

For the purpose of ascertaining if the server use in the signature on the work/place e-mail, and in affirmative case, how the Federal University is mentioned, it was verified that fifty-four servers (61,6%) mention the federal university in their signatures by using the terms “Federal University and city”, mentioning their workplace using Federal University before North Higher Education Center. Also, 68% of the students who answered the research

do not use to have any signature referring to the university.

On the survey instrument, the internal public was questioned to point out some criticism or suggestion to the federal university located in the city where the researched was conduct and from this question, several manifestations occurred.

In the group of the servers who were interviewed, 10 of them (11,15%) feel the necessity that the campus is visually identified because they believe this is flawed and does not help on the identity formation of the federal university. Eight participants of this group also mentioned they are not satisfied with the manner the communication between the campus and the headquarter of the federal university is made. Another highlighted point was the lack of material to the shift, lack of classrooms lack of equipment for using on the labs, among other questions pointed out by servers (20,7%) and students (18,4%)

This analysis pointed out how the self-image of the federal university, in the unit where the study was conducted, is perceived by the academic community, and as most of the servers took part in this research it is possible to consider the answer as an illustration of a major thought in this group. In relation to students, the results indicate the thought about only part of the group, because most of them did not take part in the study. By the end of the analysis, the presented results reaffirmed the idea of the interviewee by demonstrating that carrying out an identity campaign presented positive results to the internal public of the campus in the city where the study was conducted, although there are some points that still need awareness to be reached.

Among the topics pointed out as flawed by the interviewed public, some refer to the integrant part of identity formation of an institution. Machado (2001) states that the identity of an organization is expressed by its name, slogan, services, uniforms and other pieces that give visibility and are communicated to its several audiences (UCHÓA, 2014). Thus, when 10 interviewed servers claim spontaneously that the explanation of the visual identity of the campus is flawed, it is detected a lapse on the formation of this visual identity.

In relation to the findings of the results from the identity campaign by the executive secretary, she states that there was some progress, since the written and spoken media, in exception some cases, no longer uses the Higher Education Center’s abbreviation to refer to the campus/unit. She enhanced that, although the process is slow, some objectives were already reached, both with the internal and external public.

When asked about her aspirations in relation to the concept she would like the academic community had, she claims that “the federal university is here to develop the region, to produce scientific and cultural knowledge, we should be of integrity, each one must do

his/her part to be a powerful, transparent and responsible center for development". This speech agrees with the concept of institutional identity, because as Bueno (2009) presents the organizations engage themselves to construct and form their identity (how they want to be seen, perceived), and the aspirations mentioned corroborate with the idealization of a possible organizational identity, in other words, the essential part of the institution.

Concerning the idealization of the intended image by the campus where she works, it is possible to notice a relation with the formation of an organizational identity, verified in the fact that the interviewee mentioned objectives and future accomplishments that remit to the formation of the institution's "personality". This aspiration comes in the sense of forming a positive image of the campus where the research was conducted, aiming that this can add to the reputation of the federal university integrally.

The image of an institution translates its identity, its mission and its culture (RIBEIRO E BASTOS, 2015, p. 02), so, one of the parts of the identity is a construction credited to the participants who define the mission, the objectives and institutional values established.

Another fraction refers to the external audience's perception in relation to the objectives, mission, and the institution own values. From this mix, appears the image that represents the institution. The construction of the image is a slow process, which is gradually built in the collective memory, reinforced by the repetition of divulgation of the quality and the results presented by the institution.

The image that the internal public has of the institution where they belong to is crucial to the formation of the external institutional image in the organizational context since the direct employees of some organizations tend to reproduce outside the workplace everything they think and live in the organization they are part of. Performing a general overview of the results, it is considered that the self-image of the federal university located in the city where the study was conducted is favorable, and the identity campaign contributed in a timely manner to the formation of this overview, since the servers and the students recognized the conquered advances. Those that are not fully aware demonstrate to be more attentive to the manner they refer to the workplace or study giving emphasis they belong to a federal university, even that the campus is in a different city.

There is also some of the participants who do not see themselves fully integrated to the federal university yet, mainly regarding the servers, being the feeling from mishaps that still need to be rectified, with difficulties in the efficiency of bureaucratic formalities from the institution. These disagreements mainly occur when is necessary to contact the headquarter, considering that most of the times, the servers from the

campus outside the headquarters do not feel renowned as equals by their coworkers that are directly connected to the headquarter of the federal university.

In relation to students, in a general overview, what can be determined is that they have full consciousness of the place where they are inserted, in the sense, they are part of the federal university. Data from the survey indicate they have knowledge about the differences between the agricultural school and the North Center of Higher Education, and because of the identity campaign, they are more engaged and propense to use the term referring to the Federal University to refer to the Higher Education Institution.

On the sequence of the analysis of the intended image and institutional self-image of the Federal University where the study was conducted, the analysis if the real image of the institution stated. For this, it was used the concept of the real image by Bueno (2009), who says that it is in contraposition to the intended image of an institution, because on the contrary of what it seeks for, the real image is the one that is had effectively about it (UCHÔA, 2014).

#### **External community's view**

In order to verify, in an indicator's format, what the campus of the federal university represents to the local population, a survey was applied to two hundred citizens of the place. About the interviewee's profiles, the questions propose themselves to form a profile for the interviewees about sex, age, profession, incomes and for how long they have been living in the city. The questions about the image of the federal campus that composed the research were following it, along with the considerations.

When questioned about the first university that they made a mental reference, 80,9% of the researched citizens answered that they remember the biggest private university; the Federal University was mentioned by 10,1% and the Higher Education Center by 2,5%. The results corroborated with the exposed by the executive-secretary interviewed and responsible for the campaign, when she exposes the justifications for the creation of an identity campaign, which was originated from the observation that several students from high school and the community, in general, do not have an effective enlightenment that the Higher Education Center is a unit/campus of the Federal University, which offers public, free of charge and good college education.

In answer to the question "What does the abbreviation stand for?", 29,6% of the interviewees answered that it refers to the Federal University abbreviation as it was a Federal University installed in the city, and 39,4 % remembered of the Higher Education Center. This data determines that an expressive amount of the interviewed citizens does not have known that the Higher Education Center is a unit

from the Federal University; it also reflects that the researched population has knowledge that there is a federal university located in the city.

Other data collected portrait that 86% of the researched citizens state that they have already known about the existence of the Higher Education Center, but they do not mention the knowledge that the center/campus is part of the Federal University. In the following step of the research, 61% answered that the Higher Education Center is part of the Federal University, which is a controversial answer if most of the participants do not see a relation between the Higher Education Center and the Federal University. This situation can be explained because the question about what the Higher Education Center was, was a closed question and multiple choices were offered to the participants.

Due to the previous questions that have mentioned repeatedly the abbreviations of the Federal University, the one from the Higher Education Center and the one from the Federal University, the participants can have answered that the Higher Education Center is part of the Federal University by deduction, a fact that came out in virtue of the fact that in other answers the Higher Education Center is considered a university, instead of being mentioned as a unit of the Federal University.

Another question presented was in relation to the course offered by the Federal University in the city where the research was conducted, clarifying that 12% of the interviewees had knowledge about all the them, 18,5% did not know any of them, 59,5% knew only a few of them and 10% did not know that the university had a unit in the city. Analyzing accurately the results, it is verified that the well-known courses are the older ones from the Higher Education Center, being the Journalism course referred in 26,6% of the answers, Agronomy in 25,7% and Forest Engineer in 17,3%.

The age range demonstrated that the research responding external audience between 20 to 29 is the one who has more knowledge about the Higher Education Center. This finding can be analyzed as the light of fact that the audience in this age range involves itself more, directly or indirectly, to the campus, by actions performed by the Higher Education Center and also by the approximation that they have with college students from the Federal University campus where the research was conducted, since some of the participants pointed out that they came to know the Federal University by acquaintances who were connected to the campus.

In the academic context, it can be considered a positive result a Final Course Paper wrote by a former student from the Journalism course, which had as objective to reach the image that this campus possess and the results obtained by the identity campaign

promoted by the consulting project between the internal and the external public to the institution analyzed that substantiated the results and analysis in this article.

## FINAL CONSIDERATIONS

In the view of the presented data and the interpretation in their analysis, it was concluded that there is a knowledge referent to the presence of a Federal University in the city, although there is not a total recognition the Higher Education Center is a unit of this Federal University. This negative aspect is an issue that needs to be well worked in relation to the institutional image of the campus where the research was carried out. On the other hand, it is understood that a marketing campaign of this nature takes around five years to reach its goal, so the results are still occurring. The actions of the campaign are still happening, emphasizing the name of the Federal University on the promotion of accessing or re-accessing on official social media, all sorts of events, folders, flyers, and official correspondence,

By the application of the identity campaign, it was possible to evince some of the intended results. The first of them is that local and regional press, by the awareness from the campaign, started using the name of the Federal University to refer to the Higher Education Center, instead of using the initials of the center they had commonly used before. The internal public also changed the way of referring to the place they work/study, adopting the name of the Federal University to designate it.

It is highlighted as a positive aspect that on March 16th, 2016 it was published the first resolution that transformed the Higher Education Center in the city where the study was conducted on campus in the structural organization of the Federal University, changing the nomenclature denomination. This name's change facilitates the understanding that the higher education center belonged to a Federal University. So, this research is still valid, because the organizational structure is the same, only altering the Higher Education Center to campus. Despite the changing of the nomenclature, it is observed that many people still use the abbreviation of the higher education center. It is believed that people are used the abbreviation, but as the time passes it is expected to overcome this gap.

As academic contribution by concluding the study's analysis, it is necessary to differentiate the terms identity, image, and reputation, in order to clarify the basis of this paper: identity is the personality of the organization, it represents what the organization really is, in this research it was considered the own identity campaign; image is how the organizations are perceived, in this study it was seen by the subjects of the research, but not necessarily how the organizations

are; reputation is what organizations construct over time (UCHÔA, 2014).

So, in this case, reputation is the concept, the prestigious that internal and external public thinks about the researched institution. Bueno (2009) points out that there are some concepts of image and reputation, as well one as corporative identity ones, which are a little fluid occasioning the use of them as synonyms, showing the complexity that causes their confused and inadequate use.

Bueno (2009) illustrates that it is not possible to confuse the concepts of image, reputation, and identity on efforts undertaken on the affirmation of an institution to its public. In the view of this, it is not enough that an institution is seen in a favorable way into its community, because it needs to bring solid and concrete results to the objective it is designated. Bringing such concepts to the reality of the campus of the researched Federal University and to the identity campaign, it is not possible to question the benefits that the campus provides. A corroborating example, as a matter of illustration, is the fact that 1.500 students have the opportunity of seizing public, good and free of charge higher education. The identity campaign came across people's yearnings in such way that the pioneers that dreamed about bringing a Federal University's campus to a region that needed it, also verified the lack and the importance of forming a positive institutional image of the campus.

Despite being recent, the unit where the research was conducted has been already being instituted bringing along a legacy of a pioneer national institution, the fruit of a legacy that dared to open border on higher education by being the first federal university implanted out of the Brazilian's state capitals or in the surroundings. In the face of this, the importance of an well-developed marketing identity campaign, as well as efforts to multiply the results that were already achieved, it is crucially important to establish in the region the same vanguard pillars that proportionated for the federal university that was object in this study its foundation on the 60's and continue prospering until nowadays.

The actions developed in this case serve as indicators to fulfill any identity gap of a public or private institution, mainly concerning the public managers in relation to the marketing deficit. The case presented can be used as well succeed example of a public institution that had to make a marketing effort to be recognized in a time/space along with its clients. The public provision of services done by organizations that work with all management tools used in the private sector will have the organization's objectives reached with full success. Such an effort will be perceived by its clients.

As obstacles in this study, the own difficult that public institutions must use marketing is highlighted, because they need to face budget shortages

and the own legislation to inhibit marketing practices in public organs. Therefore, the main difficulty to the study is that there are rare cases of using marketing such as of this federal university in this unit.

For forthcoming studies, it is suggested that other identity researches are carried out in the same unit of analysis, in order to verify the perception of the regional community concerning its image and reputation.

At last, it is believed that the case presented can be used as a well-succeed example of a public institution that had the chance to perform a marketing effort to be recognized in a period along with its clients.

The public provision of services performed by an organization that works with all management tools provided by the private sector will have the organization's objectives reached with full success. Such an effort will be perceived by its clients. The actions developed in this case serve as indicators to fulfill any identity gap of a public or private institution, mainly concerning the public managers in relation to the marketing deficit.

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