

ANALYSIS OF PT X. BUSINESS STRATEGY IN DEVELOPING NEW HOUSING AREA IN BEKASI REGENCY

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Abstract

Indonesia's rapid population growth and urbanization, especially in the Greater Jakarta area, which have significantly increased housing demand. Its makes Bekasi Regency an attractive target for property developers. PT X, as one of Indonesia's leading developers, launch a new residential project in Cibitung, Bekasi Regency to answer this demand. However, there are some challenges, such as market competition, land acquisition, infrastructure development, and shifting consumer preferences create challenge business strategy. This research focus to analyze PT X business strategy in developing new by both external and internal factors. The study conducted in mixed methods approach, combining qualitative interviews with company stakeholders and quantitative surveys involve respondents from East Jakarta, Bekasi Regency and Bekasi. Analytical frameworks will be used which market analysis (segmentation, targeting, and positioning), external environment analysis (general, industry, and competitor), internal analysis (resources, value chain, marketing mix, and corporate strategy) and SWOT and TOWS matrix. The findings show that new residential in Cibitung's primary market segment consists of young professionals and middle income families seeking affordable and expandable homes near industrial and business centers. PT X Development's strengths is in brand reputation, financial capability and operational efficiency, supported by centralized procurement, value engineering, and digital marketing. Despite project's limited land and smaller scale compared to competitors, New residential in Cibitung, Bekasi Regency by PT X effectively applies an integrated cost leadership and differentiation strategy which focus on affordability, design quality, and lifestyle features, such as green landscapes and exclusive clubhouse. This research contributes to understanding of property developers can formulate competitive and sustainable strategies in dynamic markets. The study concludes recommendations for operational, explore green housing innovations, and expanding financing models for long-term growth and competitiveness in Indonesia's housing sector.

Keywords: *Business Strategy, Property Development, Market Analysis*

INTRODUCTION

Indonesia is facing rapid population growth and urbanization, especially in metropolitan area such as Jabodetabek (Jakarta, Bogor, Depok, Tangerang and Bekasi). Population growth drives demand for housing. Based on graph above, Indonesia's population is increasing year by year. Impact of population growth, housing demand being backlog due to limited supply. Developer need to stepping up with innovative housing projects to address both housing and community needs. Bekasi Regency is one of Jakarta supporting areas which experienced infrastructure and economic development create this area become target of property developers. High demand for housing lead by increasing purchase power of upper to middle class and create opportunities and challenges for developer companies (Dwifebrianti & Bella, 2023). PT X is one of leading property developers in Indonesia with long track record and diverse project portfolio, from large scale housing, independent cities and commercial properties. Success of PT X in the property industry can't be separated from adaptive and innovative business strategy in market dynamics. One of PT X latest projects in the eastern side of Jakarta is located in Bekasi Regency. Development of new housing area in Bekasi Regency present its own complexities. Developers facing competition with other developers, land acquisition, development of supporting infrastructure and different consumer preferences (Santoso & Anwar, 2024). Depth analysis of business strategies by PT X in developing new residential in Cibitung, Bekasi Regency is important to understand the key success factors and challenges faced.

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Selection of new residential in Cibitung, Bekasi Regency as case study is based on its relevance as new development project by major player in national property industry in competitive market conditions and dynamics region development in Bekasi Regency. This analysis expected to provide better understanding of how PT X to formulated and implemented its business strategy to achieve competitive advantage and sustainability. Property industry has big role in Indonesia economic growth (Kesuma et al., 2025). Jabodetabek as major cities in Indonesia with high populations also has high occupancy rates. Since Q1 2025, decline in housing market sales has reached the lowest point since the COVID-19 pandemic in 2020.

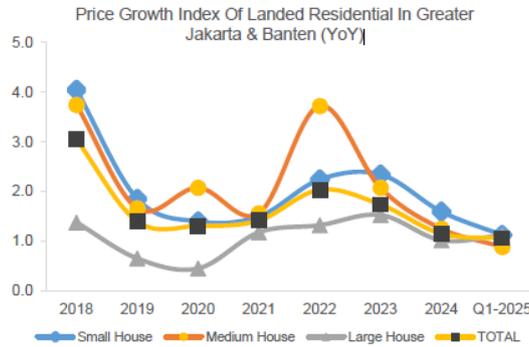


Figure 1. Price Growth Index of Landed Residential in Greater Jakarta and Banten (Savills, 2025)

The graph shows that housing sales in all types experienced limited growth and decline. This line is decline due to political and national economic issues, geopolitical changes, and threat of a global crisis that negatively impact housing market (Savills, 2025).

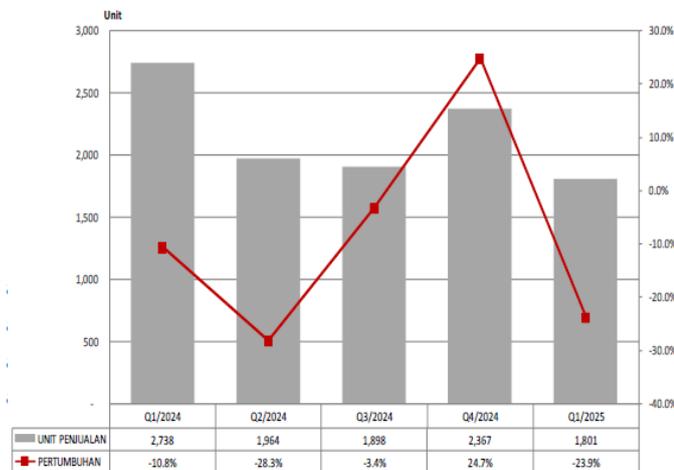


Figure 2. Housing Unit Sales Trends in Jabodebek-Banten (Watch, 2025)

In addition, economic factors and issues has negative impact to housing market, there are limited supply in the middle to lower segments is constraining market movement. Meanwhile, in the upper segment, there is still a gap between supply and investor interest, with a trend of market saturation in this segment (Watch, 2025). PT X as new comer property industry market in Bekasi Regency need to create business strategies to familiar market in Bekasi Regency and suitable products for the market. Market challenges for company and change frequently which become challenge to determine. Current situations need business and promotion strategies to introduce new project of PT X.

The study seeks to answer three core questions: what does market analysis entail for the residential sector in Bekasi Regency; which internal and external factors influence the new residential in Cibitung, Bekasi Regency project; and what business strategy is most appropriate for this new housing development. By examining market characteristics, identifying strengths, weaknesses, opportunities, and threats, and evaluating strategic alternatives, the research aims to provide a comprehensive picture of the business dynamics in the area. To achieve these goals, the research will first analyze the current business situation of residential development in Bekasi Regency, then pinpoint the critical factors that shape new residential in Cibitung, Bekasi Regency’s business strategy, and finally determine the most suitable strategic approach for the project. These steps are intended to generate practical recommendations that support the developer’s sustainability and competitive advantage in an evolving housing

market. This research is focused on PT X residential project in Bekasi new project which new residential in Cibitung, Bekasi Regency. It will not cover any commercial or international project of company and limited of availability and confidentiality data. To attract market, this research need to know suitable marketing and business strategies for customer's perspective for new residential in Cibitung, Bekasi Regency.

LITERATURE REVIEW

1. Business Strategies

Business strategy is defined as a comprehensive commitment to utilize and improve resources into capabilities that require as basis for superior competencies, so competitive advantage can compete in the market. Every company has a business strategy, so business strategy is the most important strategy, such as corporate strategy and functional strategy (Wandebori, 2019).

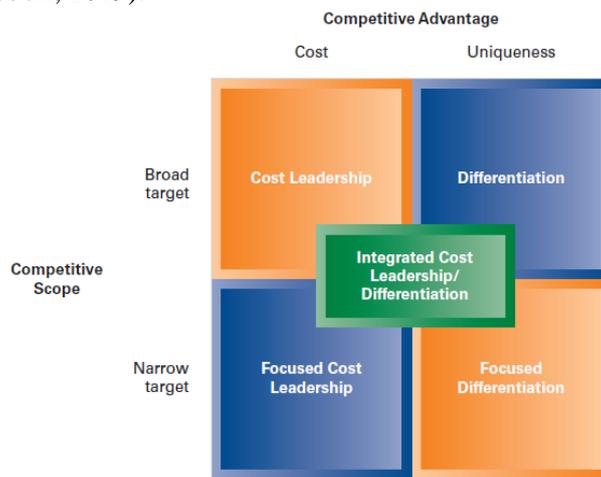


Figure 3. Business Level Strategy (Hitt et al., 2024)

Company can choose business level strategy to establish and defend their strategic position against competitors, included cost leadership, differentiation, focused cost leadership, focused differentiations and integrated cost leadership/differentiation. Business level strategy helps company to establish and exploit competitive advantage within competitive scope (Hitt et al., 2024). Cost leadership emphasizes stringent cost control and the efficient conversion of resources into capabilities that yield a competitive edge, creating efficiencies that lower production costs across all value-chain activities; differentiation involves offering uniquely designed products or services through innovation that delivers added value to customers, fostering loyalty and enabling premium pricing that generates above-average returns; focus concentrates on serving a specific market segment or niche by leveraging core competencies to meet the distinct needs of that segment; the integrated cost-leadership-differentiation approach melds low-cost production with differentiated features, allowing firms to quickly adopt new technologies and respond to rapid external changes while maintaining cost efficiency through flexible manufacturing systems, information networks, and total-quality management.

2. Market Analysis

A robust marketing strategy begins with a deep understanding of consumer wants, needs, and buying behavior, allowing firms to create value-driven offerings (Kotler et al., 2024). To tailor these offerings, the market is first broken into distinct segments based on geography (nation, region, city, or neighborhood), demographics (age, gender, income, education, occupation, religion, generation), psychographics (lifestyle and personality traits), and behavior (knowledge, attitudes, usage patterns, and responses to the product). By evaluating each segmentation base—alone or in combination—companies can map the market structure and identify groups whose characteristics justify separate marketing approaches.

Once segments are defined, firms assess their attractiveness using size, growth potential, structural appeal, and alignment with corporate resources and objectives, then select target markets through either mass marketing (a single offer for all), segmented marketing (different offers for multiple segments), or concentrated marketing (focus on one or a few niches). The final step is to differentiate and position the brand: crafting a compelling value proposition that delivers superior customer value, communicating a clear and distinctive position in the consumer's mind, and integrating this positioning across the marketing mix to achieve a sustainable competitive advantage.

3. External and General Environment

A company is influenced by several dimensions of society that affect an industry and the companies within it. External analysis is carried out to determine the opportunities and threats that occur in the macro, industrial and competitive environments. Opportunities will be able to provide income and profit for the company if utilized and exploited, and threats is environmental condition if left untreated, it will give negative impact on the company's ability to generate income and profits (Wandebori, 2019)



Figure 4. External Environment (Hitt et al., 2024)

This general environment focus on understanding of environmental segments and affect to the industry with scan, monitor and assess aspects which effected to the company. General environment includes demographic, economic, political or legal, sociocultural, technological, global, and physical sustainability dimensions (Hitt et al., 2024). Company need to understand this factors to recognize and implementing strategies to achieve success. Industry environment is set by factors that influence the company’s ability to competitive actions and responses, which includes the threat of new entrants, the power of suppliers, the power of buyers, the threat of product substitutes and the intensity of rivalry among the competitors (Hitt et al., 2024). These factors will determine the industry profit and influence the strategic actions. Company needs to look information about their competitors and understand competitor environment by competitor analysis.

4. Value Chain Analysis

Value chain is a framework that company can use to analyse their cost position to identify implementation of business level strategies. Value chain analysis help company to understand the operation that create value and those that do not. Value chain is divided into primary and support activities. Primary activities and support activities are parts of the analysed with the aim of seeing the company's overall ability to increase value or margins for shareholders. Value is defined as the performance of product characteristics and attributes and customer willingness to buy (Wandebori, 2019).

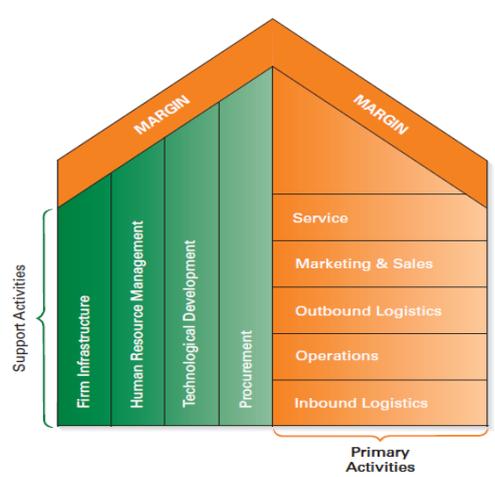


Figure 5. Value Chain Analysis (Hitt et al., 2024)

The primary activities of a company encompass the core processes involved in creating, producing, selling, delivering, and distributing products or services to customers, along with providing post-sales support. These

activities include inbound logistics, which involve receiving, storing, and managing raw materials and inputs; operations, where inputs are transformed into finished goods; outbound logistics, responsible for collecting, storing, and delivering the final product to customers; marketing and sales, which aim to build customer awareness and drive purchases through advertising, promotions, and sales teams; and service, which ensures the ongoing value of the product through installation, repair, and adjustments.

Support activities form the foundation that enables the primary activities to function effectively. Firm infrastructure provides essential management, planning, finance, accounting, legal, and government affairs support across the entire value chain. Human resources management focuses on recruiting, hiring, training, developing, and compensating employees to maintain a skilled workforce. Technological development drives innovation by enhancing products, improving manufacturing processes, and advancing service delivery through research, product design, and process equipment. Procurement handles the acquisition of necessary inputs, including materials consumed during production and other operational supplies, ensuring a steady flow of resources to support production.

5. Residential Property

Residential real estate business included land and buildings used for housing. Purchasing real estate is most significant and important financial decision for some people. Value of house is determined by some factors, such as size, location, neighbourhood and others. Residential satisfactions are feeling when someone has achieved house needed or desires. It can be defined as indicator of homeowner's view of general quality of life. Satisfaction means that individuals expectations are met. Residential satisfaction is influenced by objective and subjective factors (Theodore, 2001).

There are main factors for residential satisfaction (Mohit et al., 2010), as follows residential satisfaction is significantly influenced by four key factors according to research. House features such as dry area, bedroom configuration, dining space, and unit quality demonstrate that housing design improvements are crucial for enhancing resident satisfaction, though these factors affect satisfaction differently across cultural contexts. Additionally, the social environment including residents' age, family size, income, and previous residence correlates with satisfaction levels, while household type, home ownership, and employment type also play important roles in determining residential satisfaction.

The availability of support services and public facilities substantially impacts residential satisfaction, emphasizing the importance of locating housing estates near shopping centers, schools, workplaces, and medical facilities. Furthermore, neighborhood characteristics such as location, mobility options, adaptation capacity, and maintenance culture reflect residents' feelings about their living environment. Research indicates that residents respond differently to housing dissatisfaction, either adapting to their circumstances or considering migration, depending on the degree of their dissatisfaction with these neighborhood factors.

6. SWOT and TOWS Matrix

Based on Kotler et al. (2024), SWOT matrix help company define strengths, weaknesses, opportunities and threats. There are internal and external factors of environmental to be investigated of the company (Božac, 2008). This matrix helps companies different point and observe movement of the company through analysis. External analysis will identify opportunity and threat variables. Internal analysis will identify strength and weakness variables, which will be used in determining strategy formulation, whether corporate, business, or functional. Corporate strategy formulation related to direction is based on the company's position, which can be quantified based on opportunities, threats, strengths, and weaknesses (Wandebori, 2019). Based on Weihrich (1982), TOWS matrix is strategic planning to formulating company's strategic plan options and create conceptual framework. TOWS is matrix to analyze situation of the company and develop strategies. TOWS used to identify and analyse threats and opportunities and assess weakness and strengths to minimize potential risks by combination of internal and external factors.

7. Conceptual Framework

In this chapter, business issue will be explained more and conducted following business research frameworks as follows.

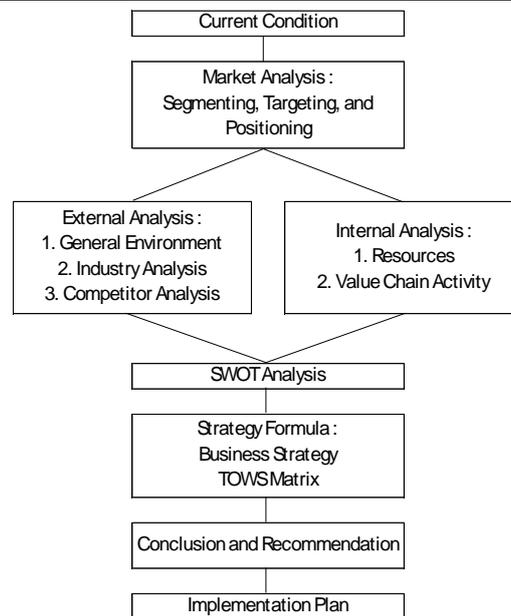


Figure 6. Conceptual Framework

Problem statement of this issue already revealed in the first chapter. Data collection related to this issue will be collected and analysed in primary and secondary data. Primary data will be collected through qualitative methods by interview and survey, and secondary data will be collected through literature study. This research will be included analysis from external and internal factors. External analysis factors will be conducted by using general environment analysis, industry analysis and competitor analysis. Internal analysis will be conducted using resources, value chain activity, marketing mix and corporate strategy. SWOT analysis will be combined from internal and external parts of the company and issue in it.

METHOD

Research design is strategy and planning which used as a guideline to conduct research with clear and structure to answer research questions. In this research design will be took based on company’s external and internal conditions. This primary data for this research that will be conducted by combining qualitative method and quantitative method. Qualitative method will be designed for interview with stakeholders and quantitative method will be conducted after that by survey method (Creswell in Judijanto et al., 2025). Data collection methods are system define as essential process in research and design to gather relevant information to answer questions, hypotheses and evaluate the outcomes. Data collection methods are describing as compassing techniques like survey, interviews, observations and experiments (Creswell & Creswell, 2018).

Table 1. Data Collection Method

Analysis	Types of Data	Data Collection Method	Research Method
STP	Primary Data	Questionnaire	Quantitative
General Environment	Primary Data	Questionnaire	Quantitative
	Secondary Data	Literature Review	Qualitative
Industry Analysis	Primary Data	Interview with Internal	Qualitative
	Secondary Data	Literature Review	Qualitative
Competitor Analysis	Secondary Data	Literature Review	Qualitative
Resources	Primary Data	Interview with Internal	Qualitative
	Secondary Data	Literature Review	Qualitative
Value Chain Activity	Primary Data	Interview with Internal	Qualitative
	Secondary Data	Literature Review	Qualitative
Marketing Mix	Primary Data	Questionnaire	Quantitative

Data Analysis Method

Qualitative data collected from interviews with stakeholders will be transcribed to ensure verbal data is available for review, coded the transcript into smaller segment to identifying and exploring relationship between the factors and categorized into groups identify opinions and patterns (Nurhayati et al., 2024). These patterns will help stakeholder's perspectives in competitive environments based on consumer expectations. Quantitative data that collected from 205 respondents will be cleaned to ensure accuracy and validity and prevent bias of clustering. Data will be descriptive statistically and process using tools such as SPSS to calculate frequencies, percentage, score and rankings. Descriptive analysis about general profile of respondents such as age, income, etc. Besides that, to analysis customer preferences about location, price, products and developer. This data will be presented in frequency distribution, percentage and standard deviation. Responses with invalid data and patterns will be removed. Optimal number of clustering will be identified and used average score on each category to ensure each segment represent similar characteristics. Regression analysis will be used to explore more factors that influence consumers to purchase products of new residential in Cibitung, Bekasi Regency. Data integration will be analysed to understand the research problem. Correlation analysis data will be compared for results and validate findings to complement each data. Result of clusters will be visualized and easier to understand the outcomes. This method will help to identify consumer preferences, price sensitivity and purchasing power. Mixed method research aligning internal competitive strategy and market in specific location of Cibitung, Bekasi Regency. Information and data will be generated in SWOT analysis based on internal and external factors. This tools will examines factors based on data collection step. TOWS matrix will be combined to develop marketing strategies company's position in market.

RESULTS AND DISCUSSION

In this chapter, there are in depth analysis based on data collected through various method that described detail in Method. Data collected used to designed and formulating business strategy for company. Data will be analysed and started by Segmenting, Targeting and Positioning (STP). The external analysis used general environment, industry analysis and competitor analysis to identify condition of industry which effect the company. The internal analysis used resources and value chain analysis, marketing mix and corporate strategy in the industry. The results of internal and external analysis will be combined in strength, weakness, opportunities and threats (SWOT). Based on SWOT analysis, business solutions will be developed in TOWS analysis and implementation strategies.

1. Data Analysis

Market analysis is based on quantitative data about consumer understanding of market to developing strategies to create competitive advantage and formulating effective marketing strategies. This process involves uses of Segmenting, Targeting and Positioning (STP) approach to identify market segment and determine solutions of needs. The validity test was conducted on 205 samples using IBM SPSS software, with Pearson's Correlation Coefficient employed to assess each variable's validity. All 23 variables demonstrated statistical significance with p-values of 0.00, confirming their validity as measurement instruments.

Table 1. Reliability Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0,894	23

The reliability test further substantiated the data's consistency, yielding a Cronbach's Alpha value of 0.894, which substantially exceeds the minimum threshold of 0.6, indicating high internal consistency among the variables. Cluster analysis using K-means method identified three distinct consumer segments based on demographic and socioeconomic characteristics. Cluster 1 comprises young, unmarried civil servants aged 21-30 with moderate incomes who are highly price-sensitive and motivated by discounts. Cluster 2 consists of established married professionals aged 31-40 with two children who prefer value-added incentives like valuable gifts rather than direct price discounts. Cluster 3 represents affluent married employees with three children and substantial monthly incomes exceeding Rp 90 million, demonstrating significantly higher purchasing power. The analysis reveals that Clusters 1 and 2 represent the most strategically aligned target segments for the new residential in Cibitung, Bekasi Regency project. These groups consist of young professionals and early-stage families in their productive years with stable monthly incomes ranging from Rp 5-10 million. Their purchasing motivation centers on achieving affordable home

ownership while maintaining quality standards, making them ideal candidates for the development's value proposition.

2. Segmenting, Targeting, Positioning Analysis

To make sure that new residential in Cibitung, Bekasi Regency has effectively to respond competition and market change in industry, market analysis needed for segmenting, targeting and positioning (STP).

Segmenting

According to Kotler et al. (2024), markets consist of customers with similar needs that require differentiated marketing strategies due to variations in demographic, psychographic, and behavioral characteristics. This research employs geographic, demographic, and psychographic segmentation approaches to identify potential consumers for new property development in Bekasi. Geographic segmentation focuses on residents of East Jakarta, Bekasi City, and Bekasi Regency, particularly targeting workers in industrial areas within a 5-10 km radius of the project location who demonstrate sufficient purchasing power based on Bekasi's minimum wage standards.

Demographic analysis reveals the primary consumer profile as productive-aged individuals between 21-40 years, consisting of unmarried young professionals and early-stage families with one to two children. Most respondents work as private employees, civil servants, or professionals with monthly incomes ranging from IDR 5-10 million, representing young middle-income groups with realistic purchasing capacity for properties valued between IDR 500 million to 1 billion. This segment demonstrates price sensitivity while maintaining quality expectations, prioritizing affordability, accessibility, and functional home designs that can accommodate future family expansion.

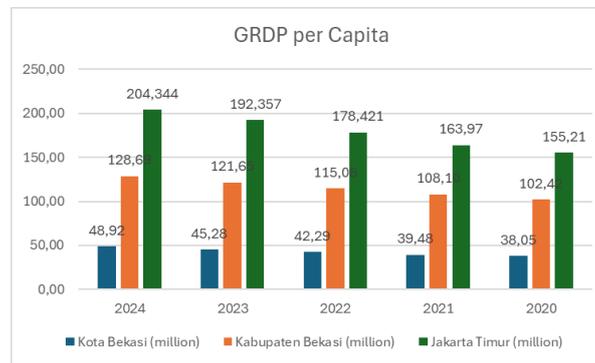


Figure 7. GRDP per Capita

Psychographic segmentation identifies value-conscious consumers with aspirational mindsets, whose primary property purchase motivation centers on residential needs followed by investment considerations. These digitally-active consumers rely heavily on social media platforms like TikTok, Instagram, and Facebook for property information and comparison. Their decision-making process emphasizes strategic location and affordable pricing, making promotional strategies featuring price discounts, down payment subsidies, and government incentives such as PPN DTP particularly effective in influencing their purchase decisions toward achieving long-term financial stability and homeownership security.

Targeting

Market targeting involves evaluating the attractiveness of various market segments identified during the segmentation process and selecting specific segments to serve effectively and profitably. The primary target market for this project consists of working professionals and young families employed in industrial estates within a 5-10 kilometer radius of the project location. These consumers are typically aged 20-40, married with one or two children, and have a combined monthly household income between IDR 5 million to IDR 10 million which supports their ability to purchase homes in the target price range of IDR 500 million to 1 billion for their primary residence.

This value-driven and price-sensitive segment prioritizes strategic location and functional homes that minimize commute times while accommodating growing families. While practical in their housing needs, they also appreciate lifestyle-oriented features and are receptive to unique concepts that enhance their living environment. Being digitally active, they primarily use social media platforms such as Instagram, TikTok, and Facebook to research new housing projects and are particularly responsive to promotions featuring direct price discounts. Targeting this segment aligns with the company's strategic objective of strengthening its presence in the East Jakarta corridor while leveraging its core strengths in developing quality residential projects.

Differentiation and Positioning

Positioning involves designing a company's offering to occupy a distinct space in the target market through a clear, unique, and compelling value proposition. In Bekasi's competitive property landscape dominated by large-scale township developers like Metland, Sinarmas, and Lippo, this project adopts a strategic positioning centered around accessibility, exclusivity, competitive pricing, and brand trust. This approach directly addresses the needs of young professionals and middle-income families seeking modern, practical, and affordable housing solutions within their financial reach. The project's competitive advantage stems from its superior accessibility with proximity to main roads and toll gates, coupled with an exclusive thematic green design that creates an intimate community atmosphere. By offering properties priced below IDR 1 billion with faster completion times, it aligns perfectly with the purchasing power of Bekasi's industrial workforce while providing immediate occupancy benefits. Furthermore, PT X Group's 40-year reputation for quality construction and reliable after-sales service reinforces consumer confidence, positioning the development not merely as housing

3. General Environment

Indonesia's demographic landscape reveals a substantial market opportunity for residential properties, with the population reaching 284.4 million people in 2025 according to Badan Pusat Statistik (2025). This population growth has sharply increased the basic need for housing, particularly as housing ownership in Jakarta's city center remains lower than national levels due to high land prices, driving migration to satellite cities like Bekasi. The country's economic segment demonstrates steady recovery with growth stabilizing around 5.0% in 2023-2024, indicating a return to pre-pandemic performance levels and reflecting successful macroeconomic management despite global uncertainties.

The political and legal environment presents both challenges and opportunities, with Indonesia's political stability index at -0.44 indicating a moderately unstable environment that affects investor confidence in the property sector. Meanwhile, sociocultural trends show a significant demographic bonus predicted between 2030-2045, where 68.1% of the population will be in the productive age group, creating substantial housing demand. Technological advancements have transformed the property industry, with digital platforms enabling online property sales, virtual tours, and sophisticated marketing through social media and websites that allow potential customers to explore housing options remotely.

Global economic factors significantly influence Indonesia's property sector, as World Bank classifies the country as lower-to-middle income following the pandemic's impact, while rising global interest rates have increased borrowing costs for developers and consumers alike. The physical environment segment highlights the growing importance of sustainable development, with the government committing to reduce greenhouse gas emissions by 32% by 2030 and achieve net zero emissions by 2060. This policy framework encourages developers to adopt green building certifications and environmentally friendly construction practices that not only contribute to national sustainability goals but also enhance long-term property value and brand reputation in an increasingly eco-conscious market.

4. Industry Environment Analysis

The housing market in the Greater Jakarta Area is one of the most dynamic sectors in Indonesia, driven by rapid urban expansion, improving infrastructure, and relatively affordable land prices compared to central Jakarta. Developers are increasingly targeting satellite cities like Bekasi, Karawang, and Tangerang, where growing demand for housing is supported by new toll roads, LRT, and MRT networks. While the threat of new entrants is moderate due to high capital requirements, complex regulatory hurdles, and the need for strong local networks, opportunities remain for developers with strong financial backing and innovative strategies—especially those leveraging digital marketing or promoting sustainable, affordable housing concepts.

Buyers in this market hold high bargaining power, thanks to an oversupply of similar residential projects, transparency from online property platforms, and government incentives such as tax discounts. This has made consumers more selective, price-sensitive, and demanding in terms of design, location, and post-sale service. Meanwhile, the threat from substitute products like apartments, rental homes, and co-living spaces is moderate but rising, offering flexible alternatives for younger and mobile buyers. Competition among existing players is intense, particularly in Bekasi, where major developers dominate with large integrated township projects. In this crowded landscape, long-term success depends on innovation in design, sustainability, community-building, and the overall customer experience—turning homes into more than just assets, but lifestyle commitments.

5. Internal Analysis

Internal analysis involves a thorough examination of an organization's internal components to assess their effectiveness in contributing to overall performance, helping to pinpoint strengths that offer competitive advantages and providing a clearer understanding of capabilities, culture, structure, and processes. The Resource-Based View (RBV) framework explains how both tangible and intangible assets contribute to long-term competitive edges in property development projects, where physical and non-physical resources play crucial roles in project performance, efficiency, and differentiation. Resources are categorized into tangible ones, such as physical and financial assets that support execution and operations, and intangible ones, like knowledge and skills that are harder for competitors to replicate.

Tangible resources in new residential in Cibitung, Bekasi Regency Bekasi include financial assets primarily sourced through a Joint Operation (JO) scheme between the developer and landowner, where the developer finances and executes the project while the landowner retains land ownership, with initial capital covering site preparation, infrastructure, and marketing for the first one to two years until sales recover costs and maintain cash flow via internal funding, partnerships, and reinvested sales. Organizationally, the structure is led by a Director of Operations supported by a General Manager overseeing departments like Quantity Surveyor, Planning and Design, Construction, Legal, Marketing and Sales, Finance, and Estate Management, each with project-level heads ensuring efficient execution, while corporate directors maintain consistent policies across projects for balanced coordination. Physical resources feature the project's strategic location in Bekasi Regency with easy access to toll roads and main routes for shorter commutes to Jakarta, though the access path through 300 meters of residential areas may detract from exclusivity compared to competitors' larger integrated townships; technology resources enhance efficiency through digital tools like tender systems for procurement, attendance apps for workforce management, the PT X Hub platform for resident services, and analytics for marketing, promoting transparency, cost savings, and customer engagement.

Intangible resources encompass human assets, where PT X employs selective recruitment, clear job divisions, standardized procedures, and ongoing training to align skills with business goals and adapt to industry changes, fostering professional execution across projects. Innovation is embedded in the company culture without a dedicated department, encouraging idea-sharing and rewarding contributions through an internal Innovation Awards program to boost productivity, sustainability, and service quality. Reputational resources stem from decades of consistent performance, integrity, and trust in Indonesia's property market, building strong stakeholder relationships, brand credibility, and partnerships that support sustainable growth, even as new residential in Cibitung, Bekasi Regency remains in its early stages, leveraging the company's proven track record for high-quality delivery.

6. Value Chain Analysis

The primary activities at new residential in Cibitung, Bekasi Regency begin with inbound logistics, which involves comprehensive preparation before construction starts. This includes market and legal research, land acquisition through negotiated cooperation models, and securing essential permits such as the Location Permit, Environmental Impact Analysis, and Building Permit. These steps are critical for legal compliance and project smoothness, especially given Bekasi's residential zoning regulations. The procurement process is managed through a transparent vendor tender system, ensuring quality and fair pricing. Operations follow, integrating land, materials, and labor into completed housing units. A strict budget plan and work order process ensure financial control, supported by weekly coordination meetings to track progress against the Kurva S schedule and mitigate delays.

Outbound logistics focus on ensuring the flawless handover of finished units to buyers. Each property undergoes three rigorous inspections before delivery, verifying quality, finishes, and functionality. Buyers are then scheduled for handover and receive detailed documentation, including warranties and ownership papers. A 14-day SLA ensures timely repair of any post-handover issues. Marketing and sales use a hybrid approach—combining digital campaigns with offline events—to build awareness and trust, though current staffing limitations due to overlapping project roles affect full focus. After-sales service is managed by the Estate Management Division, offering a 100-day maintenance window for workmanship or material defects. Challenges arise from phase-mismatched infrastructure completion, where residents pay IPLs despite ongoing construction, but the company addresses this through communication and phased delivery to maintain trust.

7. Corporate and Business Strategy

PT X employs a corporate strategy centered on related diversification within the property sector to foster sustainable growth and competitive advantage, as outlined by (Hitt et al., 2024), by selecting and managing a portfolio of businesses that compete in interconnected markets. This approach allows the company to allocate resources effectively, coordinate operations, and ensure strategic alignment across units, primarily deriving revenue

from real estate development while extending into complementary areas like commercial leasing, hospitality, and property management. Through this value-creating diversification, PT X shares resources, leverages its brand reputation, and transfers core competencies such as innovative design, centralized procurement, and customer systems, enabling cost efficiencies, consistent quality, and enhanced market power as a trusted developer of both premium and affordable projects.

Shifting to its business strategy, PT X has traditionally targeted middle- to high-income segments with premium residential developments featuring exclusive clusters, luxurious amenities, and integrated lifestyles, which solidified its reputation among affluent buyers valuing aesthetics and exclusivity, though it incurred high costs and longer cycles that restricted broader market access. To adapt to evolving demands for affordable housing, the company is transitioning to an integrated cost leadership and differentiation strategy for new residential in Cibitung, Bekasi Regency, balancing efficient production with quality designs to appeal to middle- and lower-middle-income families. This "*Smart Living, Trusted Quality*" concept emphasizes practical features like strategic locations, accessible infrastructure, compact clubhouses, and communal spaces, allowing PT X to uphold its design philosophy and reliability while minimizing expenses to serve a wider demographic.

8. Strengths and Weaknesses – Opportunities Strategies

Strengths

PT X is enhancing new residential in Cibitung, Bekasi Regency's market position through a multi-pronged strategy that combines digital branding, strategic location, sustainability, and policy alignment. By investing in robust digital infrastructure and leveraging social media platforms like Instagram, TikTok, and Facebook, the project boosts visibility among young professionals, using content marketing and real-time progress updates to build trust and emotional connection while reducing traditional marketing costs. Its strategic location just 5–10 km from major industrial zones in Bekasi ensures strong demand from working families, with pricing below IDR 1 billion making it accessible to middle- and lower-middle-income buyers seeking affordable, reliable homes with convenient access to jobs and transport. The integration of sustainable design elements—such as energy-efficient lighting, natural ventilation, and green open spaces—adds long-term value, appealing to environmentally conscious families and aligning with national sustainability goals, while also opening doors to green certifications. Furthermore, by actively promoting government incentives like the PPN DTP program, new residential in Cibitung, Bekasi Regency increases perceived affordability and accelerates purchasing decisions, positioning PT X not only as a trusted developer but also as a partner that helps buyers leverage state support, thereby solidifying its role in shaping the future of accessible, responsible urban living.

Weaknesses

PT X is overcoming operational challenges at new residential in Cibitung, Bekasi Regency by leveraging strategic partnerships, digital transformation, and government incentives. By collaborating with micro-retail operators and local businesses, the project enriches its community ecosystem despite its limited scale, creating practical convenience and vibrant foot traffic without major capital expenditure. These partnerships foster a self-sustaining, mixed-use lifestyle that appeals to growing urban demands in Bekasi Regency, turning a size limitation into a community-focused advantage. Simultaneously, digital training and internal capacity building empower the small on-site team through online modules and project management tools, reducing reliance on external consultants and enhancing agility, efficiency, and long-term scalability. Enhancing the entrance through green integration—such as landscaped pathways, thematic signage, and decorative lighting—transforms the initial visitor experience into a visually welcoming and environmentally conscious first impression, reinforcing brand prestige even in the affordable housing segment. Finally, aligning the pre-launch strategy with the government's PPN DTP incentive program creates urgency among early buyers, accelerating market absorption and generating crucial initial momentum, liquidity, and visibility. This smart use of policy advantages effectively mitigates limitations in manpower and operational scale, turning early-stage constraints into strategic opportunities for growth and sustainable positioning.

9. Strengths and Weaknesses – Threats Strategies

Strengths

PT X is strengthening its market position at new residential in Cibitung, Bekasi Regency by building deep customer trust, maintaining cost efficiency, and leveraging strategic branding in a competitive environment. In a market dominated by major developers, the project reinforces its credibility through digital transparency—offering real-time construction updates, online handover tracking, and active communication—which sets it apart from rivals

relying solely on price promotions and fosters long-term trust and loyalty among buyers. The company's centralized procurement system within the PT X Group ensures stable material costs and efficient resource allocation, shielding the project from economic volatility and allowing it to maintain affordable pricing even during inflationary periods. Its strong brand legacy, combined with a prime location near industrial zones, positions new residential in Cibitung, Bekasi Regency as a reliable, high-value choice for value-conscious families seeking security, convenience, and long-term investment potential. By emphasizing accessibility, design quality, and operational integrity, the project successfully distinguishes itself beyond mere affordability, supporting a hybrid strategy of cost leadership and differentiation. Furthermore, adaptive pricing strategies enabled by digital platforms—such as time-limited discounts, cashback offers, and targeted online promotions—allow the project to remain agile and responsive to market shifts without eroding perceived value, ensuring both buyer attraction and healthy profit margins. This data-driven, customer-centric approach not only secures early sales momentum but also strengthens the brand's reputation as a modern, reliable developer in the affordable housing sector.

Weaknesses

PT X is reinforcing new residential in Cibitung, Bekasi Regency's operational resilience and market appeal through strategic vendor management, phased development, community branding, and agile financial controls. By implementing milestone-based contracts, rigorous quality audits, and performance evaluations, the project ensures consistent construction standards, reduces rework, and strengthens its reputation for precision and reliability—turning vendor dependencies into a managed, high-quality supply chain. A phased development approach minimizes financial risk, allows for real-time adjustments to policy shifts or market feedback, and creates a self-sustaining cycle where revenue from each phase funds the next, ensuring stability across uncertain conditions. To offset its smaller scale, the project cultivates a strong community identity through CSR activities, resident events, and partnerships with local micro-businesses, fostering emotional engagement, word-of-mouth advocacy, and a sense of belonging that larger developers often lack. This neighborhood-focused culture enhances livability and family appeal, transforming size into intimacy and personal connection. Meanwhile, continuous cost monitoring, adaptive pricing, and data-driven promotional strategies—such as flexible instalment plans and targeted discounts—allow the project to remain competitive in a price-sensitive market while protecting margins and ensuring long-term financial health, solidifying new residential in Cibitung, Bekasi Regency as a trustworthy, value-driven, and community-centered development.

Marketing Strategy

PT X is strengthening new residential in Cibitung, Bekasi Regency's market position by precisely targeting young professionals and middle-income families who prioritize strategic locations, flood-free living, and easy access to toll roads, schools, and public facilities. The project meets their needs with modern minimalist homes in various sizes—Type 1 to Type 6—designed for practicality and adaptability, featuring 2–3 bedrooms, compact front gardens, and efficient layouts that support evolving family needs. This focus on functionality, affordability, and long-term usability forms the foundation of its value proposition: *“Smart Living, Trusted Quality”*, positioning the development as both a comfortable residence and a reliable investment backed by PT X's established reputation.

New residential in Cibitung, Bekasi Regency stands out through a strong differentiation strategy rooted in security, sustainability, and community. The project's proximity to the toll gate and main roads ensures excellent connectivity, enhancing both daily convenience and long-term resale value. Sustainable design elements like landscaped gardens, energy-efficient lighting, and smart home features promote a healthier, future-ready lifestyle. Exclusive clubhouses with fitness zones, children's play areas, and multipurpose halls foster a vibrant, family-oriented community, while ongoing management by PT X's estate team ensures strong after-sales service and resident engagement. These holistic offerings deepen emotional attachment and reinforce the project's image as a trustworthy, harmonious, and aspirational living environment.

The marketing mix further solidifies new residential in Cibitung, Bekasi Regency's competitive edge through a balanced application of product, price, place, and promotion. Homes are designed for flexibility and modern living, with sustainable features and private green spaces enhancing quality of life. Pricing is kept accessible under IDR 1 billion, supported by low down payments, installment plans, bank mortgage partnerships, and government programs like PPN DTP, making the project appealing to budget-conscious buyers. A hybrid sales approach blends on-site galleries with digital platforms such as social media, websites, and virtual tours to reach wider audiences. Promotions leverage storytelling, influencer collaborations, and community events to build trust and desirability, all synchronized with national incentives to maximize buyer interest and conversion—ensuring the project remains both competitive and deeply connected to its target market.

Business Solutions

The operational efficiency and cost optimization strategy centers on maximizing value while minimizing expenses through streamlined design, sustainable material selection, and digitalized construction processes. By implementing simplified layouts, standardized components, and just-in-time logistics, new residential in Cibitung, Bekasi Regency can maintain PT X quality standards while offering affordable housing. This integrated approach ensures cost leadership without compromising functionality, aesthetics, or long-term value, supporting the project's green living concept through efficient resource utilization.

To address human resource challenges arising from managing multiple projects simultaneously, the company can enhance organizational capacity through dedicated resource allocation and digital collaboration platforms. Improved workload management, real-time monitoring systems, and targeted training programs would alleviate current strains while maintaining operational efficiency. Simultaneously, focusing on the middle-income segment—comprising young professionals and early families seeking affordable yet quality homes—enables the development to address national housing needs while leveraging PT X brand trust and sustainable design principles.

Accelerated handover and financial accessibility strategies complete the comprehensive business approach through faster construction cycles and subsidized down payment schemes. Parallel construction scheduling and digital project management enable timely unit delivery, reducing buyers' dual rent-mortgage burdens and strengthening market confidence. Collaborative bank partnerships for favorable financing options further enhance purchasing accessibility, accelerating sales conversion while maintaining profitability and reinforcing PT X reputation as a consumer-centric developer.

CONCLUSION AND RECOMMENDATION

Conclusion

This study analysed business strategy of PT X in developing new residential in Cibitung, Bekasi Regency project which focusing on internal and external factors that influence strategic decision making. The research identified that Bekasi Regency represents a rapidly grow in housing market driven by urban expansion, infrastructure connectivity, and workforce concentration. However, market is also characterized by intense competition, price sensitivity, and high buyer bargaining power which require the company to implement a more adaptive and focused business strategy. The segmentation, targeting, and positioning (STP) analysis identified young families and middle-income professionals as the main target market. These consumers looking for affordable, functional and expandable homes in a strategic location with easy access to toll roads and workplaces. Rumah tumbuh concept adopted by new residential in Cibitung, Bekasi Regency aligns effectively with this market need by offering flexibility for long-term family growth.

From the external analysis, economic and demographic growth in Bekasi Regency creates significant opportunity for housing development. PT X faces challenges persist due to increasing competition from established developers such as Lippo, Sinarmas, Metland, and Jababeka, all of which dominate the market with integrated township projects. The SWOT and TOWS analyses indicate that PT X main strengths lie in its brand reputation, project management experience, and financial capability, while its main weaknesses include limited land area and slower infrastructure readiness compared to larger township competitors. Internally, PT X demonstrates strong organizational resources and operational efficiency supported by value engineering, joint operation partnerships, and digital-based marketing strategies. These elements support integrated cost leadership and differentiation strategy which enable new residential in Cibitung, Bekasi Regency to offer competitive prices without sacrificing quality and design value. Moreover, lifestyle differentiation such as clubhouse facilities, strengthens the sense of community and enhances residential appeal.

Recommendation

Future research could explore several strategic areas to further support for PT X growth and enhance competitive position in Bekasi Regency housing market. A more detailed study on consumer behavior in the middle-income homebuyers would refine segmentation and targeting strategies which help company for better align the products with evolving lifestyle preferences and financial capacities. Further analysis of competitor positioning and digital marketing effectiveness could give insights into the best practices for engage young and digitally active consumers who rely on online channels for property information and decision-making. Investigate about how social media content, influencer marketing, and virtual experiences influence purchasing behaviour could be beneficial for future marketing models. Conducting research on sustainable housing trends could strengthen PT X value proposition, especially for environmental awareness among consumers continues to rise. Exploring green materials, smart home technologies, and water or energy-saving systems could lead to more innovative and eco-friendly

housing products under the PT X brand. Conducting market feasibility study on diversified financing models, would open new financial avenues to support long-term project expansion. Such studies could guide PT X in achieving sustainable growth while maintaining affordability and quality in future developments.

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