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The Influence of Integrated Marketing Communication Models on Deep Customer Engagement Creation

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Abstract

The intense competitive landscape presents consumers with a wide variety of brands to choose from. Marketing communication serves as a crucial tool for creating brand awareness and recognition, ultimately influencing purchasing decisions. Moreover, this approach plays a significant role in fostering deep customer engagement. The objective of this research is to examine an integrated marketing communication model that enhances deep customer engagement. A mixed-method research approach was employed, using an Exploratory Sequential Design, which gives equal emphasis to both qualitative and quantitative research (Equivalent Status Design). For the qualitative research, the target group consisted of 12 executives and managers from CP All Public Company Limited and branch managers of 7-Eleven stores. Structured interviews were used as the research instrument. In the quantitative research phase, the population included 490 consumers who had purchased products or used services from 7-Eleven stores in Bangkok and its metropolitan area. A systematic random sampling method was used to select 82 respondents, and data was collected via questionnaires. The data was analyzed using Structural Equation Modeling (SEM) with the AMOS software. The findings indicate that the integrated marketing communication model positively influences deep customer engagement. Among the direct influencing factors, social media customer relationship management had the strongest impact, followed by intensive engagement and integrated marketing communication. Additionally, the model exerted an indirect influence on deep customer engagement through social media customer relationship management and intensive engagement. Among these indirect influences, intensive engagement emerged as the strongest mediating variable, highlighting the critical role in fostering deep customer connections.

Introduction

Several factors contribute to consumers' ability to recognize a brand, including the characteristics of the product or service. Consumers often become familiar with brands through direct usage. However, one of the most crucial factors in brand building is marketing communication, which not only enhances brand recognition but also influences consumer purchasing behavior (Ihzaturrahma & Kusumawati, 2021). A key objective of marketing communication is to effectively convey brand messages (Brand Contact) to consumers. Consistent marketing communication fosters awareness, attitude formation, attitude change, and ultimately, consumer behavior that leads to purchasing decisions (Kitchen et al., 2022). In the past, marketing tools operated independently, each targeting different consumer groups with varying strategies, often leading to confusion and ineffective communication. Additionally, businesses faced intense media competition, rising marketing costs, limited consumer media

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consumption time, and declining trust in traditional advertising channels (Bangbon et al., 2023; Volk & Zerfass, 2021; Kliatchko, 2019). To address these challenges, a modern approach called Integrated Marketing Communications (IMC) emerged. IMC integrates various marketing tools such as advertising, public relations, and sales promotions to ensure consistent messaging, enhance brand clarity, and strengthen consumer perception. This strategic approach also increases brand recall and consumer engagement (Juska, 2021; Blakeman, 2023).

With extremely advancements in digital technology, IMC has evolved to enhance marketing effectiveness, allowing brands to interact with consumers directly. This fosters engagement and brand loyalty, making it essential for businesses to maintain clear, consistent messaging across multiple channels. A well-executed IMC strategy strengthens emotional connections with target audiences, aligns with brand values, and ensures a cohesive brand identity at every touchpoint. Research has shown that businesses implementing successful IMC strategies gain a competitive advantage, as consumers are more likely to engage with brands that present a consistent and unified image (Belch & Belch, 2021). IMC integrates multiple communication elements, including advertising, public relations, direct marketing, personal selling, and sales promotions. Coordinating these elements poses a challenge, as each plays a distinct role. For instance, advertising reaches broad audiences through mass media such as television, radio, and digital platforms, while public relations focuses on shaping positive brand perceptions and managing stakeholder relationships through press releases and media events. Studies confirm that IMC enhances customer retention and brand loyalty (Kliatchko, 2019).

Beyond brand awareness, IMC plays a critical role in building consumer trust and credibility, ensuring that customers receive clear and reliable brand information. IMC also enhances customer experience, influencing consumer behavior and fostering deep emotional engagement. Research has demonstrated that IMC significantly impacts consumer behavior, leading to strong brand attachment (Miraki, Yektayar, & Esmailie, 2020). Additionally, IMC facilitates brand-consumer interactions, particularly through social media customer relationship management (CRM) (McGrath, 2010). By integrating IMC tools, businesses can drive engagement, enhance brand perception, and ultimately boost sales (Kitchen & Burgmann, 2010).

A prominent example of IMC implementation is 7-Eleven, a leading convenience store chain recognized for its effective marketing strategies. The company employs IMC techniques such as advertising, public relations, promotions, loyalty programs, brand ambassadors, and social media campaigns. Through various channels, including in-store promotions, TV advertisements, print media, radio, and social media platforms, 7-Eleven has successfully strengthened its brand identity, customer trust, and overall customer experience (Seven-Eleven, 2024). This study is motivated by the growing significance of IMC in fostering deep customer engagement. The objective is to examine the influence of integrated marketing communication models on customer engagement. The findings will provide insights for businesses and marketers on how to effectively apply IMC strategies to enhance consumer participation and strengthen customer relationships, particularly through intensive engagement and social media CRM.

Literature Review and Research Hypotheses

The literature review examines key concepts, including Integrated Marketing Communication (IMC), Active Participation, Social Media Customer Relationship Management (SMCRM), and Customer Engagement (CE). Based on this review, the research hypotheses are formulated as follows:

According to Kotler and Keller (2022), IMC is a strategic marketing activity aimed at communicating and promoting a brand to consumers. It involves both direct and indirect persuasion, fostering relationships through carefully crafted messages that influence consumer decision-making. As a critical business strategy, IMC helps businesses effectively highlight their product or service advantages to attract potential buyers. To implement IMC, businesses allocate budgets for promotional activities using a Promotion Mix, which consists of five key tools: Advertising, Sales Promotion, Personal Selling, Public Relations, Direct Marketing. Modern businesses often integrate these tools with additional strategies namely; Celebrity endorsements and testimonials for credibility, Point-of-purchase (POP) communication to influence buying decisions. Lastly, Merchandising uses products as marketing tools. Empirical studies confirm that IMC is an interactive and stakeholder-driven process that promotes continuous communication, ensuring transparent and consistent messaging across media channels. Its ultimate goal is to foster long-term, profitable customer relationships that add value to businesses (Porcu et al., 2019).

Initially, IMC was considered merely a promotional tool for marketing purposes. However, it has since evolved into a comprehensive communication strategy that integrates all forms of messaging while emphasizing sustainability as a key aspect (Noémi et al., 2022). The concept of IMC emerged in the 1980s, as businesses recognized the need for a systematic and strategic integration of various promotion tools. This realization led to the rapid development of Sales Promotion, Direct Marketing, Public Relations, and other communication methods. This shift challenged the traditional advertising industry, pushing marketers and businesses to adopt a more holistic approach to marketing communications. Previously, advertising agencies focused solely on media purchases, but as client demands evolved, agencies adapted by integrating various promotional tools into a unified marketing strategy. This shift gave rise to Integrated Marketing Communication (IMC) as a formalized approach (Belch & Belch, 2012). IMC has a significant impact on consumer behavior and provides long-term business benefits by fostering customer loyalty through strategically designed marketing activities (Butarbutar et al., 2023). Businesses that effectively implement IMC confirm its influence on consumer engagement, leading to deep and meaningful relationships between customers and brands (Miraki, Yektayar, & Esmailie, 2020). Based on the literature review, it is evident that IMC tools play a crucial role in enhancing customer engagement. As a result, the research team has formulated hypotheses to further explore these relationships.

H1: The Influence of Integrated Marketing Communication (IMC) on Deep Customer Engagement

IMC has become a critical tool in marketing development. IMC is essential for businesses to manage their marketing strategies effectively. A well-structured communication strategy should deliver clear, credible, and competitive messaging, with IMC built on intensive customer participation (Sivaprasad, 2019). Marketing communication aims to raise awareness and persuade consumers, focusing on active customer engagement. In the digital era, active participation influences consumer behavior through activities such as commenting, interacting, and sharing content. Therefore, marketers must anticipate customer inquiries and be prepared to provide responses regarding their products. This interaction process fosters a two-way exchange and collaboration between consumers and businesses (Bruhn, Schnebelen & Schafer, 2017). Empirical research has demonstrated that IMC enhances customer satisfaction, loyalty, and positively influences customer attitudes and engagement behaviors (Marko, 2008). Based on the

literature review, the evidence shows businesses applying IMC strategies can significantly impact customer engagement. Therefore, the research team proposes the following hypothesis.

H2 : The Influence of Integrated Marketing Communication on Intensive Engagement

Nowadays in a fast-changing and dynamic business environment, Integrated Marketing Communication (IMC) plays a crucial role. The rise of social media has introduced new communication channels, encouraging consumer participation on these platforms. Businesses are now compelled to establish a presence on social media to effectively engage with their audience (Channuwong et al., 2022; Aslam & de Luna, 2021). Research on marketing communication has contributed to extensive knowledge in IMC, Customer Relationship Management (CRM), and related fields (Kitchen & Shultz, 1999). Both IMC and CRM are widely used to create competitive advantages through differentiation (Woodcock, Stone, & Foss, 2003). IMC emphasizes cohesive communication strategies to ensure clarity and consistency across multiple platforms (Durkin & Lawlor, 2001). IMC is increasingly seen as a tool to foster continuous interaction between businesses and consumers, making CRM essential (McGrath, 2010). This highlights the need to build customer loyalty through relationship marketing (Reich, 2001). CRM has evolved into Social Media Customer Relationship Management (SMCRM) in the digital era (Harrigan et al., 2015). IMC can further enhance SMCRM, strengthening customer engagement and retention (Gupta, 2019). A literature review indicates a clear relationship between IMC and SMCRM, forming the basis for this research hypothesis.

H3 : The Influence of Integrated Marketing Communication on Social Media Customer Relationship Management

Social Media Customer Relationship Management (SMCRM) is a modern strategy that merges traditional CRM with social media technologies while maintaining its core purpose: building, maintaining, and strengthening customer relationships. This integration not only benefits business performance—such as increasing sales and attracting new customers—but also enhances deep customer engagement (Wongmajarapinya et al., 2024; Choudhury & Harrigan, 2014).

Deep customer engagement has become a widely studied and applied marketing approach (Hollebeek et al., 2014; Vivek et al., 2014). In today's business environment, where customers now drive brand conversations instead of businesses controlling them, SMCRM is essential for fostering interactions and relationships (Nitu et al., 2014). SMCRM empowers marketers to encourage consumer participation, such as posting content and engaging in discussions, which in turn fosters deeper customer relationships (Ahuja & Medury, 2010).

A literature review confirms that IMC significantly influences SMCRM, establishing the basis for the research hypothesis.

H4 : The Influence of Social Media Customer Relationship Management on Deep Customer Engagement

Active Participation (AP) is a key indicator of proactive consumer behavior in online activities. The COVID-19 crisis further emphasized the importance of deep engagement in digital interactions (Lin, Lu & Wu, 2021). Social media platforms serve as a major channel for fostering intensive consumer engagement, which enhances brand performance, customer interaction, and business-consumer relationships (Zhang et al., 2017). Deep engagement involves consumer enthusiasm, reactions, and emotional connections with a brand, creating meaningful interactions

that strengthen relationships. It enables businesses to build new interactions with both existing and potential customers (Vivek et al., 2014). A higher level of engagement leads to stronger customer-brand relationships, increasing brand trust, satisfaction, and loyalty (Harrigan et al., 2017). A literature review confirms that intensive engagement aligns with Social Media Customer Relationship Management (SMCRM), forming the basis for the research hypothesis.

H5: The Influence of Intensive Engagement on Social Media Customer Relationship Management (SMCRM)

The rise of digital media and the internet has integrated social media into business communication, allowing marketers to leverage its capabilities to manage customer relationships. Highly engaged consumers tend to form strong emotional connections with brands (Vohra & Bhardwaj, 2019). Research supports that intensive engagement directly influences deep customer relationships (Brodie et al., 2011). Marketers should focus on stimulating engagement, starting with influencers or opinion leaders who can influence other consumers (Kang et al., 2014).

H6: The Influence of Intensive Engagement on Deep Customer Relationships

Deep customer relationships are increasingly important in the social media landscape, where various factors contribute to customer commitment. This study highlights intensive engagement as a key driver of deep customer relationships (Bowden, Bowden & Klotz, 2017). The literature review confirms that strong engagement leads to deeper customer connections, shaping the foundation for this research hypothesis.

Research Methodology

This Research Strategy employs a “Mixed Method Research approach”. By integrating both qualitative and quantitative research methods to obtain comprehensive insights and practical outcomes (Creswell & Clark, 2011). The study follows an Exploratory Sequential Design, where qualitative research is conducted first, and its findings are used to inform the quantitative research design. Both methods are given equal importance (Equivalent Status Design).

Population and Sample

Qualitative Research shows the target group which consists of executives and managers from CP All Public Company Limited, including: 1 Senior General Manager of Corporate Marketing Support, 1 Assistant Specialist in Corporate & New Marketing Strategy and 10 Store Managers from 7-Eleven branches. Participants were selected based on their managerial experience (at least one year), location (Bangkok and metropolitan areas), and expertise in digital marketing communications to provide in-depth insights.

Quantitative Research shows the population consists of customers who have purchased goods or services from 7-Eleven stores in Bangkok and surrounding provinces (Nonthaburi, Pathum Thani, Samutprakarn, Samut Sakhon, and Nakhonpathom). According to Marketeer Magazine (2023), Thailand has 14,215 7-Eleven stores, with 6,132 located in Bangkok and its metropolitan areas (43.13%). Following Hair et al. (2010), the sample size should be at least 10-12 times the number of parameters in Structural Equation Modeling (SEM). With 49 variables, the appropriate sample size is 490 respondents. A systematic random sampling method was used, distributing samples equally across the five provinces, with 82 respondents per province.

Research Instruments

This study employs two main research instruments:

Structured Interview – A tool designed to ensure researchers ask the right questions to elicit necessary information while maintaining consistency in data collection (Taylor & Bogdan, 1998). The interview consists of six key questions based on the research framework and hypotheses.

Questionnaire applied an **Interval Scale** with a **5-point Likert scale** (1 = Strongly Disagree to 5 = Strongly Agree). The questionnaire consists of four sections: namely; Integrated Marketing Communication: IMC, Active Participation: AP, Social Media Customer Relationship Management: SMCRM, and Customer Engagement: CE.

Data Collection

The study collects both qualitative and quantitative data as follows:

Qualitative Research – Data was conducted through in-depth interviews with target participants. Ethical considerations were strictly followed, including obtaining consent, ensuring participants' right to confidentiality, and allowing them to review or withdraw their information. A formal request letter was sent to CP All Public Company Limited before scheduling interviews. Audio and visual recordings were made with participants' permission.

Quantitative Research – Data was collected through fieldwork in Bangkok and its metropolitan areas. The research team approached individuals near 7-Eleven stores, obtained their consent, and distributed questionnaires until the target sample size was reached.

Data Analysis and Statistical Methods

Qualitative Research

The data from in-depth interviews were analyzed using Analytic Induction, a method that systematically organizes and categorizes collected data. The research team summarized, structured, and interpreted the data to identify key themes and insights. During data collection, preliminary conclusions were drawn, and if any aspect remained unclear, additional data collection was conducted to refine findings.

Quantitative Research

For quantitative analysis, inferential statistics were applied to examine the influence of integrated marketing communication (IMC) on deep customer engagement. The study employed Structural Equation Modeling (SEM) using the AMOS software (License Code7b31997e1c0080eaf978). The Maximum Likelihood Estimation (MLE) method was used to develop the analytical model. SEM was the primary technique to test the structural model and hypotheses.

The model's validity and reliability were assessed using collected sample data to ensure theoretical and empirical accuracy.

Research Findings

The research findings are divided into two parts: **qualitative research findings** from in-depth interviews and **quantitative research findings** from survey analysis.

Qualitative Research Findings (In-depth Interviews) : By Miles & Huberman's (1994) framework, data was categorized and analyzed to identify key themes:

Integrated Marketing Communication (IMC) and Deep Customer Engagement

Businesses utilize 360-degree IMC tools to effectively reach target audiences. Social media platforms: namely, Tik Tok, Facebook, and YouTube are the most effective in engaging consumers. For Promotional campaigns, particularly known as the All Member program (offering discounts, premium rewards, and the highly popular stamp-collecting campaign), significantly enhance customer satisfaction, repeat purchases, word-of-mouth marketing, and customer loyalty.

IMC and Active Customer Participation

To match consumers' fast-paced lifestyles, the company frequently develops new products (around 50 per week) and collaborates with various partners. Social media channels are the primary communication medium. Social Listening tools are used to analyze customer feedback through comments, mentions, hashtags, and discussions to refine engagement strategies and create compelling content that encourages participation.

IMC and Social Media Customer Relationship Management (SMCRM)

O2O (Offline-to-Online) strategy ensures a seamless shopping experience, aligning with consumers' shift to digital platforms. The strategy integrates social media, apps, and websites to provide convenient purchasing, payment, and delivery options. Social media is not just a communication tool but also a platform for exclusive promotions, customer engagement activities, and personalized marketing.

SMCRM and Deep Customer Engagement

Customer relationships are built through the SAVEQC principles

SAVEQC were categorized as follows: S=Service, A=Assortment, V=Value, E=Environment, Q=Quality, and C=Cleanliness. Moreover, Customer feedback is regularly collected to enhance service quality, address complaints efficiently, and improve customer satisfaction, ultimately strengthening customer loyalty.

Active Participation and SMCRM

Customer engagement activities enhance brand awareness, understanding, and perception. The company collects customer opinions during participation to personalize services, improve overall customer experience, strong engagement fosters trust, satisfaction, and long-term relationships between customers and the brand.

Active Participation and Deep Customer Engagement

Ongoing customer activities are designed to encourage interaction and build emotional connections with the brand. Strategies include interactive communication, personalized experiences, and quick problem resolution to drive customer loyalty.

Quantitative Research Findings (Survey Analysis)

The study analyzed the influence of IMC on deep customer engagement through the following:

Data Preparation and Quality Assessment

Reliability Testing shows Cronbach's Alpha = 0.98, indicating high internal consistency and reliability. (Nunnally, 1978)

2.1.2) Convergent Validity Testing Factor Loadings (FL) range: 0.79 - 0.96, surpassing the acceptable threshold (≥ 0.50). Critical Ratio (C.R.) range: 22.79 - 40.45, exceeding the required value (≥ 1.96), confirming structural validity.

These results validate the robustness of the research model, ensuring accurate measurement and hypothesis testing. (Figure 1)

Items/Factors	Estimate (B)	S.E.	C.R. (t)	p-value	FL ≥ 0.50
Integrated Marketing Communication (IMC)					
Total Dm \leftarrow IMC	1.00				0.87
Total Ps \leftarrow IMC	0.92	0.04	22.79	0.00	0.79
Total Pr \leftarrow IMC	1.00	0.03	28.91	0.00	0.90
Total Mp \leftarrow IMC	0.91	0.04	25.95	0.00	0.86
Total Ad \leftarrow IMC	0.97	0.04	25.81	0.00	0.86
Social Media Customer Relationship Management (SMCRM)					
Total Br \leftarrow SMCRM	1.00				0.87
Total Cr \leftarrow SMCRM	0.89	0.03	29.65	0.00	0.92
Total Lo \leftarrow SMCRM	0.78	0.03	24.47	0.00	0.83
Total Ct \leftarrow SMCRM	1.00	0.04	27.54	0.00	0.88
Total Ss \leftarrow SMCRM	1.00	0.04	25.48	0.00	0.85
Total Cc \leftarrow SMCRM	0.99	0.04	25.72	0.00	0.85
Total Cs \leftarrow SMCRM	0.83	0.03	26.01	0.00	0.86
Active Participation (Active)					
Ap4 \leftarrow Active	1.00				0.92
Ap3 \leftarrow Active	1.01	0.03	40.45	0.00	0.96
Ap2 \leftarrow Active	1.00	0.03	39.98	0.00	0.95
Ap1 \leftarrow Active	0.99	0.03	35.98	0.00	0.92
Customer Engagement (CE)					
Total Rl	1.00				0.91
Total Ea	1.12	0.04	30.18	0.00	0.90

Figure 1 The Confirmatory Factor Analysis (CFA) results for Testing the Overall Measurement Model
Discriminant validity was assessed following Fornell and Larcker (1981) by comparing the square root of the Average Variance Extracted (\sqrt{AVE}) for each latent variable with correlation

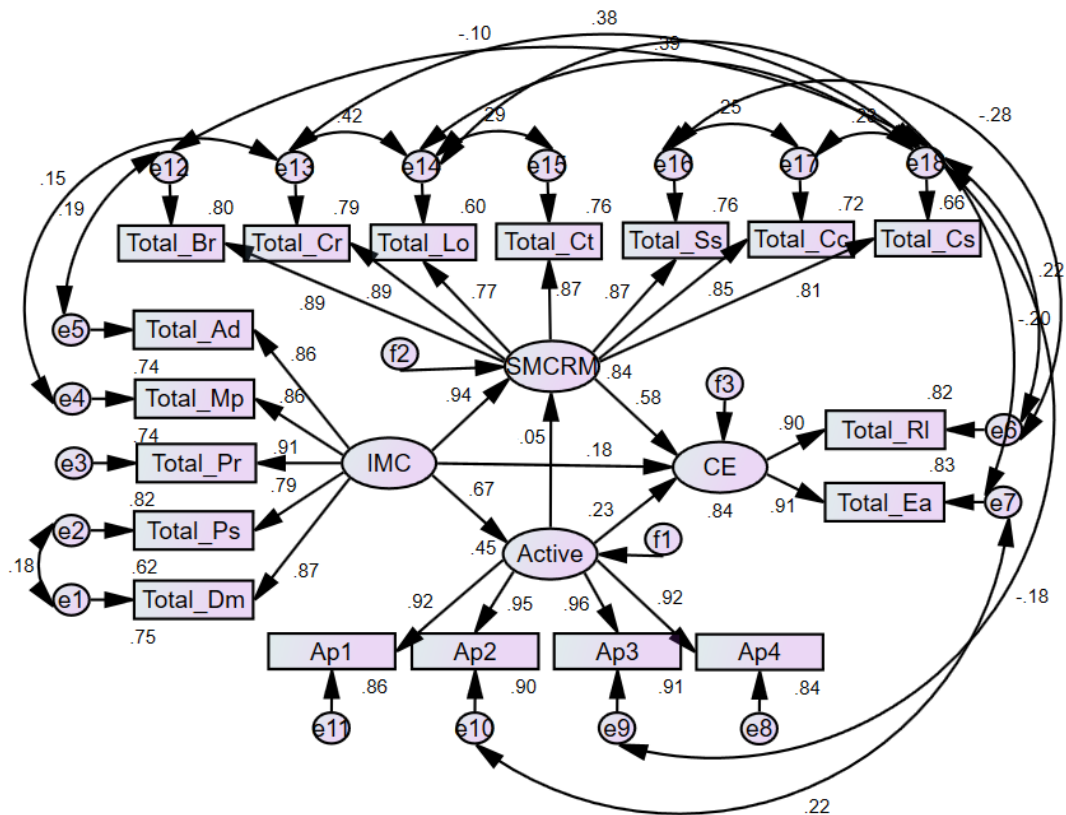
coefficients. The results showed that $\sqrt{\text{AVE}}$ values were higher than the correlation coefficients, confirming that all latent variables met the discriminant validity criteria.

Reliability of Construct was evaluated using the Average Variance Extracted (AVE), which measures the variance captured by latent factors compared to measurement errors (Chau, 1997). According to Hair et al. (2010), an AVE of 0.50 or higher is required. The analysis found AVE values between 0.60 and 0.74, indicating that construct reliability met the acceptable threshold shown as Figure 2

Variable	AVE	$\sqrt{\text{AVE}}$	IMC	SMCRM	Active	CE
Integrated Marketing Communication(IMC)	0.60	0.77	0.75			
Social Media Customer Relationship Management (SMCRM)	0.74	0.86	0.70	0.82		
Active Participation (Active)	0.71	0.83	0.64	0.68	0.80	
Customer Engagement (CE)	0.65	0.71	0.67	0.62	0.69	0.70

Figure 2. Fornell-Larcker Criterion to Assess Discriminant Validity

The statistical test results were evaluated by the assessing overall model fit using confirmatory factor analysis (CFA). This analysis incorporated variables that had been validated for reliability and validity. The evaluation was conducted at a 0.05 significance level, and the results are presented in Figure 1.



Chi-square = 454.03 Degrees of freedom = 114 Probability level = 0.00 n=490

Figure 1 presents the Integrated Marketing Communication (IMC) Model affecting deep customer engagement, analyzed using Structural Equation Modeling (SEM) Model #16.

The model was evaluated for **empirical fit**, showing a **good alignment with empirical data**. The key statistical indicators confirm its validity:

1. **Relative Chi-Square (χ^2/df)** = 3.98 (< 5), passing the threshold (Marsh & Hocevar, 1985).
2. **Root Mean Square Error of Approximation (RMSEA)** = 0.07 (< 0.08), meeting the criterion (Schumaker & Lomax, 2010).
3. **Root Mean Square Residual (RMR)** = 0.04 (< 0.08), within the acceptable range (Hu & Bentler, 1999).
4. **Goodness of Fit Index (GFI)** = 0.90 (\geq 0.90), passing the requirement (Shevlin & Miles, 1998).
5. **Normed Fit Index (NFI)** = 0.95 (> 0.90), meeting the standard (Hair et al., 2014).
6. **Tucker-Lewis Index (TLI)** = 0.95 (> 0.90), indicating good fit (Hair et al., 1998).

7. **Comparative Fit Index (CFI) = 0.96 (> 0.90)**, confirming model fit (Bagozzi & Yi, 2012).

The results indicate that the structural model aligns well with empirical data, meeting statistical fit criteria. The relationships between independent, mediating, and dependent variables comply with theoretical expectations. The hypothesis test results are summarized in Table 3.

Hypothesis	Hypothesis path	λ	SE.	t-value	p-value	Conclusion
H1 : The Influence of Integrated Marketing Communication (IMC)	IMC \rightarrow CE	0.18	0.09	2.12	0.03*	Accept
H2: The influence of Integrated Marketing Communication (IMC) on intensive engagement.	IMC \rightarrow Active	0.67	0.07	15.94	0.00*	Accept
H3: The influence of IMC on social media customer relationship management (CRM).	IMC \rightarrow SMCRM	0.94	0.05	20.21	0.00*	Accept
H4: The influence of social media CRM on deep customer engagement.	SMCRM \rightarrow CE	0.58	0.08	7.26	0.00*	Accept
H5: The influence of intensive engagement on social media CRM.	Active \rightarrow SMCRM	0.05	0.02	1.32	0.19	Reject
H6: The influence of intensive engagement on deep customer engagement	Active \rightarrow CE	0.23	0.02	6.67	0.00*	Accept

Figure 3 Summary of the Hypothesis Testing Result

Remark * at a 0.05 significance level.

The structural equation modeling (SEM) analysis examined the influence of Integrated Marketing Communication (IMC), intensive engagement, and social media Customer Relationship Management (CRM) on deep customer engagement. Hypotheses were tested using standardized regression coefficients at a 0.05 significance level. The results are as follows:

H1: IMC significantly influences deep customer engagement ($\beta = 0.18$, $t = 2.12$, $p = 0.03$), supporting the hypothesis.

H2: IMC significantly influences intensive engagement ($\beta = 0.67$, $t = 15.94$, $p = 0.00$), supporting the hypothesis.

H3: IMC significantly influences social media CRM ($\beta = 0.94$, $t = 20.21$, $p = 0.00$), supporting the hypothesis.

H4: Social media CRM significantly influences deep customer engagement ($\beta = 0.58$, $t = 7.26$, $p = 0.00$), supporting the hypothesis.

H5: Intensive engagement does not significantly influence social media CRM ($\beta = 0.05$, $t = 1.32$, $p = 0.19$), leading to hypothesis rejection.

H6: Intensive engagement significantly influences deep customer engagement ($\beta = 0.23$, $t = 6.67$, $p = 0.00$), supporting the hypothesis.

Variable	Active			SMCRM			CE		
	DE	IE	TE	DE	IE	TE	DE	IE	TE
IMC	0.67*		0.67*	0.91*	0.03*	0.94*	0.18*	0.69*	0.87*
Active				0.05		0.05	0.21*	0.03*	0.23*
SMCRM							0.58*		0.58*

Figure 4 (Total effect: TE) (Direct effect: DE) (Indirect effect: IE) Integrated Marketing Communication (IMC) Model Influencing Deep Customer Engagement

Remark * at a 0.05 significance level.

The analysis of Integrated Marketing Communication (IMC) influencing deep customer engagement can be summarized as follows: Social Media Customer Relationship Management (CRM) has the strongest direct influence. Active Customer Engagement follows as the second most significant factor. IMC also has a direct positive influence on deep customer engagement (statistically significant at 0.05).

From Figure 4, Key Findings enhance deep customer engagement through an Integrated Marketing Communication (IMC) model. Businesses should focus on the following strategies: Sales Promotion Strategies are Implement discounts, exchange programs, giveaways, and free gifts to increase customer awareness and motivation. This approach encourage repeat purchases and larger transactions through exclusive promotions for All Member loyalty programs, public relations (PR) and communication. These access to essential product and business information to enhance trust and credibility, utilize online communication channels for clear and effective customer engagement. Finally, awards promotion and recognitions strengthen brand confidence. The marketing activities significantly influence deep customer engagement, fostering stronger connections between brands and their customers.

Discussion of Findings

This discussion is structured into six key aspects, aligned with the research hypotheses. The findings integrate both qualitative and quantitative analyses, allowing for a deeper interpretation of the data and its relevance to the research objectives. The details are as follows:

A well-implemented IMC strategy using multiple communication tools fosters strong customer engagement. Loyalty programs and diverse sales promotions create deeper emotional connections with customers. This aligns with studies by Miraki, Yektayar, & Esmailie (2020), confirming a positive relationship between IMC and customer engagement

IMC not only increases brand awareness, but also drives high levels of customer participation. Activities like meet-and-greet events and personalized communication strategies enhance engagement. Social listening tools help brands tailor content and promotional activities to specific customer preferences.

IMC improves customer relationship management (CRM) on social media by integrating offline and online channels (O2O).

Social media is a key engagement platform, supporting direct interactions and personalized offers. This aligns with research by Aslam & de Luna (2021), highlighting social media as a powerful IMC tool.

Effective social media CRM strengthens customer loyalty by offering personalized services and quick response mechanisms. Analyzing customer data helps brands understand behaviors and improve service quality. Findings support research by Hollebeek et al. (2014) and Vivek et al. (2014), showing social media CRM as a key driver of deep engagement

While intensive engagement boosts brand perception, it does not directly influence CRM strategies. This contradicts findings by Harrigan et al. (2017), who suggested that higher customer engagement strengthens CRM relationships.

High levels of customer participation (e.g., membership programs, direct marketing) significantly impact long-term brand loyalty. Emotional attachment is built through ongoing interaction. This supports research are aligned by Vohra & Bhardwaj (2019) and Bowden et al. (2017), confirming that active customer participation fosters deep engagement.

Contribution and Implications

This research presents two key contributions:

Theoretical Contribution

The research framework is developed by integrating Integrated Marketing Communication (IMC), Intensive Engagement, and Social Media Customer Relationship Management (CRM) to examine their influence on deep customer engagement. The strongest direct factor influencing deep customer engagement is Social Media (CRM), followed by Intensive Engagement and IMC, all of which demonstrate a positive correlation also has an indirect influence on deep customer engagement through Social Media (CRM) and Intensive Engagement.

Among the indirect factors, Social Media (CRM) has a greater impact than Intensive Engagement.

These findings highlight that a combination of IMC, Intensive Engagement, and Social Media (CRM) plays a crucial role in fostering both direct and indirect deep customer engagement.

Practical Contribution

In business operations, customer retention is essential, requiring strategic approaches to ensure long-term engagement with the brand. Deep customer engagement is the key to sustaining business success. By implementing IMC, Intensive Engagement, and Social Media (CRM), businesses can effectively shape customer attitudes and behaviors, fostering both rational and emotional loyalty.

After purchasing or using a service, deeply engaged customers will feel satisfied with the product/service. Gradually, they repeat purchases or continue using the service. Then, they recommend the brand to others. They consider the brand as their first choice. Eventuality, they feel proud to be a customer, remain loyal and they do not switch to competitors.

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