



Marketing Communication in the Commercial and Business Development Division of PT Len Industri Cooperative

Raisha Shahana^{1*}, Detya Wiryany², Zikri Fachrul Nurhadi³

^{1,2}Universitas Indonesia Membangun, Indonesia, ³Universitas Garut, Indonesia

¹raisha.shahana@student.inaba.ac.id, ²detya.wiryany@inaba.ac.id, ³zikri_fn@uniga.ac.id



*Corresponding Author

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ABSTRACT

Marketing communication is a form of communication aimed at introducing, establishing, and creating interactions between companies and their business partners and consumers. This study aims to analyze the implementation of marketing communications carried out by the Commercial and Business Development Division at the Employee Cooperative of PT. Len Industri based on the Integrated Marketing Communication (IMC) approach. This study uses a descriptive qualitative approach, where data is obtained through direct observation and interviews with relevant parties, as well as a review of supporting documents in the form of digital marketing content and business activity reports. The results of the study show that marketing communication activities are carried out through the integrated use of digital and conventional media, including the use of social media, direct delivery of information to cooperative members, and the use of promotional media placed within the company environment. The success of these marketing communication activities is supported by the availability of various internal communication channels, the proximity of the communication targets, the majority of whom are employees of PT. Len Industri, and the existence of business units that continuously generate promotional activities. However, obstacles were also found, such as limited content production tools, a lack of resources focused on marketing, and a lack of consistency in messaging across communication channels.

INTRODUCTION

The Employee Cooperative of PT. Len Industri is a consumer cooperative that seeks to improve the welfare of its members through various business units. PT Len Industri is a state-owned enterprise engaged in the electronics and infrastructure sectors, such as transportation, energy, and telecommunications. As a large company with many employees, the existence of a cooperative is an important means of supporting the company's internal economy while providing direct economic benefits to its members.

In its organizational structure, the Employee Cooperative of PT. Len Industri has three main business units, namely the retail unit, the savings and loan unit, and the commercial and business development unit. These three units play a role in increasing the cooperative's income and the welfare of its members. Among the three units, the Commercial and Business Development Division is the most active in developing innovative and market-oriented business activities, as well as applying the concept of marketing communication in all of its activities.

In line with this, the cooperative has a vision to "Become an independent, trusted professional partner that provides added value to members and partners." This vision is realized through several missions, namely improving the welfare of members through productive and sustainable business units, establishing professional and mutually beneficial partnerships, providing innovative and beneficial services to members, and promoting "KOP DIGI" (Digital Cooperative) based governance in order to adapt to the times.

The Commercial and Business Development Division at PT. Len Industri Employee Cooperative is responsible for designing and implementing business and marketing activities to increase the cooperative's revenue. In carrying out its role, the Commercial and Business Development Division not only focuses on sales and promotional activities, but also emphasizes the importance of planned and effective marketing communications in order to reach the target market accurately and strengthen the cooperative's image as a professional and adaptive institution.

By adhering to this vision and mission, the Commercial and Business Development Division is expected to be a driving force in strengthening the position of cooperatives as modern, adaptive, and member-oriented institutions. In a broader context, rapid advances in information and communication technology have had a significant impact on the dynamics and practices of business and marketing activities. In today's digital age, marketing communications are no longer limited to conventional media such as brochures, pamphlets, and face-to-face interactions, but have shifted towards the use of more interactive and efficient digital media.

This requires every organization, including cooperatives, to be able to adapt and develop marketing communications that are relevant to the needs of the times. Marketing communications that are optimally designed and





implemented play an important role in building brand awareness in the minds of the public, shaping consumers' perceptions of products or services, and contributing to the purchasing decision-making process. According to Kotler & Keller (2016) integrated marketing communication must convey consistent messages through various channels to maximize its impact on consumers. This includes advertising, sales promotion, digital marketing, public relations, and direct marketing (Wardani, 2023).

This division manages several small businesses such as vending machine provision, umbrella rental, and office stationery procurement in collaboration with the retail unit. Each business activity is designed through a well-thought-out concept, including pricing. This process shows that marketing communication does not only focus on promotional activities, but also includes structured and targeted business planning in order to provide economic benefits for the cooperative.

The Commercial and Business Development Division also manages social media, particularly the Instagram account *@kopkarlen*. Through the *@kopkarlen* digital platform, the cooperative actively creates various promotional content such as procedures and requirements for savings and loans, guidelines for becoming a cooperative member, and Point of View (POV) content that follows the latest trends. The design of posters and promotional content also aligns with the cooperative's visual identity, which uses green and red as symbols of the cooperative's image. In addition to digital media, marketing communication is also conducted through conventional media such as banners and bulletin boards in front of the cooperative store. These media serve to disseminate information to members and the surrounding community directly and effectively. (Alifiyah et al., 2025)

With this combination of digital and conventional marketing, the Commercial and Business Development Division strives to build broader and more continuous communication with members. Based on this background, the researcher chose the title "Marketing Communication in the Commercial and Business Development Division of the Employee Cooperative of PT. Len Industri" because it is important to examine how the implementation of marketing communication by this division can support business development while strengthening the cooperative's image in the eyes of members and the community.

LITERATURE REVIEW

Integrated Marketing Communication (IMC) Theory

Marketing communication theory is a set of concepts and principles that serve as a foundation for understanding and analyzing the communication process that takes place between companies or educational institutions and consumers. Kotler and Aaker emphasize that marketing communication is not a promotional activity. They describe a two-way communication process between organizations and audiences, which aims to build mutual understanding, build trust, and create mutually beneficial relationships. (Herlina et al., 2023)

According to Kotler and Keller, Integrated Marketing Communication (IMC) is a concept in marketing communication planning that emphasizes the importance of the added value of a comprehensive and integrated communication plan. Meanwhile, the American Marketing Association (AMA) defines IMC as a planning process that aims to ensure that all brand messages conveyed to potential customers and customers are relevant, consistent, and sustainable.

The planning process in IMC involves evaluating the strategic role of various forms of marketing communication, such as advertising, direct marketing, sales promotion, and efforts to build relationships between brands and consumers. Through the integration of these various communication disciplines, IMC seeks to create clarity of message, consistency of communication, and maximum impact. Thus, communication is at the core of the Integrated Marketing Communication concept. (Kamila, 2023)

This theory is relevant in determining marketing communication. It emphasizes the consistency of messages across various promotional media.

Communication

Communication can be understood as a process of interaction involving the delivery and interpretation of messages between two or more individuals in order to achieve a common understanding. Communication is unavoidable in everyday life. This process receiving involves sending messages, messages, and communication channels. Berelson and Steiner, as reiterated by Fisher in Communication Theories, View communication as a process of conveying various contents, ranging from information and ideas to feelings and abilities, from one party to another through the use of symbols, words, and numbers. (Fatmawati, 2021)

Harold Lasswell, in his work *The Structure and Function of Communication in Society*, states that a good way to explain communication is to answer the following questions: or "Who says what, through which channel, to whom, and with what effect."

To achieve good and effective communication, individuals need not only to understand the communication process conceptually, but also to be able to creatively implement that knowledge in practice. Communication can be said to be effective when it is two-way, where the meaning of the message conveyed by the communicator is received and understood similarly by the communicant, so that there is a common understanding between the two parties.





(Wiriany et al., 2023).

Marketing Communication

Marketing communication is a communication activity aimed at conveying information to consumers and customers with the goal of encouraging a gradual process of change, which includes increasing understanding, shaping attitudes, and eliciting desired behaviors or actions. (Octavia & Purnama Sari, n.d.)

Marketing communication is an important part of marketing implementation because communication is a commercial activity, including buying and selling. Without communication, marketing would not exist and would not function. This is because communication, namely the two-way exchange of information between parties or institutions involved in marketing, is essential. Effective communication in marketing can lead to increased sales because companies often use approaches that involve promotion and feedback to potential customers. (Raffi & Dianita, 2024).

According to Melati (2020), marketing communication can be understood as a strategic process carried out by companies in conveying various information related to products or services to target groups. This process not only aims to provide knowledge to consumers, but also serves to influence and persuade them to have an interest in the products offered. Through well-planned and effective marketing communication, consumers are expected to be able to get to know the product well, accept the values and benefits conveyed, and be encouraged to make a purchase. In the long term, marketing communication efforts play an important role in shaping positive consumer attitudes that can develop into trust and loyalty to the brand, so that consumers are willing to make repeat purchases on an ongoing basis.

According to Philip Kotler and Gary Armstrong (2021), marketing is a series of efforts made by companies or organizations to convey messages to target markets regarding the products and brands they offer. These activities not only focus on providing information, but also aim to persuade consumers to have an interest in and positive attitude towards the product, as well as reminding them of the brand's existence and advantages amid market competition. Through planned and consistent marketing communications, companies strive to build sustainable relationships with customers so that they can influence purchasing decisions and strengthen consumer loyalty to the brand. (Danurdara et al., 2024).

METHOD

The research method used is descriptive qualitative. Descriptive qualitative is an approach that focuses on natural events. The data collected in this study is qualitative in nature, consisting of words and visuals, not numerical data. The research process emphasizes the use of questions that focus on the aspects of why, the reasons, and how a phenomenon occurs. With this approach, researchers do not view something as being a given. (Prof.Dr. Lexy J. Moleong, 20112)

Researchers conducted direct observations of cooperative activities, interviews, and document analysis such as business planning and digital marketing content. The data obtained was then analyzed to determine how the commercial division manages marketing communications in supporting the sustainability of business units. Researchers also conducted interviews with practitioners who understand marketing communications to reinforce their findings.

This qualitative research process is presented in a diagram showing the stages of research, from problem identification to drawing conclusions through data analysis and validation.

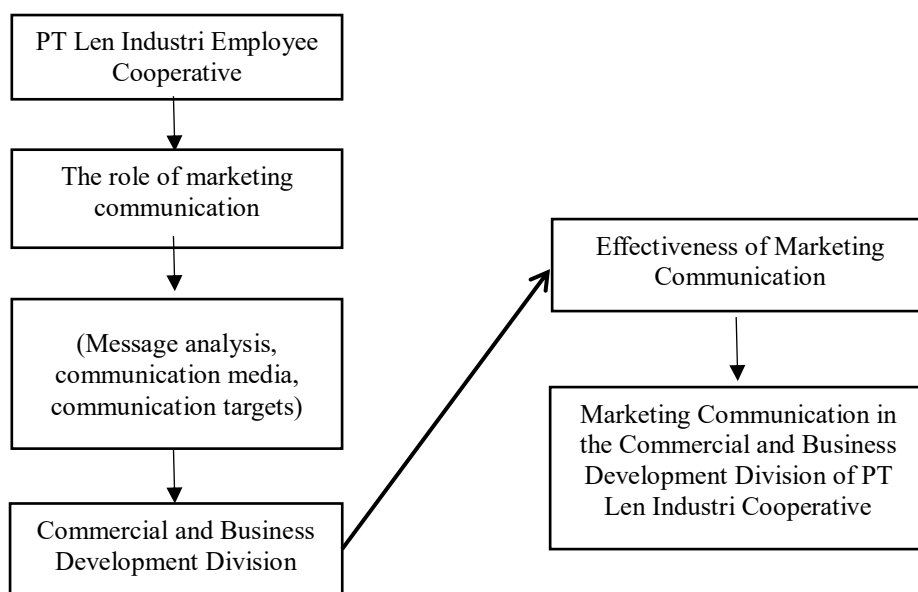


Figure 1. Research Method Flowchart





RESULT

Marketing is an activity carried out by an organization to manage a process that aims to create, deliver, and negotiate with consumers and the community. Thus, marketing can be understood as a social process that involves interactions between individuals and organizations in an effort to distribute products or services to meet consumer needs. As consumer needs increase and communication channels develop, the marketing process encourages the dissemination of information that is clearer, more consistent, and easier for the community to understand. (Rizkiana Poedjadi et al., 2024).

Belch and Belch (2021: 107) explain that communication that pays attention to consumer needs and desires is an important factor in creating sustainable relationships. In practice at Mitra Ruang Kreasi, the chat feature is used not only as a medium to provide information to consumers, but also as a means to foster trust and build emotional closeness between the company and consumers. (Belch & Belch, 2021)

Marketing communication, according to Tasnim et al. (2021), is an instrument that supports the decision-making process through the delivery and exchange of information, and plays a role in increasing awareness among consumers and product and service providers. Furthermore, Firmansyah (2020) states that marketing communication is a means used by companies to convey information, influence attitudes, and build consumer memory of products and brands, both through direct and indirect approaches. (Hamud & Mujahidin, 2021)

Marketing communications implemented by the Commercial and Business Development Division at the Employee Cooperative of PT. Len Industri

Based on observations and interviews, the Commercial and Business Development Division of the Employee Cooperative of PT. Len Industri implements various forms of marketing communications designed to increase product visibility and strengthen relationships with members. This division not only plays a role in commercial activities, but also carries out the cooperative's public relations functions, so that all messages conveyed to the public are managed in a structured manner.

In practice, the division uses visual promotional media such as banners and posters displayed at the front of the cooperative store. These media serve as reminders and make it easier for members to find out about the products and services on offer. In addition, marketing through Instagram social media has also become an important channel, especially through the use of video content that promotes various products such as umbrella souvenirs, office stationery supplies (ATK), and vending machine services. The following are KopKarLen social media accounts used to create content.

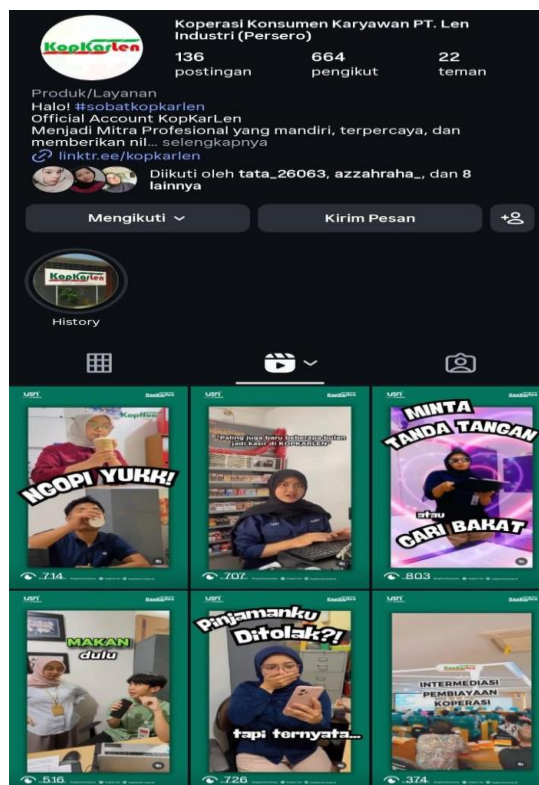


Figure 2. Source: Instagram account @KopKar.len

The image above is a cooperative social media account used to create various promotional content, which has 664 followers. Based on analytics data from the last six months, the content titled “Ask for signatures or find talent” has





the highest number of views. In terms of demographics, the audience is dominated by men with a percentage of 53.0%, while female viewers account for 47.0%. The age group that accessed this content the most was 25-34 years old, with a percentage of 42.0%, indicating that the content was more relevant to young adult audiences. Geographically, the majority of viewers came from Indonesia with a very high percentage of 97.9%, and the city of Bandung was recorded as the city with the highest number of viewers. The most frequently viewed content type during this period was posts, with a proportion of 74.0%. Interestingly, most views came from users who did not follow the account, namely 66.5%, indicating that this content has a strong appeal to reach new audiences outside of existing followers.



Figure 3. Source: Researcher Documentation (2025)

Based on the observations shown in the image above, the KopKarLen automatic coffee machine is a form of marketing communication implemented by KopKarLen. This coffee machine not only functions as a product provider, but is also used as a channel for visual marketing communication in the cooperative area. The visual elements on the machine, such as the KopKarLen brand identity, color selection, images, and informative and persuasive short messages, demonstrate an effort to communicate messages aimed at attracting buyers' attention. In addition, the digital layer that displays the menu list and usage instructions makes it easier for consumers to understand the product and increases direct interaction. This reflects that marketing communication is not carried out separately, but is integrated with the services provided by the cooperative.

The cooperative also utilizes television displays installed on the store walls as a medium for playing promotional content. These visual displays attract the attention of store visitors so that they can see and remember product information directly. All communication materials use green and red as the cooperative's visual identity, so that the messages conveyed are consistent and easily recognizable.

This shows that the division has integrated various communication channels, both offline and online, to increase the appeal of promotions and strengthen members' positive perceptions of the cooperative.

DISCUSSION

Implementation of Marketing Communication in Integrated Marketing Communication (IMC) Applied at the Employee Cooperative of PT Len Industri

1. The use of physical media such as banners and posters displayed in front of the cooperative to reinforce messages through direct visuals.
2. The use of digital media such as video content on Instagram shows that the cooperative has adopted digital channels to expand its communication reach.
3. Television displays showing promotional content inside the store are part of point-of-purchase marketing communication. IMC considers this type of media effective in influencing purchasing behavior because the message is conveyed when members are in an environment that allows them to make transactions directly.
4. Consistency in visual identity through the use of green and red colors across all promotional media demonstrates brand identity consistency.

Thus, the implementation of marketing communication in the Commercial and Business Development Division of the Employee Cooperative of PT Len Industri has reflected the principles of Integrated Marketing Communication





(IMC), particularly in relation to message consistency, the integration of various communication media, and the utilization of various marketing communication instruments to achieve the cooperative's market objectives. This activity is in line with Kotler and Keller's view, which emphasizes that IMC is understood as an approach to designing marketing communications that integrates various media and communication channels so that the message is clear, consistent, and has a significant impact on the target audience. (Susilawati et al., 2023)

Supporting and inhibiting factors in the implementation of marketing communication in the Commercial and Business Development Division.

This section discusses research findings related to factors that support and hinder the implementation of marketing communication in the Commercial and Business Development Division of the Employee Cooperative of PT. Len Industri. The analysis was conducted through field observations and in-depth interviews, then described from the perspective of Kotler & Keller in marketing communication theory and Integrated Marketing Communication (IMC).

The results of the study indicate that the Commercial and Business Development Division has a number of supporting factors that strengthen the implementation of marketing communications. These factors consist of media aspects, service innovation, and the diversity of communication channels used.

Supporting factors in the implementation of marketing communications include:

1. Diversity of communication channels using two types of approaches, namely conventional media such as banners and posters that provide visual information, while digital media uses Instagram to help expand the reach of communication.
2. The existence of several small business units that are managed, such as the procurement of office stationery (ATK), vending machine services, and umbrella rentals. These business units serve as sources of income for the cooperative.
3. The consistent application of the cooperative's visual identity, namely the use of green and red colors in promotional content. Visual identity uniformity is an important element in strengthening the cooperative's image.

Factors hindering the implementation of marketing communications

Despite the existence of strong supporting factors, the implementation of marketing communications in the Commercial and Business Development Division still faces several obstacles. These obstacles include:

1. Limitations in content production tools, which still rely on mobile phones with inadequate specifications. Visual quality plays an important role because it determines whether the communication message to be conveyed is optimal and potentially attractive to viewers.
2. The digital media channels used by the commercial and business development divisions for promotion only use Instagram and have not reached other digital platforms.
3. Marketing promotions that are only carried out internally mean that information about cooperative products and services is not widely disseminated. The focus on promotions within the company also results in the cooperative being less known to the public or potential partners outside PT Len Industri, thereby limiting its public reach.

On the other hand, there is a lack of structured marketing communication planning, from determining the target audience and communication objectives to evaluating the effectiveness of promotions. This results in a lack of consistency in messaging and suboptimal efforts to build the cooperative's image and appeal in the public eye. Therefore, it is necessary to strengthen capacity, diversify communication channels, and develop a more comprehensive marketing communication process in order to function more effectively and sustainably.

In this study, the researcher conducted a validity test, namely data triangulation, by interviewing two sources, Mr. Rizki, a business consultant, who said, "The marketing communication carried out by cooperatives is basically in line with the results of the study, but he reminded that in a business context, the application of marketing communication needs to be expanded and not limited to the internal scope alone." The results of the interview with Mr. Asep, a marketing staff member, showed that "the communication pattern implemented by the cooperative is in line with the focus and results of this study. He said that the communication practices that have been implemented so far already reflect what has been discussed in the researcher's study."

CONCLUSION

Based on the findings obtained in this study, it can be concluded that the Commercial and Business Development Division has used various types of conventional and digital media to market the company's goods and services. This communication includes the use of banners, posters, television displays, and Instagram social media accounts. However, the implementation is still operational in nature and has not been planned in accordance with structured marketing communication planning. But marketing communications still face several challenges, such as minimal content production tools, digital channel utilization that is limited to only one platform, and promotions that are limited to the internal scope of the company. In addition, there is no comprehensive marketing communications plan that includes





determining the target audience, communication objectives, and message evaluation. This causes communication efforts to be ineffective in strengthening the cooperative's image and increasing public exposure.

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