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Marketing strategy analysis and formulation for Jatinangor City Park to regain competitiveness in Jatinangor property industry

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ABSTRACT

This study develops a competitive marketing strategy for Janati Park (Jatinangor City Park) in the Jatinangor residential market, where sales underperform despite strong access to universities and key corridors in the area. Guided by the 4C diamond, the analysis combines PESTEL and Porter's Five Forces with VRIO and positioning differentiation brand (PDB) diagnostics, and synthesizes priorities through weighted SWOT and a TOWS matrix. Data were triangulated via semi-structured interviews with management and customers, participant observation of Janati Park and direct competitors, and secondary sources for industry and regulatory contexts. The results show that location and a large land bank are durable strengths, whereas weak amenity depth, visible maintenance deficits, and inconsistent branding erode trust and make premium pricing difficult to justify. Customer journeys confirm that location is the most decisive attribute, but conversion leaks to competitors when buyers prioritize lower entry prices and lifestyle facilities aligned with student end-users. The recommended strategy retains the project's strategic location positioning while adding a student-centered "integrated activity and investment zone" identity, completing promised amenities, improving cleanliness and drainage reliability, expanding student-oriented services and event partnerships, and institutionalizing "peace of mind" through governance and service standards. These actions translate land scale into everyday value and restore the credibility needed for sustainable competition.

Keywords: competitive strategy; marketing mix; property market

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1. INTRODUCTION

Indonesia's real estate and property sector is expected to continue growing by 2024, supported by sustained demand and improvements in purchasing power. [Simanjuntak \(2024\)](#) reported a statement from the Head of the Literacy, Financial Inclusion, and Communication Department of OJK, Aman Santosa, that "The real estate and property industry in Indonesia in 2024 is also believed to still grow positively along with maintained demand amidst improvements in purchasing power." This macro-level optimism is reflected in investment indicators. A [detik.com](#) article quoted the CEO of Leads Property, Hendra Hartono, stating: "...in the first quarter (Q1) of 2024, investment in the property sector has reached IDR 29.4 trillion. This represents a 6% increase compared to the same period in 2023. The investment value in Indonesia increased by 22% compared with Q1 in the previous year. The property sector itself contributed 7% of the total national investment of IDR 401.5 trillion" ([Brilian, 2023](#)). These signals position property as a meaningful contributor to national investment, while also implying intensified competition among developers seeking to capture demand across different segments and geographies.

Even within a growing sector, performance varies across different market segments. Landed housing is frequently framed as being more resilient than high-rise housing. As reported by [detik.com](#), "The landed house sector is indeed outperforming condominiums. When viewed from these three (landed houses, retail, industry and logistics) it tends to be low-rise, the high-rise is not performing too well." Such segment differences matter because they shape buyer expectations regarding value, livability, and investment risk ([Puspita, 2024](#)). Local land dynamics also influence prices and development feasibility. Property Observer and CEO of Indonesia Property Watch (IPW) Ali Tranghanda told [detik.com](#) that land prices around East Bandung had begun to increase since the previous year, suggesting potential upward pressure on prices and continued housing development, including in areas surrounding the Cisumdawu Toll Road. These broader dynamics highlight that market outcomes are not driven by national trends alone; they are shaped by local demand structures, accessibility, and perceived value relative to competing projects ([Brilian, 2023](#)).

Jatinangor, West Java, is an instructive micro-market because its property demand is strongly anchored by student mobility and the concentration of universities, which can make apartments more competitive than landed houses. Student-oriented apartment projects in Jatinangor have demonstrated strong market traction. [Theconomics \(2024\)](#) reported that "Louvin Apartment has successfully marketed its units by 91.40% until the end of July 2024. The number that has been sold is 755 units out of a total of 826 units." Similarly, Nurul Ilmi, the project manager of Taman Melati Jatinangor Apartment, emphasized that "the occupancy rate, both those who occupy by buying or renting at Taman Melati Jatinangor Apartment is quite high," as reported by [infobanknews.com \(Pratama, 2024\)](#). These outcomes suggest that in Jatinangor, the ability to align product type, price, and targeting strategy with student-driven demand can deliver high absorption and occupancy, benchmarks that shape customer expectations and raise the competitive bar for other local projects.

Although prior studies on real estate and property commonly discuss sectoral growth, consumer demand, investment trends, and housing preferences, few explicitly examine competitiveness at the project level in a micromarket shaped by university-based demand. In particular, limited research has integrated external analysis, internal capability assessment, competitive positioning, and marketing strategy into a single diagnostic framework for specific property development. Consequently, a gap remains in understanding how a property firm operating in a localized, student-driven market can diagnose the sources of weak competitiveness and translate that diagnosis into an actionable strategy.

Within this context, PT Koryza Oryza Abadi (PT Koryza) developed Janati Park, a residential and commercial development located in Jatinangor, Sumedang, and West Java. The company originated from the BULOG Selindo Employees and Retirees Cooperative (KOPELINDO) and established its property company on November 25, 2009, with an authorized capital of 369 billion IDR. Janati Park is positioned in a strategic area less than 1 km from IPDN, IKOPIN, ITB, and UNPAD, with a total land ownership of 25 ha, of which 7 ha has been developed, comprising more than 770 residential units and 22

commercial units (internal company, 2025). The project's business model focuses on developing residential and commercial areas with a target market of students and employees in Jatiningor through sales and rental. PT Koryza's stated direction is also formalized through its vision of becoming a trusted property developer that continues to develop into the best property company and its mission to develop property areas whose investment value continues to increase through continuous product and environmental innovation (internal company, 2025). Operationally, the firm is managed through a top-down structure led by President Director Tri Joko Prihanto, Financial Director Herliansyah Rahadian, and Operations Director Dicky Priatno, supported by over 50 staff across departments, with a dominant share in operations and approximately 10 management personnel covering finance, marketing, legal, and human resources (Internal Company, 2025).

Despite these structural advantages and the broader growth narrative of the national sector, Janati Park encountered sales difficulties that disrupted its operational and financial activities. Management reported that these difficulties contributed to delayed payments of employee salaries and vendor cooperation, while management continued seeking solutions to increase sales and rentals, as expressed by the Marketing Manager of Janati Park in 2025 at the Janati Park Office. Revenue patterns show that the challenge is not simply a continuation of the pandemic shock: sales declined sharply during COVID-19 in 2020 by -91% relative to 2019, began recovering in 2021, and fully recovered in 2023, but then recorded a decline again in 2024 of -17% (internal company data, 2025). Sales process diagnostics point to a specific friction: the most common reason for closed leads is an unsuitable price, while an unsuitable location appears as the least common reason (internal company, 2025). This pattern is consistent with internal sales data (2025), which indicate that many prospective customers lose interest because of price unsuitability for their segment, and with a preliminary study (2025) showing that customers who buy from PT Koryza Oryza Abadi often do so primarily because of their location.

Preliminary customer interviews, structured using the five-stage model of the consumer buying process, reinforce the interpretation that location is a strong advantage but insufficient to secure competitiveness when price perceptions are misaligned. The interview results indicate that buyers in Jatiningor frequently prioritize proximity to a university, school, or office for private residences, obtain information largely through social media, and are often influenced by their partners or families in their purchase decisions. Post-purchase responses generally suggest positive satisfaction, while noting facility gaps in some cases (internal company, 2025). In practical terms, these findings imply that Janati Park currently relies heavily on a single dominant value proposition, location, while competitors in the same area, particularly student apartment projects, may be outperforming by pairing targeting with pricing and product fit.

Therefore, this study addresses two academic gaps. First, it responds to the limited empirical application of multi-framework strategic diagnostics in real estate research, particularly in emerging micromarkets, where competition is shaped by highly specific local demand characteristics. Second, it contributes to the literature by positioning competitiveness not merely as a function of macro growth or physical location, but as the outcome of the interaction between external pressures, internal resources, customer preferences, and strategic marketing choices. This study is academically positioned at the intersection of real estate strategy, strategic management, and property marketing.

Against this background, this study aims to identify and analyze Janati Park's competitiveness and develop practical recommendations to improve its market position in Jatiningor. This study investigates the external and internal factors influencing Janati Park in the property industry, examines the key factors shaping the market choices between Janati Park and its competitors in the Jatiningor area, and formulates an appropriate marketing strategy to strengthen Janati Park's ability to compete through improved sales and rental performance.

Accordingly, the contribution of this study lies not only in providing a case-based diagnosis of Janati Park but also in offering an integrated analytical approach for assessing property competitiveness in a university-centered micro-market. By combining multiple strategic lenses within one empirical case, this study seeks to demonstrate how project-level real estate analysis can move beyond descriptive

market observation toward a more systematic explanation of why development underperforms and what strategic adjustments are required.

2. LITERATURE REVIEW

Explaining why prospective buyers drop out of a residential purchase process requires looking beyond recorded reasons and paying attention to “quiet” exits, in which prospects leave without explanation. In Janati Park’s funnel, most closed-lost cases are labeled “unsuitable price,” while “unsuitable location” is rarely mentioned, and a sizable share of prospects provides no reason at all. Taken together, this pattern implies that stated reasons may underrepresent the real decision logic; therefore, additional research is needed to uncover the full set of attributes shaping choices and to test whether findings from prior studies align with Janati Park’s target segments. Figure 1 presents the conceptual framework of this study.

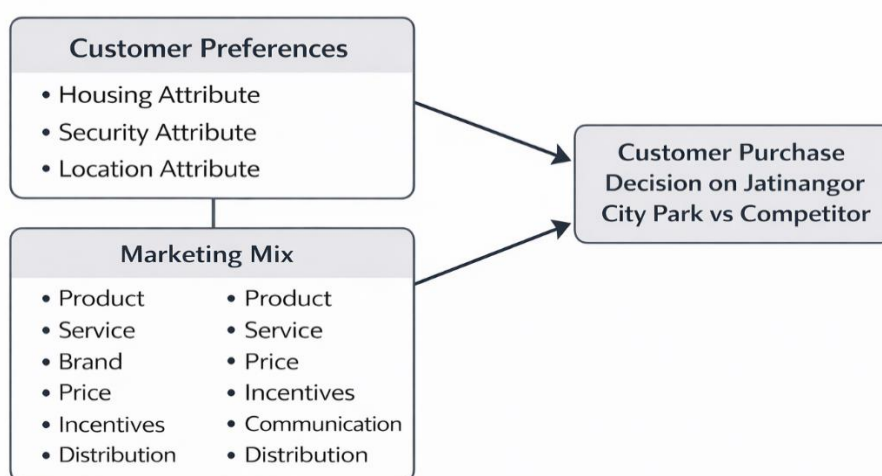


Figure 1. Conceptual Framework

To avoid an overly descriptive review, this study narrows the literature discussion to the analytical lenses used in the research. Rather than reviewing property and marketing theory in general, this section is organized to support five specific diagnostic tools: the 4C diamond for identifying the key determinants of competitiveness, PESTEL for the macro-environment, five forces for industry structure, VRIO for internal resource and capability assessment, and marketing mix analysis for evaluating how Janati Park translates its positioning into customer value. This focus is important because the study is not merely concerned with whether demand exists, but with why Janati Park underperforms relative to nearby alternatives in a university-centered micro-market.

Prior research suggests that price resistance often reflects value judgments rather than price alone. Soon and Tan (2020) argue that “home buyers are not only focused on the housing price but also place a higher priority on housing attributes. The housing attributes are the important element that will bring an impact on the household buying decision-making.” In practice, an “unsuitable price” can arise when buyers feel that the bundle, unit features, location advantages, security conditions, and supporting facilities do not justify the asking price. This helps explain why many prospects may not articulate a single reason: what they experience is a broad mismatch, not a rejection based on a single variable.

Soon and Tan (2020) organized housing attributes into three dimensions: housing, location, and security. Their results (see Figure 1) show that among within-house attributes, privacy ranks highest (58%), followed by floor area/house size (56.7%), and number of bedrooms (49.7%) (Soon & Tan, 2020). These priorities indicate that the willingness to pay is often anchored in day-to-day usability and livability, space allocation, comfort, and the ability to sustain personal boundaries. For Janati Park, where many exits are unexplained, these findings point to a practical need to verify which unit features matter

most locally and assess whether the current product design and its communication clearly deliver these priorities.

Location attributes can be decisive, particularly in markets linked to institutions and work nodes. [Soon and Tan \(2020\)](#) reported that proximity to school (60.7%) and the workplace (57.7%) are the most salient location criteria. This fits education- and commute-driven areas, such as Jatiningor, where travel time and mobility costs translate into real daily burdens. This logic may also explain why “unsuitable location” is rarely cited in Janati Park’s funnel: the location may already meet a baseline requirement for consideration. However, a strong location is not automatically sufficient for conversion if buyers judge other components, such as price fairness, product fit, financing convenience, or supporting facilities, to be weaker than competing options.

Security forms a third attribute block that can materially shape perceived value and risk. [Soon and Tan \(2020\)](#) found that locks (67.3%), neighborhood conditions (65.3%), and alarms (64.7%) were the most important security considerations. This implies that “security” is evaluated as a layered system combining physical safeguards, the surrounding environment, and prevention mechanisms. For Janati Park, silent exits may conceal latent concerns about neighborhood reputation, perceived vulnerability, or trust in the local security ecosystem concerns that prospects may not explicitly state, even when they influence the final decision ([Soon & Tan, 2020](#)).

These studies are retained in this review because they directly inform the customer-side component of the analysis rather than merely providing background on housing behavior. In analytical terms, house attributes, location, and security help explain the “conditions” and “customer fit” dimensions later examined through the 4C diamond and the marketing mix. Thus, customer preference literature is used here not as a standalone discussion of buyer psychology but as a basis for identifying which value dimensions are likely to drive competitiveness in Janati Park’s specific market.

Beyond micro-level preferences, market potential and competitive pressure are shaped by broader demand conditions that vary across subareas. [Fasa \(2018\)](#) projects housing needs across Jatiningor districts in 2030 and shows that Cibeusi, where Janati Park is located, has an estimated need of 5,434 units, which is lower than several nearby districts. This does not mean that demand is absent; it suggests an uneven spatial opportunity that can affect absorption rates, pricing power, and the intensity of direct competition. In a relatively smaller projected demand pocket, performance may depend more heavily on segmentation accuracy, clear differentiation, and tight alignment between the offer and dominant buyer profiles in the area.

Real estate scholarship also frames development as a coordinated entrepreneurial process rather than simply “selling houses.” [Geltner et al. \(2007, p. 21\)](#) describe development as an industry that assembles financial and physical resources to produce new built space, implying that outcomes hinge on the developer’s ability to align product, financing, delivery, and stakeholder management, not only on macro-sector growth. This is useful in situations where industry indicators look healthy, but a specific project experiences declining revenue; the constraint may be project-level positioning and execution rather than the broader cycle.

[Geltner et al. \(2007\)](#) distinguish the space market (usage/rental) from the asset market (ownership/investment), and both are relevant in Jatiningor. The space market is defined as the market for the right to use property and users typically seek “a rather specific type of space in a rather specific location” ([Geltner et al., 2007, p. 4](#)). In a student-heavy environment, this specificity can create both advantages and fragility: proximity to campus can pull demand in, but competing projects that better match dominant user preferences (for example, student-tailored apartments) can redirect demand even if the district remains attractive ([Geltner et al., 2007, pp. 3-4](#)). The asset market concerns ownership claims on future cash flows ([Geltner et al., 2007, p. 11](#)). For investor buyers, competitiveness depends on how credible the expected cash flow profile looks relative to alternatives, including perceived vacancy risk, liquidity, and the reliability of management and maintenance that protect long-run value ([Geltner et al., 2007, p. 11](#)).

This stream of literature is relevant because it supports the external aspects of the study’s diagnostic logic. Demand distribution across districts, space-market specificity, and investor expectations

all relate to Janati Park's competitive environment. Accordingly, these ideas provide theoretical support for the use of PESTEL and Five Forces analyses. PESTEL helps explain the broader economic, social, and spatial context surrounding the property market in Jatinangor, whereas the Five Forces help assess competitive rivalry, substitute offerings, buyer bargaining power, and market pressure from alternative projects, such as student-oriented apartments.

From a marketing and strategy standpoint, location helps but does not eliminate the need for disciplined strategy execution. Grabel (2011) notes that "The best properties tend to sell themselves when they are well-located, well-leased, and well-marketed," which implies that location must be reinforced by leasing performance and marketing capability. Consistent with this, Vorhies and Morgan (2005) emphasize that marketing strategy and development efforts via marketing activities support sales growth and market dominance. Strategy also needs to be practical, not only directional; Whittington et al. (2020) stress the "practicalities" of how advantage is achieved in competition (Whittington et al., 2020). In marketing terms, Kotler et al. (2022) define strategy as choosing the target market and specifying the value proposition offered to customers and collaborators, while Wheelen et al. (2017) highlight implementation choices in pricing, selling, and distribution, areas that directly map to "closed-lost" outcomes such as perceived overpricing or friction in access and evaluation (Kotler et al., 2022; Wheelen et al., 2017).

A key mechanism connecting strategy to outcomes is the value proposition (VP). Kotler et al. (2022) state that "a well-crafted value proposition provide the foundation of the company business model and serve as guiding principles for determining tactical decision that define company's offering". This is important in real estate because price, product configuration, financing facilitation, and service/management signals should be consistent expressions of the same value logic, not disconnected tactics. Kotler et al. (2022) also emphasize that value must work simultaneously for customers, collaborators, and the firm, which is especially relevant in property, where agents, lenders, contractors, and community stakeholders affect credibility and delivery quality (Kotler et al., 2022).

Kotler et al. (2022) describe the marketing mix as "seven tactics" (7Ts): product, service, brand, price, incentives, communication, and distribution to operationalize the value proposition. In property markets, an "unsuitable price" may reflect not only the nominal price level but also weak product fit, unclear benefit communication, limited incentives, inconsistent brand trust cues, or distribution/channel constraints that reduce reassurance and perceived value. In other words, funnel outcomes can be symptoms of an integrated offering that is not convincing enough relative to alternatives, even when the location is strong (Kotler et al., 2022).

Consumer behavior theory further supports the diagnosis of how prospects evaluate options within a competitive choice set. Kotler et al. (2022) note that customers form preferences among brands and tend to purchase the option they most prefer and deem suitable. Their decision process model places the evaluation of alternatives at the center of choice formation (Kotler et al., 2022). In a market where student-oriented apartments have strong sales and occupancy, these offerings can become the benchmark for what buyers interpret as a "good deal," shaping the competitive reference point that landed-house projects must overcome. This reinforces the need to map which criteria dominate trade-offs, how information is gathered, and why some prospects exist without any explanation (Kotler et al., 2022).

The literature above is retained because it directly supports the two analytical domains used in this study. First, it justifies the marketing mix analysis by showing that price, product, communication, and distribution are not separate issues, but integrated elements of customer value formation. Second, it provides conceptual grounding for VRIO because the ability to design, communicate, and deliver a compelling value proposition depends on whether the firm possesses valuable, rare, difficult-to-imitate, and well-organized resources and capabilities. In other words, the problem of weak conversion at Janati Park may stem not only from market conditions but also from internal capability limitations in translating strategic intent into a competitive offer.

These literature streams motivate an integrated conceptual approach that links industry and market conditions, customer preferences, and marketing strategy execution to purchase outcomes. Kumar

(2011) describes a conceptual framework as a foundation that draws from theory and problem contexts to clarify the relationships among selected variables (Kumar, 2011). For Janati Park, an integrated framework is appropriate because performance is jointly driven by external competition and demand patterns, local buyer and renter preferences, and the project's ability to translate positioning into credible delivery. Two testable relationships were identified. First, customer preferences should influence purchase decisions because buyers select offerings that best match the required attributes, house, location, and security (Soon & Tan, 2020). This link is also supported by evidence that housing preferences shape intention and guide purchase behavior (Montvydaite, 2024). Second, marketing mix elements influence purchase decisions because they act as stimuli that shape consumer perceptions and choices. Kotler et al. (2022) position the marketing mix as an integrated set that affects purchase decisions, and empirical studies show that elements such as price, location/distribution, promotion, and products can significantly affect purchase outcomes (Kotler et al., 2022; Khotimah et al., 2024; Wiranda & Waluyo, 2025). Together, this supports a clear implication: addressing “unsuitable price” requires more than lowering the price; it requires strengthening the full value bundle so that the premium (if any) is justified by what the target segments actually prioritize.

Overall, the purpose of this literature review is not to broadly summarize property and marketing studies but to build a focused analytical foundation for the research model. The review therefore narrows its attention to concepts that directly support the study's multiframework diagnosis: the 4C Diamond to identify the main sources of competitiveness, PESTEL to assess the macroenvironment, five forces to evaluate industry competition, VRIO to examine internal strategic capacity, and the marketing mix to formulate the strategic response. By structuring the review in this way, each concept contributes directly to the analytical model and to the study's objective of explaining Janati Park's competitive weakness and identifying an appropriate marketing strategy.

3. METHOD

3.1. Research Design

This study adopted a qualitative exploratory research design to investigate the competitive challenges faced by Janati Park and develop actionable marketing strategy recommendations. The design was structured as a practical blueprint for systematically answering the research questions through rigorous data collection and analysis while maintaining efficiency in terms of time and resources (Bell et al., 2022; Kothari, 2004; Kumar, 2011; Yin, 2018). A qualitative approach was selected because the study seeks to understand and explain the underlying reasons for sales difficulties, prospect withdrawal (“closed-lost” outcomes), and the perceived strengths and weaknesses of the project relative to competitors. Qualitative inquiry is particularly suited for exploring perceptions, attitudes, values, and decision processes that cannot be adequately captured through numeric indicators alone (Kumar, 2011). Accordingly, the research was oriented toward in-depth learning and problem diagnosis rather than statistical hypothesis testing.

The research design followed a structured analytical pathway beginning with the identification of the core business issue, followed by the collection of primary and secondary data, and concluding with a multi-framework analysis that integrates market context, competitive dynamics, customer behavior, and internal capabilities. The analytical logic was guided by the 4C Diamond Analysis, which provides a coherent structure to diagnose business problems through four interrelated domains: change, competitors, customers, and company (Kertajaya et al., 2021; Kotler et al., 2021). This model was adopted because it aligns with the practical need to assess both external conditions and internal readiness when formulating strategies, particularly in dynamic markets such as property development.

3.2. Analytical Frameworks and Operationalization

Within the 4C diamond structure, the Change domain was examined using PESTEL analysis to map the macro-environmental conditions relevant to the Indonesian property sector and the Jatinangor area specifically. PESTEL was selected because the external environment is continuously evolving and

can alter demand, affordability, regulatory feasibility, and competitive behavior (Kauškale & Geipele, 2017). The study assessed political, economic, sociocultural, technological, ecological, and legal factors using criteria commonly applied to real estate markets, including political stability, sector regulation, purchasing power, mortgage interest rates, demographic dynamics, housing affordability, construction technology, environmental risks, and zoning-related legal requirements (Kauškale & Geipele, 2017; Rothaermel, 2024). These criteria served as an organizational guide for secondary data extraction and synthesis.

The competitor domain was analyzed using Porter's Five Forces, supplemented by strategic group-based competitor analysis. Porter's Five Forces were used to evaluate industry-level attractiveness and competitive pressure by examining rivalry, the threat of entry, the threat of substitutes, buyer power, and supplier power (Whittington et al., 2020). Because generic Five Forces categories require adaptation for real estate settings, this study operationalized each force with real estate-specific indicators, such as capital requirements, zoning barriers, land availability, distribution access, land price inflation, construction input volatility, interest rates, buyer access to information channels, housing affordability indices, price-to-rent ratios, and the prevalence of discounting or promotion among rival developers (Kauškale & Geipele, 2017; Zhang et al., 2010). Competitor analysis was then deepened by grouping competitors into strategic groups, consistent with the view that organizations within the same industry may compete on similar bases and follow comparable strategies (Whittington et al., 2020). The strategic group lens guided the assessment of competitor offerings, market focus, and marketing intensity within the context of Jatinangor.

The Customer domain combined customer analysis with the five-stage model of the consumer buying process to capture decision logic from problem recognition to post-purchase evaluation (Kotler et al., 2022). This framework was used because an effective marketing strategy requires an understanding of both consumer behavior theory and what occurs in real-market settings (Kotler et al., 2022). The framework guided the interview questions and coding categories related to need recognition, information search channels and constraints, evaluation criteria, purchase motives and influencers, and satisfaction or improvement expectations. Customer analysis was designed to clarify how buyers and renters in Jatinangor evaluate alternatives, why they choose Janati Park or competitors, and which attributes dominate trade-offs, such as location versus price.

The company domain was evaluated using VRIO and positioning differentiation brand (PDB) analyses. VRIO was applied to identify whether Janati Park possesses resources and capabilities that can form a sustained competitive advantage, resources that are valuable, rare, difficult to imitate, and well organized (Rothaermel, 2024). The indicators included location advantages, land ownership and legal readiness, land bank scale, reputation signals (e.g., review ratings and response patterns), amenities, and housing street conditions, reflecting asset factors that can differentiate property development in practice. PDB analysis was conducted to assess the internal coherence of strategy implementation by examining whether positioning choices aligned with differentiation choices and brand/service delivery, consistent with the argument that strategic consistency strengthens identity and competitiveness (Kotler et al., 2021). Together, the VRIO and PDB frameworks enable both asset-based and execution/consistency assessments.

To integrate and synthesize the findings across these frameworks, this study used SWOT analysis followed by a TOWS matrix to generate strategic alternatives. SWOT was employed to consolidate internal strengths and weaknesses with external opportunities and threats and to translate them into actionable strategic directions (Wheelen & Hunger, 2011). The process followed the SFAS approach by selecting high-impact internal and external factors, weighting them by strategic importance, rating organizational responses, computing weighted scores, and assigning time horizons for implementation (Wheelen & Hunger, 2011). The resulting synthesis is used to formulate strategic options through the TOWS matrix, ensuring that the proposed strategies explicitly link internal capabilities with external conditions.

3.3. Data Collection Procedures

Data were gathered from both primary and secondary sources to triangulate managerial accounts with field observations and documents (Kumar, 2011; Yin, 2018). Primary data were obtained from semi-structured interviews and participant observation, while secondary data supported macro- and industry-level assessments and verified, nuanced, or challenged primary findings regarding market conditions and competitor behavior. This mixed sourcing reduced single-informant bias and strengthened the credibility of inferences regarding strategy, competition, and customer decision-making.

Semi-structured interviews were selected to ensure comparable coverage across topics while preserving flexibility to probe unexpected insights (Kumar, 2011). Interviews with Janati Park management, especially the marketing manager, focused on current marketing activities, existing STP, pricing logic, and the marketing mix as operationalized in the “seven tactics” framework (Kotler et al., 2022), alongside questions capturing management views on key competitors, their offerings, channels, and marketing intensity. Customer interviews followed the five-stage model of the consumer buying process to document motives, information sources, evaluation criteria, decision influencers, post-purchase satisfaction, and improvement priorities (Kotler et al., 2022). Participant observation was conducted at Janati Park and major competitors using checklists and photo documentation to assess visible indicators of segmentation and positioning signals, product and amenity execution, pricing and incentive cues, brand consistency, communication intensity, channel presence, accessibility, and credibility markers, such as security features and flood-risk signals (Yin, 2018). Secondary sources included government reports, regulations, and credible news or scholarly literature to populate PESTEL and Five Forces inputs; internal company documents to clarify the current STP and operational context; and competitor websites, reports, and social media to compare product portfolios, pricing cues, promotions, and communication intensity.

3.4. Data Analysis Strategy

Primary data from interviews and observations were analyzed thematically. This involved the systematic coding of raw data, comparison, and refinement of codes, and aggregation into higher-order themes that represent patterns relevant to the research questions (Bell et al., 2022). Themes were developed around customer decision drivers, perceived value versus price fit, positioning clarity, marketing mix coherence, and competitor differentiation patterns. Thematic analysis was applied mainly for the STP assessment, marketing mix diagnosis, and customer buying process interpretation.

To analyze competition across multiple rival projects, this study applied a cross-case synthesis, treating each competitor as a distinct case and comparing patterns across cases to identify differences in strategy, market offering, resource commitment, and execution effectiveness (Yin, 2018). This approach supports structured comparisons rather than anecdotal benchmarking and helps isolate competitor practices that appear consistently associated with stronger market traction. For customer journey interpretation, an individual-level logic model approach was used to map chains of events stage-by-stage, capturing how information exposure, evaluation criteria, influencer dynamics, and budget constraints lead to purchase, rental, or withdrawal decisions (Yin, 2018). This method supports causal inference in qualitative terms by clarifying sequences and mechanisms rather than relying on correlations. Integrated findings from PESTEL, Five Forces, competitor analysis, customer analysis, VRIO, and PDB were synthesized through SWOT and translated into strategic alternatives using TOWS. This ensured that the recommendations were grounded in both external realities and internal feasibility, and that strategy options explicitly addressed the project’s competitive problem through coherent positioning and marketing mix adjustments (Wheelen & Hunger, 2011; Kotler et al., 2021).

4. RESULTS

4.1. External Environment and Market Conditions

External assessments indicate that residential property performance in the Jatinangor area is shaped by a combination of macro-level constraints and localized competitive dynamics. The macro scan

suggests that the operating environment contains several structural pressures that heighten customer price sensitivity and intensify competition, while simultaneously creating selective opportunities for developers with strong land resources, credible security, and the ability to build differentiated place-based value beyond housing units. Across external analyses, Jatinangor City Park's current market position is best explained by a mismatch between a premium price corridor and comparatively limited amenity depth, combined with an environment in which buyers have high access to information and many active alternatives to Jatinangor City Park.

Overall, the external findings can be divided into three main analytical points. First, macro-and industry conditions increase buyer sensitivity to price and value-for-money. Second, competitors are more effective in converting their offerings into visible lifestyle and amenity advantages, especially for student-oriented demands. Third, Janati Park's competitiveness problem is not primarily driven by location weakness, but by the gap between its premium price position and the level of facilities, maintenance signals, and student lifestyle fit that buyers can observe and compare in the market.

4.1.1. Macro Context from PESTEL

PESTEL evidence indicates that competitiveness in Jatinangor is shaped not only by location but also by credibility, affordability, and compliance capacity. Politically, corruption risk and low trust in enforcement institutions increase implicit transaction costs and push buyers to prioritize safety, reliability, and security assurances, making security a core value proposition rather than a purely operational function. Balanced-housing obligations can constrain developers with limited land, yet they can advantage land-rich projects that use scale to introduce lower-entry products aligned with student- and staff-linked demands without undermining primary offerings.

Economically, macro-stability does not translate into household affordability because mortgage rates, banking costs, and property-related taxes increase the effective cost of ownership and intensify value-for-money scrutiny. This environment magnifies friction in premium pricing, particularly when buyers can easily compare alternatives. Social conditions are more opportunity-leaning: population density, a large working-age cohort, and relatively low crime support durable demand, whereas non-violent property theft strengthens the market value of visible security. Technological, ecological, and legal conditions suggest that differentiation is possible only when translated into observable reliability through efficiency and visualization tools that reduce buyer risk, resilient drainage, and environmental infrastructure that signal livability and long-run value, and strong compliance execution under zoning, density, and green-space rules. The most actionable opportunities lie in social stability, culturally grounded place value, and reliability-based differentiation, whereas the dominant threats stem from affordability stress, trust friction, and regulatory constraints that penalize weak land utilization and legal readiness.

In practical terms, the PESTEL analysis shows that external conditions do not merely create general market pressure; they specifically amplify the importance of affordability, trust, and visible reliability. For Janati Park, this means that premium pricing becomes more difficult to defend unless it is supported by observable advantages in facilities, environmental quality, and maintenance credibility. Thus, macro conditions matter mainly because they sharpen buyer scrutiny rather than directly weakening location-based demand.

4.1.2. Competitive Structure from Porter's Five Forces

Industry structure evidence suggests that new-entry pressure is relatively limited, even though land remains available and distribution channels are broad. High capital intensity, elevated construction costs, and restrictive land-use requirements function as meaningful barriers, reducing the likelihood that new competitors can enter and scale up quickly. This structure protects incumbents, including Jatinangor City Park, by lowering the probability of sudden competitive disruption driven by the frequent entry of new entrants.

Meanwhile, competitive strain remains high because bargaining power is concentrated among suppliers and buyers, and rivalry among incumbents is intense. Supplier power is elevated through land

inflation, labor costs, volatile material inputs, and relatively high financing rates, which increases the development cost base and compresses pricing flexibility under affordability constraints. Buyer power is also strong: severe affordability ratios for landed housing, combined with low search frictions across multiple information channels, enable rapid comparisons and credible switching to lower-entry alternatives, making pricing and value gaps translate quickly into lost leads. Substitution pressure is moderate, not primarily because renting dominates, but because second-hand supply growth and new projects expand the choice set, allowing buyers to avoid premium prices unless premium value is visibly demonstrated. Rivalry further amplifies this dynamic through frequent discount and incentive cycles led by resource-rich developers, which normalizes “deal-seeking” behavior and penalizes projects priced at a premium without consistently signaling premium amenities, maintenance quality, and coherent branding.

The Five Forces findings indicate that Janati Park is not under the greatest pressure from new entrants, but from informed buyers and strong incumbent rivalry. This is analytically important because it shifts the explanation of underperformance away from market overcrowding alone and toward a conversion problem. In a market with high buyer comparison power, a premium offer will struggle when competitors provide more visible amenities, branding, or pricing advantages.

4.1.3. Competitor Positioning and Capability Comparison

A direct comparison between the Louvin Apartment and Istana Regency Jatinangor clarifies how competition in Jatinangor is won and lost. Jatinangor City Park shows a relative advantage in product flexibility, including multiple landed-house types and a custom-unit option that can be configured to support boarding-house (“kost”) investment models. This flexibility provides a functional differentiation pathway that competitors do not fully replicate and align with investor-oriented demand in education-driven subdistricts.

However, a competitor comparison revealed that amenity depth was the central vulnerability. Louvin Apartment exhibits the strongest amenity ecosystem and modern lifestyle cues, including facilities that map closely to student preferences such as pools, fitness spaces, gardens, co-working features, and visible access-control systems. Istana Regency offers fewer amenities than Louvin but still displays a broader basic amenity set than Jatinangor City Park, including worship and family-oriented facilities. While Jatinangor City Park exceeds both competitors in land size, that resource has not been translated into a comparable amenity footprint, creating an observable gap between capacity and realized customer value.

Resource commitment indicators further show that Jatinangor City Park’s offline advertising presence is not consistently optimized. Competitors demonstrate more strategic sign placements in higher-flow nodes, such as junction points near key universities. Cleanliness and first-impression cues also differentiated projects. Visible litter and maintenance signals at the gateway to Jatinangor City Park create a negative contrast with cleaner competitor environments, a particularly damaging effect, given its higher price position.

This comparison suggests that the decisive issue is not whether Janati Park has resources, but whether those resources are translated into customer-facing value. Janati Park has scale, location, and flexible product types, yet competitors are stronger in the elements that buyers can see immediately: facilities, lifestyle cues, cleanliness, access control, and promotional visibility. Consequently, the most important competitive gap is an execution gap, especially in amenity realization and physical presentation.

4.1.4. STP Patterns and Segment Logic

Segment mapping suggests that the Jatinangor property market can be understood through five broad groups: family households seeking stable residences, parents purchasing for student accommodation and safety, students as end-users of rental housing and lifestyle facilities, local professionals, and investors or entrepreneurs prioritizing rental yield and capital appreciation. Jatinangor City Park and its main competitors largely participate in the same segment set, but they activate these

segments differently through product form, amenity configuration, and the way they frame value in their messaging.

Competition is therefore less about “which segment” and more about “which interpretation of the segment wins.” Jatinangor City Park and Istana Regency primarily compete through landed house ownership logic, whereas Louvin Apartment competes through student-centered apartment living and lifestyle convenience. The landed-house format can support a stronger long-run appreciation narrative for investors, and Jatinangor City Park’s proximity to key landmarks further strengthens an investment rationale that aligns with investors’ and student-parents’ motives. However, because the practical end user is frequently a student, decisions are filtered through student lifestyle preferences, making Louvin’s student-first positioning and amenity ecosystem a direct threat, even when Jatinangor City Park’s investor narrative is structurally coherent. Targeting cues across competitors remain largely transactional in offline calls to action, although Jatinangor City Park uniquely mixes contact prompts with social media engagement signals, implying an unrealized potential for community-building positioning if executed with higher consistency. Positioning differences are sharp, with Louvin emphasizing a focused premium student identity, Istana Regency leaning on emotional reassurance, and Jatinangor City Park stressing strategic location and large land assets. This location emphasis is reinforced by more frequent location mentions in its promotional materials. However, Jatinangor City Park also sits in the highest entry price band, which increases conversion friction in a market where buyer power is high and lower-priced alternatives remain readily comparable.

The STP findings reinforce that market competition in Jatinangor is shaped by student-linked demand, even when purchases are made by parents or investors. This means that location alone is insufficient; the winning offer must also match students’ lifestyle expectations in everyday use. Janati Park’s positioning remains more investment- and location-oriented, while competitors, especially Louvin, are more successful in connecting their offers to the lived experiences of student users.

4.1.5. Marketing Mix Gaps and Advantages

The marketing mix comparison indicates that Jatinangor City Park’s most visible competitive weakness lies in product execution, especially in terms of physical condition and presentation of common areas. Cleanliness and maintenance cues at key touchpoints appear weaker than those of competitors, and because property decisions are highly involved, these signals shape perceptions of reliability and long-term management quality. Amenity provision is also comparatively limited: while Jatinangor City Park’s security staffing and multiple security posts create clear value for safety-oriented segments, the broader amenity gap remains obvious when competitors offer lifestyle and convenience facilities that better match student-driven “everyday experience” expectations. Simultaneously, Jatinangor City Park retains strengths in product variety through a wider range of landed-house types and custom configurations, which can reduce the demand mismatch if communicated clearly and supported by pricing logic.

Across non-product elements, service capabilities are broadly similar among competitors; however, Jatinangor City Park benefits from superior transaction flexibility through broader installment options, an advantage that matters in an affordability-constrained market if it lowers perceived entry barriers. However, brand performance is undermined by inconsistent visual identity across offline and digital touchpoints, weakening professionalism and trust cues compared to Louvin’s stronger identity consistency. Therefore, premium pricing becomes a structural obstacle rather than an advantage because it is not consistently reinforced by premium signals, such as superior amenities, maintenance quality, and brand coherence. While incentive programs are relatively comprehensive, the impact of communication is diluted by weak public relations and a limited earned-media presence. In terms of distribution, Jatinangor City Park’s accessibility to universities and key nodes is strong; however, historical flooding and drainage issues reduce location credibility, and security remains a core asset, although competitors employ more layered access-control systems, whereas Jatinangor City Park relies primarily on staffing and posts.

The marketing mix results can be summarized more directly as follows: Janati Park’s strongest advantages are location, product variety, and installment flexibility, whereas its main weaknesses are amenity shortage, weaker maintenance presentation, inconsistent branding, and insufficient premium cues. Consequently, the core marketing problem is not simply a high price, but a weak justification of that price in the eyes of buyers who compare visible value across multiple alternatives.

4.1.6. Customer Behavior Patterns across the Buying Process

The findings explain why location consistently determines purchase and rental outcomes, and demonstrate how price and amenities create the main points of competitive leakage. At problem recognition, respondents framed housing choice as a cost-efficient decision aimed at reducing the daily travel burden for work, study, business operations, and access to student markets, indicating that location functions as an economic coping mechanism rather than a simple preference. The information search reinforced this logic: although digital tools were used, credibility was built primarily through physical exposure and traditional cues, such as passing by the site, walking the area, and asking security staff or local residents, with billboards, landmarks, and pamphlets acting as dominant discovery triggers. This pattern suggests that reassurance in property decisions is produced through sensory confirmation and interpersonal contact rather than online persuasion (see Figure 2).

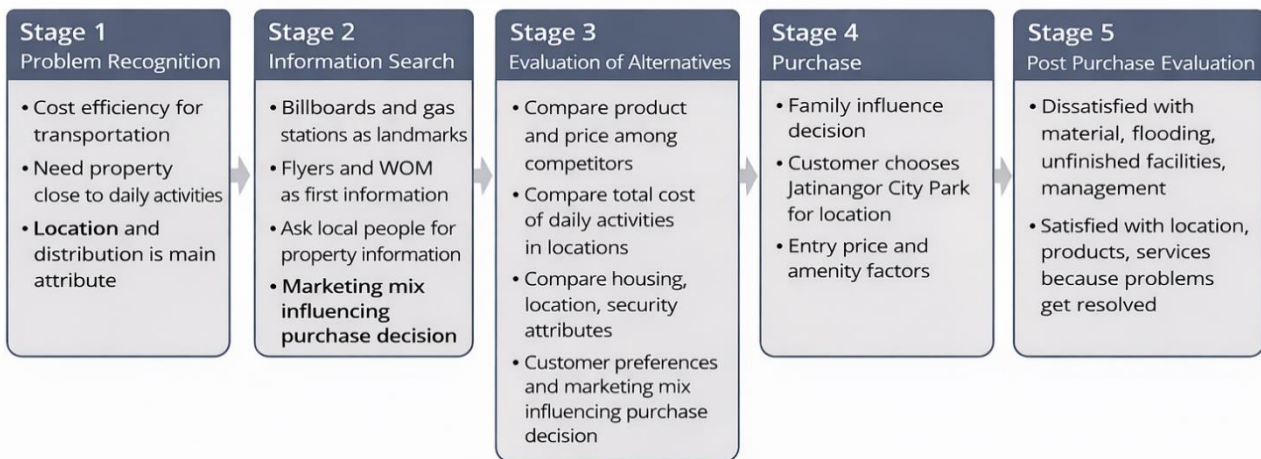


Figure 2. Customer Logic Mode

During the evaluation, respondents typically first assessed product fit and then used price as a justification test, comparing housing attributes such as building age, size, layout, design, and privacy alongside location proximity to campuses, workplaces, toll access, commercial hubs, and recreation nodes. Security attributes were treated as integral to value, including gate systems, lock types, staffing levels, and perceived integrity of security arrangements, with some distrust directed at setups seen as embedded in informal local networks because of the perceived collusion risk. Purchase decisions are commonly collective household outcomes shaped by parents, partners, and children. Those selecting Jatinangor City Park emphasized strategic access, main road connectivity, and investment logic associated with landed house ownership, while competitor choices were often explained by lower entry prices and stronger amenity packages (Figure 2). Post-purchase accounts remained strongly positive about location convenience but documented recurring trust and governance issues linked to unfinished amenities, quality variation in older clusters, a drainage-related flood history, and conflict over perceived double-charging. Several issues were resolved through resident action rather than visible management. The evidence converges on location as the most decisive attribute, while amenity completeness, maintenance credibility, pricing, and institutional trust determine conversion likelihood and retention quality throughout the customer journey.

4.2. Internal Capability Findings

4.2.1. VRIO Outcomes

Internal resource evaluation indicates that Jatinangor City Park's only clear source of sustained competitive advantage is its land. The project holds a significantly larger land reserve than its direct competitors and possesses a master plan, positioning it to expand its capacity, add amenities, and build differentiated zones over time. Location, while valuable and well-managed through site planning, does not qualify as a sustained advantage because at least one major competitor shares a comparable road corridor and proximity. Land ownership legality provides value; however, incomplete certificate readiness, high fixed legal costs, and uncertain processing timelines reduce strategic strength and create friction that prevents land differentiation. Reputation signals appear strong through high ratings; however, a limited review volume relative to competitors and weak management responsiveness constrain reputational advantage. Amenities and housing street characteristics provide, at best, competitive parity, given their limited uniqueness and inconsistent enforcement. The VRIO profile therefore suggests that Jatinangor City Park's strategic leverage is primarily future-oriented: the land bank scale provides the capacity to fix current deficits and build new advantages if executed decisively.

4.2.2. PDB Alignment and Misalignment

PDB assessment showed that the positioning was comparatively coherent. The project's identity as a strategic and large residential-investment area aligns with customer narratives emphasizing proximity and with the investor and student-parent segments seeking safety and long-term value. Differentiation is partly consistent with this positioning through the land scale and custom-made product flexibility. However, differentiation claims around wide roads are not strongly supported by comparative evidence and do not emerge as salient in customer accounts, indicating that this element does not function as a credible differentiator.

Brand value delivery is the most critical internal weakness of a company. The intended brand promise of trust and continuous improvement in investment value is undermined by maintenance incidents, incomplete amenities, governance disputes, and inconsistent visual identity across touchpoints. Trust appears to be personalized rather than institutional: residents report confidence in employees they interact with directly, but not in management systems. This pattern signals a brand integrity gap that can erode long-term competitiveness, particularly in a market where trust serves as a risk-reduction mechanism for high-value transactions.

4.3. Strategic Synthesis from SWOT Scoring

The internal factor assessment produced an IFAS score of 3.1, indicating that internal conditions are slightly above the industry average and that the organization has meaningful strengths but also several weaknesses that reduce conversion performance. The external factor assessment yielded an EFAS score of 2.9, suggesting that the firm's current responses to external pressures are slightly below average and that market forces are not sufficiently countered by strategy execution. The combined SFAS score of 2.85 reinforces this interpretation, indicating that the present strategic configuration is inadequate to outperform competitors in a high-rivalry, high-buyer-power environment.

Internal synthesis highlights the land bank scale and strategic location as primary strengths, and amenity scarcity, weak maintenance cues, and brand trust inconsistencies as dominant weaknesses. External synthesis identifies structural entry barriers and cultural stability as supportive opportunities, and student lifestyle preferences and politically triggered student actions as contextual threats because students are the functional end-user base that anchors investor demand.

Table 1 summarizes the key internal, external, and strategic factor-scoring outputs used to arrive at these conclusions.

Table 1. Internal Factor Analysis Summary

Internal Factor	Weight	Rating	Weighted score	Comments
Vast land bank	0.2	5	1	Largest land reserve relative to competitors
Product flexibility	0.05	4	0.2	Only direct competitor set offering custom units
Strategic location	0.15	4.5	0.675	Proximity strongly drives purchase and rental choices
Investment offering	0.05	3	0.15	Landed-house logic supports long-term appreciation
Positioning differentiation coherence	0.05	3	0.15	Generally aligned, but some claims lack empirical salience
Lack of amenities	0.15	1	0.15	Amenity depth is lowest among direct competitors
Visual brand inconsistency	0.05	2.5	0.125	Inconsistent identity cues across touchpoints
Poor maintenance signals	0.1	2	0.2	Gateway cleanliness and drainage history weaken trust
High entry price	0.1	2	0.2	Entry point exceeds key alternatives
Brand value inconsistency	0.1	2.5	0.25	Trust promise undermined by resident experiences
Total	1		3.1	

The EFAS table (see Table 2) shows that Jatiningor City Park’s external environment is slightly unfavorable (total weighted score = 2.90), indicating that its current response to external opportunities and threats is below the industry midpoint. The strongest external tailwinds come from high entry barriers that protect incumbents (low threat of entrants, 0.80) and competitors’ limited land capacity (0.40), whereas the most damaging pressures are student lifestyle expectations (0.15) and potential student action shocks (0.30) that amplify the project’s amenity gap. Simultaneously, affordability stress and supplier cost pressures constrain pricing flexibility, increasing the risk of conversion loss in a buyer-driven market.

Table 2. External Factor Analysis Summary

External Factor	Weight	Rating	Weighted score	Comments
High price-to-rent ratio	0.05	4	0.2	Conditions support ownership preference
Potential first-home-buyer cohort	0.05	2	0.1	Not currently prioritized by the project
Cultural tolerance in Jatiningor	0.1	3	0.3	Supports community stability and place identity
Low threat of new entrants	0.2	4	0.8	High barriers protect incumbents
Competitors’ smaller land capacity	0.1	4	0.4	Limits competitor expansion options
High price-to-income ratio	0.05	3	0.15	Affordability constraint increases price sensitivity
High rivalry among incumbents	0.1	3	0.3	Competes against larger and better-resourced entities
High supplier bargaining power	0.05	4	0.2	Cost pressures reduce pricing flexibility
Student lifestyle preferences	0.15	1	0.15	Amenity-driven choices disadvantage low-amenity offerings
Potential student action shocks	0.15	2	0.3	Student unrest can affect local stability and demand
Total	1		2.9	

As shown in Table 3, the SFAS indicates that Jatiningor City Park’s strongest strategic assets are its vast landbank and strategic location, which together create a long-term capacity to expand, add amenities, and shape new demand-generating zones. However, near-term performance is reduced by

weak amenity depth and visible maintenance issues, which directly damage first impressions and undermine trust. The total score (2.85) indicates that the project is managing key strategic factors slightly below average, meaning that competitive pressure, especially student lifestyle expectations, must be addressed to prevent location advantages from being neutralized.

Table 3. Strategic Factor Analysis Summary

Strategic Factor	Weight	Rating	Weighted score	Duration emphasis	Comments
Vast land bank	0.15	5	0.75	Medium long	Capacity to build new zones and amenities
Strategic location	0.1	4.5	0.45	Long	Core driver of demand across segments
Lack of amenities	0.1	1	0.1	Short medium	Immediate competitive weakness
Poor maintenance signals	0.1	2	0.2	Short	Directly harms first impressions and trust
Brand value inconsistency	0.1	2.5	0.25	Long	Trust deficit undermines premium positioning
Cultural tolerance context	0.05	3	0.15	Long	Supports community-based place branding
Low threat of entrants	0.15	4	0.6	Medium	Industry structure protects incumbents
Student lifestyle preference threat	0.15	1	0.15	Short medium	Competitors win through lifestyle amenities
Student action risk	0.1	2	0.2	Medium	Stability concerns affect end-user confidence
Total	1		2.85		

The strategy formulation results show that Jatiningor City Park’s most defensible path is to convert its land bank advantage into visible, student-relevant value while repairing the trust and maintenance signals that currently undermine premium positioning. The TOWS synthesis points toward strategies that treat land scale and strategic access as levers for creating a multifunctional destination rather than simply selling housing units. The development of community and event zones linked to cultural, traditional, and religious activities is consistent with Jatiningor’s social stability and tolerance. It also strengthens competitive insulation because rivals with smaller landholdings cannot easily replicate large-scale public activity spaces. This direction also fits the observed customer behavior that prioritizes offline visibility and physical verification because recurring events generate repeated exposure, familiarity, and experiential proof of place quality.

The results also converge on the need to address student lifestyle preferences directly, as students operate as functional end-users even when purchases are made by parents or investors. A student-oriented zone that supports studying, socializing, and routine services functions as a conversion lever and directly competes with competitors that win through amenity-rich lifestyles. Simultaneously, the trust gap must be treated as a strategic constraint, not merely an operational issue: completing promised amenities, improving cleanliness at first-contact gateways, ensuring drainage reliability, and clarifying fee structures are prerequisites for premium pricing to operate as a value signal rather than a barrier. The strategy set implies a safety and resilience framing that protects residents and student end-users during potential disruption periods in an education-dominant area, where student mobilization risk is both contextual and consequential. Visible preparedness and credible governance reduce the perceived risks for student parents and investors.

The final set of results was expressed in terms of the recommended redesign of positioning, differentiation, and brand value. Positioning is recommended to retain strategic location and investment area identity while explicitly integrating student end-user value, shifting toward an identity centered on being an integrated student activity zone that also functions as an investment platform. Differentiation is recommended to maintain land scale and custom product flexibility while replacing weak differentiators

with tangible student-centric amenities and business support spaces that serve investor rationale. Brand value is recommended to remain anchored in investment and trust, but to be reframed as peace-of-mind delivery, emphasizing governance reliability, safety assurance, and fulfillment of promises, dimensions that directly respond to the trust deficit documented in post-purchase accounts.

The implementation logic prioritizes short-term trust repair and amenity completion as prerequisites, followed by medium-term partnerships and zone development, and long-term brand institutionalization through consistent delivery across departments. The implementation priorities are summarized in (see Table 4).

Table 4. Positioning-Differentiation-Brand Action Roadmap

Strategy element	Action focus	Responsible function	Time horizon emphasis
Positioning	Communicate an integrated student activity and investment identity while retaining strategic location claims	Marketing	Medium
	Center students as end-users to strengthen parent and investor conversion logic	Marketing	Short
Differentiation	Complete core promised amenities, especially worship facilities, and improve baseline maintenance quality	Construction and Operations	Short
	Build student-oriented amenities and activity spaces that translate land bank into everyday value	Marketing and Construction	Medium
	Develop event venue capability and recurring program partnerships to generate experiential visibility	Marketing and Construction	Long
Communication and distribution	Expand partnerships with universities and entrepreneurs to activate student services and events	Marketing	Medium
Brand	Institutionalize “peace of mind” as a deliverable through consistent governance, maintenance, and service standards	All functions	Long

The results show that Jatiningor City Park’s performance constraints are not driven by location weakness but by the inability to convert location and land scale into a coherent premium experience that matches the market’s lifestyle expectations and trust requirements. The analyses consistently indicate that the land bank is the decisive internal advantage and that strategic success depends on translating this advantage into amenity depth, place-based activity, and institutional credibility sufficient to justify premium pricing in a high-buyer-power, high-rivalry environment.

5. CONCLUSION

This study addresses three questions: (i) the external and internal factors shaping Jatiningor City Park’s performance in the Jatiningor residential property industry, (ii) the key determinants behind the market choice of Jatiningor City Park relative to local competitors, and (iii) the most appropriate marketing strategy to improve competitive outcomes. The findings depict a highly competitive environment in which the firm’s strategic factor utilization is slightly below average, reflected in an external response that underperforms and an internal posture that is moderately effective. The external setting is characterized by a relatively low threat of new entrants, alongside strong pressures arising from student lifestyle expectations, potential student mobilization linked to political dissatisfaction, cultural tolerance, and community stability in Jatiningor, competitors’ limited land expansion capacity, intense rivalry among existing developers, an ownership-leaning price-to-rent profile, the presence of potential first-home-buyer cohorts, severe affordability constraints (high price-to-income ratios), and high supplier power driven by land, labor, material, and financing costs. Internally, the firm’s most salient strengths include its vast land bank, strategic location, product flexibility, investment-oriented value proposition, and partial alignment between positioning and differentiation. Critical weaknesses include limited amenities, weak maintenance signals, inconsistent brand value delivery, visual identity inconsistency, and a high entry price that increases conversion friction. Customer-side evidence shows that location,

housing attributes, and security attributes jointly influence choice, but location attributes dominate. Accordingly, the most influential elements of the marketing mix are place/distribution, communication, product, and price, with Jatinangor City Park winning primarily through location and losing share when buyers prioritize affordability and amenity completeness. Based on the TOWS-derived PDB redesign, the recommended strategy retains the core identity of being the most strategic and largest residential and investment area while adding a student-centered layer, culminating in a revised positioning as “the largest integrated student zone activity and investment area in Jatinangor,” a revised differentiation emphasizing “student-centric amenities and business space” grounded in land scale and flexible products, and an upgraded brand promise framed as “more than a home and investment, peace of mind.”

Ethical Approval

Not Applicable

Informed Consent Statement

Not applicable. This study did not involve direct interaction with human participants. All materials analyzed were obtained from publicly available legal sources and institutional documents.

Confidentiality Statement

Not applicable. The study did not collect personal or sensitive data. All legal materials and documents used are publicly accessible and were utilized solely for academic and research purposes.

Authors' Contributions

Not Applicable

Disclosure Statement

The author declares no conflict of interest related to this research.

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