

Analysis of Integrated Marketing Communication (IMC) Strategy in Increasing Market Share: Case Study of Selingkar Yogyakarta

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ABSTRACT

This research aims to provide valuable guidance for marketing practitioners and product developers in developing appropriate and effective IMC strategies. So this research can encourage increased awareness, acceptance and adoption of literacy education products in Selingkar. In this research, descriptive qualitative data collection techniques were used, as well as the data collection process through observation, interviews and documentation. The source of this research is the founder of Selingkar and marketing officer of Selingkar. The research results show that Selingkar has implemented an integrated IMC strategy, including advertising, direct marketing, sales promotion, personal sales, sponsorship, word of mouth, public relations and social media marketing which have an impact on *market share*. However, the application of IMC is still limited to technology. Additionally, this integration helps manage marketing budgets more effectively and allows for more accurate measurement of campaign results.

Keywords: Integrated Marketing Communication, Market Share, Marketing Strategy.

INTRODUCTION

The development of the business world today is very tight, indirectly creating competition between companies. The success of a company in marketing its products or services in a competitive world depends on how the company makes its marketing system effective. In the strategy of anticipating competition, companies are increasingly oriented towards competitive advantage by using technology that is increasingly productive, efficient and able to consistently guarantee the superior quality of their products and services. By carrying out various communication strategy activities, a company can inform target consumers about the function of the products they sell, because without communication, customers and potential customers will have difficulty finding out about the existence of the products or services provided. Communication activities that have the aim of marketing this product are also called marketing communications or better known as *integrated marketing communications (IMC)*.

Market competition in the current era has accelerated advances in information technology, especially in the marketing context. It cannot be denied that the progress that has occurred in the marketing process covers all components with a special focus on communication roles. Positive relationships between companies and consumers can be created through communication because this can be an effective and efficient means of advertising products and services (Oktaviani & Sunardiansyah 2021) and that is why the concept of Integrated Marketing Communication (IMC) is relevant. Market competition is quite varied, making IMC the most effective tool in managing the way companies communicate with customers as a form of building long-term relationships. IMC is an approach that combines various marketing communication tools, including advertising, sales promotion, direct marketing, personal selling, sponsorship, word of mouth, public relations, and social media, in order to create an integrated and cohesive message to the target audience (Teguh et al., 2020).

One industry that has grown rapidly in recent years is the educational course institution industry. Course institutions are non-formal educational institutions organized by individuals and by the government, with the aim of providing people with more knowledge and skills. According to data obtained from the Indonesian Directorate of Course Development and Training, in 2015 there were 19,139 educational course institutions, of which 139 or

0.73 % of institutions had international standards, 1,271 or 6.64% of institutions had national educational standards, 2,044 or Of the 10.68% of institutions with minimum service standards, 15,685 or 81.95% are pioneer institutions. Based on this data, 6,610 are individually owned institutions. Consisting of 4 students from elementary school to college. High school students occupy the top position with 45.51% of the total, followed by junior high school students at 22.97%, elementary school students at 17.84%, and master's/doctoral students at 10.11%.

One of the guidance institutions that is experiencing tight competition is Selingkar, which was founded in 2019 and received a legal operational permit in 2020. Selingkar is an educational platform that focuses on literacy as a foundation for learning knowledge designed for everyone, including children and families. With a focus on education for children aged 7-14 years, by providing a number of different literacy products, starting from basic literacy classes, drawing classes, little genius classes, holiday classes, and other classes held online and offline. The unique concept of each class is that it carries the theme of story telling. So each class is packed with interactive stories that are always different.

This research will analyze the Integrated Marketing Communication strategy for marketing and introducing Selingkar products. Based on information provided by the Owner of Selingkar, in the past few months in 2023 the number of participants taking part in the literacy class products provided by Selingkar experienced erratic ups and downs every month, namely in January there were 39 participants, February 14 participants, and from March to June ranged from 32-23 participants. The decline in the number of Selingkar participants occurred due to limited marketing reach and a lack of promotional strategies being implemented. So many participants did not understand the existence of literacy products provided by Selingkar.

IMC can function as a bridge to overcome limitations in the reach and understanding of these literacy products. IMC strategies can help create messages that are tailored to local characteristics and values , thus providing greater attraction for consumers to engage in literacy education. Implementing this strategy is very important in encouraging the level of customer loyalty towards purchasing products or services (Oktaviani & Sunardiansyah 2021). However, implementing IMC in the context of literacy education in Selingkar is not a simple matter. Technological advances , increasingly diverse ways of communicating, and a wide mix of communication media are challenges that may arise. This results in consumer complexity, diversity of consumer preferences, and limitations on available resources. Therefore, research aimed at analyzing how IMC strategies can help increase the market share of literacy education products in Selingkar is very important.

Literature Review

Marketing strategy

Kotler and Armstrong (2012), emphasize that marketing strategy is the fundamental reason or marketing logic that business units use to achieve their marketing goals. Because each type of program influences demand uniquely, businesses can use multiple marketing programs simultaneously, such as advertising, customer relations, sales promotions, personal selling or product development.

Integrated Marketing Communication (IMC)

IMC is a concept where companies combine and coordinate various communication channels to convey firm, consistent and persuasive messages about their products and organizations (Kotler and Armstrong; 2005). The elements of the IMC promotional mix, often referred to as the marketing communications mix or promotion mix, now consist of a variety of things, including advertising, direct selling, sales promotion, public relations, social media and website/internet marketing, personal selling, sponsorship, word of mouth.

Market Share

Market share is a comparison of the sales volume, both in number of units and monetary value, owned by a company or industry compared to the total sales volume in the market (Kotler & Amstorg , 2013). Therefore, a company's efforts to increase market share must be focused on attracting and motivating existing customers to continue buying its products, as well as preventing them from switching to competitors' products.

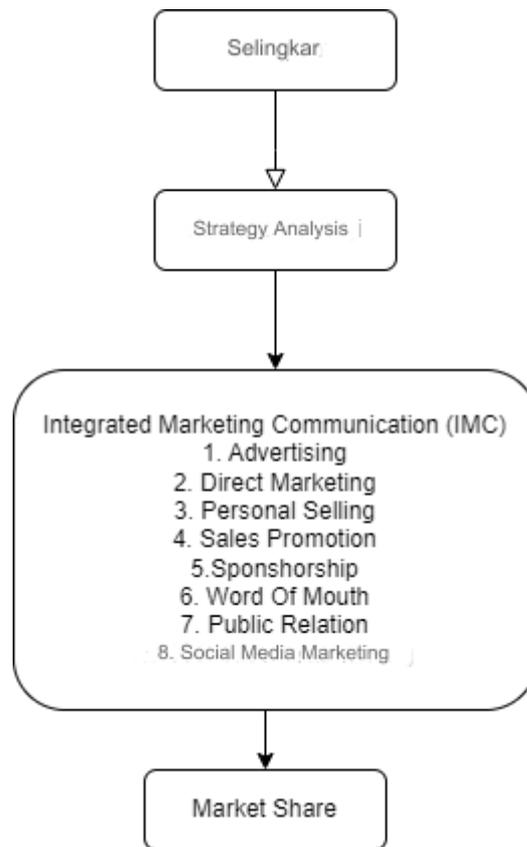


Figure 1. Thinking Framework

METHOD

In this research, a qualitative method was used with a descriptive research type, with the aim of providing information on understanding how a particular phenomenon or event could occur. This research analyzes *the Integrated Marketing Communication* used by Selingkar to increase market share . In this research, we adopted data collection methods through observation, interviews, and supported by documentation. Interviews act as a tool in obtaining research data, while observations are carried out to directly observe the strategies implemented by Selingkar, and are supported by documentation.

The data analysis technique used is According to Miles and Huberman (1992), data analysis involves three simultaneous processes: data reduction, data processing, and data analysis for conclusions. The informants selected in the research were based on the fact that the informants had company data, had knowledge of the problem, and had the authority to provide accurate data and detailed information owned by the company. The informants for this research are the owner or founder of Selingkar, marketing officer of Selingkar, and additional interviews with Selingkar customers.

RESEARCH RESULTS AND DISCUSSION

marketing communication process implemented by Selingkar has been implemented since the company was founded. This is done to introduce the product to customers and try to reach the market. According to the Co-Founder of Selingkar, developing market share and maintaining it is not easy. The large number of competitors and lack of interest in literacy education is one of the reasons Selingkar implements an effective marketing communications process. The forms of marketing communication activities (IMC) implemented by Selingkar are advertising, direct marketing, sponsorship, personal selling, word of mouth, public relations and internet marketing.

a. Advertising (*Advertising*)

Selingkar's advertising activities mostly use the ads advertising system on the Facebook and Instagram marketplaces which are integrated directly via the website <https://famili.selingkar.com>. The advertising creation system is carried out by looking for problems faced by customers and then finding solutions that can be used as advertisements through their products. The advertising creation system is also carried out through customer analysis by distributing questionnaires to find problems and then highlighting product themes that can overcome the problems faced by Selingkar customers. Through the data obtained during the interview, it was explained that *"The implementation of Selingkar advertising is always based on the results of problems obtained from survey results, then we shape it into an advertisement that is connected to the Selingkar website ..."* (Niken, PIC Marketing). The Selingkar website itself contains information about products, shops that can be visited related to the product, information about the Selingkar call center. This is in line with what Lovelock, Wirtz, and Mussry (2011:208) explained about marketing using websites to increase customer awareness and interest, provide information, facilitate communication, enable orders, and evaluate the success of the latest advertising or promotional campaigns.

The form of advertising provided by Selingkar is in the form of posters or videos. Posters or videos distributed by Selingkar have the aim of promoting Selingkar Literacy products. Where the posters or videos created have achievements in conveying messages related to products tailored to Selingkar's target market. The content of the advertisement places more emphasis on innovative elements that make the advertisement attract the attention and desires of potential new customers. In distributing advertisements, appropriate matrix analysis is also carried out so that the advertisements launched reach target consumers. *"The process of creating advertisements is also adjusted to a matrix that can reach target consumers from around the world"* (Hafid, Marketing). This is in line with the opinion expressed by Kotler and Keller (2007:204-205) that advertising uses various media, including print and broadcast advertisements, posters and leaflets, audiovisual materials, symbols and logos.

b. Direct Marketing (*Direct Marketing*)

Another integrated marketing communication strategy implemented by Selingkar is direct marketing which is carried out by providing the latest Selingkar literacy product information to customers. Communication is carried out using data that Selingkar has collected and via telephone contact. In this direct marketing, Selingkar offers new products or other existing products via telephone or WhatsApp. The direct marketing process carried out does not force customers, it only provides information if there are new literacy products. Selingkar also provides a catalog of the products they offer. This allows consumers to search for information about products more easily and decide which products suit their interests. Apart from that, direct marketing by Selingkar also involves direct visits to various events or institutions, such as schools. The aim is to collaborate and introduce Selingkar products to more people. In this way, they expand their market reach and establish closer connections with the literacy and education community. *"Direct marketing method by contacting directly via WhatsApp telephone according to the existing database and visiting agencies or bazaars"* (Niken, Pic Marketing). This is in line with Philip Kotler's (2007) idea that there are four important elements in direct marketing, namely: direct messages, databases, direct responses, and follow-up. Overall, this direct marketing strategy is an integral part of IMC Selingkar's larger efforts, helping them maintain strong relationships with customers while continuing to introduce engaging literacy products.

c. Sales Promotion

Another communication strategy that is also implemented by Selingkar is sales promotion with discounts in the form of discounts for first-time buyers and giving vouchers for several literacy products during the promotional period. This strategy is carried out as an effort to attract consumer interest. Based on the results of the interview, it was revealed that *"Every product we release, we usually offer discounts and vouchers for the first purchase. There are also special prices for Selingkar membership . (Niken, Pic Marketing)."* Sales promotion activities carried out by Selingkar can help companies in promotional activities to attract consumers' interest in using Selingkar products or services, because sales promotion is a form of propaganda through incentives given to stimulate purchases of the products or services offered.

d. Personal Selling

The personal selling used by Selingkar is making direct visits to schools or taking part in bazaar events to offer literacy products. The aim is to find out directly the characteristics of each potential customer to determine the approach to be used . Based on the results of the interview, it was found that *"Individual sales activities carried out by Selingkar are by going directly to meet consumers in the hope of seeing directly what their problems and concerns are, so that they use the right approach to provide product offers"* (Maya, Owner of Selingkar). *Personal selling* carried out by Selingkar is part of a marketing communications approach that can provide information or messages well because personal selling is personal selling where you have face-to-face relationships with various potential buyers to sell the goods and services you offer, answer customer questions, and taking orders (Yulianto Rachmat Tri, 2020). In facing industrial market competition, Selingkar also implements discount promotions and special discounts on certain products and on certain days. The aim is to attract the interest of customers and potential customers.

e. Sponsorship

Sponsorship is one form of their important contribution in building brand image and increasing visibility. Sponsorship is a component of an integrated marketing communications strategy, where a company forms a partnership with a special event or activity and provides financial support in exchange for including their brand, logo or advertising message (Rimayanti, 2019). Collaboration with the Sarang Building art gallery is a concrete example of this initiative. In collaboration with art galleries, Selingkar holds various classes that combine art and literacy. Based on an interview which revealed that *" Selingkar collaborates with the Sarang Building art gallery by holding mask classes and painting classes, where in these activities Selingkar participates in promoting and providing materials"* (Maya, Owner Selingkar). For example, mask classes and painting classes, where Selingkar not only promotes the art gallery but also provides learning materials. The positive impact obtained is increasing customer awareness of Selingkar. Many participants who previously only knew about art galleries now also know about Selingkar. They started asking questions and understanding more about what Selingkar had to offer.

f. Word Of Mouth

Word of Mouth (WOM) is also an important part of Selingkar's IMC strategy. They focus more on implementing it on customers who have become loyal customers. These customers volunteered to become brand ambassadors, spreading information about Selingkar products to others. Thus, Selingkar leveraged the power of word-of-mouth recommendations to expand its market reach and increase its popularity. According to the interview results, *"Selingkar has not implemented the Word Of Mouth strategy directly, but this happened independently by Selingkar consumers who invited family or friends to join"* (H afid, Marketing).

Customer loyalty is one of the valuable assets in carrying out their marketing strategy. Word of Mouth (WOM) is very influential because the information obtained is considered realistic and real, and people have a tendency to trust products or places they hear about from friends or family compared to information through advertising. This can influence consumers' attitudes towards purchasing certain products. In an interview, he stated, *" While taking classes with Selingkar, I was very satisfied with the service provided, "The material is very clear and the material continues to be updated every session, so the process for submitting claims is fast and good"* (Manda, Consumer). The positive experience gained by consumers makes *Word of Mouth* (WOM) not only a producer-consumer relationship, but also confronts consumers with their social environment or relationships.

g. *Public Relations*

Based on information from informants, Selingkar does not have a public relations division, but the public relations function is still carried out by providing evaluations of public behavior, identifying class activity processes and program research that can be accepted and understood by customers. Apart from that, Selingkar also maintains good relationships with customers, thus providing a positive image impact for Selingkar. This statement is strengthened by confirmation from Clarista & Wijaya (2021) who argue that public relations is the art of creating good public relations and understanding, so that people can believe in something. company.

h. *Social Media Marketing*

The social media marketing implemented by Selingkar focuses on four main social media channels, namely Instagram, TikTok, Facebook, Youtube, WhatsApp. In the implementation process, Selingkar provides the latest product information by providing regular content that is integrated through all social media. Social media has developed into a popular strategic tool for promoting and arousing consumer interest (Azizah N, 2018), apart from that, Selingkar also provides tips and tricks in the process. learning with the aim of providing education to customers so that they will be interested in taking part in the class program being held. Based on the results of the interview obtained "*Selingkar focuses on four main social media, namely Instagram, TikTok, WhatsApp, Facebook by providing regular content every week related to classes or tips and tricks for parents*" (Niken, Pic Marketing). With the use of social media networks, we can obtain technological improvements, wider market segmentation, especially in the field of social media, which offers various facilities that enable people to carry out daily activities or virtual marketing without being limited in terms of space and time (Agianto et al. al, 2020). The use of social media is also able to form branding or brand image (Farida and Azizah, 2019).

Discussion

Integration and alignment between marketing channels is the main pillar in the business strategy of companies like Selingkar in the modern business era. When we understand this concept in depth, we can see how crucial its role is in achieving success. In this context, marketing channels refer to the diverse means that companies use to reach customers, including physical channels such as stores and digital channels such as websites, social media, and e-commerce. Marketing channel integration includes the coordination and synchronization of all these channels. The goal is to create a uniform experience for customers across platforms. Selingkar uses Ads ads on the Facebook and Instagram platforms which are integrated directly with the Selingkar website. This creates harmony between online advertising and the information sources obtained by consumers. The Selingkar website also provides information on products, outlets and call center contacts who can be contacted directly via telephone or WhatsApp. Through this contact, there is integration between customer data and direct contact to help convey product information more effectively and personally. Through this integration, customers will get the same information and create positive relationships.

One of the main benefits of channel integration is cost savings. By managing stock, inventory and logistics efficiently through integrated channels, companies can avoid unnecessary costs. This also opens up opportunities for cross-selling and up-selling, which can increase revenue by selling additional products or more advanced versions to existing customers. Furthermore, channel integration improves customer experience. Customers can easily switch between different channels without feeling confused or uncomfortable. This creates a seamless and satisfying experience, which in turn can increase customer loyalty. However, to achieve successful channel integration, Selingkar needs to invest in appropriate technology. Advanced CRM software, data analytics, and API integration are essential tools in achieving this goal. SEO integration by publishing scheduled articles will help companies carry out branding, because integrated SEO will make Google searches easier. Strong communication between departments within the company is also key to carrying out effective integration. Additionally, it is also important to achieve alignment between channels in marketing messages and strategies. This includes aspects such as branding, promotional messages, and product pricing that must be consistent across channels. This alignment builds customer trust and helps them feel connected to the brand.

When there is integration in IMC's marketing strategy, Selingkar works hard to ensure that their brand message is consistent across all communication channels. This means the same message is delivered through

advertising, websites, social media, promotions and other channels. This has great benefits, namely building a strong and cohesive company reputation in the eyes of customers. With consistent messaging, customers are more likely to recognize and trust the Selingkar brand. This is an important step in building long-term customer loyalty. Apart from that, integration in the IMC strategy also helps in managing Selingkar's marketing budget. Without integration, companies may end up with overlapping marketing efforts, wasting valuable resources without satisfying results. Integration allows Selingkar to allocate budgets more effectively because communication channels work together to achieve the same goals. This can save costs and optimize resource use. In addition, integration also has an impact on measuring marketing campaign results. The integration allows Selingkar to better track the impact of various communication channels. Data from various channels can be integrated, allowing companies to measure ROI (Return on Investment) more accurately. This is important because it helps Selingkar understand which channels are most effective and identify areas for improvement.

The absence of integration in an IMC marketing strategy can have detrimental impacts. Inconsistent messaging across channels can confuse customers and reduce their trust in a brand. Additionally, without integration, there is a possibility of wasting resources, spending money on uncoordinated marketing efforts. Measuring campaign results also becomes difficult because it is difficult to track the contribution of each channel. In today's hyper-connected digital era, integration in an IMC marketing strategy has become almost a necessity. This allows companies to reach audiences in an efficient, consistent, and measurable way, which in turn can increase campaign success and overall business growth. Therefore, integration is Every IMC marketing strategy must consider this important component.

The strategy used to achieve a target in terms of sales from Selingkar is online and offline marketing targets. An online marketing package in the form of AdSense from Meta's launch application, namely: Facebook, Twitter, Instagram, WhatsApp. How these various types of social media are used to increase public knowledge about the existence of selingkar products and it cannot be avoided that social media is a place for mothers to visit. Nowadays, you spend your time or just communicate with other people and this will certainly make it much easier for you to surf the services or products you offer. Apart from that, with the offline influence here, Selingkar is trying to convince mothers to use Selingkar as a learning communication medium for their children because basically their main target consumers are children who want to learn to read but because these children are not yet able to read. When making a decision, the main target of this surfing is mothers who want their children to grow up in good educational settings. In general, these mothers are the ones who are able to make decisions about their children.

In an ever-changing and competitive world, achieving proper integration and alignment between marketing channels is no easy task. Companies must continually monitor and evaluate the performance of their channels, and be ready to pursue improvement opportunities. Overall, integration and alignment of marketing channels is a key component in modern marketing strategy. They help companies optimize operations, improve customer experiences, and achieve sustainable growth. By successfully managing marketing channels, companies like Selingkar can gain a strong competitive advantage in a competitive business market.

CONCLUSIONS

The implication of the IMC strategy analysis that has been carried out by Selingkar in an effort to increase the market share of literacy products is that they have succeeded in integrating various marketing communication channels quite well. Selingkar uses various forms of marketing communications such as advertising, direct marketing, personal selling, sponsorship, word of mouth, sales promotion public relations, and social media marketing. However, there are several limitations to be aware of. First, fluctuations in customer preferences can affect the achievement of market share targets. Second, although Selingkar carries out functions related to public relations, they do not have a special division for this. Lastly, investment in technology that supports better marketing channel integration is necessary. Therefore, it is recommended that Selingkar continue to improve message consistency, monitor changes in customer preferences, consider establishing a public relations division, and continue to improve technology integration to achieve the goal of greater market share. By overcoming these limitations, Selingkar can strengthen its position in the literacy market.

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