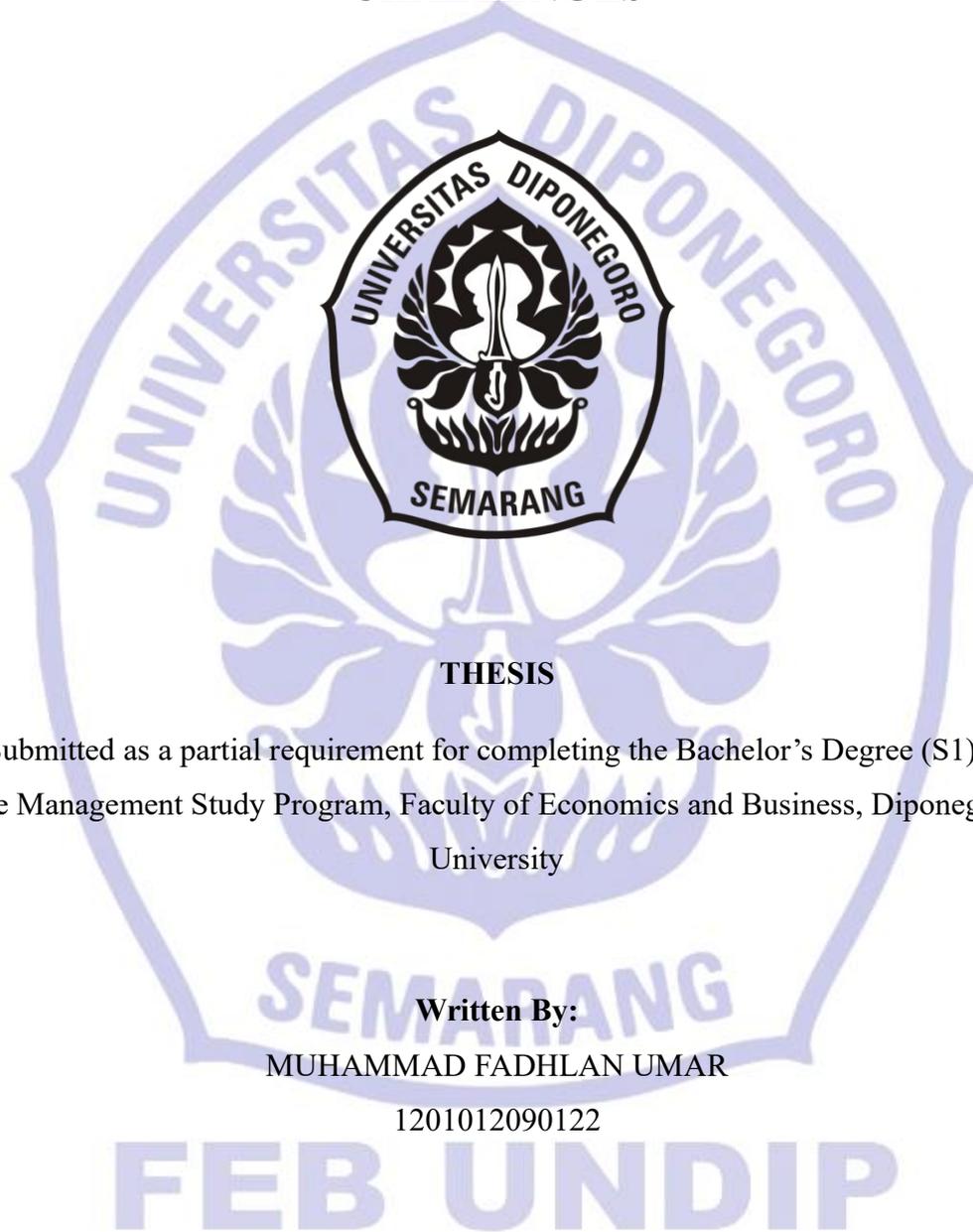


**INDUSTRIAL ESTATE MARKETING STRATEGY OF
PT JATENGLAND IN GLOBAL ECONOMIC
CHALLENGES**



THESIS

Submitted as a partial requirement for completing the Bachelor's Degree (S1) in
the Management Study Program, Faculty of Economics and Business, Diponegoro
University

Written By:

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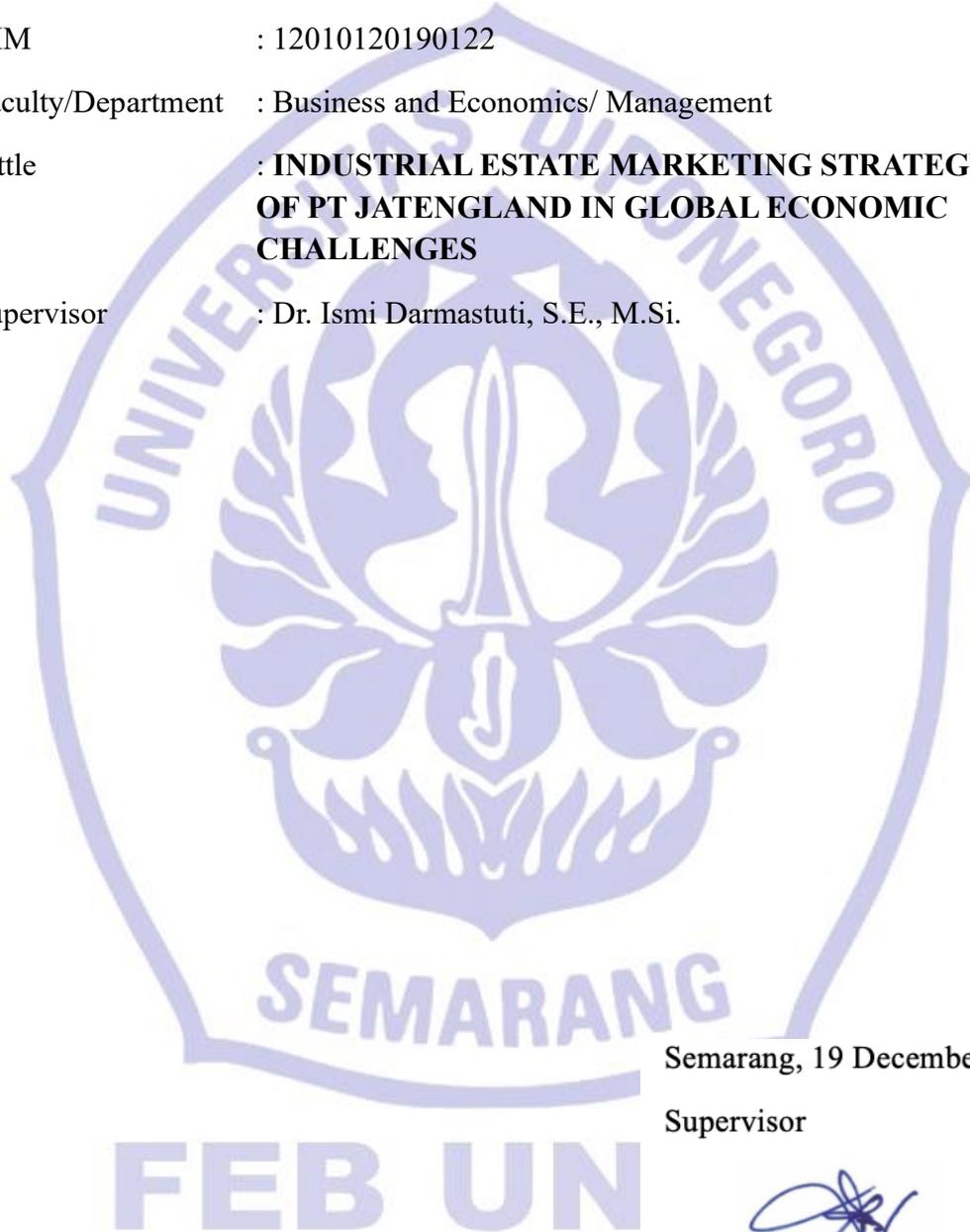
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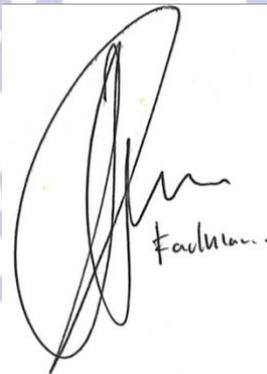
THESIS ORIGINALITY STATEMENT

The undersigned, I, Muhammad Fadhlan Umar, hereby declare that the thesis entitled “**INDUSTRIAL ESTATE MARKETING STRATEGY OF PT JATENGLAND IN GLOBAL ECONOMIC CHALLENGES**” is entirely my own work. I sincerely state that this thesis does not contain, in whole or in part, any work of others that I have copied or imitated in the form of sentences or symbols representing ideas, opinions, or thoughts of another author and presented as if they were my own, nor have I taken any work of others without giving proper credit to the original author.

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ABSTRACT

This study explores the marketing strategies of PT Jatengland Industrial Park in navigating global economic challenges and industrial estate competition. The research examines the factors influencing strategy formulation, evaluates effectiveness in attracting investors, and provides recommendations for improvement. Data were gathered through interviews, observations, and document analysis. Results indicate that PT Jatengland employs a business-to-business (B2B) approach, integrating conventional methods such as exhibitions and direct meetings with digital marketing via websites and professional social media. Key internal factors include human resources, budget, and company policies, while external factors involve economic conditions, government regulations, technological trends, and investor behavior. The study also emphasizes the growing role of sustainable, green industrial park initiatives in appealing to environmentally conscious investors. Overall, the combination of digital and conventional marketing, tailored communication for domestic and foreign investors, and adaptive strategies has enhanced investor awareness and interest. Strengthening digital presence, human resource capacity, and sustainability initiatives are recommended to maintain competitiveness.

Keywords: marketing strategy, industrial estate, B2B marketing, investor behavior, digital marketing, sustainability

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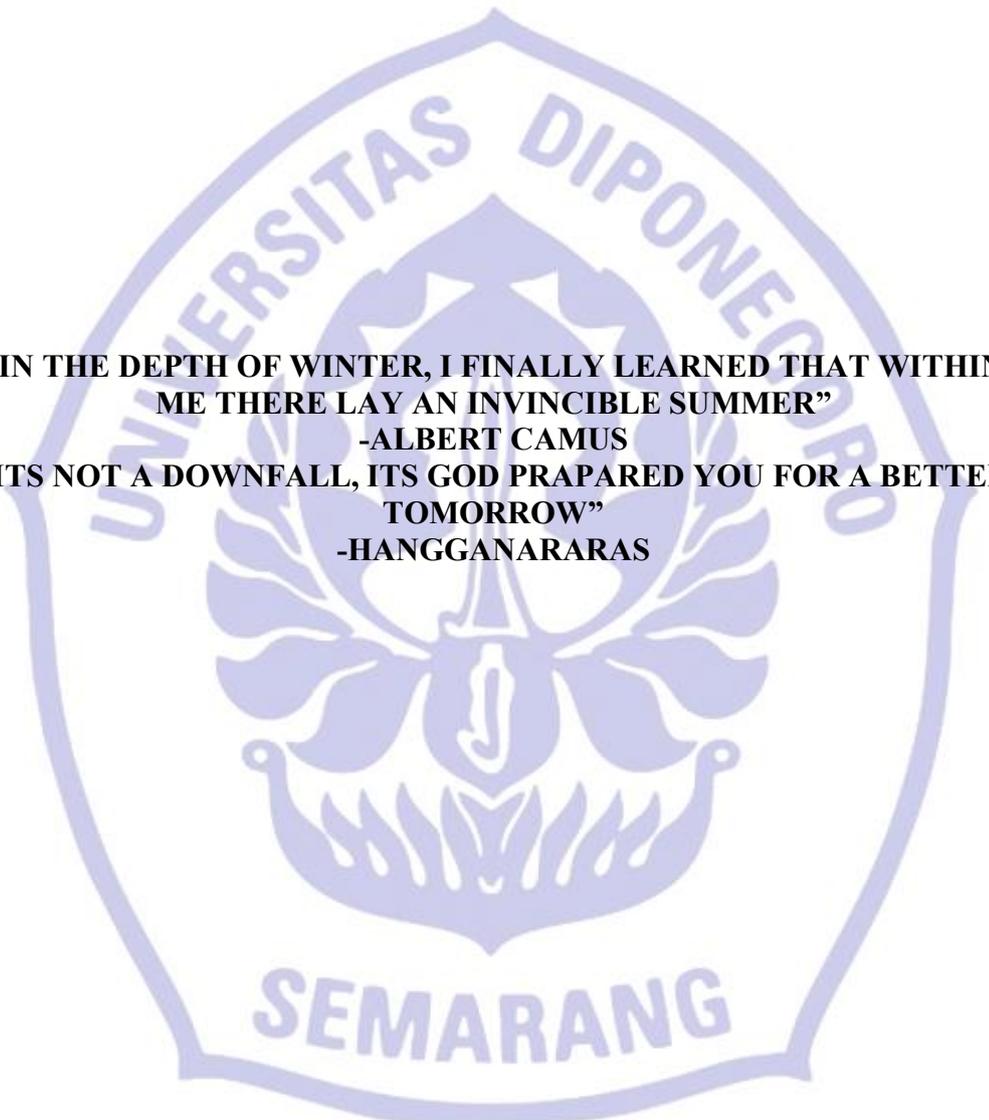
ABSTRAK

Penelitian ini mengeksplorasi strategi pemasaran PT Jatengland Industrial Park dalam menghadapi tantangan ekonomi global dan persaingan kawasan industri. Penelitian ini menguji faktor-faktor yang memengaruhi perumusan strategi, mengevaluasi efektivitas dalam menarik investor, dan memberikan rekomendasi perbaikan. Data dikumpulkan melalui wawancara, observasi, dan analisis dokumen. Hasil penelitian menunjukkan bahwa PT Jatengland menggunakan pendekatan bisnis ke bisnis (B2B), mengintegrasikan metode konvensional seperti pameran dan pertemuan langsung dengan pemasaran digital melalui situs web dan media sosial profesional. Faktor internal utama meliputi sumber daya manusia, anggaran, dan kebijakan perusahaan, sementara faktor eksternal melibatkan kondisi ekonomi, peraturan pemerintah, tren teknologi, dan perilaku investor. Studi ini juga menekankan peran inisiatif kawasan industri hijau yang berkelanjutan yang terus berkembang dalam menarik minat investor yang sadar lingkungan. Secara keseluruhan, kombinasi pemasaran digital dan konvensional, komunikasi yang disesuaikan untuk investor domestik dan asing, serta strategi adaptif telah meningkatkan kesadaran dan minat investor. Penguatan kehadiran digital, kapasitas sumber daya manusia, dan inisiatif keberlanjutan direkomendasikan untuk menjaga daya saing.

Kata Kunci: strategi pemasaran, kawasan industri, pemasaran B2B, perilaku investor, pemasaran digital, keberlanjutan



MOTTO AND DEDICATION

The logo of Universitas Diponegoro Semarang is a shield-shaped emblem. It features a central floral motif with a crown-like top and a base resembling flames or a decorative border. The text "UNIVERSITAS DIPONEGORO" is arched across the top, and "SEMARANG" is written across the bottom. The entire logo is rendered in a light blue color.

**“IN THE DEPTH OF WINTER, I FINALLY LEARNED THAT WITHIN
ME THERE LAY AN INVINCIBLE SUMMER”
-ALBERT CAMUS
”ITS NOT A DOWNFALL, ITS GOD PRAPARED YOU FOR A BETTER
TOMORROW”
-HANGGANARARAS**

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PREFACE

Praise and gratitude are first and foremost offered to Allah SWT for His blessings and guidance, allowing the completion of this thesis entitled **“Industrial Estate Marketing Strategy of PT Jatengland in Global Economic Challenges.”** This thesis is submitted as one of the requirements to complete the Undergraduate Program (S1) in Management at the Faculty of Economics and Business, Diponegoro University.

The preparation of this thesis would not have been possible without the guidance, support, and encouragement from many parties. The author would like to sincerely thank Dr. Ismi Dasmartuti S.E., M.Si., as the thesis supervisor, for their invaluable guidance, advice, and patience throughout the research process. This thesis also cannot be done without the supports of many party, therefore the author would like to send gratitude to parties as follow :

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CHAPTER I

INTRODUCTION

1.1 Research Background

In recent years, the real estate industry in Indonesia has faced increasingly complex challenges because of fluctuating global economic conditions. Geopolitical instability, rising global inflation, and changes in monetary policies across various countries have directly affected the investment climate within the property sector. This situation has been further exacerbated by the uneven post-COVID-19 economic recovery worldwide, including in Indonesia. Consequently, there has been a decline in public purchasing power for high-value assets such as property, which has traditionally been regarded both as an investment instrument and a primary necessity. This condition has led to reduced demand in several regions and increased the risk of stagnation in real estate business growth (Nurzukhrufa et al., 2022). As a result, property developers are required to respond to these challenges through more adaptive and innovative marketing strategies to survive under global economic pressure (Irfan, 2021).

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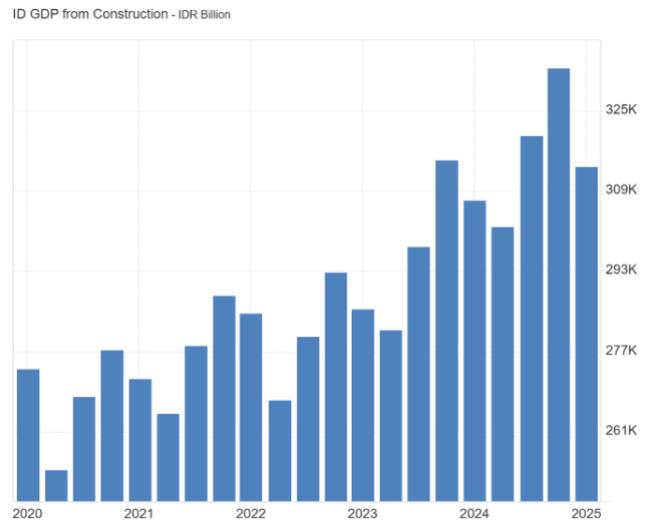


Figure 1.1 GDP of the construction sector from 2020-2025

Source : Trading Economics

The Gross Domestic Product (GDP) of Indonesia's construction sector declined to IDR 313.8 trillion in the first quarter of 2025, after reaching its peak at IDR 333.5968 trillion in the fourth quarter of 2024 (Trading Economics, 2025). Although the sector has shown year-on-year growth, economic pressures remain a significant challenge. Global economic pressures also influence consumer behavior in purchasing decisions, particularly in the property sector, which involves long-term commitments and high transaction values. These changes are reflected not only in preferences related to price and location, but also in expectations regarding facilities, payment flexibility, and technological integration (Parman et al., 2023). Consumers have become increasingly selective, well-informed, and critical before making property purchase decisions. They tend to conduct online research, compare various alternatives, and consider the added value offered by developers (Winda & Syarvina, 2022). In this context, real estate companies are required to transform rapidly, particularly in designing marketing strategies that are responsive to market

dynamics and evolving consumer needs (Firdaus & Rinaldi, 2025). Conventional marketing strategies that fail to accommodate digitalization trends risk being abandoned by the market, whereas companies that integrate technology into their marketing efforts tend to receive more positive responses from consumers (Pramudya et al., 2021).

Developers that are unable to adapt to these changes risk losing competitiveness and experiencing significant declines in sales performance. Static marketing strategies that fail to consider emerging aspects of consumer behavior will lag behind more innovative competitors (Mulya & Wandebori, 2025). Therefore, marketing strategy functions not merely as a promotional tool, but also as a mechanism for adaptation and adjustment to a rapidly changing business environment (Irwan & Gemini, 2021). In this era of uncertainty, adaptive, data-driven, and customer-experience-oriented marketing strategies are essential to ensure business sustainability and growth in the real estate industry (Parman et al., 2023). Given these challenges, it is crucial for real estate companies of all scales, including regional developers such as PT Jatengland, to formulate targeted, market-relevant, and sustainable marketing strategies.

PT Jatengland is an industrial land provider operating in Central Java, Indonesia. The company focuses on developing industrial estates that offer strategic infrastructure to support manufacturing and logistics activities, thereby contributing to regional industrial growth. In its operations, PT Jatengland faces competition from other industrial estate developers, both national and international, that also target strategic locations on Java Island. Amid global economic instability,

exchange rate fluctuations, and trends in industrial relocation from developed to developing countries, industrial land providers are required to implement marketing strategies that not only attract investors but also respond effectively to changing market needs. Despite the significant role of PT Jatengland in supporting regional economic growth, there is currently a lack of academic research that specifically examines the company's marketing strategies in the context of global economic dynamics. This condition indicates a research gap that needs to be addressed through a focused study on regional industrial estate developers.

Previous studies indicate that effective marketing strategies contribute directly to improved sales performance and corporate competitiveness in the property and land development sectors. Rizky Kurniawan et al. (2021) found that integrated segmentation, targeting, and positioning strategies combined with digital marketing via social media platforms such as Instagram, TikTok, and YouTube were effective in increasing market awareness and attracting potential buyers. Similarly, Winda and Syarvina (2022) reported that digital marketing through social media platforms such as Facebook, X, and Instagram significantly enhanced marketing reach and sales conversion, while being more cost-efficient than conventional offline marketing methods. However, Rastra and Kristiyono (2024) demonstrated that outdoor media, including billboards and banners, played a substantial role in building brand image and awareness in the property sector, particularly among adult consumers who may be less engaged with social media. Although these studies primarily focus on residential property, their key principles remain relevant to

industrial land provision, particularly regarding the influence of marketing strategies on investor decision-making.

Considering global market dynamics, the complexity of industrial sector demand, and the growing need for digital transformation, it is essential to understand how PT Jatengland designs and implements its marketing strategies. Unlike residential property developers that market directly to individuals or households, industrial land providers engage primarily with business actors and investors, requiring a value-based marketing approach that emphasizes competitive advantages.

Existing literature remains largely focused on residential real estate marketing, with limited attention given to regional industrial estate developers such as PT Jatengland. Therefore, based on the observed phenomena and identified research gap, this study seeks to analyze PT Jatengland's marketing strategy as a relevant case study representing regional property sector dynamics and to evaluate its effectiveness in addressing market challenges and economic change.

1.2 Problem Formulation

Based on the background described above, the real estate industry in Indonesia is currently facing significant challenges due to unstable global economic conditions. Geopolitical uncertainty, global inflation, and the impact of post-pandemic economic recovery have reduced investor purchasing power and suppressed demand for property, including industrial estates. Under these conditions, marketing strategy becomes a key factor for developers, including PT Jatengland, to maintain competitiveness and sustainability. However, there has been no specific research examining PT Jatengland's marketing strategy as a regional

industrial estate developer. Furthermore, differences in effectiveness between cost-efficient digital marketing strategies and conventional marketing approaches such as outdoor media—which are effective in building brand image and attracting attention—pose challenges for developers in selecting appropriate marketing approaches for industrial estate markets. These conditions create both a phenomena gap and a research gap that require further investigation.

Accordingly, the research questions are formulated as follows:

1. How is the marketing strategy implemented by PT Jatengland in responding to global economic dynamics and challenges in the industrial estate market?
2. What factors influence the formulation of PT Jatengland's marketing strategy amid digitalization trends and changing market preferences?
3. How effective is PT Jatengland's marketing strategy in increasing investor interest in the developed industrial estates?

1.3 Research Objectives and Benefits

This study aims to:

1. Analyze the marketing strategy implemented by PT Jatengland in addressing global economic dynamics and challenges in the industrial estate market.
2. Identify the factors influencing the formulation of PT Jatengland's marketing strategy amid digitalization trends and changing market preferences.

3. Evaluate the effectiveness of PT Jatengland's marketing strategy in increasing investor interest in the developed industrial estate.

Research Benefits

1. Theoretical Contribution

This study is expected to contribute to the development of strategic marketing literature, particularly in the context of the real estate and industrial estate industries amid global economic challenges. The findings may also serve as a reference for future studies on similar topics.

2. Practical Contribution

Practically, this study is expected to provide strategic recommendations for PT Jatengland in developing more adaptive and effective marketing strategies. The findings may also serve as a reference for other industrial estate developers in responding to market challenges and changes in investor behavior.

1.4 Writing Structure

This thesis is systematically organized into the following chapters:

CHAPTER I INTRODUCTION

This chapter presents the background of the study, research problems, objectives and benefits of the research, and the overall structure of the thesis.

CHAPTER II LITERATURE REVIEW

This chapter discusses relevant theoretical foundations, previous research, conceptual framework, and research focus that underpin the analysis.

CHAPTER III RESEARCH METHODOLOGY

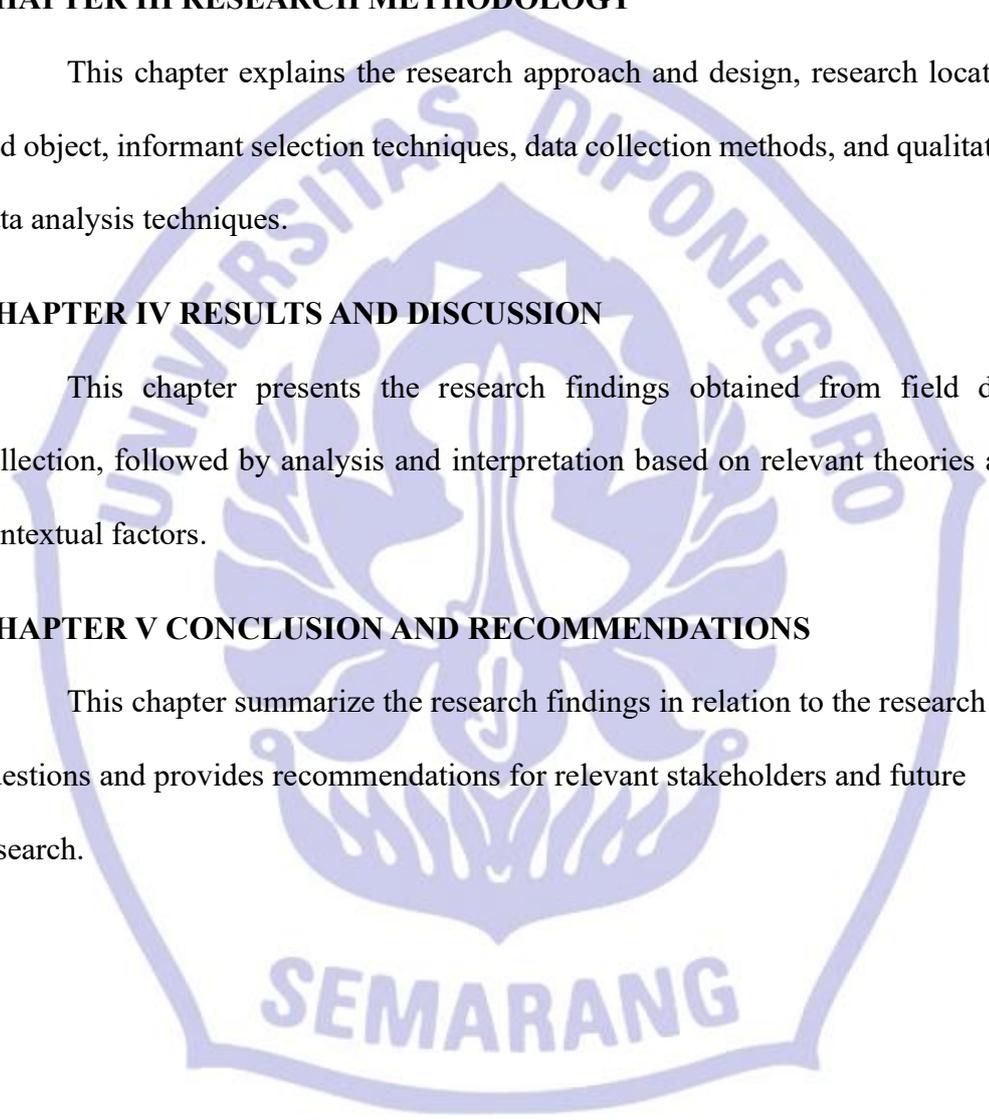
This chapter explains the research approach and design, research location and object, informant selection techniques, data collection methods, and qualitative data analysis techniques.

CHAPTER IV RESULTS AND DISCUSSION

This chapter presents the research findings obtained from field data collection, followed by analysis and interpretation based on relevant theories and contextual factors.

CHAPTER V CONCLUSION AND RECOMMENDATIONS

This chapter summarize the research findings in relation to the research questions and provides recommendations for relevant stakeholders and future research.



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CHAPTER II

LITERATURE REVIEW

2.1 Theoretical Framework

2.1.1 Basic Marketing Concept

2.1.1.1 Marketing Definition

Marketing is one of the most crucial functions within any business organization, aimed at creating, communicating, and delivering value to customers while managing customer relationships in ways that benefit both the organization and its stakeholders. According to Kotler and Armstrong (2018), marketing is defined as *“a social and managerial process by which individuals and groups obtain what they need and want through creating, offering, and exchanging products of value with others.”* This definition highlights the core essence of marketing as an activity oriented towards fulfilling consumer needs and desires.

Kotler and Keller (2016) further conceptualize marketing as an activity, a set of institutions, and a series of processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. This perspective emphasizes that marketing is not merely transactional, but rather a comprehensive system involving multiple stakeholders and coordinated processes to generate value. Central to Kotler’s marketing concept is a strong customer focus. Successful companies are those that are able to identify target markets, recognize unmet needs, and develop superior products or services to fulfil those needs. This process requires rigorous market research, strategic planning, effective implementation, and continuous evaluation to ensure

adaptability to changing market conditions and consumer preferences (Kotler & Armstrong, 2018).

2.1.1.2 Marketing Concept for Company

In conducting business activities, companies adopt various marketing philosophies that serve as strategic foundations. Kotler and Armstrong (2018) identify five major marketing concepts that guide how organizations interact with markets.

1. Production Concept

The production concept is one of the earliest marketing philosophies, historically emphasizing operational efficiency as the company's primary priority. Under this concept, consumers are assumed to prefer products that are widely available and affordable. Consequently, firms adopting the production concept focus on improving production and distribution efficiency, as well as achieving economies of scale to reduce unit costs. The objective is to ensure mass production and efficient distribution so that products can be offered at competitive prices.

Nofiani and Mursid (2021) illustrate this concept through companies that relocate production facilities to areas with lower operational costs. Such strategic decisions allow firms to reduce production expenses and offer more competitive pricing. However, cost efficiency should not come at the expense of quality. Failure to maintain quality standards may result in declining sales and damage to corporate reputation.

Therefore, the success of the production concept depends on balancing cost efficiency, product availability, and consistent quality.

2. Product Concept

Unlike the production concept, which prioritizes cost and availability, the product concept is based on the belief that consumers prefer products with superior quality, performance, and features. This concept assumes that markets are inherently attracted to the best available products and that consumer loyalty can be achieved through continuous product improvement and innovation.

To implement the product concept effectively, companies must prioritize research and development (R&D) to enhance product features and functionality. Nofiani and Mursid (2021) highlight technology firms that regularly introduce feature upgrades and new product generations to maintain competitiveness. However, an excessive focus on product excellence may lead to *marketing myopia*, where firms overlook fundamental customer needs that may be fulfilled by alternative solutions.

3. Selling Concept

The selling concept emphasises aggressive promotion and sales efforts, based on the assumption that consumers will not purchase products in sufficient quantities without intensive selling activities. This philosophy prioritises short-term sales volume rather than long-term customer satisfaction and loyalty.

Companies adopting this concept often invest heavily in personal selling, large-scale advertising, and sales promotions. While this approach may be effective for unsought goods or excess production capacity, it carries the risk of neglecting post-purchase satisfaction. Customers who feel pressured into purchasing may develop negative perceptions of the brand, reducing repeat purchases and long-term loyalty.

4. Marketing Concept

The marketing concept represents a fundamental shift in marketing philosophy by placing customers at the centre of all organisational activities. This concept argues that organisational success depends on identifying the needs and wants of target markets and satisfying them more effectively and efficiently than competitors.

The core principle of the marketing concept is that firms should *make what can be sold*, rather than *sell what is made*. This requires extensive market research, consumer data analysis, and a deep understanding of customer preferences and expectations. All organisational functions—product development, pricing, distribution, and promotion—must be integrated and aligned to deliver superior customer value. Companies that successfully implement the marketing concept are more likely to achieve sustainable competitive advantage and long-term customer loyalty.

5. Societal Marketing Concept

The societal marketing concept extends beyond customer satisfaction to include long-term consumer welfare and societal well-being. This concept emerged in response to criticism that traditional marketing may prioritise short-term profits at the expense of social and environmental sustainability.

Firms adopting this philosophy consider three key factors in marketing decision-making: company profits, consumer satisfaction, and societal interests. This may involve developing environmentally friendly products, using sustainable raw materials, or implementing socially responsible business practices. The societal marketing concept reflects the growing importance of ethics, sustainability, and corporate social responsibility in modern marketing.

2.1.2 Marketing Strategy

2.1.2.1 Marketing Strategy Definition

Marketing strategy refers to the overall plan designed to achieve organisational marketing objectives by creating value for target customers. Kotler and Armstrong (2018) define marketing strategy as the logic by which a business unit expects to create customer value and build profitable customer relationships.

Kotler and Keller (2016) describe marketing strategy as the art and science of selecting target markets and building customer relationships through value

creation and communication. Marketing strategy therefore serves as a guide for decision-making related to market selection, value proposition development, and competitive positioning.

In a business-to-business (B2B) context, marketing strategy differs fundamentally from business-to-consumer (B2C) marketing due to longer decision-making processes, higher transaction values, and the involvement of multiple stakeholders. According to Kotler and Keller (2016), B2B marketing emphasizes relationship-building, trust, and long-term cooperation rather than mass promotion. Therefore, marketing strategies in industrial estate businesses focus on personal selling, professional communication, and strategic partnerships to address complex buyer requirements.

2.1.2.2 Process of Developing Marketing Strategy

The process of formulating a marketing strategy is a series of systematic steps designed to identify market opportunities, select appropriate target segments, and develop effective approaches to serve those segments. Kotler and Armstrong (2018) emphasize that this process should be driven by customer value (a customer value-driven marketing strategy), meaning that each stage must be oriented toward creating superior value for consumers. This process consists of four main steps that are interrelated and sequential, as follows.

1. Market Segmentation

The first step is to recognize that the market is not a single homogeneous entity but rather consists of individuals or organizations with diverse needs and preferences. Market segmentation is the process of dividing a large and heterogeneous market into smaller groups of buyers with distinct needs, characteristics, or behaviors, who may require different products or marketing mixes (Kotler & Armstrong, 2018). The objective of this process is to identify consumer groups that share significant similarities, enabling firms to serve them more effectively.

Several common bases for market segmentation include:

- a) **Geographic Segmentation:** This approach involves dividing the market into distinct geographic units, such as countries, regions, provinces, cities, or even neighborhoods. For example, products that are suitable for tropical climates may not be relevant in areas with snowy conditions.
- b) **Demographic Segmentation:** This form of segmentation divides the market based on demographic variables such as age, gender, family size, family life cycle, income, occupation, education, religion, race, generation, and nationality. It is the most widely used basis for segmentation because demographic variables are easy to measure and often strongly correlated with consumer needs and wants.
- c) **Psychographic Segmentation:** This type of segmentation divides the market based on consumers' lifestyles, personalities, values,

or social class. Individuals with similar demographic characteristics may exhibit very different psychographic profiles; for example, one person may prefer adventurous activities, while another favors comfort and tranquility at home.

- d) Behavioral Segmentation: This approach divides the market based on consumers' knowledge, attitudes, usage, or responses toward a product. It may include variables such as sought benefits, usage rate, user status (non-users, former users, potential users, first-time users, and regular users), brand loyalty, and purchasing occasions.

2. Market Targeting

After market segments have been identified, the next step is to evaluate the attractiveness of each segment and select one or more segments to serve. This targeting process requires careful consideration of several factors, including segment size and growth, segment structural attractiveness, as well as the firm's objectives and resources. Firms may adopt various targeting strategies as follows.

- a) Undifferentiated Marketing: This strategy involves ignoring segment differences and targeting the entire market with a single offering. It is suitable for products that possess universal appeal.
- b) Differentiated Marketing: This strategy targets several market segments and designs separate offerings for each segment. For

example, an apparel brand may offer distinct product lines for teenagers, young adults, and professionals.

c) Concentrated Marketing (Niche Marketing): This strategy focuses on capturing a large share of one or a few small market segments rather than pursuing a small share of a large market. It is particularly suitable for firms with limited resources.

d) Micromarketing: This strategy involves tailoring products and marketing programs to the needs and wants of individual customers or specific local segments. It includes local marketing and individual marketing.

3. Differentiation

After selecting the market segments to be targeted, the firm must determine how to create unique and superior value for customers within those segments. Differentiation refers to the act of distinguishing a firm's market offering—both in reality and in perception—in order to create superior customer value (Kotler & Armstrong, 2018). The objective is to make the firm's offering stand out from competitors and to provide compelling reasons for customers to choose it.

Diferensiasi dapat dilakukan dalam berbagai dimensi yaitu:

a) Product Differentiation: This form of differentiation is achieved through superior product features, performance, style, design, durability, reliability, or other product attributes. For example, Indomie differentiates itself through innovative and

continuously evolving flavor variants, ranging from *Indomie Goreng Special* to regional flavors such as *Mi Goreng Aceh*, which distinguish the brand from other instant noodle brands in the market.

- b) Service Differentiation: This type of differentiation is achieved through superior service speed, convenience, or quality. For example, Gojek differentiates itself by offering a wide range of integrated services within a single application—such as ride-hailing, food delivery, logistics, and digital payments—providing enhanced speed and convenience for users in Indonesia.
- c) Channel Differentiation: This form of differentiation is achieved through the design of effective and efficient distribution channels that provide superior access or purchasing experiences. For example, Tokopedia and Shopee differentiate themselves by offering e-commerce platforms with easy product search features, multiple payment methods, and extensive logistics networks, enabling consumers across Indonesia to shop conveniently.
- d) Image Differentiation: This type of differentiation is achieved through a strong and distinctive brand image that differentiates the firm in the minds of consumers. For example, Aqua has established a long-standing image as “pure mountain mineral

water” that is widely trusted by Indonesian consumers, emphasizing natural purity and freshness.

4. Positioning

The final step in the development of a customer value–driven marketing strategy is positioning. Positioning refers to the process of arranging a market offering so that it occupies a clear, distinctive, and desirable position relative to competing products in the minds of target consumers (Kotler & Armstrong, 2018). It concerns how a firm intends its product or brand to be perceived by the target market. Positioning involves:

- a) Identifying Competitive Advantages: This involves determining what makes the firm or its products superior to competitors from the customer’s perspective.
- b) Selecting the Appropriate Competitive Advantages: Firms must decide which benefits or values will be emphasized in their marketing communications. It is important not to attempt to be “everything to everyone.” The chosen advantages should be important, distinctive, superior, communicable, difficult for competitors to imitate, affordable to buyers, and profitable for the firm.
- c) Developing a Positioning Statement: This involves formulating a clear and concise statement that communicates the brand’s unique position. For example, Mercedes-Benz is positioned as a “highly engineered luxury automobile.” A strong positioning

will help the firm create consistent perceptions in the minds of consumers and guide the development of the marketing mix.

2.1.2.3 Marketing Mix

The marketing mix, often referred to as the *marketing mix*, is a set of controllable tactical marketing tools that a firm uses to produce the desired response from its target market (Kotler & Armstrong, 2018). This concept is commonly described as the 4Ps: Product, Price, Place, and Promotion. These four elements are interrelated and must be strategically coordinated to effectively deliver value to customers and achieve the firm's marketing objectives.

1. Product

A product is a combination of goods and services offered by a firm to its target market (Kotler & Armstrong, 2018). It represents the core of the firm's value proposition and encompasses more than just physical goods. Product-related aspects include:

- a) Product variety: The range of different products offered.
- b) Quality: The level of product performance, durability, and reliability.
- c) Design: The aesthetic appeal and functional characteristics of the product.
- d) Fitur: Specific attributes or characteristics that differentiate the product from others.

- e) **Brand:** A name, term, sign, symbol, design, or a combination of these that identifies the goods or services of one seller or group of sellers and differentiates them from those of competitors.
- f) **Packaging:** The design and materials used to wrap or contain the product.
- g) **Size:** The dimensions and quantity of the product.
- h) **Services:** Supporting services that accompany the product, such as after-sales service, warranties, or installation.
- i) **Warranty:** The assurance or guarantee provided by the manufacturer or seller.

2. Price

Price is the amount of money that customers must pay to obtain a product or service (Kotler & Armstrong, 2018). It is the only element of the marketing mix that generates revenue, while the other elements represent costs. Pricing decisions must be aligned with customers' value perceptions and the firm's objectives. Pricing aspects include:

- a) **Price list:** The standard price of a product.
- b) **Discounts:** Reductions from the listed price.
- c) **Allowances:** Price reductions granted for bulk purchases or promotional activities.
- d) **Payment period:** The time frame allowed for payment.
- e) **Credit terms:** The conditions that apply to purchases made on credit.

3. Place

Place, or distribution, encompasses a firm's activities that make a product available to target customers (Kotler & Armstrong, 2018). It involves all processes required to move a product from the producer to the final consumer. Place-related aspects include:

- a) **Distribution channels:** The network of organizations involved in making a product or service available for use or consumption. These channels may be direct (from producer to consumer) or indirect (through intermediaries such as retailers or wholesalers).
- b) **Coverage:** The extent to which a product is available across different locations or through various channels.
- c) **Location:** The physical places where products are sold or services are provided.
- d) **Inventory:** The quantity of products stored and available for sale.
- e) **Transportation:** The methods used to deliver products.
- f) **Logistics:** The management of the flow of goods, services, and information from the point of origin to the point of consumption.

4. Promotion

Promotion involves activities that communicate the benefits of a product and persuade target customers to purchase it (Kotler & Armstrong, 2018). Its objectives are to inform, persuade, and remind customers about the firm's products and brands. Promotional aspects include:

- a) Advertising: Any paid, non-personal presentation and promotion of ideas, goods, or services by an identified sponsor.
- b) Personal selling: Personal presentations made by the firm's sales force with the purpose of generating sales and building customer relationships.
- c) Sales promotion: Short-term incentives designed to encourage the purchase or sale of a product or service, such as discounts, coupons, or buy-one-get-one offers.
- d) Public relations: Activities aimed at building good relationships with the firm's various publics by obtaining favorable publicity, developing a positive corporate image, and handling or responding to unfavorable rumors, stories, or events.
- e) Direct marketing: Direct communication with individual target consumers, often on a one-to-one basis, to obtain an immediate response and build long-term customer relationships.

In B2B marketing, the traditional marketing mix must be adapted to reflect the characteristics of organizational buyers. Product strategies emphasize service quality, customization, and infrastructure readiness; pricing strategies involve negotiation and long-term contracts; place strategies focus on direct channels and professional digital platforms such as corporate websites and LinkedIn (Hutt & Speh, 2014). This adaptation is particularly relevant in industrial estate marketing, where purchase decisions involve high investment risks and long-term commitments.

2.1.2.4 Indicators for Measuring the Effectiveness of Marketing Strategy

Measuring the effectiveness of marketing strategies is essential to ensure that the efforts undertaken produce the desired outcomes and to identify areas requiring improvement. One fundamental qualitative analytical tool in the strategic planning stage, which also serves as an early indicator for assessing potential effectiveness, is SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). This analysis helps firms understand their current position as well as the internal and external environments in which they operate, thereby informing strategic adjustments to enhance effectiveness (Kotler & Armstrong, 2018). Although SWOT is not a direct quantitative indicator of performance, it provides a structured framework for evaluating the feasibility, direction, and alignment of marketing strategies with market conditions and the firm's capabilities.

SWOT analysis comprehensively examines the following four aspects.

1. **Strengths:** These refer to positive internal capabilities that enable a firm to achieve its objectives, such as strong brand equity, substantial financial resources, or efficient distribution channels.
2. **Weaknesses:** These are negative internal limitations that may hinder the achievement of the firm's objectives, such as limited resources, low brand recognition, or a lack of product innovation.
3. **Opportunities:** These are favorable external factors that a firm can leverage for growth, such as emerging market trends or supportive government regulations.

4. Threats: These are unfavorable external factors that may pose challenges to the firm, such as increased competition or adverse shifts in consumer preferences.

In B2B markets, marketing strategy effectiveness is not solely measured by sales volume but also by relational and strategic indicators, such as the quality of business relationships, investor trust, inquiry generation, and long-term cooperation potential. Qualitative indicators are therefore appropriate for evaluating marketing effectiveness in B2B contexts, especially for industrial estate businesses that operate in high-involvement markets (Hutt & Speh, 2014).

2.1.3 Real Estate Industry

2.1.3.1 Real Estate Industry Definition

The understanding of the real estate industry in Indonesia is deeply rooted in the government regulatory framework, reflecting how this sector is regarded as a critical instrument in national development. A key historical foundation can be found in the Ministry of Home Affairs Regulation (Permendagri) No. 5 of 1974 concerning the Real Estate Industry. This regulation specifically defines the real estate industry as property companies engaged in the provision, acquisition, and development of land for industrial purposes, including the tourism industry. This definition is highly relevant for understanding the government's initial focus on the sector, namely as a facilitator for productive sectors such as manufacturing and tourism. It indicates that, during that period, real estate was emphasized primarily for its role in preparing ready-to-use land infrastructure for large-scale investment and economic development.

The definition contained in Permendagri No. 5 of 1974 can be further elaborated to capture its essence. The term “provision” refers to the activities of land acquisition by real estate companies, whether through purchase, partnerships, or other mechanisms. “Procurement” encompasses the legal and administrative processes to ensure that the land is free from issues and ready for development. Meanwhile, “land development” represents a critical stage involving physical on-site work, such as land leveling, construction of internal access roads, drainage systems, provision of basic utilities (clean water, electricity), and other preparations that render the land suitable for industrial or tourism operations. This entire process requires significant capital investment and technical expertise, highlighting the operational complexity underlying this definition.

2.1.3.2 Types of Real Estate Industry

Real estate can be categorized into three main types based on its intended use, reflecting the diversity of functions and economic value that properties possess. This categorization aids in understanding market segments, investment characteristics, and relevant marketing strategies for each type of property.

1. Residential Real Estate

Residential real estate refers to properties primarily intended for housing or living purposes. This category is broad and encompasses various types of properties, ranging from single-family houses, to low-cost vertical housing such as flats, to high-rise apartments often equipped with luxury amenities and sold or leased as individual units. The main

characteristic of residential real estate is its focus on meeting fundamental human needs for shelter, comfort, and security.

Residential environments often consist not only of housing units but also of supporting facilities designed to meet the daily needs of residents. These may include spaces for small businesses, such as convenience stores, coffee shops, and home-based enterprises operated by residents. The presence of such facilities enhances the value and appeal of a residential area, creating a self-sufficient and functional ecosystem for the community. Residential real estate developers aim to create environments that provide not only housing but also comfortable, integrated communities.

2. Commercial Real Estate

Commercial real estate is a category of property designed and utilized primarily for business activities and profit generation. Unlike residential properties, the value of commercial real estate heavily depends on the income potential derived from the economic activities conducted within it. This type of property forms the backbone of the business and service sectors, supporting various business operations. Common examples of commercial real estate include office buildings leased to multiple companies, warehouses or logistics facilities for storage and distribution, hotels and resorts for accommodation and tourism, as well as shopping centers or retail spaces that host stores and service outlets. More broadly, commercial real estate encompasses any property capable

of generating revenue through leasing, business operations, or investment-related activities.

3. Industrial Real Estate

Industrial real estate is a type of property specifically designed to support various industrial and logistics activities. It includes facilities used for production, manufacturing, storage, and distribution of goods. This property category is critical for the industrial sector and supply chains as it provides the physical infrastructure necessary for large-scale and efficient operations. Therefore, its primary focus is to facilitate production processes and ensure the smooth flow of goods from raw materials to finished products.

Unlike commercial properties, which are oriented toward transactions and services, industrial real estate is specifically designed to accommodate businesses that are integrated with the land and oriented toward physical processes. This includes factories, assembly facilities, data centers, large-scale storage warehouses, depots, and logistics distribution centers. Industrial properties often have unique technical specifications, such as adequate ceiling heights, large floor capacities, access for heavy vehicles, advanced security systems, and robust utility infrastructure to support industrial machinery and equipment. The development of industrial real estate typically considers accessibility to ports, highways, or other transportation networks to facilitate the movement of raw materials and finished products.

2.1.3.3 Marketing Strategy in Real Estate Industry

A marketing strategy is a comprehensive plan that serves as a guide, detailing each step to be taken in order to achieve predetermined objectives. Therefore, the formulation of an effective marketing strategy must be based on an in-depth analysis of the strengths and weaknesses of the environment in which the firm operates. This environment can be distinguished into two interrelated factors. External factors include elements beyond the firm's direct control, such as competitive intensity, rapid technological advancements, macroeconomic conditions, government policies, and ongoing social, cultural, and political dynamics. In contrast, internal factors pertain to aspects related to the execution of the firm's operational functions, including financial conditions, marketing capabilities, production efficiency, organizational structure, and the quality of human resources (Yudha et al., 2023). A comprehensive understanding of both factors is crucial for formulating adaptive and responsive strategies.

The effectiveness of a marketing strategy can begin with a fundamental step: market research. Market research plays a vital role in gaining a deep understanding of current market conditions, as well as identifying the specific expectations and needs of prospective customers. Valid and relevant information obtained from this research serves as the primary foundation for selecting the most appropriate and adaptive strategy. Once market research is completed, the next step is marketing strategy planning. This planning should be based on solid and accurate data gathered from prior research, ensuring that each strategic decision is supported by

reliable information rather than assumptions. Subsequently, the marketing strategy implementation phase involves the actual execution of the formulated plan, where all marketing efforts are carried out in the field. This process is followed by ongoing performance monitoring and control, often through the deployment of company personnel on-site to oversee the strategy's execution. The final step is assessment or evaluation, in which the results achieved are compared with the objectives established during the marketing strategy planning phase, in order to measure success and identify areas for improvement.

Specifically, from the perspective of the real estate industry, a marketing strategy must encompass four key aspects to achieve effectiveness, as follows:

1. **Consumer Need Assessment:** Firms must accurately determine the type of property most needed by consumers in a given area, often through in-depth market research. The accuracy of this identification significantly influences the overall success of the marketing strategy.
2. **Integrated Marketing Effort:** The results of market research must be fully integrated into every aspect of marketing planning, making data the primary foundation for each strategic step.
3. **Customer Satisfaction:** This aspect represents the primary objective of real estate firms. Satisfaction levels can be monitored periodically through consumer surveys. High customer satisfaction is directly correlated with increased company profitability.
4. **Achievement of Organizational Goals:** After the processes of consumer need assessment, integrated marketing planning, and efforts to enhance

customer satisfaction, the ultimate outcomes must align with the objectives established by the firm. These objectives may vary, including increasing sales volume, expanding market share, improving profitability, or even building a strong brand image in the public's perception. The effectiveness of the marketing strategy is measured by the extent to which these efforts successfully guide the firm in achieving its targets efficiently and sustainably.

2.1.4 Global Economic Challenges in the Context of the Real Estate Industry

The dynamics of the global economy are a crucial factor that directly affects the performance of the real estate industry in every country, including Indonesia. International macroeconomic fluctuations, such as changes in global economic growth, inflation rates, benchmark interest rates, foreign exchange movements, and geopolitical instability, create a domino effect that reaches domestic property markets. Global economic crises, for instance, can instantly suppress consumer purchasing power, limit corporate investment capacity, and restrict access to financing that is essential for this industry. The interconnectedness of the global economy means that monetary policies or economic events in one part of the world can quickly propagate and create pressures or opportunities in real estate markets elsewhere, requiring industry players to remain adaptive to these external changes (Siswati & Wibowo, 2024).

One of the most tangible manifestations of global economic dynamics is the phenomenon of economic recession, which can substantially destabilize the real estate industry. A recession is characterized by a broad and persistent decline in

economic activity, reflected in indicators such as industrial production contraction, rising unemployment rates, decreasing real household income, and slowing international trade volumes (Siswati & Wibowo, 2024). In the context of the property market, a recession can trigger a sharp decline in demand for both residential and commercial properties, as individuals tend to postpone high-value asset purchases while companies scale back expansion plans. The subsequent impacts of a recession also include diminished consumer and investor confidence, which cumulatively weakens the sector and hampers new development projects.

In addition to recessions, global interest rate movements also play a vital role. Increases in benchmark interest rates by central banks in major economies, such as the United States Federal Reserve, often trigger similar responses in developing countries, including Indonesia. This results in higher borrowing costs, both for mortgage loans (KPR) for consumers and construction loans for developers. The increase in financing costs directly burdens prospective buyers and developers, reduces purchasing power, and can lead to a slowdown in property transactions. Therefore, the real estate industry's ability to anticipate and respond to these global economic dynamics, including potential recessions and interest rate fluctuations, is crucial for maintaining business sustainability and profitability.

2.2 Previous Research

Table 2.1 Previous Research

No.	Peneliti	Judul	Metode	Hasil Penelitian
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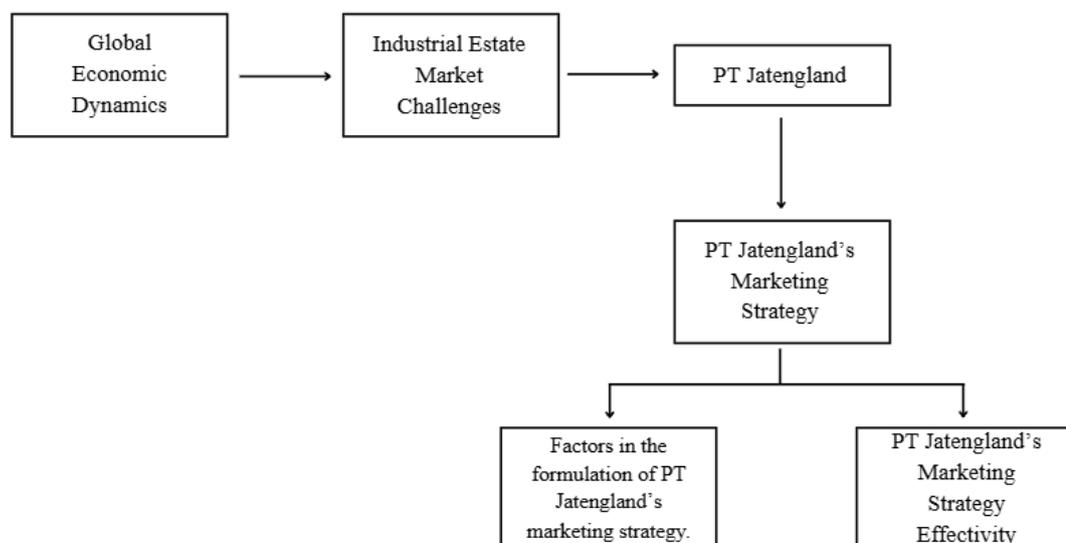
1.	Rizky Kurniawan, Mentari Anugrah, & Abdul Kholik (2021)	Marketing Strategy Analysis of PT Elite Pro in the Property Business in the Digital Era	Descriptive qualitative, using case study, observation, and interviews	The study showed that PT Elite Pro relied on an integrated segmenting, targeting, and positioning (STP) strategy combined with digital marketing via social media platforms such as Instagram, TikTok, and YouTube to reach a wider market. This strategy was considered effective in increasing awareness and attracting potential buyers in the digital era.
2.	Andi Irwan & Pra Gemini (2021)	The Effect of Housing Marketing Strategies on Increasing Sales Volume at PT Giarto Audry Cemerlang	Quantitative, via questionnaire distribution to respondents	The study indicated that the marketing strategies implemented by the company partially influenced sales volume growth. The importance of an appropriate marketing system can enhance customer loyalty and positively affect housing sales.
3.	Andi Irfan (2021)	Analysis of Housing Marketing Strategies on Increasing Sales Volume at PT Clarimond Astro Makassar	Descriptive quantitative, via questionnaire distribution to respondents	The study found that higher levels of marketing system implementation significantly influenced the increase in housing sales volume.
4.	Antusias Nurzukhrufa, Widi Dwi Satria, Meylita Kusuma Dewi (2022)	Housing Developers' Marketing Strategies During the COVID-19 Pandemic in Bandar Lampung	Descriptive qualitative, using interviews and developer documentation	The study showed that housing developers continued using pre-pandemic marketing strategies. However, developers sought to implement new online marketing strategies to reach more consumers due to pandemic-related limitations.
5.	Cici Winda Atila & Wahyu Syarvina (2022)	Analysis of Property Marketing Strategies Utilizing Digital Marketing (Case Study: PT Rizki Mandiri)	Descriptive qualitative, via interviews and company documentation	Findings indicated that digital marketing via social media platforms such as Facebook, X, and Instagram was highly effective in expanding marketing reach and improving sales conversion. Digital marketing was cost-efficient as it eliminated the

				need for brochures, banners, and other offline marketing costs, while reaching a wider target market without geographic limitations.
6.	Aji Yudha, Dea Galuh, Annisa Yasmin, Dea Nurita, & Lela Lestari (2023)	Evaluation of the Effectiveness of Open House Marketing Strategies by Ray White on Property Sales in Semarang	Descriptive qualitative, using observation, interviews, and documentation	The study revealed that PT Mega Mulia Property Ray White Semarang implemented open house marketing in several stages: selecting properties to market, establishing promotional strategies, distributing brochures and invitations, and placing banners around the property site. This strategy increased property sales by 60%-70%, achieved the targeted listings, and enhanced brand awareness.
7.	Suhadi Parman, Rifqi Fahrudin, Muhammad Angga, & Panji Satrio (2023)	Use of Augmented Reality Technology to Enhance Customer Experience in Real Estate Marketing	Qualitative, using System Development Life Cycle (SDLC), interviews, and observation	Findings indicated that the use of augmented reality (AR) in property marketing improved customer experience visually and interactively, positively influencing purchase intention and accelerating consumer decision-making.
8.	Igede Oka Rastra & Jokhanan Kristiyono (2024)	Marketing Communication Strategy Using Outdoor Media at CV. A & A Real Estate as a Buyer Decision Factor	Descriptive qualitative, via interviews, observation, and documentation	The study found that outdoor media such as billboards, banners, and signage played a major role in building brand image and awareness. Consistent and informative visual communication influenced consumer perception and purchase decisions, especially as most potential property buyers were adults less engaged with social media.
9.	Tiwi Permata Mulya & Harimukti Wandebori (2025)	Proposed Marketing Strategies to Increase Sales at PT Villa Boutique Development	Qualitative and quantitative, using in-depth interviews and questionnaires with potential property buyers	The study proposed several solutions, including accelerating long-term growth through diversified funding sources, establishing an HR department, and shifting focus to the premium market. The suggested

				marketing strategy was based on STP (Segmenting, Targeting, Positioning) and the marketing mix (Product, Price, Place, Promotion), aiming to enhance competitiveness and create a strong positioning in the upper-middle property segment.
10.	Erwin Firdaus & Aris Rinaldi (2025)	Analysis of the Effectiveness of Meta Digital Ads on Property Sales at PT Siliwangi Anantha Bumi (Yanproland)	Qualitative, with in-depth interviews with digital marketing managers and analysis of 2023–2024 sales data	The study revealed that advertising through Meta platforms (Facebook and Instagram) had a significant impact on sales effectiveness, generating a 352.94% ROI in 2024, up from 170.89% in 2023. Accurate market segmentation and audience targeting features provided by Meta made promotions more focused and efficient.

2.3 Theoretical Framework

According to Sugiyono (2013), a conceptual framework is a pattern or flow of thought that serves as the foundation for researchers in conducting a study on a particular object. This flow is designed to provide clear guidance in addressing the research problem and achieving the research objectives. Based on the theoretical foundations that have been described, the conceptual framework can be illustrated as follows



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Type

In the context of marketing strategy research, a deep understanding of phenomena occurring in the field is essential. This study employs a qualitative descriptive research design. According to Sugiyono (2013), qualitative research focuses on understanding meaning, context, and processes, making it highly suitable for analyzing marketing strategies within the challenges of the global economy. This approach aims to provide a comprehensive depiction of PT Jatengland's marketing strategies, including contextual factors and the perceptions of the actors involved. The qualitative approach enables the researcher to explore rich and detailed information, as well as to understand the meanings underlying the collected data.

3.2 Time and Location of the Research

Determining the timing and location of the research is a crucial step to ensure the smooth execution of data collection. This study was conducted from June to July 2025. The research site was the headquarters of PT Jatengland, located on the 8th floor of Menara Suara Merdeka, Jl. Pandanaran No. 30, Semarang. The selection of this location was based on the consideration that the headquarters serves as the central hub for decision-making and operational activities related to the company's marketing strategies.

3.3 Data Resource

Data constitute the core of any research, and the selection of appropriate data sources greatly determines the quality of the results. According to Kotler and Armstrong (2018), relevant and accurate data form the foundation for the formulation of effective marketing strategies. The data sources in this study are divided into two categories, namely:

1. Primary Data

Primary data are data collected directly by the researcher from the original sources. In this study, primary data were obtained through in-depth interviews with relevant parties at PT Jatengland.

2. Secondary Data

Secondary data are data that have already been collected and made available by other parties. In this study, secondary data were obtained from the company's internal documents, such as the corporate profile and sales data, as well as from relevant literature on the real estate industry, articles, scholarly journals, and other publications pertinent to the research topic.

3.4 Research Instruments

Research instruments serve as tools to systematically collect data. The selection of appropriate instruments greatly supports the quality of the data obtained

(Sugiyono, 2013). The primary instrument in this study is the researcher themselves (human instrument), supported by:

1. Interview Guidance

The interview guide consists of a systematically arranged list of open-ended questions designed to facilitate the interview process. This guide is flexible, allowing the researcher to ask follow-up questions based on the respondents' answers.

2. Field Notes

It is used to record observations, impressions, and key points that emerge during the data collection process, both during interviews and field observations.

3.5 Data Collecting Techniques

Accurate and relevant data collection techniques form the foundation for obtaining the information required in a study. The data collection techniques employed in this research include:

1. Interview

In-depth interviews were conducted in a semi-structured format with the primary informant, namely the Marketing Manager of PT Jatengland.

The purpose of these interviews was to obtain detailed information regarding the marketing strategies implemented by PT Jatengland, the challenges posed by the global economy, the company's responses to these challenges, as well as the informant's perceptions and experiences related to the research topic.

2. Observation

Observations were conducted by indirectly monitoring the marketing and operational activities of PT Jatengland. The purpose of these observations was to obtain a general overview of the work environment, staff interactions, and the implementation of marketing activities, which could support the data obtained from interviews and documentation.

3. Documentation

Documentation was conducted by collecting and analyzing documents relevant to the study. These documents included internal company records (such as the corporate profile and sales data) as well as external sources (such as previous research articles on the real estate industry, scholarly journals, and other publications related to the research topic). This documentation study complements the use of observation and interview methods in qualitative research, providing contextual and historical data.

3.6 Data Analyse Techniques

Data analysis is a systematic process of searching for and organizing data obtained from interviews, field notes, and other sources. This process aims to enhance the researcher's understanding and allows for the presentation of findings to others. The data analysis technique employed in this study follows the interactive model of Miles and Huberman (1994), which consists of three main activities, namely:

1. Data Reduction

Data reduction is the process of selecting, focusing, simplifying, abstracting, and transforming the raw data obtained from field notes.

Data collected from interviews, observations, and document studies are filtered and concentrated on information that is relevant to the research questions.

2. Data Display

Data display is an organized collection of information that facilitates drawing conclusions and taking action. The reduced data are presented in the form of narratives, matrices, or charts to facilitate understanding and the identification of patterns and relationships among categories.

3. Conclusion Drawing/Verification

Drawing conclusions is the final step in qualitative data analysis. Conclusions are derived from the reduced and displayed data and are subsequently verified through a process of cross-checking with the original data sources or data triangulation to ensure the validity and reliability of the findings. This process is iterative, allowing the researcher to return to the data reduction or data display stages if necessary to strengthen the conclusions.

As part of the data validity assessment, this study also employed member checking. Member checking involves asking informants to review the summaries

of interview results or the interpretative descriptions prepared by the researcher. The purpose is to ensure that the recorded data accurately reflect the informants' intentions and statements, thereby reducing the potential for misinterpretation. Through this procedure, the validity of the data is further ensured, as the information is directly confirmed by the data providers.



CHAPTER IV

RESULTS AND DISCUSSIONS

4.1 History of PT Jatengland

PT Jawa Tengah Lahan Andalan, known as Jatengland, was established in 2013 as a manifestation of the commitment between the local government and private sector to promote industrial growth in Central Java Province. The company focuses on the development and management of modern industrial estates with high competitiveness. Jatengland's presence is part of a strategic effort to utilize the potential of the northern coastal region of Java, which offers excellent logistical access. Since its inception, the company has been oriented toward providing industrial areas that are well-planned, environmentally friendly, and sustainable. Its objective is to create a business environment conducive to both domestic and foreign investment.

The area developed by PT Jawa Tengah Lahan Andalan is known as Jatengland Industrial Park Sayung (JIPS), located in Demak Regency, Central Java. The park spans approximately 300 hectares and is designed to accommodate various industrial sectors, particularly manufacturing and logistics. Its location is highly strategic, situated along the North Coast (Pantura) route connecting Semarang with other major cities on Java Island. Furthermore, its proximity to Tanjung Emas Port and Ahmad Yani Airport provides distinct advantages in terms of distribution and export. These factors position JIPS as one of the most promising industrial areas in Central Java.

In its development process, Jatengland adopts the concept of a “One Integrated Cyber Techno Eco Industrial Park,” which envisions an integrated, technology-based, and environmentally conscious industrial area. This concept emphasizes the importance of energy efficiency, proper waste management, and the implementation of information technology in park management. Additionally, Jatengland has developed various supporting infrastructures, including main roads within the park, drainage systems, electrical networks, and clean water supply, to support industrial operations. Through this approach, Jatengland aims to create a modern industrial park that is not only productive but also socially and ecologically sustainable.

Over time, PT Jawa Tengah Lahan Andalan has continued to strengthen its position as a trusted industrial park developer in Central Java. The company has established collaborations with various strategic partners, including utility providers such as PT Perusahaan Gas Negara (PGN), to ensure energy availability for tenants. Support from the local government and an increasingly conducive investment climate have further accelerated the growth of this industrial area. To date, Jatengland remains committed to promoting regional economic growth through the development of modern, efficient, and environmentally friendly industrial estates. Through this vision, Jatengland is expected to serve as a driving force for industrialization in Central Java and contribute to national development.

4.2 Description of Informant

The informant in this study is Ms. Rini Afrianti, who serves as the Marketing Department Manager at PT Jawa Tengah Lahan Andalan (Jatengland). She holds

primary responsibility for designing, implementing, and evaluating the marketing strategies of Jatengland's industrial park. As a key actor directly involved in promotional activities and managing relationships with prospective investors, the informant was selected due to her comprehensive understanding of the company's policies, strategies, and the dynamics of marketing practices.

4.3 Research Result and Discussion

4.3.1 Marketing Strategy of PT Jatengland in Facing Global Economic Dynamics and Industrial Park Market Challenges

In response to the fluctuations of the global economy, PT Jatengland Industrial Park Sayung (JIPS) implements an adaptive and flexible marketing strategy. This strategy is oriented toward a business-to-business (B2B) approach, emphasizing long-term relationships between the company and investors. The primary focus of this strategy is not merely to sell industrial land but also to build trust and establish the park's reputation as a stable and reliable investment destination amidst global economic changes.

“Our primary marketing strategy at Jatengland Industrial Park is more focused on a business-to-business (B2B) approach, as our target market consists of companies or investors rather than the general public. Therefore, the approach differs from conventional product marketing...” (3)

The unstable global economic conditions, including the impacts of the COVID-19 pandemic and exchange rate fluctuations, have prompted the company to adjust its promotional strategies. PT Jatengland balances digital and conventional

approaches to maintain exposure in the international market while strengthening relationships with the domestic market, which is considered more stable. When foreign investment declines, the focus shifts to local and regional investors through direct promotions, industrial exhibitions, and collaborations with local government agencies.

“We have adjusted our marketing strategy several times in response to changes in global economic conditions... At that time, we focused our strategy primarily on the domestic market, while strengthening digital promotions to maintain exposure to prospective foreign investors.” (14)

In addition to economic factors, another challenge faced by Jatengland is the increasing competition among industrial parks in Central and West Java. To address this situation, the company emphasizes competitive advantages such as its strategic location along the Pantura route, investment cost efficiency, and strong support from the local government. This approach serves as the primary strategy to maintain competitiveness and attract investor interest amid a dynamically evolving market.

“Our greatest challenge at present in formulating marketing strategies is how to balance conventional and digital approaches so that both operate effectively... In addition, we also face challenges from increasingly intense competition among industrial parks.” (15)

PT Jatengland has also begun to anticipate changes in global investment trends, which increasingly emphasize sustainability. Consequently, the company is

striving to steer the park's management toward a green industrial park concept, expected to attract environmentally-oriented investors. This strategy not only addresses market challenges but also strengthens the company's image as a modern and sustainable industrial estate.

"We have begun steering the management of the park toward a green industrial park concept... so that Jatengland is not only a strategically located industrial site but also a reliable long-term investment partner." (23)

4.3.2 Factors Affecting the Formulation of PT Jatengland's Marketing Strategy

The formulation of PT Jatengland's marketing strategy is influenced by several internal factors, including human resources, budget, and company policies. The relatively small marketing team necessitates the development of strategies that are realistic and effective within the existing capacity. Budget considerations are also crucial, as industrial park promotional activities require substantial expenses, such as for exhibitions and the production of promotional materials.

"The first factor is, of course, human resources (HR). Our marketing team is still relatively small, so the strategies we develop must be adjusted to the team's existing capacity... In addition, management support and company policies are also important factors." (10)

In addition to internal factors, external conditions also significantly influence strategy formulation. National economic factors, competition among industrial parks, government policies, and technological developments are key

elements that determine the direction of promotional strategies. PT Jatengland adjusts its marketing messages to remain relevant to national investment policies, including the promotion of tax incentives and the ease of licensing provided by the government.

“With regard to external factors, several major elements greatly influence our marketing strategy at Jatengland... such as economic conditions, government regulations, competition among industrial parks, and developments in technology and infrastructure.” (11)

Digitalization trends also constitute a dominant external factor that has reshaped the company’s marketing strategy. PT Jatengland leverages its website, professional social media platforms such as LinkedIn, and digital communication systems to reach prospective investors more broadly. Digitalization makes marketing activities more efficient, measurable, and easily accessible, although conventional approaches are still maintained to build trust.

“Digitalization trends have a significant impact on our marketing strategy... We are now beginning to shift toward a digital approach because it is more efficient and has a wider reach.” (12)

In addition to digitalization, changes in investor behavior have also prompted adjustments to marketing strategies. Investors increasingly seek information online before conducting on-site visits. Therefore, PT Jatengland has strengthened its digital presence by updating its website, preparing promotional

materials in English, and highlighting added values such as logistical efficiency and environmental sustainability.

“Changes in investor behavior significantly influence how we develop our marketing strategy... Nowadays, many investors first seek information online before contacting us.” (13)

4.3.3 Effectiveness of PT Jatengland’s Marketing Strategy in Increasing Investor Interest

The effectiveness of PT Jatengland’s marketing strategy can be observed from the increased interest and awareness of investors in the industrial park. Evaluation is conducted based on two main indicators: outcome indicators (number of investors, land area sold, and revenue growth) and process indicators (responses, engagement, and prospects generated from promotional activities). Routine evaluations are also carried out annually to assess strategies that need to be strengthened or adjusted.

“To measure the effectiveness of our marketing strategy, we use a combination of outcome indicators and process indicators... The results of this evaluation serve as the basis for improving strategies in the following year so that marketing activities can be more targeted.” (16)

The research findings indicate that a combination of digital promotions and conventional activities, such as industrial exhibitions, has a significant impact on increasing investor interest. Digital promotions serve as an initial entry point, while

face-to-face meetings strengthen trust and accelerate the investment decision-making process.

“Based on our experience, the most effective marketing channels for attracting investors are direct promotional activities, such as industrial exhibitions... Meanwhile, face-to-face meetings serve as a decisive factor in investment decision-making.” (17)

Furthermore, a communication strategy differentiated between domestic and foreign investors has proven effective in expanding market reach. Domestic investors respond more positively to personal and face-to-face approaches, whereas foreign investors rely more on digital channels and collaboration with investment promotion agencies.

“Domestic investors are generally more easily reached through conventional approaches... Whereas for foreign investors, we focus on providing comprehensive and professional information through digital channels.” (18)

Overall, Jatengland’s marketing strategy has demonstrated positive results in increasing awareness and investment interest. An increase in inquiries, site visits, and new collaborations with prospective tenants serves as tangible indicators of success. Although not all prospects have yet resulted in realized investments, this trend indicates that the implemented strategy is moving in the right direction.

“Since we began strengthening our digital presence... we have observed an increase in inquiries and initial visits from prospective investors. Many of them first

learned about Jatengland through digital channels before conducting on-site visits.” (19)

4.3.4 Research Findings

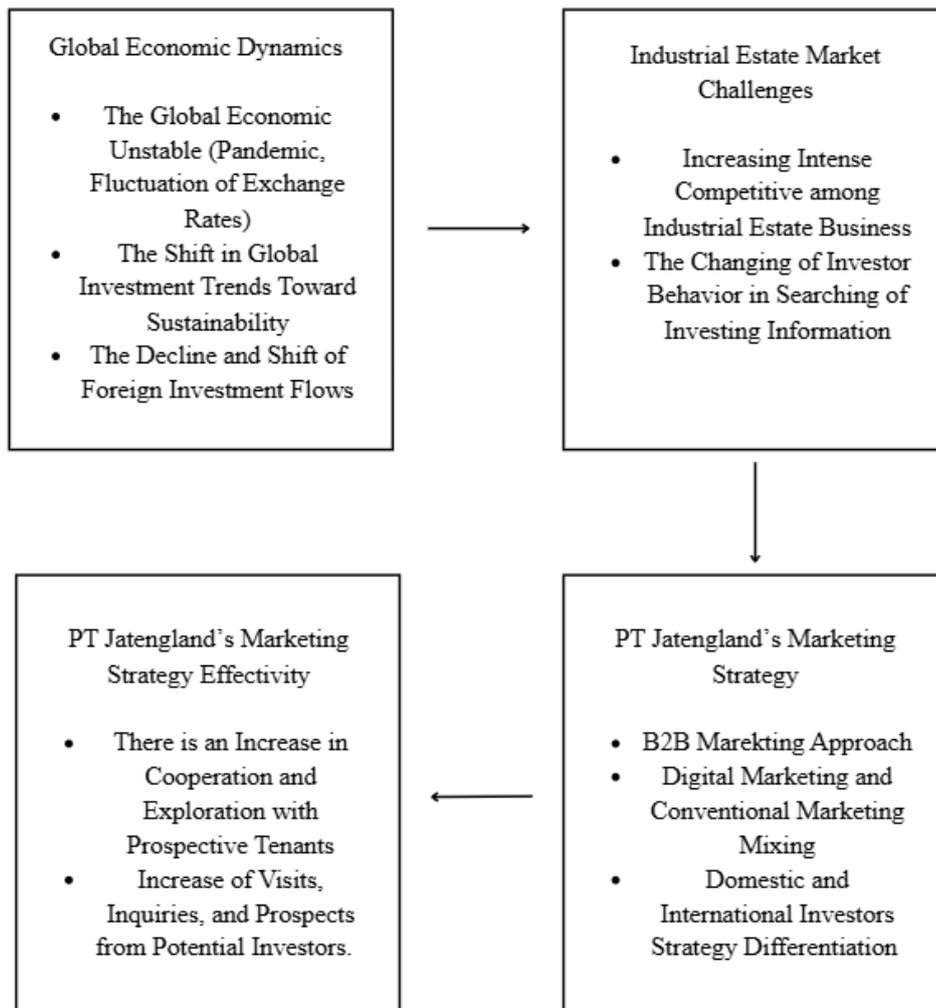


Figure 3.1 Research Findings

4.3.5 SWOT Analysis

A SWOT analysis is used to methodically assess the internal and external elements influencing PT Jatengland's marketing strategy based on the research findings gathered through observations, interviews, and documentation. By classifying internal conditions as strengths and weaknesses and external environmental factors as opportunities and threats, this analysis seeks to synthesise the qualitative findings and provide a clearer strategic overview of the company's position in dealing with global economic challenges and competition in the industrial estate market.

SWOT Matrix of PT Jatengland are as follow :

1. Strengths

PT Jatengland applies a clear business-to-business (B2B) marketing approach that emphasizes long-term relationships, credibility, and professional service, which is highly relevant to the characteristics of industrial estate investors. The integration of digital marketing (website and professional social media such as LinkedIn) with conventional promotional activities (industrial exhibitions and face-to-face meetings) has proven effective in increasing investor awareness and trust. PT Jatengland possesses strategic location advantages, adequate infrastructure, and a one-stop service system that simplifies the investment process for prospective tenants.

2. Weaknesses

The research findings indicate limitations in promotional budget allocation, which restrict the scale and intensity of marketing activities, particularly in expanding international outreach. Human resource capacity in digital marketing is still developing, requiring further enhancement to fully optimize digital platforms and data-driven marketing tools. Some conventional promotional media, such as billboards and general social media platforms, were found to be less effective due to misalignment with the B2B target market.

3. Opportunities

The growing trend of digitalization enables PT Jatengland to reach a wider pool of domestic and foreign investors more efficiently and cost-effectively. Increasing investor interest in environmentally sustainable and green industrial park concepts creates opportunities for PT Jatengland to strengthen its positioning as a sustainable investment destination. Government support through investment policies and collaboration with investment promotion agencies provides opportunities to enhance credibility and market access.

4. Threats

Global economic instability, including fluctuations in exchange rates and economic uncertainty, may reduce investor confidence and delay investment decisions. Intensifying competition among industrial estates in

Indonesia increases pressure on pricing, service differentiation, and promotional effectiveness. Changes in investor behavior, particularly the preference for comprehensive digital information, pose risks if digital content and systems are not continuously improved.

The SWOT analysis indicates that PT Jatengland's primary strengths lie in its B2B-oriented marketing strategy, integrated use of digital and conventional promotion, and strong value propositions such as strategic location and one-stop services. These strengths support the company's ability to maintain investor interest despite global economic challenges.

However, internal weaknesses related to promotional budget constraints and digital marketing human resource capacity highlight areas requiring strategic improvement. Externally, opportunities arising from digitalization trends, sustainability-oriented investment preferences, and government support offer significant potential for growth. Conversely, global economic uncertainty and increasing competition among industrial estates represent substantial threats that require adaptive and flexible marketing strategies.

Overall, the SWOT analysis confirms that PT Jatengland's marketing strategy is generally well-aligned with current market conditions, although continuous innovation and capability development are necessary to sustain competitiveness.

Despite its usefulness, this SWOT analysis is limited by its qualitative nature, as it does not quantify the relative importance of each factor. Therefore, the analysis

should be interpreted alongside the detailed qualitative findings presented in previous sections.

4.3.6 Strategic Implications Based on TOWS Matrix

To further interpret the results of the SWOT analysis, a TOWS matrix is employed to formulate strategic implications by matching internal strengths and weaknesses with external opportunities and threats. This approach enables the identification of strategic directions that are consistent with the empirical findings of this study.

1. S-O

PT Jatengland can leverage its strong B2B marketing orientation, integrated digital and conventional promotional strategies, and one-stop service system to capitalize on emerging opportunities in the industrial estate market. The growing trend of digitalization and increasing demand for sustainable industrial parks can be addressed by strengthening digital content that highlights the company's strategic location, infrastructure readiness, and environmentally conscious industrial park concept. Additionally, collaboration with government investment promotion agencies can further enhance credibility and expand access to both domestic and foreign investors.

2. W-O

The identified weaknesses related to limited promotional budgets and developing digital marketing capabilities can be mitigated by utilizing

cost-efficient digital platforms and government-supported promotional programs. By focusing on professional digital channels such as the official website and LinkedIn, PT Jatengland can maximize outreach without incurring excessive costs. Furthermore, training and capacity development for marketing personnel in digital marketing and customer relationship management can help the company better exploit digitalization trends and changing investor behavior.

3. S-T

PT Jatengland's strengths in relationship-based B2B marketing and direct engagement with investors can be utilized to reduce the impact of global economic uncertainty and increasing competition among industrial estates. Face-to-face meetings, site visits, and participation in industrial exhibitions allow the company to build trust and maintain investor confidence during periods of economic instability. Moreover, differentiation through professional services, strategic location advantages, and sustainable industrial park positioning can help the company stand out in a highly competitive market.

4. W-T

To minimize risks arising from both internal weaknesses and external threats, PT Jatengland needs to gradually reduce reliance on less effective promotional media and improve the efficiency of its marketing resource allocation. Strengthening digital systems and improving the quality of online information can help prevent potential investor

disengagement caused by changing information-seeking behavior. In addition, continuous evaluation of marketing effectiveness is essential to ensure that limited resources are directed toward strategies that offer the highest impact amid economic uncertainty and intense competition.

Overall, the TOWS matrix analysis demonstrates that PT Jatengland's marketing strategy should focus on strengthening digital capabilities, enhancing human resource competence, and emphasizing sustainable value propositions while maintaining strong relationship-based marketing practices. These strategic directions are consistent with the findings of this research and support the company's efforts to remain competitive in the face of global economic challenges.

4.3.7 SWOT Analysis as Indicator of Marketing Strategy Effectiveness

From a strategic perspective, the effectiveness of PT Jatengland's marketing strategy can also be evaluated using SWOT analysis. The dominance of strengths over weaknesses, along with the presence of significant external opportunities, indicates that the implemented marketing strategy is generally aligned with both internal capabilities and external market conditions. This alignment reflects strategic effectiveness, as the company is able to leverage its strengths—such as integrated B2B marketing and digital–conventional promotion—to respond to global economic challenges and competitive pressures.

Conversely, the identified weaknesses highlight areas requiring improvement rather than strategic failure. As such, the SWOT analysis supports the

conclusion that PT Jatengland's marketing strategy is effective at a strategic level, while still requiring continuous refinement to enhance operational performance.



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CHAPTER V

CONCLUSION AND RECOMMENDATION

5.1 Conclusion

Based on the research findings presented in Chapter IV regarding the marketing strategy of PT Jatengland Industrial Park Sayung in addressing global economic dynamics and industrial park market challenges, several conclusions can be drawn as follows:

1. The marketing strategy of PT Jatengland Industrial Park Sayung (JIPS) is formulated with an adaptive approach to changes in global economic conditions and the dynamics of the industrial park market. The company implements a business-to-business (B2B) strategy that emphasizes building long-term relationships with prospective investors rather than solely promoting land sales. This strategy highlights credibility, professional service, and the advantages of the park's location and infrastructure as key selling points. Such an approach is considered effective in maintaining investor interest amid economic uncertainty and increasing competition among industrial parks.
2. The factors influencing the formulation of the marketing strategy consist of interrelated internal and external factors. Internal factors include human resource capacity, management policies, and the availability of promotional budgets, which serve as the basis for determining the company's strategic direction. Meanwhile, external factors encompass

national and global economic developments, government policies, digitalization trends, and changes in investor behavior. The combination of these factors drives PT Jatengland to adjust its strategy to remain relevant to market conditions while capitalizing on opportunities arising from policy and technological changes.

3. The effectiveness of PT Jatengland's marketing strategy can be observed from the increased awareness and interest of investors in the industrial park. The company successfully integrates digital promotions with face-to-face activities, such as industrial exhibitions and site visits, thereby achieving a balance between broad market reach and personal engagement. Periodic evaluations indicate that digital promotions play a crucial role in the awareness stage, while direct interactions strengthen prospective investors' trust. These findings confirm that the implemented marketing strategy aligns with the needs of the modern market, which prioritizes both information efficiency and the reliability of investment partners.

5.2 Recommendation

PT Jatengland is expected to continue strengthening the capacity of its marketing team and expanding the use of digital technologies in promotional activities to remain competitive in the global market. The company should also emphasize the image of the industrial park as environmentally conscious (green industrial park) as an added value aligned with sustainable investment trends. The local government is expected to continue providing support through policies that

facilitate investment and infrastructure development. Furthermore, future research is recommended to conduct a more in-depth analysis of the effectiveness of Jatengland's marketing strategy from the investors' perspective in order to obtain a more comprehensive understanding.

5.3 Limitations

This study has several limitations that should be considered when interpreting the findings. First, the primary data were obtained through interviews with a single key informant. While this informant was selected due to their direct involvement and comprehensive understanding of PT Jatengland's marketing strategy, relying on one interview source may limit the diversity of perspectives captured in the analysis.

To mitigate this limitation, the interview data were complemented with observations and documentation analysis, allowing for data triangulation. Nevertheless, future studies are encouraged to involve multiple informants from different organizational levels or external stakeholders to obtain a more comprehensive understanding of marketing strategy effectiveness.

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APPENDIX

Appendix 1. Interview Result

1. Question :

Could you explain your role and responsibilities in the company, particularly in relation to marketing?

Answer :

Regarding my role and responsibilities in the company, specifically in the marketing department, our primary task is to promote Jatengland Industrial Park so that it is recognized by prospective investors, both domestic and international. We are responsible for attracting investors to invest in the park. In general, our work encompasses several areas. First, we develop marketing strategies that align with the target market, such as determining the appropriate approach for specific industrial sectors. Second, we conduct promotional activities through digital media, exhibitions, collaborations with government agencies, and business matching events. Additionally, we carry out market research to understand industry trends and investor needs, allowing our strategies to be more targeted. We also provide services to investors, assisting them by explaining information about the park, available facilities, and investment procedures. In essence, the marketing team does not merely sell industrial land; we also work to build a positive image of the park so that investors trust and feel confident investing in Jatengland Industrial Park.

2. Question :

To what extent does the marketing division contribute to the achievement of the company's targets?

Answer :

When discussing the contribution of the marketing division to the company's target achievement, it can be said to be quite significant. The marketing team plays a direct role in introducing Jatengland Industrial Park to prospective investors. Therefore, our success in attracting new tenants or investors greatly influences the company's target attainment. Company targets generally relate to the level of industrial land sales, park occupancy rates, and the increase in incoming investment value.

The marketing team strives to achieve these targets through various efforts, such as active promotion at industrial exhibitions, publications via digital media, and establishing relationships with government and private institutions. Additionally, we contribute through market research and industry trend analysis, enabling management to make more informed decisions regarding the park's development direction. In this regard, it can be stated that marketing performance has a direct impact on the overall achievement of the company's business targets.

3. Question :

What is the main marketing strategy implemented by PT Jatengland in promoting the industrial park?

Answer :

The main marketing strategy we implement at Jatengland Industrial Park focuses on a business-to-business (B2B) approach, as our target market consists of companies or investors rather than the general public. Therefore, the approach differs from conventional product marketing. We typically combine direct marketing with relationship marketing. This means we not only promote the park through digital media or brochures but also through direct approaches, such as presentations to prospective investors, participation in industrial exhibitions, and collaboration with local governments and industry associations. Additionally, we strengthen the park's image through digital branding, such as the official website, professional social media platforms like LinkedIn, and publications in industry media. The goal is to increase awareness of Jatengland among both domestic and international investors. We also emphasize ease of investment; it is not only about location and facilities, but we assist investors from information provision, licensing, to on-site requirements. In this way, Jatengland gains added value compared to other industrial parks.

4. Question :

Is the marketing strategy more focused on digital or conventional methods, and what is the proportion of each?

Answer :

In practice, our marketing strategy remains fairly balanced between digital and conventional methods, although the company is now

beginning to place greater emphasis on digital approaches. However, since our market segment is B2B and consists mostly of large companies, conventional methods remain important. Currently, the approximate proportion is 60 percent conventional and 40 percent digital. Our conventional activities include industrial exhibitions, direct presentations to prospective investors, site visits, and collaborations with government agencies or business associations. These remain effective methods for building trust and long-term relationships. As for digital activities, they are primarily used to expand reach and strengthen the park's image, such as through the official website, professional social media platforms like LinkedIn, online media publications, and content campaigns highlighting the park's advantages. In this way, both approaches complement each other: digital helps reach a broader audience, while conventional methods deepen business relationships with prospective investors.

5. Question :

How does PT Jatengland's marketing strategy differ from that of its main competitors?

Answer :

Compared to other industrial parks in Central Java, Jatengland's marketing strategy has several differences. Many other industrial parks focus more on promoting price or physical facilities, whereas we emphasize the value proposition in terms of strategic location, ease of

investment, and one-stop service. Most of our competitors still rely on conventional promotions and established relational networks.

Jatengland, on the other hand, seeks to be more adaptive to new trends, such as through digital branding and informative content on professional social media platforms like LinkedIn, as well as collaborations with local governments and investment agencies to strengthen the park's reputation. Additionally, our approach is more personal. The marketing team typically engages prospective investors directly, understands their needs, and then tailors the most relevant offerings. Thus, we do not merely sell land, but assist investors from the planning stage through to development. This approach, in our view, represents the primary differentiator compared to competitors.

6. Question :

What added values are emphasized in marketing PT Jatengland's industrial park?

Answer :

When discussing the added values we emphasize in marketing, several key advantages of Jatengland stand out. First, the strategic location. Our park is situated along the Pantura route and is close to Tanjung Emas Port in Semarang as well as the Trans-Java toll access, making logistics and distribution highly efficient. This is consistently highlighted in promotions to prospective investors.

Second, we emphasize ease of investment through a one-stop service system. Investors receive comprehensive assistance from our team, covering licensing, land provision, and supporting infrastructure requirements. This eliminates the need for investors to manage complex processes themselves.

Third, we also stress security and infrastructure readiness. Basic facilities such as electricity, clean water, and telecommunications networks are already available to industry standards. Moreover, we aim to convey that investing in Jatengland is not only about location but also about trust and business convenience. We strive to build long-term relationships with investors, rather than merely facilitating one-time transactions.

7. Question :

To what extent are digital platforms (website, social media, email marketing, etc.) utilized in marketing activities?

Answer :

The use of digital platforms at Jatengland has become fairly intensive, although it has not yet fully become the primary focus. We already have an official website that serves as the main information hub about the park, covering the company profile, land availability, and offered facilities and services. The website is also used to capture leads from interested prospective investors, as it includes direct contact features to the marketing team. Additionally, we are active on professional social

media platforms such as LinkedIn, as this platform is most relevant for reaching our target market, namely businesspeople and investors. We use LinkedIn to share content about company activities, project achievements, and the advantages of the industrial park. For email marketing, we currently use it primarily for follow-ups with prospective investors or business contacts who have previously engaged with us, rather than for mass campaigns. Other social media platforms, such as Instagram or Facebook, are used more limitedly, primarily for enhancing brand awareness. Overall, it can be said that the utilization of digital platforms at Jatengland accounts for approximately 40–50% of total marketing activities. Moving forward, we plan to further strengthen the digital aspect to reach more prospective investors efficiently.

8. Question :

Does PT Jatengland still use conventional media (billboards, banners, exhibitions)? How effective are they?

Answer :

Yes, we still use conventional media such as billboards, banners, and participation in industrial exhibitions. Although promotional trends have increasingly shifted toward digital platforms, conventional media remain quite effective for industrial parks like ours, particularly in building trust and brand visibility at the local level. For example, our billboards and banners are placed at strategic points, such as main routes along Pantura and toll access roads leading to the park. This is important

for reinforcing the park's image and reminding passing prospective investors that Jatengland is active and developing. Regarding industrial exhibitions, their effectiveness is quite high because they allow us to meet prospective investors directly, explain the park's advantages, and establish business relationships personally. From these exhibitions, we often obtain new prospects that are subsequently followed up by the marketing team. Overall, the contribution of conventional media to marketing outcomes is estimated at approximately 50–60%, particularly during the initial stages of relationship building. Therefore, conventional media are still considered important as a complement to the digital strategies we are developing.

9. Question :

What communication strategies are used for domestic and foreign investors?

Answer :

Our communication strategies are differentiated between domestic and foreign investors due to differences in their characteristics and information needs. For domestic investors, a more personal and direct approach is employed. Communication primarily occurs through face-to-face meetings, company visits, and local business networks such as the Chamber of Commerce (Kadin) or industry associations. The language used is simpler and focuses on practical aspects, such as land prices, ease of licensing, and infrastructure access.

For foreign investors, the communication strategy is more formal and structured. English is used in all promotional materials, including brochures, park profiles, and presentations. Communication is usually conducted via email, business matching events, or collaborations with investment promotion agencies such as BKPM and the Central Java Provincial DPMPTSP. Additionally, to attract foreign investors, we emphasize the park's competitive advantages, such as its strategic location near Tanjung Emas Port, logistics efficiency, and support from local government. In summary, the approach for domestic investors is more relational, while for foreign investors it is more professional and data-driven.

10. Question :

What internal factors influence the formulation of PT Jatengland's marketing strategy?

Jawaban :

From an internal perspective, several factors influence the formulation of our marketing strategy at Jatengland. The first is human resources (HR). Our marketing team is still relatively small, so the strategies we develop must be tailored to the team's capacity. We focus on activities that are realistic and effective rather than merely following trends. Second, the marketing budget is a major consideration. Industrial park marketing requires substantial costs, such as producing promotional materials and participating in exhibitions, so we must be selective in

choosing the most efficient channels that have a tangible impact on sales results. Third, Jatengland's brand image and positioning also play a role. Since we are already recognized as a strategic industrial park in Central Java, marketing strategies are aimed at reinforcing this image by emphasizing professionalism and location advantages. Additionally, management support and company policies are important factors. Management is open to new marketing ideas, including digital marketing, as long as the strategy supports the company's vision of becoming a highly competitive industrial park. In summary, the most dominant internal factors are human resources, budget, and company policy direction.

11. Question :

What external factors influence PT Jatengland's marketing strategy?

Answer :

Several major external factors significantly influence our marketing strategy at Jatengland. First, the national economic conditions and investment climate. When the economy is stable and the government actively attracts investment, investor interest in industrial land increases. This requires us to adjust promotional strategies to be more aggressive during such periods. Second, competition among industrial parks also has a substantial impact. In Central Java and its surroundings, many new parks are emerging, so we need to highlight our location and facility advantages more specifically. Third, government policies and

investment regulations are key considerations. For instance, tax incentives or streamlined licensing provided by the government greatly affect the attractiveness of the park. We must align our marketing messages with these policies. Additionally, infrastructure and technological developments are important external factors. With the Trans-Java toll road and port access, we can emphasize logistics advantages in marketing communications. On the other hand, digitalization trends encourage us to be more active in using online media to reach foreign investors. In general, the most influential external factors are economic conditions, government regulations, competition among industrial parks, and technological and infrastructure developments.

12. Question :

How has the digitalization trend influenced the marketing strategy implemented?

Answer :

The trend of digitalization has had a significant impact on our marketing strategy at Jatengland. Whereas promotions were previously conducted largely through conventional means, such as exhibitions and printed brochures, we are now shifting toward digital approaches due to their greater efficiency and broader reach. We use the official website as the primary medium to showcase the park profile, land specifications, and supporting facilities. Additionally, we actively utilize social media

platforms such as LinkedIn and Instagram to build the company's image and reach younger, tech-oriented prospective investors. Digitalization also enhances our communication and investor services. Prospective investors can contact our team directly via email or online forms without needing to visit in person. Internally, digital tools facilitate the measurement of promotional campaign effectiveness through data on website traffic, engagement, and information requests received. Nevertheless, we continue to integrate digital strategies with conventional approaches, as investment decisions in the industrial sector typically still require face-to-face interactions and site visits. Overall, digitalization strengthens our marketing strategy by making it more efficient, measurable, and accessible.

13. Question :

To what extent does the change in investor behavior influence the formulation of the marketing strategy?

Answer :

Changes in investor behavior significantly influence the way we formulate our marketing strategy. Whereas investors previously relied heavily on direct site visits and face-to-face communication, many now seek information online before contacting us. Consequently, we have adapted our strategy by strengthening our digital presence, such as updating the website, producing English-language promotional materials, and actively engaging on professional social media platforms

like LinkedIn. Investors now tend to be more independent in information gathering, so we must ensure that information about our industrial park is easily accessible and clear. We also observe changes in investor preferences. Many now seek parks with ready-to-use infrastructure, ease of licensing, and environmental sustainability. This has prompted us to highlight aspects such as efficiency, accessibility, and the green industrial park concept in our promotions. Overall, changes in investor behavior, both in terms of information-seeking methods and preferences for value-added features, have made our marketing strategy more informative, transparent, and data-driven.

14. Question :

Has there ever been an adjustment to the marketing strategy due to changes in global economic conditions? Could you provide an example?

Answer :

Yes, we have made several adjustments to our marketing strategy in response to changes in global economic conditions, particularly during periods of economic instability. For instance, during the COVID-19 pandemic and the post-pandemic period, many investors postponed expansion and investment activities due to economic uncertainty. During that time, we adjusted our strategy by focusing more on the domestic market first, while strengthening digital promotions to maintain exposure to prospective foreign investors. Additionally, during periods of currency fluctuations and global economic slowdowns, we

also adjusted our communication approach by emphasizing competitive costs and operational efficiency within our industrial park. This is crucial because foreign investors are typically very sensitive to cost factors and economic risks. We also learned that in uncertain global conditions, marketing strategies must be more flexible. Therefore, we increased networking with government agencies and investment promotion institutions to maintain access to information and new collaboration opportunities.

15. Question :

According to the informant, what is the biggest challenge in formulating the current marketing strategy?

Answer :

Our greatest challenge in formulating the marketing strategy at present is balancing conventional and digital approaches so that both are effective. On one hand, many industrial investors still place more trust in face-to-face communication and on-site visits. On the other hand, global trends are moving toward digital platforms, where investors first seek information online. Additionally, we face challenges from increasingly intense competition among industrial parks. Many new parks in Central Java and West Java offer similar facilities at competitive prices, so we must continuously highlight Jatengland's unique advantages to remain relevant. Internally, limitations in human

resources and marketing budgets also pose constraints. Our team is relatively small, so strategies must be highly efficient and targeted. Overall, the main challenge is maintaining the park's attractiveness amid changing investor behavior, limited resources, and the rapid development of digital marketing.

16. Question :

How does the company measure the effectiveness of the marketing strategy implemented?

Answer :

To measure the effectiveness of the marketing strategy, we use a combination of outcome indicators and process indicators. From the outcome perspective, we examine the number of new investors, the area of land successfully sold or leased, and year-on-year revenue growth. These serve as the primary measures of whether our strategy has a direct impact on the company's performance. From the process perspective, we also consider the responses and engagement generated by promotional activities, both digital and conventional. For example, we monitor website traffic, the number of inquiries or information requests from prospective investors, and the frequency of site visits or new collaborations following participation in industry exhibitions. Furthermore, we conduct routine evaluations at the end of each year to review which strategies have been effective and which need adjustment. The results of these evaluations form the basis for improving strategies

in the following year, ensuring that marketing activities are more targeted and impactful.

17. Question :

Among the various marketing channels, which channel is the most effective in attracting investors, and why?

Answer :

Based on our experience, the most effective marketing channels for attracting investors are direct promotional activities, such as industry exhibitions, business meetings, and on-site visits. Industrial investors generally prefer to see the actual conditions on the ground before making an investment decision, making face-to-face interactions essential for building trust. However, in recent years, digital channels have also begun to contribute significantly, particularly through the company website and professional social media platforms such as LinkedIn. Many prospective investors first learn about Jatengland through digital platforms before contacting us for further discussions. Thus, it can be concluded that a combination of digital awareness and direct communication constitutes the most effective approach. Digital platforms serve as the entry point, while face-to-face meetings are decisive in the investment decision-making process.

18. Question :

Is there a difference in response between domestic and foreign investors to PT Jatengland's marketing strategy?

Answer :

Yes, there is a noticeable difference between the responses of domestic and foreign investors to our marketing strategy. Domestic investors are generally more easily reached through conventional approaches, such as exhibitions, seminars, and business networks. They are usually familiar with the Indonesian market, so communication and negotiation processes proceed more quickly. The proximity of networks and ease of communication make face-to-face strategies more effective for local investors. In contrast, foreign investors tend to seek information digitally first. They assess the company's credibility through its website, social media profiles, and international publications before initiating direct contact. Their responses are usually more cautious and take longer because they consider legal aspects, infrastructure, and ease of obtaining permits. Therefore, we adjust our approach accordingly—focusing on providing comprehensive and professional digital information and collaborating with investment promotion agencies for foreign investors, while for domestic investors, we engage more actively in offline activities such as exhibitions, business forums, and on-site visits.

19. Question :

How has the implementation of marketing strategies impacted investor interest in recent years?

Answer :

In general, the marketing strategies we have implemented over the past few years have had a positive impact on increasing investor interest,

both domestically and internationally. Since we began strengthening our digital presence through the website, social media, and collaboration with investment promotion agencies, we have observed an increase in inquiries and initial visits from prospective investors. Many of them first learned about Jatengland through digital channels before visiting the site in person. Additionally, industry exhibitions and business forums still make significant contributions. Some investment partnerships over the past two to three years have resulted directly from these direct promotional activities. Although not all prospects have resulted in realized investments, the upward trend in awareness and engagement with Jatengland indicates that the marketing strategies being applied are moving in the right direction.

20. Question :

Are there examples of marketing strategies that have been successfully implemented at PT Jatengland?

Answer :

Yes, there are several marketing strategies that can be considered successful in recent years. One of them is the regular participation in investment and industry exhibitions, both at the national and regional levels, such as the Central Java Investment Business Forum and industrial park exhibitions organized by the provincial government. Through these activities, we have been able to establish direct communication with prospective investors and secure several new

partnerships, particularly in the manufacturing and logistics sectors. Additionally, strengthening our digital presence has also yielded positive results. By updating the official website and the company's LinkedIn account, we have been able to reach foreign investors who were previously difficult to access through conventional means. Many international investors first learned about Jatengland through these digital platforms before contacting us for on-site visits. We also implement collaboration strategies with investment promotion agencies, such as the Investment and One-Stop Services Office (DPMPTSP) of Central Java Province, to enhance credibility and expand our network. These strategies have proven effective in increasing the visibility of the industrial park and strengthening Jatengland's position as a potential investment destination in Central Java.

21. Question :

Are there any marketing strategies that were less effective? What lessons were learned from them?

Answer :

Yes, of course, not all strategies we implemented produced optimal results. One example is the use of conventional promotional media, such as billboards and banners in certain industrial areas. Their effectiveness was relatively low because these media were not able to reach our primary target audience, which is corporate investors and company management. Additionally, during the early stages of our digital

strategy, we also relied on general social media platforms such as Instagram and Facebook, but the results were not very significant. Upon evaluation, we realized that these platforms are more suitable for B2C promotion, whereas our market is B2B in nature. From this experience, we learned that each strategy must be aligned with the characteristics of the target market. For the industrial segment, the most important aspects are not just the amount of exposure, but the quality of interaction and the credibility of the information provided. Therefore, we now focus more on professional platforms like LinkedIn, informative websites, and collaboration with investment promotion agencies that are more relevant.

22. Question :

What innovations or marketing strategy development plans has PT Jatengland prepared to face digitalization trends and global competition?

Answer :

To address digitalization trends and global competition, we are preparing several steps to develop a more modern and integrated marketing strategy. First, we plan to strengthen our digital marketing system by developing a more interactive and informative website, including a virtual tour feature of the industrial park so that potential investors, especially from abroad, can view the site without visiting in person. We also aim to be more active on professional platforms like LinkedIn and conduct content campaigns highlighting the advantages

and testimonials of tenants already operating in Jatengland. Second, we want to expand collaboration with international investment promotion agencies and global business consultants, so that promotion of the industrial park can reach a wider pool of foreign investors. Third, we are considering the implementation of a Customer Relationship Management (CRM) system to monitor investor interactions and prospects more systematically, enabling faster and more personalized follow-ups. The ultimate goal is to position Jatengland not only as a strategically located industrial park but also as a professional, modern investment brand that is easily accessible digitally.

23. Question :

What is the most important step to ensure PT Jatengland remains competitive in the long term?

Answer :

The most important step to ensure PT Jatengland remains competitive in the long term is the ability to adapt to market changes and investor needs. The industrial world moves very quickly due to factors such as digitalization, regulations, and environmental sustainability demands.

Therefore, we focus on three main aspects. First, enhancing the park's value through modern infrastructure, strong logistics connectivity, and one-stop service to simplify the investment process. Second, strengthening the industrial park's branding based on sustainability. We see that many global investors now consider environmental aspects and

energy efficiency. Hence, we are directing park management toward the green industrial park concept. Third, developing human resource capacity and digitalizing management systems so that all processes, from promotion to tenant services, can run quickly, transparently, and efficiently. With these steps, we hope Jatengland will not only be a strategically located industrial park but also a trusted long-term investment partner that remains relevant to future needs.

24. Question :

Compared to other industrial park developers, what competitive advantages should PT Jatengland maintain?

Answer :

Compared to other industrial park developers, the main competitive advantages that PT Jatengland must continue to maintain are strategic location, cost efficiency, and strong local government support. First, in terms of location, the park is situated in Demak, close to Tanjung Emas Port in Semarang, the Trans-Java toll road, and major logistics routes on Java Island. This position provides significant benefits for investors in terms of goods distribution and supply chain efficiency. Second, the investment and operational cost structure is more competitive compared to industrial parks in West Java or Jabodetabek. Land prices, labor costs, and utility expenses are relatively lower, while still supported by adequate facilities. This makes it attractive to investors seeking high value-for-money locations. Third, we have strong regulatory support

and collaboration with the Central Java local government, particularly regarding permits, infrastructure provision, and investment promotion.

This synergy helps accelerate business processes and provides investors with a sense of security. In addition, other advantages we are developing include an environmentally conscious industrial park concept and a one-stop service that facilitates the entire investment process for prospective tenants, from negotiation to operational implementation.

