

# Marketing Strategy Plan for Residential Land Plots at PT Prima Raya Property in Kudus Regency

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**Abstract :** This research was conducted to (1) Identify the internal and external environment, (2) To determine the strategic position of the SWOT matrix qualitatively, (3) To determine strategic steps. In the identification process, internal factors are identified using the *4P marketing mix* theory (product, price, promotion, and place/distribution) , external factors using the *Major External Forces theory* , then the analysis uses SWOT by including various perspectives and categories that are considered relevant to describe the company's actual situation. To delve deeper into this discussion, the author used a descriptive qualitative research approach with the SWOT analysis technique as the primary tool for analyzing strengths, weaknesses, opportunities, and threats. Data collection was conducted through triangulation through direct observation, in-depth interviews, and literature review. review of supporting documents , as well as the author's experience in understanding marketing dynamics. This research also involves a number of parties who act as the main subjects. The subjects involved in this research include internal elements of the company. The results of this analysis are expected to be able to provide a comprehensive and accurate picture of the current state of the company, and can be a basis for reference in the preparation of medium and long-term strategies that are more focused, realistic, and adaptive to future marketing opportunities based on data and able to design more effective and competitive marketing strategies.

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## 1. Introduction

Housing demand in Indonesia, particularly in developing areas such as Kudus, Rembang, and Grobogan Regencies, continues to increase in line with population growth and changing lifestyles. This makes the housing and land-lot business a promising sector. PT Prima Raya Property, as a developer, strives to meet this demand by providing ready-to-build land lots in several strategic locations. However, the marketing strategy implemented from 2018 to 2025 shows that the results have not met the targets set in the marketing strategy plan.

Data shows that in the Sidewayah project in Rembang, of the 56 plots targeted in the two-year marketing strategy plan, only 51 units were realized over eight years (until 2025). Meanwhile, in the Samirejo project in Kudus, eight plots planned for marketing were completed in one year, but the process took four years (until 2025), longer than originally planned. A more challenging situation is seen in the Purwodadi and Kradenan Grobogan projects. Of the 12 plots available in Purwodadi, only two units met the one-year target, leaving ten units remaining. Similarly, in Kradenan, only four of the 19 plots were realized by 2025, leaving fifteen units remaining. This indicates a serious problem in marketing strategy and product appeal.

The problems that emerged were not only internal to the company, such as weak promotion, limited funding for supporting facilities and infrastructure, and suboptimal

marketing strategies. External factors also had a significant impact. The Covid-19 pandemic in 2019–2021 suppressed people's purchasing power, while competition between developers intensified with the rapid opening of new plots in the same area. Furthermore, less strategic locations, such as plots located deep in villages with limited road access, also reduced consumer interest.

Changing consumer behavior also presents a challenge. Currently, prospective plot buyers tend to be more responsive to digital marketing through social media, online platforms, and internet-based promotional strategies. Data shows that since early 2025, companies have begun experimenting with digital promotions through Facebook, Instagram, TikTok, and local platforms in Grobogan. However, these efforts have only resulted in one plot purchase in Kradenan. This situation indicates that the implemented digital marketing strategy is not yet fully effective and requires further strengthening.

Given the complexity of the problem, an in-depth study using a descriptive qualitative approach is needed to explore internal and external factors that can influence marketing success. The SWOT analysis was chosen because, according to the author, it will be able to provide a comprehensive picture of the company's strengths, weaknesses, opportunities, and threats. Here, internal factors will be analyzed based on the 4P marketing mix (product, price, place, promotion), while external factors will be evaluated through the seven perspectives of *major external forces* according to Kotler, namely technology, economy, socio-culture, demographics, physical environment, political-legal, and global competition. With this approach, the study is expected to formulate a more appropriate, adaptive, and relevant strategy for PT Prima Raya Property in increasing its competitiveness and success in selling lots in the future.

This research focuses on evaluation and efforts to provide alternative solutions that can produce a marketing strategy plan for residential areas (plots) at PT Prima Raya Property in the future by using a SWOT analysis in which existing internal and external factors will be integrated into the Marketing Mix 4P and Major External Forces which will then be analyzed using a SWOT analysis.

## 2. Theoretical Review

### 1. Marketing Management

By understanding consumer behavior and interest trends substantially and fulfilling long-term desires that become personal needs and relationships with their environment, the concept of developing this residential area is fundamentally based on marketing theory as explained based on research by Kotler *et al.* (2009) which states that the essence of marketing is identifying and fulfilling human and social needs. Meanwhile, one short definition of marketing is fulfilling needs in a profitable way.

*The American Marketing Association (AMA)* offers the following formal definition: Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

In the Textbook: Marketing Management, Sudarsono (2020) explains that marketing is a managerial process that enables individuals or groups to obtain what they want by creating, offering, and exchanging valuable products with other parties or all activities related to the delivery of products or services from producers to consumers. While the goal of marketing is to attract new customers by promising superior value, setting attractive prices, distributing products easily, promoting effectively, and retaining existing customers while adhering to the principle of customer satisfaction.

Marketing management is essential for its implementation. Therefore, a fundamental understanding of marketing management is essential. Marketing management itself is the art and science of selecting target markets and acquiring, retaining, and growing customers by creating, delivering, and communicating superior customer value (Kotler *et al.*, 2009). Sudarsono (2020) explains that marketing management is an effort to plan, implement (consisting of organizing, directing, and coordinating), and supervise or control marketing activities within an organization to achieve organizational goals efficiently and effectively. Marketing management is the process of planning, implementing, and controlling marketing activities aimed at effectively meeting customer needs and desires while simultaneously achieving organizational goals (Abdullah et al., 2025).

### 2. Marketing strategy

Strategy is a plan that is prioritized to achieve these goals. So, strategy is a unified, comprehensive, integrated plan that links the company's strategic advantages with

environmental challenges and is designed to ensure that the company's main goals can be achieved through proper implementation within the company (Sudarsono, 2020). Meanwhile, a marketing strategy is a crucial foundation for companies in directing their marketing efforts to achieve business goals and maintain a competitive advantage in a competitive and ever-evolving market. Furthermore, a marketing strategy also involves plans and approaches developed by a company to achieve its marketing objectives (Darsana *et al.*, 2023).

### 3. Residential Area (Plot)

In the Big Indonesian Dictionary VI Online, it is stated that a region is a certain area that has certain characteristics such as residential areas, shops, industry and so on. While a residence is a place to live; a residence (which is inhabited). Then a plot or kavling (non-standard form) or kaveling (standard form) is a section of land that has been divided into plots of certain sizes for buildings or residences. Based on Article 1 of Law Number 4 of 1992 concerning Housing and Settlements, a plot is defined as a piece of land in a shape and area that has been determined by the plot coordinator (developer) and consumer (buyer).

### 4. Residential Area Marketing Strategy Plan (Plots)

Marketing refers to a company's activities that deliver value to existing buyers and foster lasting partnerships, ultimately leading to value in return. This begins with a deep understanding of the market landscape, including the needs and wants of target consumers (Kotler & Armstrong, 2012).

residential area development (plots), this concept is translated into the company's ability to meet consumer expectations. such as the desire for a clean and healthy environment, access to locally grown organic food, and the adoption of sustainable living practices. These consumer values form the foundation for developing effective marketing strategies tailored to these environmentally conscious residential communities.

Marketing segmentation refers to the method of dividing a diverse market into smaller groups that share similar characteristics, such as needs, wants, behaviors, or reactions to specific marketing strategies. This concept serves as a fundamental foundation for developing marketing plans and allocating resources effectively. (Tjiptono, 2014, p. 19).

Further market segmentation is based on organizing on market diversity to form A simple group is also more uniform, where each group has the same needs, preferences, behaviors, and reactions to certain marketing efforts. (Tjiptono, 2014, pp.87–88).

Based on these explanations, one conclusion can be drawn for a Residential Area Marketing Strategy Plan (plot). This is a strategy that integrates marketing principles with a primary focus on the sale or promotion of residential areas offering various products and activities. It is hoped that the implemented strategy will be measurable from both internal and external perspectives. By implementing the concept of collaboration between developers and consumers, a collaborative management approach will be established that can provide both immediate and long-term *benefits to both parties*.

### 5. Internal Marketing Environment using *Marketing Mix 4P*

*marketing mix* concept is a key foundation of modern marketing theory. First introduced by Neil H. Borden in 1964, the term describes marketing as the process of combining various strategic elements into the right "mix" to effectively reach the target market. Beginning in the 1960s, Jerome McCarthy simplified this concept into four main elements known as the 4Ps: **Product**, **Price**, **Place**, and **Promotion** (Kotler & Keller, 2016).

According to Kotler and Armstrong (2018), *the marketing mix* is a set of marketing tools used by a company to achieve its objectives in the target market. Each element of the 4Ps represents a crucial perspective in managing an integrated marketing strategy, influencing each other in the process of creating value for customers. From a contemporary perspective, implementing the 4Ps is not only company-oriented but also requires an understanding of dynamic and complex consumer behavior.

Each perspective within the 4Ps has specific categories used to analyze the strengths and weaknesses of a company's marketing strategy. Below is a more in-depth explanation of each dimension:

#### 1. **Product**

Product is a core perspective in the marketing mix. Products refer not only to physical goods but also to services, ideas, experiences, and anything else that can be offered to the market to satisfy a need or desire (Kotler & Keller, 2016). Understanding customer

needs is the basis for designing product attributes to ensure relevance and market excellence.

Categories in product perspective include:

- a. **Product variety (product variety)** is the extent to which the company provides a variety of product choices to reach various market segments.
- b. **Quality** is the standard or level of product excellence perceived by consumers. High-quality products will increase satisfaction and loyalty.
- c. **Design** is the visual and functional aspects of a product that influence comfort and attractiveness.
- d. **Features** are additional attributes that provide added value, such as certain technologies or innovations.
- e. **Brand name** is a product identity that differentiates it from competitors and influences perception and position in the minds of consumers .
- f. **Packaging** is the outer physical form of a product that functions as protection, visual appeal, and a communication tool.
- g. **Sizes (measures)** are variations in sizes offered according to consumer needs and purchasing power.
- h. **Services (services)** are additional support such as after-sales service, technical assistance and consultation.
- i. **Warranties** are a guarantee against damage or product defects which creates a sense of security for the buyer.
- j. **Returns (returns)** is a product return policy if it does not meet expectations, which reflects the manufacturer's confidence in its product.

### 3. Methodology

This research is based on the marketing of residential plots by PT Prima Raya Property in Kudus Regency. In practice, the company faces various internal and external challenges that impact the achievement of its marketing targets. Therefore, a comprehensive marketing strategy analysis is necessary to formulate appropriate steps to increase competitiveness.

The approach used is **SWOT analysis** , where internal factors are analyzed through **the Marketing Mix 4P (Product, Price, Place, Promotion)** , while external factors are analyzed through the seven perspectives **of Major External Forces** according to Kotler and Keller (2021), namely: technology, economy, socio-culture, demographics, physical environment, political-legal, and global competition.

Internal factors will generate strengths and weaknesses, while external factors will generate opportunities and threats. Furthermore, the results of the four SWOT components are used to determine the company's strategic position and formulate marketing steps appropriate to PT Prima Raya Property's current situation.

### 4. Results and Discussion

#### Internal and External Factors

After going through data validation using the triangulation method, based on the results of observations, documentation and interviews, it is shown that PT Prima Raya Property's marketing strategy is influenced by internal and external factors.

Internally , the company possesses several notable strengths. The land it offers is considered attractive due to its strategic location, easy access, and clear legality in the form of property title certificates. Furthermore, the land is relatively good quality and flood-safe , making it suitable for development. The area is also designed with a neat site plan, accessible roads, and open spaces. The company's reputation is well-known in the Kudus area, although it still lags behind that of major developers in larger cities. After-sales services, such as assistance with title transfers and open communication with customers, enhance trust. In terms of pricing, the company offers competitive prices, discounts at certain times, and easy payment options with low down payments and flexible installments. Its promotional strategy also utilizes social media, exhibitions, and open houses, although the variety of content still needs to be improved. Its marketing reach is quite extensive in the Kudus area, with the primary segment being the lower-middle class.

However, there are also several weaknesses that still need to be addressed. Some plots are deemed unsuitable for community needs due to their distance from main roads

and public facilities. The area's layout is neat, but road access is still inconvenient, requiring material improvements. In terms of branding, the company's reputation isn't as strong as that of larger developers due to the limited purchasing power of the local community. Social media promotions are ongoing, but the quality of content, frequency of posts, and variety are still suboptimal. Sales team performance is also limited due to a lack of personal communication and an in-depth understanding of the product. Furthermore, direct door-to-door sales are considered ineffective because most residents already own inherited land. Plot availability is also limited due to limited capital, which impacts market availability.

Externally, there are significant opportunities for companies. Utilizing digital technology, whether through social media, marketplaces, or websites, is very helpful in expanding promotional reach. Improved internet infrastructure also makes marketing more effective, especially for the productive generation. Population growth and urbanization in Kudus are opening up new markets, with the 25–45-year-old productive age group being the primary target. Socially, land ownership is seen as a crucial need, both as a place to live and as a long-term investment asset. A strategic physical environment, free from pollution, and safe from natural disasters also increase the attractiveness of the plots offered.

However, threats remain and must be anticipated. Macroeconomic conditions, including inflation, rising interest rates, and a weakening exchange rate, have the potential to depress people's purchasing power. Consumer patterns favoring ready-to-move-in homes over plots also pose a challenge. Regulations related to property taxes and other legal requirements can be a burden for developers. Furthermore, competition with other developers in the local market is quite intense, requiring companies to continuously innovate and differentiate their products to remain competitive.

Overall, these internal and external factors reflect the company's actual condition in managing its marketing strategy. Key strengths such as legality, location, competitive pricing, and after-sales service are crucial assets. Meanwhile, weaknesses and threats need to be addressed with adaptive strategies to optimally exploit market opportunities.

Table 1 Summary of Internal and External Factor Data

INTERNAL				
S (STRENGTHS)-STRENGTH			W (WEAKNESSES)- WEAKNESSES	
1	1. Products	Attractive plot, strategic location, easy access, clear SHM legality.		
2	1.1.Product Variations	Plot sizes vary according to needs (house/investment).	1.1.Product Variations	There are still plots that don't meet the community's needs because they are located far from main roads. Companies can add plot options near public facilities to make them more attractive.
3	1.2. Quality	Solid land, safe from flooding, suitable for building, although some require technical adjustments.		
4	1.3. Design	The site plan is neat, the road is passable by cars, there is open space.	1.3. Design	The layout is neat, but road access is still poor. The developer plans to improve it with better materials for greater comfort.
5	1.4. Brand Name	The reputation is quite good in Kudus, although not as strong as the big developers.	1.4. Brand Name	The reputation is still lower than that of big city markets because the purchasing power of local people is lower.

6	<b>1.5. Services</b>	Good aftersales: help with name changes, certificates, communication remains open.		
7	<b>1.6. Warranties</b>	Guaranteed legality, each SHM plot, notary deed of sale and purchase, free from disputes.		
8	<b>1.7&gt;Returns</b>	Can be cancelled according to the provisions, usually through a notary/PPAT, there is an administration fee.		
9	<b>2. Price</b>	Relatively affordable, competitive with the surrounding market.		
10	<b>2.1. Price List</b>	Prices depend on size and location, and are still negotiable.		
11	<b>2.2. Discounts</b>	There are promotions during certain events (Ramadan, New Year, launches).		
12	<b>2.3. Payment Period</b>	Low down payment, flexible installments 6–12 months.		
13	<b>2.4. Credit Terms</b>	KPR requirements are quite easy, the tenor is long, although there is a risk of default if the down payment is small.		
14	<b>3. Promotion</b>	Promotion is quite effective, but still needs to vary strategies.	<b>3. Promotion</b>	Promotion via social media, including Facebook, TikTok, Instagram, and WhatsApp, is quite effective, but the content still needs to be varied, improved in quality, and increased in frequency for optimal results.
15	<b>3.1. Sales Promotion</b>	Promotion forms: discounts, gifts, low down payments, flexible installments.	<b>3.1. Sales Promotion</b>	Relying on social media promotions and recommendations from existing customers, but only actively increasing it since early 2025.
16	<b>3.2. Advertising</b>	Online (social media, marketplaces) is effective for young people; offline (banners, brochures) reaches local audiences.	<b>3.2. Advertising</b>	Online advertising (Facebook, Instagram, TikTok) is already effective in attracting interest, but still needs to be improved.
17	<b>3.3.Sales Force</b>	The sales team is responsive via chat & site visits.	<b>3.3.Sales Force</b>	The sales team's performance is not optimal due to a lack of personal communication and product knowledge, so skills need to be improved.

18	<b>3.4. Public Relations</b>	Maintain good communication, build closeness with consumers.		
19	<b>3.5. Direct Marketing</b>	Door to door, exhibition events, open houses, effective in Kudus.	<b>3.5. Direct Marketing</b>	Direct selling is less effective because consumers feel pressured, especially since most people already have inherited land.
20	<b>4. Location</b>	Strategic, easy to reach, close to public facilities.	<b>4. Location</b>	Not yet strategic because it is far from public facilities, due to limited capital to purchase premium land.
21	<b>4.1. Coverage</b>	Marketing reaches Kudus & surrounding areas (Rembang, Purwodadi, Kalisari).		
22	<b>4.2. Assortments</b>	The plot size is adjusted to the lower middle segment.		
23	<b>4.3. Location</b>	Some are easily accessible, some are far from the main road.		
24	<b>4.4. Inventory</b>	Limited availability, depending on capital & location.	<b>4.4. Inventory</b>	Plot availability remains limited due to capital constraints. If inventory is low, prices could rise, but also risk being deemed unaffordable.
25	<b>4.5. Transport</b>	Good transportation access, close to schools, markets, public service offices.		

EXTERNAL				
O (OPPORTUNITY) - OPPORTUNITY			T (THREAT) - THREAT	
1	<b>1. Technology</b>	Digital technology expands the reach of promotions, is faster, more transparent, efficient, and increases closing opportunities.		
2	<b>1.1. Big Data &amp; Analytics</b>	Stable internet access (fiber optic/4G–5G) is a primary need, especially for the productive generation; locations with good access are more desirable.	<b>1.1. Big Data &amp; Analytics</b>	The use of digital technology is already underway, but it is not yet optimal in supporting land marketing.
3	<b>1.2. Digital Platform</b>	Digital media (websites, marketplaces, social media) are very effective for branding and property promotion.		
4	<b>2. Economy</b>	Purchasing power and investment interest are		

		greatly influenced by macroeconomic conditions.		
5	<b>2.1. Changes in Income &amp; Purchasing Power</b>	The lower segment tends toward subsidized mortgages, while the upper segment favors plots. Flexible pricing strategies and installment plans are necessary.	<b>2.1 Economics-Changes in Income &amp; Purchasing Power</b>	People's purchasing power has decreased due to geopolitical and economic factors, only certain segments with savings or access to credit are able to buy plots.
6			<b>2.2. Economy - Global Economic Crisis</b>	The global crisis (inflation, interest rates, and the weakening rupiah) has suppressed purchasing interest; developers' strategies need to focus on low-cost mortgage promotions and discounts.
7	<b>3.Socio-Cultural</b>	Plots are seen as a basic need, an asset, and a symbol of family status.		
8	<b>3.1. Consumption Patterns &amp; Lifestyle</b>	Lower middle class people dominate, but lifestyle determines the choice of plot or ready-to-live-in house.	<b>3.1. Consumption Patterns &amp; Lifestyle</b>	People tend to choose ready-to-move-in houses because they are practical, while plots are sought after by investors and consumers with special design needs.
9	<b>3.2. Perception &amp; Mindset</b>	Land is considered a safe long-term investment because its value always increases.		
10	<b>4. Demographics</b>	Population growth, urbanization, and the middle class are opening up new market opportunities.		
11	<b>4.1. Population</b>	Kudus' population growth is driving the need for plots and ready-to-occupy houses.		
12	<b>4.2. Age Structure</b>	The 25–45 age group is the primary target; young people still have limited purchasing power but have potential for the future.		
13	<b>5. Physical Environment</b>	Strategic location, good access, and a comfortable, pollution-free environment increase the attractiveness of the plot.		

14	<b>5.1. Environmental Pollution</b>	A pollution-free, green, and clean location adds value; a dirty area decreases interest.		
15	<b>5.2. Natural Disasters &amp; Geophysical Risks</b>	Consumers avoid flood- and earthquake-prone areas; risk mitigation is a key part of the strategy.		
16			<b>6. Politics &amp; Law</b>	Regulation and legal certainty greatly determine the smoothness of permits, selling prices, and the interest of investors or buyers.
17			<b>6.1. Regulation</b>	Property taxes are burdensome, but they must be complied with; incentives such as VAT exemption for first homes can be a promotional opportunity.
18			<b>6.2. Political Stability</b>	Stable political conditions increase the sense of security in investing, while instability reduces buying interest.
19			<b>7. Competition</b>	Competition between developers is fierce, determined by the number of players, prices, promotional strategies, and product differentiation.
20			<b>7.1. Local Trade Dynamics</b>	The local market is very competitive, requiring differentiation strategies (strategic location, competitive prices, area concept, supporting facilities).
21	<b>7.2. Global Consumer Trends</b>	The lower segment tends to choose empty plots without mortgages, while the upper segment is more selective about legality, environment, and investment.	<b>7.2. Global Consumer Trends</b>	Kudus consumers tend to choose ready-to-move-in houses with mortgages, but plots are still in demand by investors and land banks.

## 5. Conclusion

BVB Based on the results of the research and discussion that have been carried out in the previous chapter, several conclusions can be drawn as follows : From the data on internal and external factors, a summary of the results of the analysis of internal and external factors up to the SWOT matrix, **the Internal and External Factors** at PT Prima Raya Property can be identified , namely that this company **has The main advantages are product legality, competitive prices, and reliable service** . However, weaknesses such as limited capital and less than optimal promotion need to be addressed immediately.

Considerable external opportunities must be utilized appropriately, while anticipating threats such as market competition, economic conditions, and changes in consumer preferences. Thus, the company's strategy needs to be directed at optimizing existing strengths and opportunities, while minimizing weaknesses and threats in order to remain competitive sustainably. By referring to the results of the IFAS/EFAS Analysis Calculation = 2.80/277 applied to the SWOT Cross Axis Diagram, it can be seen that **the Strategic Position** of PT Prima Raya Property is in **the Strength-Opportunity (SO)** quadrant in the SWOT matrix. Thus, PT Prima Raya Property's strategy is not only directed at maintaining competitiveness in the local market, but also preparing a more solid foundation in facing the increasingly tight property market dynamics. Based on the results of the Internal Factor Analysis (IFAS), the value is **2.80**, which is entered in the IE Matrix table shows that the internal conditions of PT Prima Raya Property are in the column **Medium**, the company has sufficient internal strength to carry out operational activities, although there are still several weaknesses that need to be improved so that the company's performance can be more optimal. Likewise, based on the results of the External Factor Analysis (EFAS) entered in the IE matrix table, a value of 2.77 was obtained, **which** is also in the column **moderate**. This indicates that the external environment still provides opportunities for the company to grow, but on the other hand, there are threats that need to be anticipated with the right strategy. From the two medium columns, after drawing a line that meets, one point is found where PT Prima Raya Property is in **Cell V**. This position indicates that **the company is in a relatively stable condition and has the potential for growth**, but it needs to be done with a careful and measured approach. Therefore, it can be **determined** The appropriate **strategic steps to be implemented by PT Prima Raya Property based on the position of Cell V of the IE Matrix ( Hold and Maintain position, namely guarding and maintaining )** This is a **Market Penetration Strategy ( Market Penetration Strategy )** and **Product Development Strategy**. Market Penetration Strategy is the main priority to increase sales of **ready-to-build** plots through existing markets in Kudus and its surroundings without requiring major changes to the market or product. This strategy includes increasing marketing intensity, expanding promotional coverage, and strengthening relationships with existing consumers.

The company in this case is PT Prima Raya Property, which can implement :

1. Increased marketing activities in areas that have become target markets, namely in Kudus, Purwodadi, Kalisari, Rembang.
2. Optimizing digital promotion Promotion has also been done online on social media. Facebook, local Facebook groups, TikTok, IG, WA, and offline from the team company marketing, local brokers by distributing brochures to the local community, installing banners, banners.
3. Loyalty program for buyers to increase customer retention, in the form of discounts and more flexible payment schemes.
4. Price adjustments or offer packages to attract consumer buying interest in the form of prices that are the same or even lower than competitors around the plot location.

This approach is a relatively **safe and effective strategy** because the company does not need to change the product or enter a new, unknown market.

**Product Development Strategy**, This strategy is effective when a company wants to maintain or increase consumer satisfaction through value-added innovations that support increasing the attractiveness and competitiveness of the property products offered :

1. In the short term, this will be in the form of improving the residential design, including neater land arrangement and maintenance by planting mini elephant grass, clearer boundaries for each plot, access roads with concrete or asphalt, the width of the road can still be maintained at 5 to 6 meters so that it makes it easier for cars to get in and out, the construction of gazebos at the entrance to the plot, innovations in the form of housing units that suit market preferences as well as the addition of financial facilities with more flexible down payments and installments with light DP, smaller installments and longer terms which have so far been limited to a maximum of one year. as well as promotions at certain moments such as Eid, New Year, school start month .
2. In the long term, creating green housing with complete green infrastructure (planting fruit trees), providing agribusiness areas that focus on fruit trees, both as green areas, tourist areas and additional income for housing maintenance, the community of the plot complex and for developers.

### Theoretical Implications

This research shows that the use of SWOT analysis, IFAS–EFAS, and the IE Matrix can provide a clear picture of a company's strategic position. Companies in moderate internal and external conditions tend to require selective and controlled growth strategies (David & David, 2023). This condition aligns with the *Hold and Maintain position*. (Maintain and Maintain) in Cell V of the IE Matrix, where the recommended strategy is market penetration (*Market Penetration Strategy*) and product development (*Product Development Strategy*). These two strategies allow companies to improve performance and competitiveness by leveraging existing markets and products, without taking on the risk of excessive expansion. (Rothaermel, 2021).

### Managerial Implications

Practically, the results of this study can serve as a reference for PT Prima Raya Property's management in determining the company's strategic direction. Management needs to prioritize a market penetration strategy to increase sales through existing markets, supported by a product development strategy to enhance the property's attractiveness and competitiveness. Implementing these two strategies is expected to maintain business stability while encouraging gradual growth.

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