



Analysis of integrated marketing communication in strengthening brand image: comparative study of Ayam Bang Dava and Mang Katsu Brand under PT. Senang Gayang Lapar

¹*Syifa Nurrohmah, ²Arianis Chan, ³Zaenal Muttaqin

^{1,2,3}Universitas Padjadjaran, Sumedang

*correspondence email: syifa21004@mail.unpad.ac.id

Article Info	Abstract
<p>Keywords: Integrated Marketing Communication, Brand Image, Virtual Restaurant, Mixed Method, Comparative Analysis</p>	<p><i>This study examines two virtual restaurant brands—Ayam Bang Dava and Mang Katsu—as the research objects. This research offers a novel comparative analysis of Integrated Marketing Communication (IMC) strategies implemented by two brands operating under the same parent company within a shared cloud kitchen environment—a context that remains underexplored in existing academic literature. It aims to compare how each brand’s IMC strategies influence brand image across five dimensions (public relations, promotion, events, digital interaction, packaging). Employing a sequential exploratory mixed-methods design, qualitative data were gathered via interviews and observations, then quantitative data were collected through consumer questionnaires (purposive and accidental sampling). Qualitative findings were analyzed with the Miles and Huberman model; quantitative differences were tested using the Mann-Whitney U test. Results indicate significant inter-brand differences in promotional messages and media use ($p < 0.05$), digital personalization and dialogue quality ($p < 0.05$), and use of packaging for promotion ($p < 0.05$). In terms of brand image, credibility and visual recognition differed significantly ($p < 0.05$), as did personal, experiential, and economic benefits ($p < 0.05$). Practically, this study contributes to a deeper understanding of how differentiated IMC approaches within a unified operational structure can support brand development—particularly for emerging brands like Mang Katsu—while maintaining competitive parity in overall communication effectiveness ($p = 0.774$).</i></p>

1. INTRODUCTION

The food and beverage industry experienced a significant decline in sales during the Covid-19 pandemic, prompting a strategic transformation among businesses to adapt to digital platforms. During this period, the internet emerged as the dominant promotional channel, contributing to 71.74% of marketing efforts in 2020 (Salma & Rachmawati, 2022). The use of cloud kitchen models became a crucial response strategy because they provided operational efficiency, cost-effectiveness, and flexibility in service delivery (John, 2023; Mahendra, 2023). One such model, the multi-brand cloud kitchen concept, gained popularity as a scalable business model (Beniwal & Mathur, 2021) and was further reinforced by the



positive and significant relationship between social media usage and technology in cloud kitchens in Indonesia during the Covid-19 pandemic (Pramezwarly et al., 2021). Nevertheless, this model poses a challenge to brand differentiation because the presence of multiple brands within a single ecosystem may confuse consumers unless each brand effectively communicates its unique value proposition (Fridayani et al., 2021; Gupta & Lehmann, 2005).

To address this issue, businesses are increasingly implementing integrated marketing communication (IMC) strategies to maintain consistent brand messaging and establish clear brand identities (Hadi, 2023). When physical interaction is not possible in virtual restaurants, communication tactics rely heavily on digital channels such as social media, testimonials, and content-driven engagement (Chaffey and Ellis-Chadwick, 2016). IMC supports brand authenticity and helps to develop customer trust by using consistent, value-driven messaging that appeals to the target audience (Xu et al., 2022). Furthermore, because it influences customer perceptions, emotional ties, and long-term brand loyalty, IMC is critical in shaping brand image (Sampe & Tahalele, 2023; Prihananto et al., 2024).

In Indonesia, the lead of multibrand cloud kitchen runs by Hangry and Sagala. Each brand operates independently but under the same system, ensuring cost efficiency and streamlined operations. Sagala categorizes its brands into Main Brands—Ayam Bang Dava, Mang Katsu, Spicy Chicken Si Paman, and Bronson Wings—and Other Brands—Gyu Gyu Gank, Katanya Bento, Nasi Kulit Besok Lagi, and Es Kopi Bung Kus, redefining the way virtual restaurants operate in Indonesia. Sagala’s brands on Instagram and found notable differences in follower counts. Samples from Instagram and TikTok were taken—focusing only on Sagala’s main brands.

Table 1. Number of Followers of Sagala Brand

Brand	Followers Instagram	Followers Tiktok
Ayam Bang Dava	16.500	3.264
Mang Katsu	1.822	2.371
Spicy Chicken Si Paman	1.257	393
Bronson Wings	9.416	116

Source: Author (2024)

According to Table 1, Instagram shows Ayam Bang Dava and Bronson Wings as having the highest follower counts, whereas on TikTok, Ayam Bang Dava and Mang Katsu lead. This contrasts with online food delivery apps (GoFood, GrabFood, and ShopeeFood), where Ayam Bang Dava and Mang Katsu are the most popular. The study explores how Integrated Marketing Communication (IMC) strengthens the brand image of Sagala’s Multi-Brand Virtual Restaurant by comparing Ayam Bang Dava and Mang Katsu. The analysis seeks to explain the persistent gap in social-media followers despite both brands’ strong sales, offering strategic insights for business owners and marketers to optimize branding in this rapidly evolving sector. However, most IMC research has centered on traditional hospitality (Sari & Hadi, 2023), leaving a clear gap in understanding how archetype-driven communication tactics operate within multi-brand cloud kitchens. This study therefore aims to fill that gap by directly comparing Ayam Bang Dava’s and Mang Katsu’s IMC practices—

identifying which specific tactics reinforce each brand's image and how these differences account for their social-media following disparity.

2. LITERATURE REVIEW

Blakeman (2024) frames IMC as "relationship marketing" that prioritizes personalized, two-way exchanges to foster long-term loyalty. Kotler and Keller (2016) argue its true value lies in strategic planning—a comprehensive plan aligning all communication initiatives for consistent brand messaging—while Kotler and Armstrong (2018) stress coherent execution, coordinating each promotional tool into a unified mix. Prameswara's (2006) model, which covers public relations, promotion, events/experiences, digital interaction, and packaging, shows how individual IMC components contribute to brand equity but risks compartmentalizing activities without ensuring the relational depth or strategic coherence emphasized by Blakeman and Kotler & Keller. Thus, effective IMC in virtual contexts must balance relational intensity (Blakeman) and holistic integration (Kotler & Keller; Kotler & Armstrong) across Prameswara's dimensions to build a unified and engaging brand image. Public relations (PR) aims to build trust and manage strategic relationships with stakeholders. According to Keller (2020), good public relations concepts include transparency, responsiveness, and proactive stakeholder involvement, all of which are aligned with Arthur W. Page's basic beliefs. Discounts, contests, influencer collaborations, and limited-time offers are examples of promotional activities designed to pique interest and encourage experimentation. Event marketing facilitates experiential engagement by creating novel, immersive, and interactive brand experiences that strengthen emotional bonds with consumers (Setiawan et al., 2022; Tafesse, 2016). Social media marketing activities (SMMA) refer to brands using social media platforms as marketing channels to create two-way communication with consumers, aiming to gain more attention and foster consumer engagement by sharing content and disseminating information (Chang et al., 2015; Ebrahim, 2020 in Kuo & Chen, 2023). In this context, digital interaction—enabled through social media platforms, websites, and mobile applications—further supports real-time feedback, consumer participation, and personalization, thereby strengthening consumer-brand relationships (McDonald, 2022). Packaging, often considered a "silent advertiser," communicates brand identity and values through its design, durability, and innovation, and serves as an essential component of IMC (Azad & Masoumi, 2012; Celhay et al., 2020).

Integrated marketing communications (IMC) in digital spaces is now viewed as essential for building and protecting an online brand image. Contemporary studies emphasize that a coordinated, consistent message across digital channels (social media, email, search, influencers, etc.) strengthens brand equity in virtual environments (Qi et al., 2024). Consistency in messaging is repeatedly highlighted as crucial, that coherence and consistency in brand communications are "determining factors" for IMC success, anchoring campaigns in brand identity and thereby forging emotional consumer connections and higher brand value (Anita et al., 2023). In line with these theoretical claims, applied research shows that adding social media as a new IMC element tends to be more effective than traditional media for creating brand equity. In practice, digitally-empowered brands leverage IMC to actively engage consumers: they cultivate online communities and user-generated content,

and use data analytics to personalize content. McKinsey ([Broitman et al., 2021](#)) notes that digitally-native brands (“DNBs”) inherently have deep customer data and control, allowing them to tailor communications and build lasting relationships; they routinely treat customers as brand advocates, experimenting across channels (Instagram, TikTok, Spotify, etc.) and adapting content rapidly. These brands invest heavily in performance marketing and predictive analytics – testing channels continuously and using analytics to personalize “next-best” offers – which further reinforces a strong digital brand image.

By contrast, legacy “physical-first” brands entering digital channels draw on their offline heritage but must carefully align all media. In fact, industry data show that many online-born firms still invest in traditional media to signal credibility. For instance, [Thinkbox \(2021\)](#) reports that UK digital-native companies boosted TV ad spend by 37% (2019–2021) in order to build “mental real estate” – using TV’s trust and quality “signalling strengths” to support their virtual brand. At the same time, brick-and-mortar incumbents know that inconsistent online messaging can fragment their brand image. Recent work on tourism brands stresses that when digital and government channels proliferate, organizations “need to synchronize” all platforms so consumers receive a uniform message. Thus both kinds of brands face the same IMC imperative: telling a single, coherent brand story. In sum, the literature suggests that digital IMC – strategic use of integrated online channels – is key to image-building. What differs is *how*: social-media-native firms exploit new media and data-driven community tactics to craft their image, whereas traditional firms leverage existing brand equity and carefully “lockstep” their legacy identity into the digital mix.

A strong brand image is the result of consistent and favorable communication. [Kotler and Keller \(2012\)](#) describe brand image as the set of beliefs, ideas, and impressions that a consumer holds regarding a brand, shaped through experience and marketing efforts. [Keller \(2015\)](#) further emphasizes that positive brand image results from creating strong, favorable, and unique brand associations. Brand image consists of two core components: brand attributes and brand benefits. Brand attributes refer to the functional, emotional, or symbolic characteristics that define a brand’s identity and influence consumer decision-making ([Ab Hamid et al., 2023](#)). They encompass tangible and intangible features forming the cognitive/functional dimension of a brand, including infrastructure, services, and experiences ([Hanna & Rowley, 2011](#) in [Pasquinelli et al., 2022](#)). Brand attributes also include intangible benefits, consumption-influencing factors, and brand imagery aligned with consumer perceptions ([Bian & Yan, 2022](#); [Prados-Peña & Del Barrio-García, 2020](#)). Brand benefits encompass the value that consumers derive from a brand, including personal relevance, experiential satisfaction, symbolic meaning, and economic utility ([Bashir et al., 2020](#)). On the other hand, [Lin et al. \(2017\)](#) argue that “brand benefit refers to consumers’ perceptions of the brand based on what product attributes do for them.” In their study, [Dirgantari et al. \(2022\)](#) also emphasize that “there are factors that need to be improved so that brand benefits increase, namely social benefits.” This perspective complements the framework proposed by [Keller, Parameswaran, and Jacob \(2015\)](#), and supports the inclusion of social benefits as an additional indicator of brand benefits in the present study. IMC plays a vital role in shaping brand image by ensuring message consistency across all communication channels ([Theodora & Nadia, 2021](#)). Additionally, advertising and sales

promotions influence both brand image and awareness, especially when product information shared on social media aligns with consumer expectations and perceived quality (Ihzaturrahma & Kusumawati, 2021).

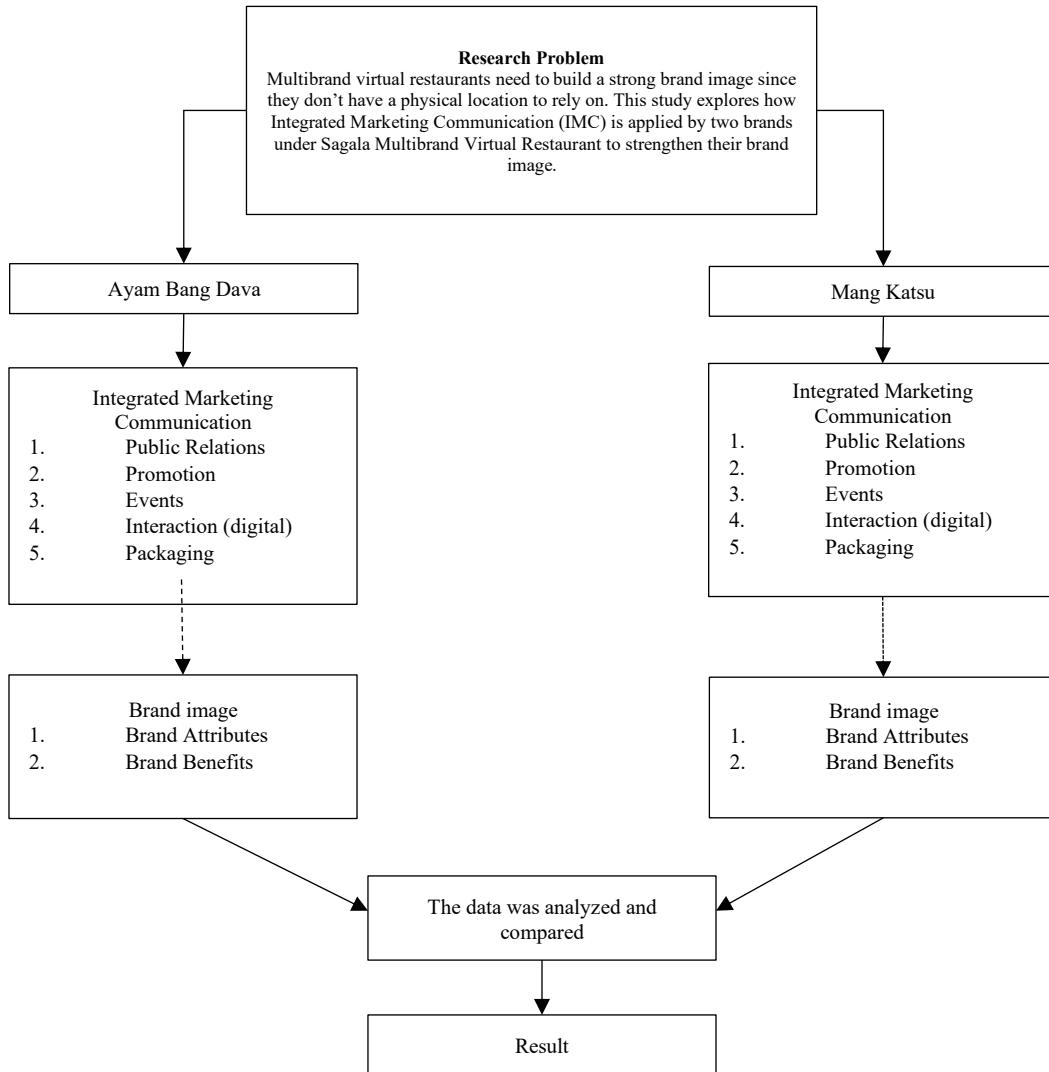


Figure 1. Conceptual Framework
 (Source: Author, 2024)

The rapid growth of cloud-kitchen models, known in Indonesia as multi-brand virtual restaurants requires operators to differentiate each sub-brand despite sharing the same corporate umbrella. PT Senang Ganyang Lapar (Sagala) exemplifies this trend, housing more than six virtual restaurant brands (39 outlets) under a single management. Among these, Ayam Bang Dava and Mang Katsu consistently lead in sales on Shopee Food, GrabFood, and GoFood, yet exhibit markedly different social-media followings. This study employs Integrated Marketing Communication (IMC) as the independent variable, operationalized according to Parameswara (2006) into five dimensions (Public Relations, Promotion, Events/Experiences, Digital Interaction, Packaging) to examine how each brand builds its own image. Brand image serves as the dependent variable and is measured by

Keller's (2012, 2015) dual components of brand associations: attributes (descriptive features) and benefits (functional, experiential, emotional, economic, and symbolic values). By adopting a comparative design, we analyze and contrast the IMC strategies of Ayam Bang Dava and Mang Katsu across multiple channels (social media, advertising, promotions) and assess their differential impacts on consumer perceptions. The framework thus links each IMC dimension to the strength of brand attributes and benefits, ultimately shaping a robust brand image in the minds of cloud-kitchen consumers.

3. RESEARCH METHOD

This study employs a comparative mixed-method approach using a sequential exploratory strategy, where the qualitative phase precedes and informs the quantitative phase. The study is designed to explore the implementation of Integrated Marketing Communication (IMC) strategies and their influence on brand image across two virtual restaurant brands, Ayam Bang Dava and Mang Katsu. The research is descriptive in nature and aims to identify and compare how each brand communicates with its audience across IMC dimensions and how these communications are perceived in terms of brand image. Data in this study are derived from both primary and secondary sources. Primary data are collected through semi-structured interviews with marketing communication personnel and through questionnaire surveys distributed to consumers of both brands. Secondary data are obtained from brand documents, digital platforms, company websites, and relevant scholarly literature. Informants for the interviews are selected using purposive sampling, targeting individuals directly involved in the strategic communication process. In contrast, the consumers are selected using accidental sampling, ensuring accessibility to individuals who have interacted with the brand and can provide firsthand responses.

The operationalization of variables is structured based on established theoretical frameworks. The independent variable, Integrated Marketing Communication, comprises five dimensions: public relations, promotion, events/experiences, digital interaction, and packaging (Parameswara, 2006; Kotler & Keller, 2016). The dependent variable, brand image, is divided into brand attributes and brand benefits, based on the model proposed by Keller (2015) and elaborated by Bian and Yan (2022) as well as Bashir et al. (2020). These dimensions and their indicators are further detailed in operational tables to ensure measurement consistency. Because the total population of cloud-kitchen users is unknown, we applied an iterative correlation-based formula (Chowdhury, 2005) to estimate the minimum N required for a two-tailed test at $\alpha = 0.05$ ($Z_{1-\alpha} = 1.645$), power = 95% ($Z_{1+\beta} = 1.645$), and a target correlation $\rho = 0.40$ (Guilford's "moderate" level):

$$U\rho = \frac{1}{2} \ln \left[\frac{1+\rho}{1-\rho} \right], N = \frac{(Z_{1-\alpha} + Z_{1+\beta})^2}{(U\rho)^2} + 3$$

1. Iteration 1 ($\rho = 0.40$):

$$U\rho = \frac{1}{2} \text{Ln} \left[\frac{1+0,40}{1-0,40} \right] = 0,4237, N = \frac{(1,645+1,645)^2}{(0,4237)^2} + 3 = 64,517/65 \text{ responden}$$

2. Iteration 2 (adjusting for finite N):

$$U\rho = \frac{1}{2} \text{Ln} \left[\frac{1+0,40}{1-0,40} \right] + \left[\frac{0,40}{2(65-1)} \right] = 0,4268, N = \frac{(1,645+1,645)^2}{(0,4268)^2} + 3 = 62,5 / 63$$

3. Iteration 3 (further refinement):

$$U\rho = \frac{1}{2} \text{Ln} \left[\frac{1+0,40}{1-0,40} \right] + \left[\frac{0,40}{2(63-1)} \right] = 0,4269, N = \frac{(1,645+1,645)^2}{(0,4269)^2} + 3 = 62,3935 / 63$$

Although successive iterations converged on $N \approx 63$, we round up to 65 respondents to safeguard against nonresponse and ensure robustness. We then recruited 65 respondents familiar with Ayam Bang Dava and 65 respondents familiar with Mang Katsu, yielding a total sample of 130 sized subgroups for balanced comparative analysis. This study employed non-probability purposive sampling (Sugiyono, 2019), selecting only respondents who met all of the following criteria: aged 18–55 years; had consumed Ayam Bang Dava or Mang Katsu at least once—and, more stringently, at least twice—in the past six months; were active users of social-media platforms (Instagram, Facebook, or TikTok) where both brands regularly promote; and lived in areas with Ayam Bang Dava and Mang Katsu outlets or otherwise had easy access to their products.

Subsequent to sampling, instrument validity was confirmed via corrected item–total correlations against critical r-values, and internal consistency was evaluated using Cronbach’s α , with all constructs meeting or exceeding the 0.70 threshold for exploratory research.

Table 2. Item-Total Correlations and Validity Decisions (Ayam Bang Dava, N = 72)

Item	R	R-Table	Validity
IMC1	0,3611068	0,235	Valid
IMC2	0,1520837	0,235	Not Valid
IMC3	0,3844765	0,235	Valid
IMC4	0,301558	0,235	Valid
IMC5	0,2603854	0,235	Valid
IMC6	0,258341	0,235	Valid
IMC7	0,3365501	0,235	Valid
IMC8	0,1635651	0,235	Not valid
IMC9	0,3248037	0,235	Valid
IMC10	0,4465829	0,235	Valid
IMC11	0,4824319	0,235	Valid
IMC12	0,3767786	0,235	Valid
IMC13	0,3023132	0,235	Valid
IMC14	0,5287402	0,235	Valid
IMC15	0,2907276	0,235	Valid
IMC16	0,3326246	0,235	Valid
IMC17	0,399689	0,235	Valid
IMC18	0,4165516	0,235	Valid
IMC19	0,4165516	0,235	Valid
IMC20	0,3606834	0,235	Valid
IMC21	0,2510233	0,235	Valid
IMC22	0,2096148	0,235	Not Valid

IMC23	0,3603613	0,235	Valid
IMC24	0,2207817	0,235	Not Valid
IMC25	0,4320858	0,235	Valid
IMC26	0,4052342	0,235	Valid
IMC27	0,2874857	0,235	Valid
IMC28	0,4058618	0,235	Valid
BI1	0,491963161	0,235	Valid
BI2	0,330960993	0,235	Valid
BI3	0,422880849	0,235	Valid
BI4	0,419795402	0,235	Valid
BI5	0,29816155	0,235	Valid
BI6	0,290403116	0,235	Valid
BI7	0,575547104	0,235	Valid
BI8	0,363166026	0,235	Valid
BI9	0,270093122	0,235	Valid
BI10	0,502937381	0,235	Valid
BI11	0,548122161	0,235	Valid
BI12	0,362626902	0,235	Valid
BI13	0,681092661	0,235	Valid
BI14	0,595310086	0,235	Valid

Source: Author (2024)

Internal consistency was assessed by computing Cronbach's α on the Ayam Bang Dava (ABD) sample, since all questionnaire items are identically worded and only differ by brand name. Table X shows that the 28-item IMC scale achieved $\alpha = 0.714$ and the 14-item Brand-Image scale $\alpha = 0.709$, both exceeding the conventional 0.70 threshold for exploratory research. These values indicate that the instrument is reliable for measuring communication and image constructs.

Table 3. Reliability Test

Variable	No. of Items	Cronbach's α
Integrated Marketing Communication	28	0.714
Brand Image	14	0.719

Source: Author (2024)

The analysis process integrates both qualitative and quantitative methods. Qualitative data are analyzed using the interactive model by Miles and Huberman, which includes data reduction, data display, and conclusion drawing. To ensure the validity of findings, triangulation is applied through cross-verification of interview results, documentation, and observations. The quantitative data are processed using descriptive comparative analysis and the Mann-Whitney U test, a non-parametric statistical method used to assess differences between the two independent groups, given the ordinal nature of data and non-normal distribution assumptions.

4. RESULT AND DISCUSSION

Ayam Bang Dava positions itself primarily on a psychological value, emphasizing that its food is "enak" (delicious). This focus on taste forms the core of its brand promise, where

consumers are seen as willing to pay a premium for satisfying quality. Alongside the taste, economic value, such as affordable pricing serves as a secondary layer, reinforcing that great taste justifies the cost. The brand aligns with "The Everyman" archetype, which is expressed through a sense of belonging (everyone has an equal chance to enjoy delicious food), friendliness (a warm and approachable tone), humility (letting the quality speak for itself), and honesty (acknowledging that while it may not be the cheapest, its taste is unmatched). The Everyman (or "ordinary person") archetype is characterized by friendliness, humility, and inclusivity. It closely aligns with the sincerity dimension of brand personality (e.g. honest, down-to-earth traits). Sincerity-oriented brand personalities (typical of Everyman) improve consumers' attitudes toward familiar, comforting foods (Feng and Motoki, 2024). Ganassali and Ganassali (2020) also note that archetype-driven stories enhance perceived warmth and quality, implying that Ayam Bang Dava's Everyman narrative would strengthen emotional bonds. Ayam Bang Dava has a multi-channel strategy that includes owned, paid, and earned media. Its owned channels, which include Instagram, TikTok, YouTube, Twitter, the corporate website, user databases, and aggregators, are utilized to maintain a consistent internal message with frequent updates, such as daily Instagram stories. Paid channels include Meta Ads, TikTok Ads, paid media placements, partnerships with key opinion leaders (KOLs) and influencers, paid promotions, free-for-all campaigns, and sponsorships. Meanwhile, earned media is produced through media coverage, product reviews, and user-generated content distribution.

Ayam Bang Dava's content approach is encapsulated in its umbrella communication concept, "Pesan yang Enak" (Delicious Message), which is based on three pillars. The first pillar, "Makan yang Enak" (Eat Deliciously), emphasizes the appealing presentation and seductive taste of its cuisine, with important messaging such as "ABD provides a worthwhile package that is delicious and filling, with sambal flavor that sticks." The second pillar, "Hidup yang Enak" (Living Deliciously), aims to integrate the brand with common lifestyle trends, demonstrating that it is appropriate for any occasion and may improve daily experiences. The third pillar, "Main yang Enak" (Play Deliciously), enables consumers to participate in challenges and interactive experiences, stressing the brand's presence in all activities and encouraging them to do new things. Collaborations with community groups, influencers, and key opinion leaders (KOLs) are among the activation techniques under these pillars, as is creative material such as buzz reviews, podcasts highlighting everyday concerns, and campus activities.

Mang Katsu has established an IMC strategy that not only emphasizes the taste of its katsu, but also creates a vibrant, modern brand identity. Mang Katsu uses the "The Jester" brand character, which represents a joyful, humorous, and optimistic demeanor. This archetype is consistent with the brand's voice and message: "We are here for a short time, not for a long time." "Let your hair down and begin living life." The brand's communication approach focuses on fostering good moments, happiness, laughing, and togetherness, while avoiding monotony and negativity. This approach is congruent with positioning theory: brands seeking to entertain and surprise their audience often adopt Jester elements, knowing that playful narratives foster strong emotional engagement. In effect, Mang Katsu's Jester persona helps it compete by promising customers not just food but a fun, spirited experience

(Merlo et al., 2023). Mang Katsu's business goal is to increase sales by raising brand awareness as a source of katsu that offers joy with each bite. Its strategy is based on three pillars and is centered around the communication topic "Nikmatnya #bikinnyengir". The first, "Product," focuses on disseminating product information, promotions, and new menu launches, emphasizing that its katsu is excellent, juicy, and comes with a variety of sambal alternatives, making it an adaptable everyday meal. The second pillar, "Lifestyle 2000s," focuses on Gen Z by incorporating new trends and cultural references, promoting Mang Katsu as a companion for daily activities. The third pillar, "Komedi Mamang," reflects the brand's lighthearted personality by engaging customers and inviting them to participate in entertaining tasks. This strategy's content ideas range from highlighting product taste and new promotions (captured in the tagline "Rasanya bikin nyengir") to leveraging trendy memes and daily humor ("Gayanya bikin nyengir") and creating interactive, entertaining segments ("Serunya bikin nyengir"). Activation strategies include regular influencer campaigns, collaborations with community initiatives, packaging partnerships, event sponsorships, pop-up booths, and creative projects with.

Table 4. Comparison IMC on Increasing BI Ayam Bang Dava and Mang Katsu

Dimension	Ayam Bang Dava	Mang Katsu
Brand Archetype	"The Everyman" – Emphasizes reliability, belonging, and simplicity	"The Jester" – Focuses on fun, playfulness, and a dynamic experience
Public Relations	Collaborations with regional communities (OMJ), influencers, and media buzzers to enhance brand awareness.	Establishing collaborations with influencers, communities, and comedians to strengthen brand identity.
Promotion	Engaging in menu collaborations with influencers, utilizing buzzer reviews, and offering exciting content campaigns.	Running regular influencer campaigns and FnF activations (targeting general consumers, offices, and communities) to boost product awareness.
Interaction	Partnering with Podkesmas for relevant storytelling, creating social content around youth culture (Nongkrong di Seko), and product collaborations (Rockmen jerseys).	Engaging consumers with thematic content around 2000s culture, humor-driven brand messaging, and collaborations with comedians for digital skits.
Event	Organizing community-driven activities like Independence Day competitions, school/campus activations, and FIFA gaming events to boost consumer engagement.	Enhancing brand presence through packaging collaborations, sponsorship of music/fashion events, and pop-up booth activations.
Packaging	Bold red packaging with the slogan "Talk Less, Eat More" to convey a reliable, straightforward image	Bright orange and blue packaging that reflects a fun, energetic personality, aligning with a playful tone

Source: Research Data, 2025

The matrix above illustrates the differences in how each brand approaches its integrated marketing communication strategy. Ayam Bang Dava, for instance, adopts the "Everyman" archetype, focusing on delivering a reliable and accessible dining experience. Collaborations with regional media and local influencers contribute to a strong local presence, as does in-house social media management, which assures continuous daily engagements. The brand's

promotional activities are targeted to provide attractive discounts and special menu items, while its event marketing focuses on small-scale community involvement like food festivals. Moreover, its striking red package and tagline "Talk Less, Eat More" highlight a strong, simple brand identity.

In contrast, Mang Katsu is associated with the "Jester" persona, which values joy, playfulness, and a dynamic experience. Its public relations strategy is distinguished by an organized customer service email system that provides timely responses, so contributing to a digitally responsive image. Although its social media material is controlled by freelancers, which may result in fewer posts, it prioritizes providing innovative and trend-driven content that appeals to a younger audience. As [Kreicbergs and Ščeuļovs \(2022\)](#) discuss, the Jester archetype is linked to playful and entertaining brand expressions, suggesting that Mang Katsu's lighthearted, humorous messaging can enhance its experiential appeal and symbolic positioning. Mang Katsu's marketing approach leverages partnerships with major online food delivery platforms to run seasonal and thematic campaigns, effectively capturing current trends and appealing to its target market. Furthermore, its involvement in large-scale events such as fashion and music festivals broadens its reach, while its bright orange and blue packaging underscores its upbeat and dynamic nature.

Table 5. Profile Respondent Brand Ayam Bang Dava

	Characteristic	Amount	Percentage (%)
Gender	Male	42	58,3%
	Female	30	41,7%
Age	17-25	49	68,05%
	26-35	23	31.94%

Source: Research Data, 2025

This table displays the demographic characteristics of respondents to the Ayam Bang Dava brand. In terms of gender, 58.3% of respondents are male (42 individuals) and 41.7% are female (30 individuals). The majority of respondents (68.05%) are in the 17-25 age bracket, showing a large presence of university students and young professionals, which matches with the brand's target market of Gen Z and Millennials, most of whom are students or early-career workers. Meanwhile, 31.94% are in the 26–35 age group, representing a segment of more established young professionals.

Table 6. Profil Respondent Brand Mang Katsu

	Characteristic	Amount	Percentage (%)
Gender	Male	29	42,6%
	Female	39	57,4%
Age	18-35	60	88,2%
	36-45	8	11,7%

Source: Research Data, 2025

This table presents the demographic characteristics of respondents for the Mang Katsu brand. Female respondents make up the majority at 57.4% (39 individuals), while males account for 42.6% (29 individuals). In terms of age, the dominant group is 18–35 years old,

comprising 88.2% of the respondents (60 individuals), which reflects the brand's focus on a target market consisting of university students and working adults. A smaller portion (11.7%) falls within the 36–45 age range, indicating some appeal to more mature consumers, though the brand primarily caters to a younger, urban demographic.

Table 7. Mann-Whitney U Test Results for IMC

Dimension	Indicator	Mann-Whitney U	Z-Score	Effect Side (r)	p-value	Conclusion
Public Relation	Tell the Truth	2379.5	-0.323	0.028	0.747	Not Significant
	Prove it with Action	2256.0	-0.877	0.075	0.381	Not Significant
	Listen to the Customer	2155.5	-1.376	0.116	0.169	Not Significant
	Manage for Tomorrow	2343.0	-.498	0.042	0.618	Not Significant
	Conduct Public Relations as if the Whole Company Depends on It	2252.5	-.925	0.078	0.355	Not Significant
	Remain Calm, Patient and Good-Humored	2240.5	-.956	0.081	0.339	Not Significant
Promotion	Promotional Messages	1995.5	-2.084	0.176	0.037	Significant
	Promotional Media	1762.0	-3.217	0.27	0.001	Significant
	Promotion Time	2280.5	-.774	0.065	0.439	Not Significant
	Promotion Frequency	2296.0	-.709	0.599	0.478	Not Significant
Event	High Audience Involvement	2202.0	-1.120	0.094	0.263	Not Significant
	Novelty	2256.5	-.884	0.075	0.377	Not Significant
	Experiential Richness	2418.0	-.145	0.079	0.884	Not Significant
	Spatial and Temporal Transiency	2181.0	-1.233	0.104	0.218	Not Significant
Interaction (Digital)	Level of Interaction Engagement	2404.0	-.205	0.017	0.837	Not Significant
	Personalization	1890.0	-2.566	0.217	0.010	Significant
	Feedback Responsiveness	2274.0	-.826	0.069	0.409	Not Significant
	Quality of Dialogue and Communication	1921.5	-2.475	0.209	0.013	Significant
	Innovation in Interaction	2407.5	-.190	0.016	0.850	Not Significant
Packaging	Great for Customer	2069.0	-1.767	0.149	0.077	Not Significant
	Packaging Endurance	2426.0	-.102	0.008	0.919	Not Significant
	Easy Distribution	2408.5	-.185	0.015	0.853	Not Significant
	Customer Promotion Through Packaging	1949.5	-2.376	0.208	0.018	Significant

Packaging Structure	2178.0	-1.278	0,108	0.201	Not Significant
Packaging as Silent Advertiser	2253.0	-.901	0,076	0.368	Not Significant
Diversity of Packaging	2082.00	-1.727	0,145	0.084	Not Significant
Clean and Healthy Packaging	2310.0	-.620	0,052	0.535	Not Significant
Innovation in Packaging	2118.5	-1.581	0,133	0.114	Not Significant

Note: Effect size (r) is calculated using the formula $r=Z/\sqrt{N}$, with $N = 140$ (72 ABD & 68 MK). Interpretations follow Cohen's guidelines: small (0.10), medium (0.30), large (0.50).

Source: Research Data, 2025

The analysis indicates that most Public Relations indicators—such as “Tell the Truth,” “Prove it with Action,” “Listen to the Customer,” “Manage for Tomorrow,” “Conduct Public Relations as if the Whole Company Depends on It,” and “Remain Calm, Patient and Good-Humored”—do not show significant differences between Ayam Bang Dava and Mang Katsu (all $p > .05$). This suggests that both brands implement similar core public relations principles, with comparable audience impact.

In the Promotion category, however, significant differences were found in “Promotional Messages” ($p = .037$, $r = 0.176$) and “Promotional Media” ($p = .001$, $r = .28$). While both brands actively use promotional tools, Mang Katsu's integration of thematic campaigns and wider platform coverage may explain its stronger performance in Promotional Media. Conversely, Ayam Bang Dava's message-driven promotions—particularly its consistency and straightforward tone—may offer unique strengths, despite being perceived slightly less impactful in media diversity. The effect sizes, ranging from small to approaching medium, imply that strategic differences exist, but with moderate practical implications. In the Event dimension, indicators like High Audience Involvement, Novelty, and Spatial and Temporal Transiency do not differ significantly (all $p > .05$), reflecting both brands' relatively balanced involvement in experiential marketing such as offline community or themed events.

Within Digital Interaction, “Personalization” ($p = .010$, $r = .22$) and “Quality of Dialogue and Communication” ($p = .013$, $r = .22$) are significantly different. These small-to-moderate effect sizes suggest that Mang Katsu's humorous and trend-based content slightly outperforms Ayam Bang Dava in personalization and engagement depth, although Ayam Bang Dava's more consistent and grounded tone may contribute to trust over time, even if less dynamic. In the Packaging dimension, “Customer Promotion Through Packaging” is the only indicator with significant difference ($p = .018$, $r = .21$). Mang Katsu's colorful, expressive design may draw more attention as a marketing tool, while Ayam Bang Dava's minimalistic, direct packaging aligns with its Everyman identity, fostering straightforward brand recognition.

Table 8. Mann-Whitney U Test Results for Brand Image

Dimension	Indicator	Mann-Whitney U	Z-Score	Effect Size (r)	p-value	Conclusion
Brand Attributes	Uniqueness	2128.0	-1.375	0,116	0.169	Not Significant
	Brand Credibility	1186.5	-5.923	0.500	<0.001	Significant
	Consumer Trust	2365.0	-.379	0.032	0.704	Not Significant
	Relevant of Brand	2398.0	-.066	0,005	0.948	Not Significant
	Visual Brand Recognition	1990.0	-2.203	0,186	0.028	Significant
	Consistency	2298.0	-.707	0,059	0.480	Not Significant
	Unique Personality	2288.5	-.736	0,062	0.462	Not Significant
Brand Benefits	Personal Value	1962.0	-2.250	0,190	0.024	Significant
	Functional benefits	2182.5	-.936	0,079	0.349	Not Significant
	Experiential Benefits	1875.5	-2.694	0,227	0.007	Significant
	Emotional benefits	2284.5	-.765	0,064	0.444	Not Significant
	Economic Benefits	1853.5	-2.833	0,239	0.005	Significant
	Symbolic benefits	2045.0	-1.887	0,159	0.059	Not Significant
	Good Product Impression	2393.5	-.257	0,021	0.797	Not Significant

Note: Effect size (r) is calculated using the formula $r = \frac{Z}{\sqrt{N}}$ with N = 140 (72 ABD & 68 MK). Interpretations follow Cohen's guidelines: small (0.10), medium (0.30), large (0.50).

Source: Research Data, 2025

In the Brand Attributes dimension, the Mann–Whitney U test reveals that only two indicators—Brand Credibility ($p < 0.001$, $r = 0.52$) and Visual Brand Recognition ($p = 0.028$, $r = 0.18$)—show statistically significant differences between groups. The large effect size for Brand Credibility highlights a substantial practical difference, suggesting that consumers strongly distinguish the trustworthiness of the two brands, with Ayam Bang Dava demonstrating greater perceived credibility. Meanwhile, the small effect size for Visual Recognition indicates a modest, yet relevant, difference in how visually identifiable each brand is—likely influenced by color schemes, logo consistency, and packaging simplicity. Other brand attributes—including Uniqueness ($p = 0.169$), Consumer Trust ($p = 0.704$), Brand Relevance ($p = 0.948$), Consistency ($p = 0.480$), and Unique Personality ($p = 0.462$)—did not exhibit significant differences (all $r < 0.10$), indicating minimal practical variation in these areas.

In the Brand Benefits category, significant differences were observed in Personal Value ($p = 0.024$, $r = 0.19$), Experiential Benefits ($p = 0.007$, $r = 0.23$), and Economic Benefits ($p = 0.005$, $r = 0.24$). These small-to-moderate effect sizes suggest that while differences exist, they are not extreme—pointing to practical yet manageable gaps in how consumers perceive each brand's emotional and economic relevance. In contrast, Functional Benefits ($p = 0.349$), Emotional Benefits ($p = 0.444$), and Good Product Impression ($p = 0.797$) did not differ significantly ($r < 0.10$), while Symbolic Benefits ($p = 0.059$) approached significance

but still had a small effect size. Taken together, these findings emphasize that Brand Credibility stands out as a major brand image differentiator, while Personal Value, Experiential, and Economic Benefits represent meaningful yet moderate distinctions that could be strategically enhanced to improve consumer perception.

Table 9. Mann-Whitney U Test Results In Aggregate Test Statistics^a

	IMC
Mann-Whitney U	2379.500
Wilcoxon W	5007.500
Z	-.287
Asymp. Sig. (2-tailed)	.774

a. Grouping Variable: Brand

Source: Research Data, 2025

The test yields a significance value (Asymp. Sig. 2-tailed) of 0.774, which is greater than the conventional threshold of 0.05. Based on the Mann-Whitney U test results, the significance value of 0.774 indicates that there is no statistically significant difference in IMC between the two brands being compared. The corresponding effect size ($r = 0.024$), confirms that the observed difference is negligible in magnitude. This means that respondents perceive the integrated marketing communication efforts of Ayam Bang Dava and Mang Katsu to be broadly equivalent in effectiveness, with no meaningful distinction in how each brand's IMC strategy influences consumer perception at the aggregate level. The practical implication is that both brands appear to perform similarly overall, although deeper insights may still be gleaned by examining individual IMC dimensions where more nuanced differences may emerge.

5. CONCLUSION

This research confirms that, while Ayam Bang Dava and Mang Katsu demonstrate equally strong aggregate IMC effectiveness (Mann-Whitney U, $p = 0.774$), each brand's communication tactics reflect its archetypal positioning. Ayam Bang Dava's "Everyman" approach yields higher brand credibility and visual recognition, aligning with Kotler and Keller's assertion that consistent messaging builds favorable brand associations (Kotler & Keller, 2012). Conversely, Mang Katsu's "Jester" persona excels in personalization and dialogue quality—findings that echo Xu et al.'s (2022) emphasis on authenticity and tailored digital engagement in fostering consumer trust. The significant distinctions in promotional media use and packaging as a promotional tool further support Theodora and Nadia's (2021) view that diversified, value-driven channels are essential for strengthening brand image. By applying IMC theory to the multi-brand cloud-kitchen context, this study extends existing literature on virtual-restaurant branding and demonstrates generalizable principles for digital-native F&B operators. Our findings suggest that aligning each sub-brand's IMC tactics with its narrative archetype not only enhances brand distinctiveness but also offers a replicable framework for other virtual-restaurant enterprises.

Drawing on these theoretical insights, Ayam Bang Dava should expand its paid and earned media mix by partnering with relatable micro-influencers (e.g., young professionals and community ambassadors) on Instagram Reels and TikTok, transforming packaging into an interactive narrative medium—such as QR-linked customer-story videos—to reinforce the “Everyman” ethos, and scheduling regular “Family-Fan” combo promotions tied to local events to maintain message consistency across ShopeeFood, GrabFood, and GoFood. Mang Katsu can deepen its “Jester” experience by deploying AI-powered chatbots on WhatsApp Business and Instagram DM that offer personalized menu suggestions and time-sensitive flash deals, launching a gamified “Katsu Quest” AR mini-game to boost playful engagement, and timing limited-edition menu drops around 2000s pop-culture anniversaries to capitalize on nostalgia, consistent with [Chang et al.’s \(2015\)](#) findings on two-way communication effectiveness. Both brands should implement a real-time IMC performance dashboard ([McDonald, 2022](#)), apply A/B testing on messaging and packaging ([Tafesse, 2016](#)), and integrate ongoing consumer feedback to ensure their strategies remain aligned with evolving market dynamics and scholarly best practices.

6. REFERENCE

- AbHamid, S. N., Maulan, S., & Wan Jusoh, W. J. (2023). Brand attributes, corporate brand image and customer loyalty of Islamic banks in Malaysia. *Journal of Islamic Marketing*, 14(10), 2404–2428. <https://doi.org/10.1108/JIMA-09-2021-0309>
- Alhamdi, F. M. (2020). Role of packaging in consumer buying behavior. *Management Science Letters*, 1191–1196. <https://doi.org/10.5267/j.msl.2019.11.040>
- Azad, N., & Masoumi, M. (2012). The impact of packaging on product competition. *Management Science Letters*, 2(8), 2789–2794. <https://doi.org/10.5267/j.msl.2012.10.008>
- Bashir, S., Khwaja, M. G., Rashid, Y., Turi, J. A., & Waheed, T. (2020). Green Brand Benefits and Brand Outcomes: The Mediating Role of Green Brand Image. *SAGE Open*, 10(3). <https://doi.org/10.1177/2158244020953156>
- Beniwal, T., & K. Mathur, Dr. V. (2021). Multi-Brand Cloud Kitchens: The Efficient Route. *IARJSET*, 8(8). <https://doi.org/10.17148/iarjset.2021.8892>
- Bian, W., & Yan, G. (2022). Analyzing Intention to Purchase Brand Extension via Brand Attribute Associations: The Mediating and Moderating Role of Emotional Consumer-Brand Relationship and Brand Commitment. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.884673>
- Blakeman, R. (2024). *Integrated Marketing Communication Creative Strategy from Idea to Implementation 4th Edition*. Amerika Serikat: Rowman & Littlefield.
- Broitman, A., Gellert, F., & Spindel, B. (2021, October 27). Digitally native brands: Born digital, but ready to take on the world. McKinsey & Company. <https://www.mckinsey.com/industries/private-capital/our-insights/digitally-native-brands-born-digital-but-ready-to-take-on-the-world>
- Celhay, F., Cheng, P., Masson, J., & Li, W. (2020). Package graphic design and communication across cultures: An investigation of Chinese consumers’ interpretation of imported wine labels. *International Journal of Research in Marketing*, 37(1), 108–128. <https://doi.org/10.1016/j.ijresmar.2019.07.004>
- Chaffey, D., & Ellis-Chadwich, F. (2016). *Digital Marketing Strategy, Implementation and Practice*. Harlow: Pearson Education Limited.

- Chang, Y.-T., Yu, H., & Lu, H.-P. (2015). Persuasive messages, popularity cohesion, and message diffusion in social media marketing. *Journal of Business Research*, 68(4), 777–782. <https://doi.org/10.1016/j.jbusres.2014.11.027>
- Dirgantari, P. D., Yusary, S., Wibowo, L. A., Hidayat, Y. M., Soegoto, E. S., Mahphoth, M. H. Bin, & Martha, J. A. (2022). INCREASE BRAND LOYALTY THROUGH BRAND BENEFITS ON DOMESTIC PRODUCTS IN INDONESIA. *Journal of Eastern European and Central Asian Research*, 9(5), 802–814. <https://doi.org/10.15549/jeecar.v9i5.1059>
- Ebrahim, R. S. (2020). The Role of Trust in Understanding the Impact of Social Media Marketing on Brand Equity and Brand Loyalty. *Journal of Relationship Marketing*, 19(4), 287–308. <https://doi.org/10.1080/15332667.2019.1705742>
- Feng, H., & Motoki, K. (2024). “Feminine = healthy food” stereotype: Impact of feminine brand personality on consumer attitudes toward healthier food brands. *Food Quality and Preference*, 124, Article 105204. <https://doi.org/10.1016/j.foodqual.2024.105204>
- Fridayani, H. D., Iqbal, M., & Atmojo, M. E. (2021). Cloud Kitchen: Strategy for Indonesian Culinary Business (SMEs) Growth During and Post Pandemic Era. *Management Research and Behavior Journal*, 1(2), 41. <https://doi.org/10.29103/mrbj.v1i2.5128>
- Ganassali, S., & Matysiewicz, J. (2020). Echoing the golden legends: Storytelling archetypes and their impact on brand perceived value. *Journal of Marketing Management*, 37(5–6), 437–463. <https://doi.org/10.1080/0267257X.2020.1831577>
- Gupta, S. dan Lehmann, D.R., 2005, *Managing Customers as Investments: The Strategic Value of Customers in the Long Run*, Wharton School Publishing
- Hadi, A. S. (2023). The role of integrated marketing communication, ecological knowledge and co-creation of value toward visitor satisfaction in the hotel industry. *Asian Management and Business Review*, 48-59.
- Hamzah, R. E., & Azhari, R. R. (n.d.). KONSEP INTEGRATED MARKETING COMMUNICATION DALAM MENINGKATKAN BRAND IMAGE HOTEL GRAND SAHID JAYA JAKARTA.
- Hanna, S., & Rowley, J. (2011). Towards a strategic place brand-management model. *Journal of Marketing Management*, 27(5–6), 458–476. <https://doi.org/10.1080/02672571003683797>
- Ihzaturrahma, N., & Kusumawati, N. (2021). INFLUENCE OF INTEGRATED MARKETING COMMUNICATION TO BRAND AWARENESS AND BRAND IMAGE TOWARD PURCHASE INTENTION OF LOCAL FASHION PRODUCT. *International Journal of Entrepreneurship and Management Practices*, 4(15), 23–41. <https://doi.org/10.35631/IJEMP.415002>
- John, K. T. (2023). Digital disruption: the hyperlocal delivery and cloud kitchen driven future of food services in post-COVID India. *International Hospitality Review*, 37(1), 161–187. <https://doi.org/10.1108/ihr-06-2021-0045>
- Keller, Kevin L. 2015. *Strategic Brand Management ; Building, Measuring, and Managing Brand Equity*. Fourth Edition Harlow, English : Pearson Education. Inc.
- Keller, L. 1993. *How to Manage Brand Equity*. Jakarta: Gramedia Pustaka Utama.
- Keller, K. L., Parameswaran, A. M., & Jacob , I. (2015). *Strategic Brand Management Building, Measuring, and Managing Brand Equity*. India: Pearson India Education Services Pvt. Ltd .
- Khan, M. R., Khan, N. R., Kumar, V. V. R., Bhatt, V. K., & Malik, F. (2022). Customer-Defined Market Orientation, Brand Image and Customer Satisfaction: A Mediation Approach. *SAGE Open*, 12(4). <https://doi.org/10.1177/21582440221141860>

- Kotler, P. and Keller, Kevin L. 2016: Marketing Management, 15th Edition New Jersey: Pearson Prentice Hall, Inc
- Kotler, P., & Armstrong, G (2018). Principles of Marketing Global Edition 17th Edition. London: Pearson Education
- Kotler, P., & Keller, K. L. (n.d.). Marketing management.
- Kreicbergs, T., & Ščeuļovs, D. (2022). The use of brand and masculinity archetypes in analysing consumer engagement in advertising. *Trends in Economics and Management*, 16(40), 21–38. <http://dx.doi.org/10.13164/trends.2022.40.21>
- Kuo, Y.-F., & Chen, F.-L. (2023). The effect of interactivity of brands' marketing activities on Facebook fan pages on continuous participation intentions: An S–O–R framework study. *Journal of Retailing and Consumer Services*, 74, 103446. <https://doi.org/10.1016/j.jretconser.2023.103446>
- Mahendra Ardiansyah, W. (2023). Peran Teknologi dalam Transformasi Ekonomi dan Bisnis di Era Digital. <https://journal.sabajayapublisher.com/index.php/jmeh>
- McDonald, M. (2022). Viewpoint – a big opportunity for interactive marketing post-COVID-19. *Journal of Research in Interactive Marketing*, 16(1), 15–21. <https://doi.org/10.1108/JRIM-03-2021-0092>
- Merlo, O., Eisingerich, A. B., Gillingwater, R., & Cao, J. J. (2023). Exploring the changing role of brand archetypes in customer-brand relationships: Why try to be a hero when your brand can be more? *Business Horizons*, 66(5), 615–629. DOI: 10.1016/j.bushor.2022.11.001
- Parameswaran, M.G. 2006. Building Brand Value: Five Steps to Building Powerful Brands. New Delhi: Hill Publishing Company. https://books.google.co.id/books?id=fUE-pjP6MNoC&redir_esc=y.
- Pasquinelli, C., Trunfio, M., Bellini, N., & Rossi, S. (2022). Reimagining urban destinations: Adaptive and transformative city brand attributes and values in the pandemic crisis. *Cities*, 124. <https://doi.org/10.1016/j.cities.2022.103621>
- Prados-Peña, M. B., & Del Barrio-García, S. (2020). How does parent heritage brand preference affect brand extension loyalty? A moderated mediation analysis. *Tourism Management Perspectives*, 36. <https://doi.org/10.1016/j.tmp.2020.100755>
- Pramezwaray, A., Juliana, Kwan, K. M., Nugraha, K. D., & Haslin, T. G. (2021). PENGARUH TEKNOLOGI DAN LINGKUNGAN TERHADAP PENGGUNAAN MEDIA SOSIAL CLOUD KITCHEN DI INDONESIA PADA MASA PANDEMI COVID-19. *Journal of Natural Science and Technology ADPERTISI*, 1(1).
- Prihananto, P., Yusvianty, R. S. A., Hakim, N. S., Bhawika, G. W., & Agustin, H. (2024). Analyzing Brand Positioning and Brand Image of Smartphone Brands in Indonesia by Mining Online Review. *Procedia Computer Science*, 234, 318–332. <https://doi.org/10.1016/j.procs.2024.03.006>
- Salma, D. N., & Rachmawati, R. (2022). The Role of Online Food Delivery Services in the Competitiveness of the Yogyakarta Culinary Industry during the Covid-19 Pandemic. *Indonesian Journal of Geography*, 54(1), 147–153. <https://doi.org/10.22146/ijg.68508>
- Sampe, Y. D., & Tahalele, M. (2023). Pengaruh Citra Merek Dan Kualitas Produk Terhadap Keputusan Pembelian Smartphone Merek Vivo Pada Toko Bandung Jaya A.Y Patty Ambon. *Jurnal Administrasi Terapan*, 2(1), 48–59. DOI: <https://doi.org/10.31959/jat.v2i1.1388>
- Sari, N. P., & Hadi, A. S. (2023). Ecotourism Experience and Integrated Marketing Communication as an Antecedent of Ecotourism Satisfaction and Ecotourism Intention. In *2nd UPY International Conference on Education and Social Science (UPINCESS 2023)* (pp. 440-448). Atlantis Press.

- Setiadi, N.J. 2013. *Perilaku Konsumen*. Jakarta: Kencana Perdana Media Grup. Diakses pada 4/30/2024, dari <https://www.kajianpustaka.com/2021/04/citra-merek-brand-image.html>
- Setiawan, R., Wibisono, D., & Purwanegara, M. S. (2022). Defining Event Marketing as Engagement-Driven Marketing Communication. *Gadjah Mada International Journal of Business*, 24(2), 151. <https://doi.org/10.22146/gamaijb.63788>
- Tafesse, W. (2016). Conceptualization of Brand Experience in an Event Marketing Context. *Journal of Promotion Management*, 22(1), 34–48. <https://doi.org/10.1080/10496491.2015.1107007>
- Theodora, N. (2021). Relationship Between Integrated Marketing Communication and Brand Equity. *International Journal of Social Science and Business*, 5(2), 278–283. <https://ejournal.undiksha.ac.id/index.php/IJSSB/index>
- Thinkbox. (2021, October 4). Online-born businesses embrace TV advertising. Thinkbox. <https://www.thinkbox.tv/news-and-opinion/newsroom/online-born-businesses-embrace-tv-advertising>
- TLANita, A. Zulkarnain, T. Wiyana, D. G. Leonandri and Y. A. Imanuel, "How Digital Marketing Through IMC influences Brand Retail and Brand Loyalty," 2023 8th International Conference on Business and Industrial Research (ICBIR), Bangkok, Thailand, 2023, pp. 312-316, doi: 10.1109/ICBIR57571.2023.10147395.
- Qi, M., Abdullah, Z., & Rahman, S. N. A. (2024). Navigating the Digital Landscape: Evaluating the Impacts of Digital IMC on Building and Maintaining Destination Brand Equity. *Sustainability*, 16(20), 8914. <https://doi.org/10.3390/su16208914>
- Xu, J. (Bill), Prayag, G., & Song, H. (2022). The effects of consumer brand authenticity, brand image, and age on brand loyalty in time-honored restaurants: Findings from SEM and fsQCA. *International Journal of Hospitality Management*, 107. <https://doi.org/10.1016/j.ijhm.2022.103340>