

Building Customer Brand Loyalty Through Marketing Communication Strategies: A Case Study of Berseri Spa Family Massage in Bekasi City

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ABSTRACT: This study analyzes how marketing communication strategies build customer brand loyalty at Berseri Spa Family Massage in Bekasi City. Using a qualitative case study design, data were collected through semi-structured interviews with the owner, public relations officer, social media specialist, and receptionist. The data were managed and analyzed with NVivo through data condensation, coding, categorization, theme development, and conclusion drawing. The findings show that loyalty is formed through the integration of brand messages, digital media, customer interaction, reputation management, and service experience. Berseri Spa communicates values of comfort, safety, cleanliness, quality, and professionalism through Instagram, WhatsApp, Google Reviews, testimonials, educational content, and interpersonal service. Responsive communication and consistent service experiences strengthen customer trust, emotional closeness, satisfaction, repeat visits, positive reviews, and word-of-mouth recommendations. The study concludes that customer brand loyalty in family spa services emerges over time from alignment between communicated brand promises and customers' actual service experiences in practice.

KEYWORDS: brand image, customer brand loyalty, digital media, marketing communications, service experience.

I. INTRODUCTION

The wellness service industry, through talk shows, relaxation, and personal care, is experiencing increasingly competitive growth as public demand for physical and psychological recovery services increases (Rendi et al., 2026). Family spas and massages are no longer seen as luxury services but have become part of the lifestyle of urban communities seeking a balance between health, comfort, and emotional experiences (Thorne, 2021). Brand loyalty is a crucial issue in the service industry because customer value extends beyond functional benefits to experience, safety, trust, and emotional connection with the brand. Wellness services are holistic, offering not only products and services but also well-being experiences encompassing body, mind, ambiance, and social connections (Dini & Pencarelli, 2022). Therefore, marketing communication strategies in family spa businesses need to be designed not only to attract new customers but also to strengthen trust and engagement with existing customers. Marketing communications play a crucial role in building customer loyalty (Quayson et al., 2024). Integrated marketing communications are crucial for creating customer satisfaction and loyalty, especially when brand messages are delivered consistently across multiple channels (Ustun & Maden, 2023).

Furthermore, the development of digital media has further expanded the communication space between brands and customers. Social media enables service businesses to build interactions, convey promotional information, display testimonials, enhance visual imagery, and respond directly to customer inquiries. Social media marketing activities have the potential to increase loyalty through customer engagement, trust, and relationships with brands (Yee et al., 2022). In this regard, social media plays a crucial role in strengthening brand loyalty, while social media marketing activities can increase brand loyalty and awareness through customer satisfaction (Al-Hujri et al., 2025). Digital marketing communications cannot simply rely on the frequency of posts or price promotions. Brand experience is a crucial mediator in the relationship between social media marketing activities and loyalty. This means that messages delivered through social media must align with customers' actual experiences when using the service. If the promotion showcases convenience, friendliness, and professionalism, then the on-site experience must reflect these promises. A mismatch between the communication message and the customer experience can undermine trust, while consistency between the two can strengthen loyalty (Kumar & Hsieh, 2024).

Besides social media, customer engagement is also a crucial factor in building brand loyalty. Brand interactivity and customer engagement on social media can drive loyalty through brand trust (Samarah et al., 2022). Marketing efforts through social media can strengthen loyalty through customer-brand engagement (Aljuhmani et al., 2023). Customer loyalty to spa services is also strongly influenced by brand experience through perceived quality and trustworthiness (Akoglu & Özbek, 2022). A positive brand

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experience can build brand love, which ultimately strengthens loyalty (Bae & Kim, 2023). For family spa businesses, customers tend to return to brands that provide a pleasant, safe, clean, and friendly experience that meets expectations (Reitsamer et al., 2024).

Although extensive research on marketing communications and brand loyalty has been conducted, studies specifically addressing marketing communications strategies for family spa services in urban Indonesia are still limited. Social media communication at thermal spas is an important platform for understanding customer sentiment and experiences. However, local contexts such as Berseri Spa Family Massage in Bekasi City have their own characteristics, particularly related to family customer segmentation, competition in the relaxation service industry, trust in therapist quality, and the use of digital media in building customer relationships. Therefore, this study is important to analyze how marketing communications strategies are used to build customer loyalty, as well as how messages, media, interactions, and service experiences contribute to the formation of customer brand loyalty.

II. LITERATURE REVIEW

Brand loyalty in the service industry demonstrates that brand loyalty is no longer sufficiently explained through customer satisfaction alone, but rather needs to be understood as the result of the interaction between marketing communications, customer experience, brand trust, customer engagement, and emotional relationships with the brand. In the context of a service business like Berseri Spa Family Massage, customer loyalty is formed through repeated service experiences, perceptions of service quality, and the consistency of communication messages received by customers before, during, and after using the service. This means that marketing communications serve not only as a promotional tool but also as a mechanism for shaping brand meaning in the minds of customers (Murtiasih et al., 2021).

From a digital marketing communications perspective, social media is a crucial channel for building brand-customer rapport (Wibowo et al., 2021). For family spa businesses, customers require not only service information but also a sense of a calming, safe, clean, and professional experience (Haudi et al., 2022). Brand loyalty is also closely linked to brand trust. In spa and massage services, trust is crucial because customers entrust their physical comfort, privacy, and sense of security to the service provider, which can encourage repeat visits through trust and loyalty (Ibrahim et al., 2021). Furthermore, marketing activities through Instagram can strengthen brand loyalty through quality customer relationships (Ibrahim & Aljarah, 2023). This indicates that effective marketing communications require building a dialogic, responsive, and sustainable relationship with customers, not just one-way communication.

Besides trust, customer engagement is a crucial variable in building loyalty. Customer engagement plays a crucial role in the consumer journey and can be influenced by industry context, product type, and service characteristics (Barari et al., 2021). Social media has become a key platform for understanding customer engagement because it enables interaction, participation, and the formation of relationships with brands (Lim & Rasul, 2022). Brand loyalty is strengthened when customers feel a social and emotional connection with the brand (Wongsansukcharoen, 2022). This suggests that family spa businesses can build loyalty through a relational approach by recognizing the preferences of repeat customers, maintaining post-visit communication, showing appreciation to loyal customers, and creating a personalized experience in service. Social media marketing activities also need to be viewed in terms of the quality of value offered to customers. Social media marketing can influence purchase intentions, willingness to pay more, and electronic word of mouth through perceived value (Bushara et al., 2023). Social media marketing can increase brand loyalty, especially when brands are able to create engaging interactions and valuable experiences (Ali et al., 2025). Customer engagement can strengthen brand loyalty when supported by various factors such as social media marketing, economic benefits, brand attachment, and social influence (Long et al., 2024).

III. RESEARCH METHODS

A. Research Design

This research uses a qualitative approach with a case study design. A qualitative approach was chosen because this study aims to deeply understand the marketing communication strategies implemented by Berseri Spa Family Massage in building customer brand loyalty in Bekasi City. The focus of the research is not directed at measuring the relationship between variables statistically, but rather to explore the processes, meanings, experiences, and marketing communication practices carried out by internal company actors. Aspers and Corte (2019) explain that qualitative research allows researchers to understand social phenomena interpretively and contextually. The case study was chosen because the research seeks to deeply understand marketing communication practices in a service business unit that has a specific context, namely spa and family massage services in urban areas (Rashid et al., 2019).

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B. Research Location and Informants

The research location is Berseri Spa Family Massage Bekasi Branch. This location was chosen purposefully because it is an operational space that brings together various forms of marketing communication, ranging from the owner's strategic policies, reputation management by public relations, digital communication through social media, to interpersonal communication carried out by the receptionist with customers. Research informants were determined using purposive sampling techniques and based on their direct involvement, knowledge, and experience in Berseri Spa Family Massage's marketing communication practices. Research informants consisted of the following key informants:

Table 1. Research Informants

No.	Informant	Position	Role in Research
1	Aneesa Lia Tanjung	Owner	Responsible for strategic policies, brand direction, and marketing communications decisions
2	Dea Febrianti	Public Relations	Public relations, reputation, brand image, and external communications manager
3	Ghinah Hanifa	Social Media Specialist	Content manager, digital communications, and social media interactions
4	Marsya Novinda Putri	Receptionist	Implementer of interpersonal communication and direct service to customers

C. Data collection technique

The primary data collection technique in this study was semi-structured in-depth interviews. This technique provided researchers with a guideline for questions, while still allowing informants to explain their experiences, perspectives, and communication practices broadly. Interviews with the owner focused on strategic policies, customer segmentation, brand positioning, and loyalty strategies. Interviews with public relations focused on reputation management, brand image, public relations, and external communications. Interviews with social media specialists focused on content management, platform choice, digital communication styles, and customer interactions. Interviews with receptionists focused on interpersonal communication, direct service, customer response, complaint handling, and communication experiences that encourage repeat customers.

D. Data Management and Analysis Techniques

process, this study used NVivo software as a qualitative data analysis tool. NVivo was used to organize interview transcripts, code, group categories, explore data occurrence patterns, and visualize findings through word frequency, word cloud, and code grouping features. Data analysis was carried out in several stages. First, data condensation, which involved repeatedly reading all interview transcripts to sort out information relevant to the research focus, especially related to marketing communication strategies, brand image, service, customer experience, trust, and customer loyalty.

Second, data coding, which involves assigning codes to units of meaning that appear in the transcripts. The codes are structured based on Berseri Spa Family Massage's marketing communication practices. Third, data categorization, which involves grouping codes with similar meanings into broader categories. Fourth, theme discovery, which involves connecting categories into main themes that explain the formation of customer brand loyalty. The final stage is concluding by integrating the results of condensation, coding, categorization, and themes.

E. Data Validity

Data validity is maintained through triangulation of sources and Technical triangulation. Source triangulation is conducted by comparing information from the owner, public relations, social media specialist, and receptionist. Technical triangulation is conducted by comparing interview results with documentation and field notes. Additionally, researchers can conduct member checking to ensure interpretations align with the informant's intent.

RESULTS AND DISCUSSION

Interview data management in this study was conducted using NVivo software as a qualitative data analysis tool. NVivo was used to organize interview transcripts systematically, support the coding process, group related codes into broader categories, and visualize the main findings through word frequency and word cloud features. The use of NVivo helped the researcher identify patterns, recurring terms, and dominant issues emerging from the interview data. This process was important because the study aimed to analyze how marketing communication strategies are applied to build customer loyalty, particularly at Berseri Spa Family Massage. In addition, the analysis also focused on understanding how messages, media, customer interactions, and service experiences contribute to the formation of customer brand loyalty.

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Rank	Word	Frequency (proportional to count)	Count
1.	service		21
2.	place		18
3.	comfort		17
4.	responsiveness		15
5.	promotion		13
6.	professionalism		11
7.	brand image		11
8.	friendliness		11
9.	brand building		11
10.	reputation management		11
11.	message		10
12.	customer feeling		10
13.	customer return		10
14.	cleanliness		9
15.	quality		9

Figure 1. NVivo Word Frequency Query Results of Interview Data Management

Based on the results of the Word Frequency Query shown in Figure 1, several dominant words appeared repeatedly in the interview data. These words include "service," "place," "comfort," "promotion," "responsiveness," "professionalism," "brand image," "friendliness," "cleanliness," "quality," "trust," and "consistency." The high frequency of these words indicates that customer loyalty is shaped by a combination of communication, service, and experiential factors. In other words, loyalty is not merely influenced by promotional activities, but also by how customers experience the service directly, how comfortable they feel in the place, how responsive the staff is, and how consistently the brand delivers quality service.

The WordCloud visualization in Figure 2 further strengthens these findings. The word "service" appears as the most dominant term, indicating that service is the central element in the customer experience. This suggests that customers tend to evaluate Berseri Spa Family Massage primarily through the quality of service they receive. Professionalism, friendliness, and responsiveness are also closely related to service quality, as these aspects influence how customers perceive the staff and the overall service encounter.



Figure 2. WordCloud Results of Interview Data Management Using NVivo

Meanwhile, the words "place" and "comfort" also appear prominently in the visualization. This shows that the physical environment plays an important role in shaping customer perceptions. A clean, comfortable, and relaxing place can create a positive impression and encourage customers to return. The appearance of words such as "promotion," "brand image," and "trust" indicates that marketing communication also has a strategic role in strengthening customer loyalty. Promotional messages may attract customers initially, but trust and positive brand image are built through consistent service experiences.

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A. Digital Communication Media as a Promotion and Interaction Channel

Digital communication media is Berseri Spa Family Massage's primary channel for customer outreach. These include Instagram, WhatsApp, Google Business/Google Reviews, and customer recommendations. These media platforms serve not only as promotional tools but also as a platform for interaction, information services, and trust-building.

"We actively use social media such as Instagram and WhatsApp for promotions, promo updates, and direct communication with customers" (Owner Interview).

The social media specialist also explained the same thing.

"Our most active platforms are Instagram and WhatsApp. We also utilize Google Business for customer reviews and location information" (Interview with Social Media Specialist)

Thus, digital media plays a role in three aspects. First, it expands the reach of promotional information. Second, it makes it easier for customers to obtain information and make bookings. Third, it strengthens credibility through customer reviews and testimonials. Instagram builds a visual image, WhatsApp speeds up communication, and Google Reviews strengthens potential customers' trust in Berseri Spa's services.

B. Promotional Content, Testimonials, and Education as Trust-Building Strategies

Berseri Spa Family Massage's social media content includes not only promotions but also service information, customer testimonials, educational insights into the benefits of massage, and visualizations of the venue's ambiance. This content is used to build interest, provide understanding, and strengthen potential customers' trust before using the service.

"The types of content we use most often are treatment promotions, service information, customer testimonials, massage benefits education, and atmosphere content" (Interview with Social Media Specialist).

In addition, the content that is considered most effective is content that is able to connect promotions with evidence of customer experience.

"The most effective content is usually attractive promotions, before-and-after treatments, customer testimonials, videos of the atmosphere of the place, and education on the benefits of massage" (Interview with Social Media Specialist).

Thus, digital content plays a strategic role in building customer brand loyalty. Promotions attract customers, education explains the benefits of services, and testimonials provide social proof of other customers' satisfaction. These three elements reinforce each other, as customers not only gain information but also build confidence that Berseri Spa's services are safe, comfortable, professional, and worth returning to.

C. Responsive Interaction as a Builder of Emotional Closeness

Responsive interaction is a crucial element in building relationships between Berseri Spa Family Massage and its customers. Interactions take place not only through social media but also via WhatsApp and in-person communication when customers visit the location. Prompt, friendly, and informative responses make customers feel valued.

"The strategy is to maintain friendly and responsive communication, whether through WhatsApp, social media, or when customers come in person" (Public Relations Interview).

Social Media Specialists also emphasize the importance of close but professional communication.

"We build closeness by actively responding to messages, greeting customers in a friendly manner, posting customer moments, giving greetings on certain days, and using communication that feels close but remains professional" (Interview with Social Media Specialist).

Thus, responsive interactions serve to build emotional closeness between customers and the brand. Customers are positioned not only as recipients of promotional messages, but also as those who are served, listened to, and valued. This communication pattern strengthens trust and increases the likelihood of customers returning to Berseri Spa services.

D. Receptionist Interpersonal Communication as a Starting Point for Loyalty

Receptionists play a crucial role in shaping customers' first impressions of Berseri Spa Family Massage. They are the first people to interact with customers, whether they come in person, contact them via WhatsApp, or inquire over the phone. Therefore, interpersonal communication with receptionists is a crucial part of any marketing communications strategy.

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"Usually we greet customers in a friendly manner, say hello, then ask what the customer needs" (Receptionist Interview).

The receptionist also explained that communication with existing customers is done in a more personal manner.

"For old customers, communication is usually more intimate because they already know each other, but remains professional " (Receptionist Interview).

Thus, interpersonal communication plays a role in building trust, comfort, and customer rapport. Receptionists not only provide information about prices, promotions, duration, and booking schedules, but also help customers choose services that best suit their needs. When customers feel welcomed, understood, and well-served, they are more likely to return. This demonstrates that loyalty can begin with the earliest communication experiences.

E. Service Experience as Proof of Brand Communication Promise

Service experience is a key factor in building customer loyalty. Promotional messages and brand image built through social media must be reflected in actual customer experiences. In the context of Berseri Spa Family Massage, this experience includes treatment quality, therapist friendliness, cleanliness, comfortable ambiance, and service consistency.

"The main factors are the quality of treatment, the friendliness of the therapist, the cleanliness of the place, the comfortable atmosphere, and consistent service" (Owner Interview).

The receptionist also emphasized that the quality of treatment is the main reason customers feel satisfied and want to return.

"The most important thing that makes customers satisfied and want to come back is the quality of the massage or treatment that really feels beneficial " (Receptionist Interview).

Thus, the service experience serves as a demonstration of the brand's communication promise. If social media portrays Berseri Spa as comfortable, clean, friendly, and professional, then the on-site customer experience should reflect that message. Alignment between message and experience will strengthen customer satisfaction, trust, and loyalty.

F. Reputation Management and Complaint Handling

Reputation management is a crucial part of Berseri Spa Family Massage's marketing communications strategy. Reputation is built through the image of a safe, comfortable, high-quality, and trustworthy family spa. Public Relations plays a role in maintaining this image through effective communication, responsive service, and handling customer feedback and complaints.

"The image we want to project is that Berseri Spa is a safe, comfortable, high-quality, and trustworthy family spa" (Public Relations Interview).

In handling complaints, Public Relations emphasizes the importance of listening to customers and finding solutions.

"If there is a complaint, we will listen first, apologize for any inconvenience, and then look for the best solution" (Public Relations Interview).

Thus, complaint handling is not only corrective but also relational. Complaints are understood as an opportunity to improve the customer experience and maintain trust. Customers who feel their complaints are heard and handled effectively are more likely to maintain their relationship with the brand. Therefore, reputation management contributes to customer brand loyalty by helping maintain positive perceptions and customer trust.

G. Building Customer Brand Loyalty through the Integration of Messages, Media, Interactions, and Experiences

Customer brand loyalty is formed through the integration of messaging, media, interactions, and service experiences. Communication messages build the brand's image as a comfortable, safe, clean, and professional family spa. Digital media expands the reach of messages and facilitates customer interaction. Responsive interactions build emotional closeness, while service experiences demonstrate the brand's promise in real-world practice.

"We look at the number of returning customers, response to promotions, social media growth, customer reviews, and word-of-mouth recommendations" (Owner Interview).

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Public Relations also emphasizes customer loyalty indicators.

"We judge it by the customers who come back regularly, give positive reviews, recommend to others, and still choose Berseri Spa even though there are many other options" (Public Relations Interview).

Customer loyalty is not formed instantly, but rather through a gradual process. Customers receive messages, access media, interact, try services, evaluate their experiences, and then decide to return or recommend the service to others. Loyalty is the cumulative result of consistent communication and service experiences.

CONCLUSIONS

Based on the research results, Berseri Spa Family Massage's marketing communication strategy in building customer brand loyalty is carried out through the integration of brand messages, digital communication media, customer interactions, reputation management, and service experiences. Communication messages that emphasize comfort, safety, cleanliness, quality, and professionalism are the foundation in shaping Berseri Spa's image as a trusted family spa service. Digital media such as Instagram, WhatsApp, and Google Reviews play a crucial role in conveying promotional information, displaying testimonials, strengthening the visual image, and facilitating direct communication with customers. In addition, friendly, fast, responsive, and personal interactions build emotional closeness and increase customer trust in the brand. Customer loyalty is also strengthened by tangible service experiences, particularly through treatment quality, therapist friendliness, cleanliness of the place, comfortable atmosphere, ease of booking, and service consistency. The results of data management through NVivo, which display dominant words such as service, place, comfort, promotion, responsiveness, brand image, quality, and trust, reinforce that loyalty is not only born from promotions, but from the alignment between communication promises and customer experiences. Thus, Berseri Spa's customer brand loyalty is formed gradually through satisfaction, trust, repeat visits, positive reviews, and recommendations from customers to other potential customers.

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