

Applying IMC and PENCILS Framework: Marketing Communication Strategy for Customer Retention in Local Coffee Shop

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ABSTRACT

This study aims to analyze the conventional marketing communication strategy implemented by Kedai 20 Kopi Karawang in maintaining customer loyalty. Using a qualitative descriptive approach, data were collected through in-depth interviews with five informants (owner, manager, marketing staff, barista, cashier), observation, and documentation. The findings indicate that Kedai 20 Kopi applies Integrated Marketing Communication (IMC) principles by integrating personal message strategies and conventional media with digital channels. The PENCILS concept (Publications, Events, News, Community Involvement, Identity Tools, Lobbying, Social Investment) is utilized to enhance brand image and emotional closeness with customers. The Four Step model (Fact Finding, Planning, Communication, Evaluation) is implemented systematically in planning and evaluating marketing strategies. Supporting factors include a solid team, strategic location, and community support, while constraints include limited resources, high competition, and challenges in maintaining message consistency. This research contributes to the development of marketing communication science, particularly regarding the integration of conventional and digital strategies in the coffee shop industry

Keywords: Marketing Communication, Customer Loyalty, Integrated Marketing Communication, PENCILS, Coffee Shop

I. INTRODUCTION

The coffee industry in Indonesia continues to show significant growth from year to year. Based on data from the Central Statistics Agency (2023), national coffee production reached 774.6 thousand tons in 2022, with domestic consumption also increasing along with changes in people's lifestyles. This phenomenon is supported by the proliferation of coffee shops emerging not only in large cities but also in regions, including Karawang. In increasingly fierce competition, the ability to maintain customers becomes key to business sustainability (Kotler & Keller, 2016).

Kedai 20 Kopi Karawang, operating since February 2024, is one of the business actors in this field. Located in a strategic area near offices and educational institutions, this shop has relatively large market potential. However, amid competition with other coffee brands that have been established longer, efforts to maintain customers present their own challenges. According to previous research by (Nur Fatah & Pudjo Santosa, 2023), integrated marketing communication strategies play an important role in increasing customer loyalty in coffee shop businesses.

Effective marketing communication not only aims to attract new customers but also to maintain long-term relationships with existing customers (Dr. Silviani & Darus, 2021). Through the Integrated Marketing Communication (IMC) approach, companies can convey consistent messages through various communication channels, thereby strengthening brand image and increasing customer loyalty (Septiani Rosdiana et al., 2024).

Based on this description, this research was conducted to analyze the marketing communication strategy implemented by Kedai 20 Kopi Karawang in maintaining customers. By understanding the strategies used, it is hoped that a comprehensive picture can be obtained regarding efforts to maintain customer loyalty amid increasingly fierce coffee business competition.

II. LITERATURE REVIEW

A. *Integrated Marketing Communication (IMC)*

IMC is a strategic business process used to plan, develop, execute, and evaluate the coordination, measurement, and persuasion of brand communication programs over time with consumers, customers, prospects, and other relevant targets, both internal and external audiences (Schultz and Schultz, 1998 in Rinaldi, 2021). IMC is built on three pillars: audience-focused, channel-centered, and result-driven (Rinaldi, 2021).

B. *PENCILS Concept in Marketing Communication*

PENCILS concept encompasses Publications, Events, News, Community Involvement, Identity Tools, Lobbying, and Social Investment. This concept provides a comprehensive framework for companies to build positive images and closeness with customers through varied and integrated activities.

C. *Four Step Model in Communication Planning*

The Four Step model includes Fact Finding, Planning, Communication, and Evaluation. This model provides a systematic framework for planning, implementing, and evaluating marketing communication strategies to ensure effectiveness and sustainability.

D. *Previous Research on Coffee Shop Marketing*

Previous research shows that coffee shops can effectively use integrated marketing strategies to maintain customer loyalty. Research by (Lengkey Samuel et al., 2022) shows that marketing communication strategies including advertising, sales promotion, personal selling, and word of mouth can effectively maintain customer loyalty in coffee shops

III. RESEARCH METHODOLOGY

This research uses a qualitative method with a descriptive approach. This method was chosen because this research aims to understand thoroughly a particular phenomenon, namely the marketing communication strategy of Kedai 20 Kopi in maintaining customers. Data were collected through in-depth interviews with five informants (owner, manager, marketing staff, barista, cashier), participatory observation, and documentation study.

Informant selection was done through purposive sampling technique, considering their involvement in the communication process and interaction with

customers. Data analysis followed the Miles and Huberman model which includes data reduction, data display, and conclusion drawing. Data validity was ensured through source triangulation by comparing observation results with interview results and related documents.

IV. RESULT AND DISCUSSION

A. Implementation of IMC Principles in Building Customer Loyalty

The research findings reveal that Kedai 20 Kopi implements IMC principles through a sophisticated integration of personal message strategies across both conventional and digital media channels. This integrated approach reflects the three pillars of IMC as identified by Schultz and Schultz (1998): audience-focused, channel-centered, and result-driven strategies.

1. **Audience Focused Strategy:** The owner, Frans, emphasized the importance of understanding local customer preferences: "Having lived in Karawang for a long time, I understand the tastes and habits of people here. We focus on physical presence and personal touch because that's what builds genuine connections with our customers." This approach aligns with Rinaldi's (2021) concept of audience focused IMC, where communication strategies are tailored to specific audience characteristics and preferences.
2. **Multi Channel Integration:** The manager, Adan, explained the channel-centered approach: "We maintain conventional methods despite the digital era because direct interaction has more noticeable impact. Customers return not just for the coffee, but for the personal relationships they build here." This demonstrates what Rinaldi (2021) describes as channel-centered IMC, where various communication channels are integrated to create a harmonious relationship with target audiences.
3. **Personalized Communication:** The barista, Naufal, shared his experience: "As a barista, I feel my role is like the front line. Every morning when we open, I look forward not just to coffee orders, but to small conversations with regular customers. Many regular customers whose orders I've memorized - some want extra shots, some want extra ice. These small things make them feel special." This personal approach creates what Kotler and Keller (2016) identify as emotional branding, crucial for service businesses like coffee shops.
4. **Digital Conventional Synergy:** Fauziah, the marketing staff, highlighted the integration: "My work has two sides handling TikTok and Instagram content that requires creativity and speed, while also maintaining

conventional strategies that are more personal for our customers. Digital content attracts attention and wide reach, but what makes customers keep coming back is their direct experience at the shop." This synergy between digital and conventional channels exemplifies what Nur Fatah and Pudjo Santosa (2023) found as essential for modern coffee shop marketing.

B. Utilization of PENCILS Concept in Enhancing Brand Image

The implementation of PENCILS concept at Kedai 20 Kopi demonstrates a comprehensive approach to building brand image and customer relationships through seven interconnected elements.

1. **Strategic Publications:** The owner explained their publication strategy: "We implement almost all PENCILS elements, adjusted to our capacity as a local shop. Publications are realized through aesthetically designed menus with clear prices, and simple but memorable loyalty stamp cards." This aligns with Kotler and Keller's (2016) emphasis on consistent visual branding in marketing communications.
2. **Event Marketing Excellence:** The manager detailed their event strategy: "We've organized small events with K-pop fans. Nothing extravagant, just gatherings that create a family atmosphere. During special days like Valentine's or Independence Day, we give special promotions to create atmosphere." This approach supports Tjiptono's (2016) findings that event marketing significantly enhances customer engagement and loyalty.
3. **Integrated News Distribution:** The marketing staff described their news dissemination: "News about new menus or promotions is usually delivered through Instagram or directly telling customers who come. For example, when there's a new menu or trending coffee story, we share it. So they feel updated." This integrated news distribution reflects Fill's (2013) concept of integrated marketing communications.
4. **Community Involvement Strategy:** The manager emphasized community engagement: "Community involvement is visible in events like community gatherings. We collaborate with K-pop communities or reading clubs, providing space for them to gather with special packages. They get a place, we get a new family - win-win solution." This community-focused approach aligns with what Septiani Rosdiana et al. (2024) identified as crucial for building customer loyalty in creative industries.

5. Identity Tools Consistency: The barista highlighted brand consistency: "Identity tools from uniforms to cups with consistent designs make us easy for customers to remember. Everything from staff uniforms to cup designs that are consistent makes it easy for customers to recognize and remember us." This consistency in identity tools supports Kotler and Keller's (2016) assertion that strong brand identity builds competitive advantage.
6. Strategic Lobbying Efforts: The owner discussed relationship building: "Lobbying is more about maintaining good relations with surrounding shop owners or other communities. We maintain silaturahmi (relationships) so we can support each other. For small events, we can help each other." This reflects Tjiptono's (2016) concept of relationship marketing in local business contexts.
7. Social Investment Initiatives: The cashier shared their social activities: "Social investment like when sharing free coffee or donations, customers appreciate it and respect us more. Small social investments create positive perceptions that we're not just profit-oriented." This aligns with corporate social responsibility concepts that enhance brand image (Kotler & Keller, 2016).

C. Systematic Implementation of Four Step Model

The research findings demonstrate that Kedai 20 Kopi implements the Four Step model in a natural yet systematic manner, creating a continuous cycle of improvement in their marketing communication strategies.

1. Comprehensive Fact Finding: The owner described their research process: "Fact Finding is done by gathering information first. Our methods are very simple talking directly with customers, observing trends on social media, or monitoring competitors. From there, we learn what the market is interested in." This approach reflects Miles and Huberman's (2014) emphasis on data collection as foundation for qualitative research.
2. Strategic Planning Process: The manager explained their planning system: "Planning involves discussing with the team after obtaining data. For example, 'Okay, next month we'll try to organize a small event or launch a new menu.' We determine the targets, timing, and who will implement." This structured planning aligns with Berger's (2013) Planning Theory that emphasizes hierarchical cognitive processes in strategy development.
3. Integrated Communication Execution: The marketing staff detailed implementation: "Communication is the execution stage. All plans are

implemented. Promotions are spread through Instagram, information is given directly to customers who come, or through stamp cards. The key is consistent messaging, both online and offline." This integrated approach supports Luttrell's (2015) Circular Model of SoMe that emphasizes consistent messaging across platforms.

4. Continuous Evaluation System: The barista shared their evaluation methods: "Evaluation is done by monitoring results. We look at visitor numbers, direct feedback from customers, or sales. If something doesn't fit, we evaluate and improve for the next strategy. Essentially, the process keeps rotating try, see results, evaluate, improve." This continuous improvement cycle reflects what Sugiyono (2021) identifies as essential for qualitative research and business development.

D. Supporting and Inhibiting Factors in Strategy Implementation

The research identified several critical factors that either support or hinder the implementation of marketing communication strategies at Kedai 20 Kopi.

1. Supporting Factors:

- a. Team Cohesion and Shared Vision: The owner emphasized: "The most noticeable supporting factor is having a solid team with one vision. They understand our concept and execution in the field goes smoothly." This aligns with Rinaldi's (2021) finding that organizational alignment is crucial for successful IMC implementation.
- b. Strategic Location Advantage: Located near campuses and offices provides natural customer flow, supporting what Kotler and Keller (2016) identify as location strategy in retail marketing.
- c. Community Support System: Strong relationships with local communities create organic word-of-mouth marketing, consistent with Fill's (2013) concepts of community relations in marketing.

2. Inhibiting Factors:

- a. Resource Limitations: The owner acknowledged: "Our resources are limited our budget isn't huge, so we have to find cheap but memorable ways." This challenge reflects common constraints faced by small businesses identified by Nur Fatah and Pudjo Santosa (2023).
- b. Intense Market Competition: The manager noted: "Competition in Karawang is fierce - competitors are many and all creative. We have to

keep thinking, 'What else can we differentiate?'" This aligns with Kotler and Keller's (2016) analysis of competitive markets.

- c. Consistency Maintenance Challenges: The marketing staff highlighted: "Maintaining consistency in social media is very challenging. Creating continuously active and attractive content every day requires extra effort, especially since we lack a dedicated team." This supports Luttrell's (2015) findings about social media management challenges.

E. Theoretical Integration and Practical Implications

The research findings reveal significant theoretical implications and practical applications for marketing communication in the coffee shop industry.

1. IMC Theory Application: The successful implementation of IMC principles at Kedai 20 Kopi demonstrates how small businesses can effectively integrate conventional and digital strategies, supporting Rinaldi's (2021) assertion that IMC is adaptable to various business scales.
2. PENCILS Framework Validation: The effective utilization of all seven PENCILS elements provides empirical support for the framework's applicability in creative service industries, particularly for businesses with limited resources.
3. Four Step Model Adaptation: The natural yet systematic implementation of the Four Step model shows how theoretical frameworks can be adapted to fit small business contexts without formalized business processes.

Practical Industry Applications:

1. For coffee shop owners: The research provides a blueprint for integrating personal interactions with digital marketing
2. For marketing practitioners: Demonstrates the importance of maintaining brand consistency across channels
3. For local businesses: Shows how community engagement can be leveraged as competitive advantage
4. For service industries: Highlights the critical role of staff-customer interactions in building loyalty

This comprehensive analysis demonstrates that Kedai 20 Kopi's marketing communication strategy represents an effective integration of theoretical principles

with practical execution, offering valuable insights for both academic understanding and industry practice in the competitive coffee shop sector.

V. CONCLUSION

This study concludes that Kedai 20 Kopi Karawang has effectively implemented Integrated Marketing Communication (IMC) principles by integrating personal message strategies and conventional and digital media. The PENCILS concept is utilized to build a positive image and emotional closeness with customers. The Four Step model is applied systematically in planning and evaluating marketing communication strategies. Supporting factors include a solid team and strategic location, while constraints include limited resources and high competition. This research provides practical implications for coffee shop business actors in designing effective marketing communication strategies to maintain customer loyalty.

For further research, it is recommended to involve more diverse coffee shop business samples and use mixed methods to obtain more comprehensive data. Additionally, the effectiveness measurement of marketing communication strategies can be done more quantitatively to assess the impact on business performance.

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