

PROPOSED STRATEGY FOR MAINTAINING A SMALL-FAMILY-BUSINESS ENTERPRISE IN A COMPETITIVE PROPERTY MARKET

Aliya Mayendra

Institut Teknologi Bandung, Bandung, Indonesia
Email: aliyamayendra@gmail.com

Abstract

This study addresses the growing challenges faced by small family businesses in the competitive property market by proposing strategic interventions specifically designed to sustain and enhance the viability of Allure Realty Group, a family-run enterprise established in 2012 in Jabodetabek. With increasing complexity in the property sector due to urbanization, shifting consumer demands, and stringent regulatory environments, the research aims to develop a robust strategic framework. The methodology involves a combination of qualitative and quantitative approaches, including surveys and interviews, to identify key problems and collect data. Analytical tools such as the Marketing Mix 7P, VRIO Framework, and STP Analysis for internal factors, and PESTLE Analysis, Porter's Five Forces, Competitor and Customer Analysis for external factors are used to conduct SWOT and TOWS analyses for strategic development. The study hypothesizes that targeted strategies will significantly improve the business's resilience and competitiveness in the market. Key objectives include identifying challenges faced by Allure Realty Group, developing strategies to address these issues, and implementing actions to improve operational efficiency, customer satisfaction, and market expansion. The expected outcomes are enhanced operational frameworks, increased customer satisfaction, and a larger market share, contributing to the business's long-term sustainability. This research contributes to business management theory by providing insights into strategies for small family businesses in rapidly evolving markets. The findings aim to bridge traditional business values with modern management practices, offering valuable guidance for both academic researchers and business practitioners in navigating the complexities of the property industry.

Keyword: Small Family Business, Apartment, Property, Marketing, Strategy

Introduction

Small-family businesses face a variety of complex issues in the ever-changing global property market, which necessitates a flexible and strategic strategy (Camilleri & Camilleri, 2018). The International Journal of Business Economics and Management Research (IJBE) highlights global economic trends that highlight the property sector's growing complexity and competitiveness. The journal, which will be published in January 2023, emphasizes how consumer behavior changes, globalization, and technology improvements intensify the challenges small firms confront and call for creative solutions to survive.

The challenges of sustaining small-family enterprises in a particular area are increasing in the competitive market (Cater & Young, 2016; Lumpkin & Dess, 2013; Suess-Reyes & Fuetsch, 2016). Small businesses operating in the property industry are greatly impacted by local regulatory frameworks. The expansion of family businesses can be facilitated or limited by zoning regulations, licensing requirements, and taxation structures. This highlights the need for customized strategies that are suited to the specific regulatory environment (Prasanna et al., 2019a; Prasetya et al., 2023; Wirtz, 2012).

Proposed strategies become clearer after being influenced by these local and global perspectives. Small family businesses in the property sector must adopt technology to improve customer experiences and expedite operations. Simultaneously, the value of community participation emphasizes that companies who actively engage in neighborhood events and foster close relationships with the community are more likely to prosper in the face of competitive pressures (Prasanna et al., 2019b; Sutawidjaya, 2010).

The global problem of maintaining small-family businesses in a competitive property market is complex and influenced by both local and global economic trends (Camilleri & Camilleri, 2018; Mayendra, 2024a; Prasanna et al., 2019a). The suggested approach, which is based on academic study, promotes a well-balanced mix of technology innovation and community engagement to successfully negotiate the complexity of the local and international business environments.

The Colliers reported that there were 220,451 apartment units in Jakarta in the fourth quarter of 2022. This number grew 0.4% from the same period last year (year-on-year/yoy). Based on location, West Jakarta has the most apartments in the capital. The percentage reached 25% of the total number of apartments in Jakarta last year. The distribution of the next largest number of apartments is in North Jakarta and South Jakarta, each with 19%. Then, Central Jakarta has an apartment distribution of 15%. Next, the Central Business District aka CBD area has a distribution of apartments in Jakarta as much as 13%. The remaining 9% of apartments are spread across East Jakarta (Databooks, 2022).

As of Q4 2023, the occupancy rate in the Jakarta serviced apartment market remained relatively stable at 60.4%. The primary demand drivers continue to be short-stay leisure guests, particularly those attracted to newly opened projects where operators typically offer promotions and discounts to entice guests. Further, despite the lifting of COVID-related restrictions globally, 2024 is expected to be a dynamic environment characterized by economic uncertainty and heightened volatility amid complex geopolitical situations (Colliers, 2023).

Small-family businesses face significant obstacles in the ever-changing Jabodetabek property market as they work to thrive in the face of intense competition (Jaffrey & Slater, 2017; Mayendra, 2024b). The purpose of this study is to explore the variety of factors involved in maintaining and improving these businesses' resilience in the face of intense competition. The Jabodetabek region is quickly growing more affluent as well as established, thus it's critical to understand the distinctive business practices used by small families. In order to support both survival and sustained growth, this final project provides a strategic framework that is customized to the particular needs of these businesses and analyzes the numerous variables that influence them.

To effectively address the complex challenges faced by businesses today, it is necessary to pursue the goals objectively. In the context of this research, it is essential to undertake a comprehensive analysis of the current situation within Allure Realty Group and make some improvements to propose a strategic framework tailored for small family-business enterprises to enhance their competitiveness and sustainability in Jabodetabek's property market. Research Questions for this topic are:

- 1) What is the internal & external analysis of Allure Realty Group in the apartment business?
- 2) What is the proposed marketing strategy for Allure Realty Group to increase the unit rental?
- 3) What is the implementation plan for the marketing strategy?

Research Methods

This research employs a mixed-methods approach with a convergent design, combining both quantitative and qualitative methods to gain a deeper understanding of the research problem (Creswell & Creswell, 2018). The quantitative method involves collecting data through a structured questionnaire based on the 7P marketing framework (Product, Price, Place, Promotion, People, Process, and Physical Evidence). This questionnaire uses the Likert Scale to measure the behavior and preferences of potential customers in the Jabodetabek area. The qualitative method involves in-depth interviews with various stakeholders, including customers, partners, and staff, to better understand their motivations for using property management services.

The study population consists of residents of Jabodetabek aged 15-64 years who are potential apartment renters. According to data from the Badan Pusat Statistik, the total population is 9,032,187 people. The sample size was determined using the Slovin formula with a margin of error of 7%, resulting in a minimum sample of 204 respondents. However, the questionnaire distributed through Google Forms successfully gathered responses from 230 respondents,

exceeding the required minimum. For the qualitative side, interview participants were selected purposively based on their roles and knowledge related to the issues being studied.

The collected data is analyzed using a convergent mixed-methods approach, which consists of three phases. First, the qualitative data is analyzed by coding and identifying major themes. Second, the quantitative data is analyzed statistically, including cluster analysis to identify key consumer segments. Third, the results from both analyses are compared and integrated to determine whether there is convergence or divergence between the qualitative and quantitative findings. This approach provides a more comprehensive and valid view of the research problem and the proposed solutions.

Results and Discussion

Internal Analysis

1) Segmenting, Targeting, Positioning

The author will utilize the STP framework to analyze the characteristics of the Allure Realty Group market, identify potential target customers, and determine the appropriate positioning. The current STP will be determined from the interview conducted with Allure Realty Group Management and the proposed STP will be determined from the survey distribution. For the proposed STP, later will be explained by the cluster analysis.

Allure Realty Group has strategically segmented its market based on several criteria, including apartment class, customer demographics, and geographic locations. They manage a diverse portfolio of apartments ranging from simple to luxury accommodations, catering to a broad demographic. Apartment classes are segmented into simple, middle, and luxurious, located in various high-demand areas across Jabodetabek. This segmentation allows them to cater specifically to different needs, from students to working professionals, factoring in elements like proximity to public transport, business districts, and educational institutions.

In targeting its customers, Allure Realty Group focuses on several distinct groups. Middle to upper-class customers are a primary target, drawn to yearly rental contracts that provide a steady income stream and require less frequent management. Students and young professionals are also targeted for their preference for affordable and conveniently located studio apartments near universities and city centers. Additionally, Allure Realty Group caters to tenants who prefer short-term commitments, offering flexible rental agreements, including monthly and quarterly options. This strategy ensures a wide appeal, accommodating the varying needs and commitments of potential tenants.

Allure Realty Group's positioning in the market is built around its commitment to service quality and flexibility. Emphasizing fast response times and high service standards helps retain tenants and encourage lease renewals. The variety of rental options from fully furnished to unfurnished apartments allows Allure Realty Group to attract both tenants who desire move-in-ready homes and those who prefer to customize their living spaces. Strategic marketing through platforms like OLX and ApartemenJakarta.com, coupled with promotions such as "rent for 12 months, pay for 11," positions Allure Realty Group as an accessible and proactive rental business. Furthermore, by highlighting security features and amenities like gyms, pools, and convenient transportation links, Allure Realty Group enhances its appeal to higher-paying segments who prioritize safety and quality of life.

Marketing Mix 7P

The marketing mix 7P analysis purposes are conducted to analyze all aspects of the marketing strategy are considered and aligned to meet the needs and expectations of target customers. The marketing mix analysis of Allure Realty Group as below:

1. **Product:** Allure Realty Group offers a range of apartment units with different levels of amenities and furnishings. The product offering includes various apartment types from simple to luxurious, accommodating different needs, preferences, and budgets. Options include fully furnished, semi-furnished, and unfurnished units. This range allows Allure Realty Group to cater to diverse customer groups including students, single professionals, and families looking

for both short-term and long-term accommodations.

Table 1. Product Classification

Categories					
Social Class Apartment	Bedroom Quantity	Facilities	Building Height	Interior	
Low	1	Swimming Pool, Parking	2-4 floor	Unfurnished	
Middle	2	Area, Gym, Salon,	4-8 floor	Semi Furnished	
High	>2	Playground, Laundry, View, Security	>8 floor	Fully Furnished	

2. Price: Pricing strategies at Allure Realty Group are flexible and responsive to market conditions. Rates vary depending on the apartment's size, location, and level of luxury. Pricing adjustments are made based on the economic climate, competitive pricing, and customer feedback. Discounts and promotional rates are also employed to attract tenants, such as offering one month free on a yearly lease, demonstrating a dynamic pricing approach to maximize occupancy rates.

Table 2. Unit Apartment Price

Unit	Location	Price/month	Price/year
1 Akasa	Tangerang Selatan	IDR 1.750.000	IDR 21.000.000
2 Ancol Mansion	Jakarta Utara	IDR 5.000.000	IDR 60.000.000
3 Aspen Peak Residence	Jakarta Selatan	IDR 6.000.000	IDR 50.000.000 – IDR 72.000.000
4 Apartemen Brawijaya	Jakarta Selatan	IDR 14.000.000	IDR 168.000.000
5 Cibubur Village	Depok	IDR 2.400.000 IDR 3.000.000 IDR 3.250.000	IDR 28.800.000 IDR 36.000.000 IDR 39.000.000
6 Kalibata City	Jakarta Selatan	IDR 2.800.000 IDR 3.000.000 IDR 3.250.000 IDR 3.900.000	IDR 33.600.000 IDR 36.000.000 IDR 39.000.000 IDR 46.800.000
7 Kebagusan City	Jakarta Selatan	IDR 2.500.000 IDR 2.800.000 IDR 3.500.000	IDR 30.000.000 IDR 33.600.000 IDR 42.000.000
8 Margonda Residence 3	Depok	IDR 2.800.000	IDR 33.600.000
9 Menteng Park	Jakarta Selatan	IDR 5.000.000	IDR 60.000.000
10 Park View Detos	Depok	IDR 2.500.000 IDR 3.000.000	IDR 30.000.000 IDR 36.000.000
11 Patraland Urbano	Bekasi	IDR 3.500.000	IDR 42.000.000
12 Podomoro Golf View	Jakarta Selatan	IDR 3.000.000	IDR 36.000.000
13 Saveria	Tangerang Selatan	IDR 2.800.000 IDR 3.000.000	IDR 33.600.000 IDR 36.000.000
14 Sudirman Park	Jakarta Pusat	IDR 6.000.000	IDR 72.000.000
15 Taman Melati Margonda	Depok	IDR 2.800.000 IDR 3.000.000	IDR 33.600.000 IDR 36.000.000

3. Place: The apartments are strategically located across Jabodetabek, ensuring they appeal to a broad market. Locations are chosen based on accessibility to key amenities such as transportation hubs, business districts, educational institutions, and entertainment areas. This geographical spread ensures that Allure Realty Group can target different segments, from students needing easy campus access to professionals requiring proximity to business centers.
4. Promotion: Allure Realty Group utilizes various promotional channels to market its apartments. These include online platforms like OLX, ApartemenJakarta.com, and social media, as well as traditional word-of-mouth. Special offers, such as the previously mentioned rental discounts, are also used to attract new tenants. The use of diverse advertising methods helps Allure Realty Group reach a wider audience and fill vacancies more effectively.

5. **People:** Allure Realty Group's emphasis on customer service is evident in its commitment to responsiveness and tenant satisfaction. The owner mentions prioritizing fast responses to tenant complaints and queries, ensuring a high level of tenant service and care. This focus on service quality helps in retaining tenants and fostering a positive reputation in the market.
6. **Process:** The rental process at Allure Realty Group is designed to be tenant-friendly, accommodating various tenant needs for lease terms and furnishing options. The process includes everything from the initial inquiry to contract renewal, with an emphasis on ease and convenience. The use of digital platforms for inquiries and transactions also reflects a modern approach to tenant management.
7. **Physical Evidence:** The physical environment of Allure Realty Group's properties includes well-maintained apartment buildings with security and additional facilities like gyms and swimming pools in some locations. The quality of the physical environment is a critical aspect of Allure Realty Group's value proposition, influencing tenant satisfaction and retention.

VRIO Analysis

VRIO analysis is a strategic planning tool used to evaluate the internal resources and capabilities of a company to discover whether they hold the potential to provide sustained competitive advantages. The framework evaluates resources based on four dimensions: Value, Rarity, Imitability, and Organization.

1. **Value on Allure Realty Group – Yes**
 - a) **Trust and Reliability:** As indicated in the conversations with Ibu Nanda and other respondents, Allure Realty Group is highly trusted by apartment owners to manage their units. Ibu Nanda mentions that her decision to delegate the management of her properties to Allure Realty Group stems from a longstanding trust and the convenience it provides her, as she does not have the time to manage the properties herself. This trust has been built over a decade, underscoring Allure Realty Group's reliability and consistent service quality.
 - b) **Customer Satisfaction:** The documents reflect a high level of tenant satisfaction with Allure Realty Group's management services. Customers like Dini have renewed their leases multiple times, indicating that they are happy with the living conditions and management provided by Allure Realty Group. This satisfaction is crucial in the competitive property rental market, where positive tenant experiences can significantly influence occupancy rates and renewals.
 - c) **Efficient Operational Processes:** The detailed description of Allure Realty Group's business processes from marketing to tenant move-out suggests that the company has developed efficient operational procedures. These processes are designed to enhance customer satisfaction through streamlined procedures for contract signing, maintenance, and tenant support, which are integral to sustaining long-term business relationships.
 - d) **Strategic Property Management:** Allure Realty Group's ability to maintain a well-functioning and attractive portfolio of properties across desirable locations in Jabodetabek provides it with a competitive edge. The emphasis on clean, homely, and well-maintained living spaces is a significant value proposition that attracts and retains tenants.
 - e) **Community Engagement and Family-Oriented Approach:** Allure Realty Group's family-run nature and its focus on creating a community atmosphere not only differentiate it in the marketplace but also foster strong relationships with tenants. This approach is mirrored in their engagement with neighborhood events and activities, enhancing their local reputation and tenant loyalty.
2. **Rarity on Allure Realty Group – Yes**
 - a) **Family-Run Business:** Allure Realty Group is described as a small, tight-knit, family-owned enterprise. This family-oriented nature is relatively rare in a market that is often dominated by larger, more corporate entities. The familial approach likely contributes to a more personalized service, focus on closer relationships with tenants and a community atmosphere that can be hard to replicate by larger, impersonal companies.

- b) **Localized Expertise and Community Engagement:** Allure Realty Group's deep engagement with the local community and its active participation in neighborhood events are rare traits that not all property management companies possess. This involvement not only enhances the company's local market understanding but also strengthens tenant loyalty and community ties. Such grassroots engagement can be a unique selling point, particularly in a culturally rich and community-oriented market like Indonesia
 - c) **Consistently High Levels of Trust and Personalized Service:** The long-standing trust that property owners like Ibu Nanda place in Allure Realty Group indicates a level of service and reliability that may be rare in the industry. The ability to maintain such trust over a decade points to an exceptional consistency in quality service and tenant management, which can be rare in the fast-changing property management sector.
 - d) **Holistic Property Management Approach:** Allure Realty Group's approach to managing properties goes beyond mere administration and includes creating homely, cozy, and clean living environments. This holistic approach to property management, focusing on the quality of life and the aesthetic aspects of living spaces, is not commonly emphasized to the same extent by other firms in the region.
 - e) **Operational Stability and Adaptation:** As noted, Allure Realty Group has managed to sustain and adapt its operations through various market conditions, including the economic downturns influenced by the COVID-19 pandemic. This resilience and capability to maintain service quality through challenging times provide a rare stability that can be a significant competitive advantage.
3. **Imitability on Allure Realty Group – Yes and No**
 Allure Realty Group's business model is both imitable and non-imitable, the nuanced aspects rooted in family ownership, community ties, and built-up reputation make certain parts of its operations and brand identity not easily imitable.

Table 3. Imitability on Allure Realty Group

Imitable Aspect	Non-Imitable Aspect
<ul style="list-style-type: none"> • Basic business model The fundamental structure of property management — such as leasing apartments, handling maintenance, and managing tenant relations — is standard in the industry and can be imitated by other firms. • Operational Techniques Standard procedures for property management, such as leasing processes, maintenance protocols, and customer service methods, can also be replicated by competitors 	<ul style="list-style-type: none"> • Family Ownership Dynamics The intrinsic commitment, personal touch, deep involvement, a unique work culture and customer loyalty. • Reputation and Trust The reputation that Allure Realty Group has developed over years, based on trust and consistent service quality, is a significant competitive advantage that new competitors cannot easily replicate. It requires time and consistent performance to build a similar level of trust and reputation.

4. **Organization on Allure Realty Group - Yes**
 Allure Realty Group's organizational value inside the VRIO framework is demonstrated by its solid and strategically oriented family-centric business model, which greatly improves its operational efficiency and customer service. Allure Realty Group, operating as a family-owned enterprise, utilizes the strong dedication and personal engagement of its members to provide prompt decision-making and adaptable business methods, which are crucial for adjusting to shifting market circumstances. This framework enables a customer-centric approach, with a focus on developing cozy and pleasant living areas that enhance tenant happiness and encourage consumer loyalty. Furthermore, Allure Realty Group's active participation in community events not only improves its local acceptance and recognition in the marketplace but also relates with its strategic goal of understanding and quickly responding to client requirements. The business has implemented efficient and effective methods for

managing customers and maintaining properties, utilizing technological tools to update and improve service delivery. Furthermore, Allure Realty Group's capacity to include input into continually improving processes ensures its adaptability to developing challenges and customers, thereby maintaining its competitive edge in the property management industry.

External Analysis

PESTEL Analysis

PESTEL analysis shows that while Allure Realty Group is affected by a broad range of external factors, its community-centric business model and adaptive strategies are crucial in navigating these challenges. Here is the PESTEL analysis of Allure Realty Group business situation:

1. Politics

Urban development strategies often promote high-density living to manage urban development and enhance economic efficiency, leading to increased construction of apartment complexes. For example, zoning laws may prioritize multi-family homes, boosting apartment availability. Additionally, political initiatives like housing affordability programs can make apartments more accessible to lower and middle-income families through subsidies or tax incentives. Infrastructure developments, such as improved public transport systems, make apartments more attractive by reducing commute times and enhancing connectivity to urban centers. Also, stringent construction and safety regulations ensure that apartments meet high standards of quality and sustainability, further encouraging their adoption as a preferred housing option. These government measures collectively shape the attractiveness and feasibility of apartment living in the region.

2. Economic

Economic conditions in Jabodetabek significantly influence the demand for apartment rentals. Factors such as economic growth increase disposable income, boosting the demand for housing, including apartments. For example, lower interest rates set by the Bank of Indonesia can make loans more affordable, encouraging both developers to construct more apartments and individuals to consider renting or buying them. Additionally, inflation impacts purchasing power; when controlled, it stabilizes long-term investment in properties, but high inflation can make renting more appealing than buying. The region's ongoing urbanization, driven by better job opportunities in urban centers, also fuels the demand for conveniently located apartments. Infrastructure developments like the Jakarta MRT and LRT enhance accessibility and desirability of living in specific areas, further increasing apartment demand. Employment rates correlating with economic activity directly affect housing needs, with higher employment often leading to a greater demand for apartments near workplaces. The property market in Jabodetabek tend to be sensitive to changes in economic conditions such as inflation and interest rates. Higher interest rates could make mortgages more expensive, thus affecting buyer sentiment and demand for new apartments. On the other hand, any significant economic recovery could boost the property market if it enhances consumer confidence and spending power.

3. Social

An increase in urbanization and changes in living preferences among Indonesians, especially among young professionals and students, influence the demand for the types of properties Allure Realty Group offers. In Jabodetabek, social factors influencing the choice to rent apartment units include the return of expatriates and normalization of business activities, which have improved occupancy rates and rental prices in the region. Young professionals and smaller households prefer apartments due to their strategic locations and amenities, aligning with modern lifestyle preferences and economic efficiency. This trend is bolstered by urbanization and the evolving demographic profile of the area, which sees increasing numbers of people moving from rural areas in search of better opportunities. The average rental occupancy rate in Jakarta's apartment subsector recorded a slow increase to 61.2% in the first half of 2023, compared to the previous semester. (Fitri, 2023)

4. Technological

The integration of property management software, online rental payment systems, and digital marketing strategies can enhance operational efficiency and customer service, providing Allure Realty Group a competitive edge. Increased use of online platforms for apartment searches and reviews also affects Allure Realty Group's marketing strategies and customer interaction.

5. Environmental

Renting an apartment in Jabodetabek, particularly in densely populated areas like Jakarta can significantly contribute to reducing vehicle pollution and traffic congestion. Apartments typically consolidate many people in a smaller area compared to suburban sprawl. This higher density can lead to reduced distances to workplaces, amenities, and services, encouraging walking, cycling, or the use of public transportation. These factors collectively decrease the reliance on personal vehicles, thereby reducing traffic congestion and lowering vehicle emissions, which is crucial for improving air quality and reducing the overall environmental footprint of urban areas.

6. Legal

Compliance with tenant-landlord legislation, which covers tenant rights, safety, and eviction procedures, is crucial for Allure Realty Group to manage legal risks and ensure smooth operations. Government Regulation No. 30 of 2019 in Indonesia updates and replaces the previous regulations on apartment housing, particularly those outlined in Government Regulation No. 4 of 1988. This regulation modernizes the legal framework for the management and ownership of condominiums, which include apartments and other multi-story residential buildings. The regulation clearly defines condominiums as inclusive of apartments, flats, and similar vertical housing units within a multi-story structure. It further details the Certificate of Ownership for Condominium Units (SHMSRS), the legal document validating individual ownership of a unit. Management responsibilities are outlined, requiring a management body that includes unit owners, tasked with the maintenance, repairs, and administration of communal facilities. The regulation specifies the rights and obligations of residents and managers, where residents are entitled to use communal facilities, live in a safe and comfortable environment, and must comply with management fees and regulations. Managers are expected to maintain property quality and manage facilities professionally. Additionally, the regulation stresses the importance of social functions and adequate public facilities such as green spaces, children's play areas, and security. It also provides mechanisms for dispute resolution among residents or between residents and managers, aiming for efficient and effective conflict resolution. This update is a crucial advancement in aligning condominium regulations with contemporary challenges and enhancing protections for owners and residents in Indonesia.

Porter's Five Forces Analysis

1. Threat of New Entrants - Medium

Regulatory obstacles, financing needs, and brand recognition are some of the variables that determine how dangerous new competitors are in the cutthroat real estate market. Small-family enterprises may have less obstacles to entry, but established competitors and complicated regulations may discourage them. A well-executed plan can improve brand perception and foster customer loyalty, strengthening the company's position and reducing the danger. High competition among property businesses in Jabodetabek, requiring unique strategies to stand out. While initial capital investment and understanding local market dynamics can pose challenges, the barriers are not insurmountable in the property management industry. The specialized knowledge and community integration that Allure Realty Group possesses do create some protective barriers, but motivated new entrants can overcome these with sufficient resources and strategic alliances, the property management sector is still accessible enough for new companies to enter, especially if they can differentiate effectively or leverage technological innovations.

2. **Bargaining Power of Buyers – High**
 Tenants have numerous options in the rental market, empowering them to choose based on factors like price, location, amenities, and service quality. Economic conditions that affect tenants' income can increase their price sensitivity, further enhancing their bargaining power. As tenants have significant influence through their ability to easily switch providers, especially in a competitive market with many alternatives.
3. **Bargaining Power of Suppliers – Medium to High**
 Allure Realty Group's operations rely significantly on relationships with property owners. The availability of properties can limit business scalability, potentially increasing the bargaining power of these suppliers. Dependence on third-party service providers for maintenance and operational needs also impacts Allure Realty Group's operational flexibility. Given Allure Realty Group's reliance on both property owners and various service providers, which can influence pricing and terms significantly.
4. **Threat of Substitute Products or Services - Medium**
 Alternative investment choices, different property types, and rental options might present a threat to the real estate market. To ensure they stay competitive in the market, small-family businesses can counter this threat by separate what they provide, offering special services, and being aware of how customer preferences are changing. With diverse customer profiles including students, employees, and professionals, necessitating tailored customer experiences. The availability of other rental options, home purchases, and innovative platforms like Airbnb provide viable alternatives to traditional apartment rentals. Although Allure Realty Group differentiates itself through a community-focused approach, the effectiveness of this strategy in mitigating substitute threats can vary. There are several substitutes available, Allure Realty Group's unique community-driven model provides a competitive edge that may not be easily replicated by all substitute offerings.
5. **Industry Rivalry – High**
 The property management sector in Jabodetabek is highly competitive with many players competing on various fronts such as price, quality, and services. Allure Realty Group's strategy to differentiate based on quality and community involvement helps it to stand out, but the overall competitive intensity remains high due to the active presence of numerous competitors. Due to the significant number of existing competitors and the aggressive strategies employed by these firms to capture market share. Small-family businesses can set themselves apart using the suggested strategy framework, individual property features, and personal customer service. Strong rivalry can be managed and thrive in with the support of a comprehensive strategy.

Competitor Analysis

Based on the interview conducted, the author interviews the owners of some agencies such as Cloud Property, Sky Property and Dashwanhaus agency that operates it business in Jabodetabek area.

Table 4. Competitor Analysis

Marketing Mix	Cloud Property	Dashwanhaus	Sky Property	Allure Realty Group
Product	Offers 30 units in Jabodetabek. Studio and two bedrooms. Furnished option.	Offers 50 units at Cibubur Village. Studio and two bedrooms. Furnished and unfurnished options.	Offers 25 units across Cibubur Village and Trans Park. Studio, two and three bedrooms. Furnished option.	Offers 55 units across Jabodetabek. Studio and two bedrooms. Furnished option.
Price	Flexible pricing strategies, adjusted according to	Pricing strategies focus on monthly rentals with a tendency for	Utilizes competitive pricing with flexibility in daily, monthly, and yearly	Uses a structured pricing model but flexible based on negotiation; offers

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Marketing Mix	Cloud Property	Dashwanhaus	Sky Property	Allure Realty Group
	client needs, especially for short-term engagements.	discounts in longer-term engagements.	terms.	monthly rentals predominantly, with daily options for specific needs.
Place	Operates in several strategic locations with a focus on areas favorable for corporate and film sectors.	Located solely in Cibubur Village, focusing on leveraging local community engagements.	Operates in Cibubur Village and Trans Park, ensuring strategic location for diverse client needs.	Properties spread across strategic locations in Jabodetabek, focusing on accessibility and strategic location for transportation hubs.
Promotion	Uses internet platforms for marketing, focusing less on social media and more on targeted platforms.	Employs a combination of online platforms like Travelio and Traveloka, and word-of-mouth promotions.	Digital marketing via Agoda, website, and OLX, supplemented by direct walk-ins and offline interactions.	Primarily utilizes online platforms and word-of-mouth; does not engage heavily in traditional social media but uses specific property rental platforms.
People	A small, focused team managing a reduced portfolio post-COVID, adapting to current market demands.	Employs a minimal staff but enhances reach through incentivizing security and cleaning staff.	Leverages a blend of freelance and in-house staff to maintain and clean units, with a small core team.	Family-run business with a small dedicated team, emphasizing personal touch in operations.
Process	Streamlined rental process focusing on flexibility and customization to client needs, especially films.	Simplified and efficient rental process, with quick turnarounds on client inquiries and needs.	Efficient process enabled by digital tools for bookings and management, offering quick access to rentals.	Customer-centric rental process, highlighting flexibility and personalized service, with a clear emphasis on screening and adapting to customer needs.
Physical Evidence	Maintains properties to suit corporate and film production needs, ensuring professional setups.	Properties are well-maintained, with a range of furnished to unfurnished units appealing to locals.	Units are fully furnished and well-equipped, mirroring high standards and readiness for immediate occupancy.	Units are meticulously curated to reflect a homely and clean environment, with attention to detail ensuring comfort and aesthetic appeal in every unit.

Allure Realty Group could significantly benefit by adopting Skyproperty's strategic methods, particularly through niche marketing, which targets specific client groups with tailored services to stand out from other property managers. Enhancing their digital marketing strategy, particularly through social media and SEO, could expand their audience reach. Additionally, Allure Realty Group might consider adopting Skyproperty's flexible rental terms to cater to diverse tenant needs, and improve operational resilience by diversifying services or exploring new revenue streams, learning from Skyproperty's adaptive strategies during the pandemic.

Customer Analysis

The author conducted interviews with four Allure Realty Group's customers who has been renting apartments for few months and years, and analyze the survey conducted with cluster analysis to determine each cluster of customers.

Dini is a recent graduate now employed near Kalibata, Jakarta. She has been renting a two-bedroom unit at Taman Melati Margonda for the past two years, primarily due to its proximity to educational institutions and for sharing with her sister, which helps manage living costs effectively. Her decision to renew the lease multiple times reflects her satisfaction with the unit and the management services provided by Allure Realty Group.

Tigor, working in the entertainment industry, requires a residence that facilitates easy access to various shooting locations. He resides in a two-bedroom apartment on a lower floor on Cibubur Village Apartment to accommodate frequent movements due to his job requirements. Tigor values the location and convenience highly, and his willingness to move within the same community, despite minor issues, indicates his overall contentment and preference for the locality provided by Allure Realty Group.

Alma, a young professional who relocated from outside Jakarta for work, has chosen to rent a two-bedroom unit at Sudirman Park. The strategic location offers her a practical solution to avoid long commutes and effectively save on transport costs. Alma praises the responsiveness and helpfulness of the landlord, which have significantly contributed to her positive rental experience, making her process of settling into the city much smoother.

Indah works in Kuningan, Jakarta, and has opted for a two-bedroom apartment in Kalibata City’s Flamboyan tower to be closer to her workplace. She selected this apartment after an extensive online search, drawn by its affordability and adequate facilities compared to other listings. While generally satisfied with her living situation, Indah appreciates the apartment’s accessibility and essential services, though she notes some maintenance issues that could be improved.

Collectively, these customer insights reveal that strategic location, cost management, responsive management, and suitable living conditions are key factors influencing tenant satisfaction at Allure Realty Group. These elements highlight the importance of maintaining high standards in property management to meet the diverse needs and expectations of residents.

Based on the questionnaire survey conducted, the author also analyzes it into customer profile, behaviour, and cluster analysis. The author has calculated the samples required by using Slovin equations, which is 204 respondents. The author has achieved 230 respondents for this research.

Cluster Analysis

The cluster analysis results depicted in Appendix A provide a comprehensive breakdown of how different indicators, related to various apartment features and amenities, vary across four distinct clusters. These clusters represent different types of preferences or profiles of potential renters or apartment seekers.

Table 5. Cluster Size and Interpretation

Cluster	Size	Interpretation
1	19	Outliers with minimum preferences
2	81	High Preferences
3	62	Simple Preferences
4	67	Comfort Preferences

Cluster Interpretation

Cluster 1: Outliers with minimum preferences

Cluster 1 stands out as a group characterized largely by its minimal preferences for additional amenities and luxury features. The data suggests that this cluster has generally negative mean values across most indicators, indicating a lack of interest or favorability towards the attributes typically associated with higher end living conditions. This could reflect a demographic that is either budget-conscious or simply indifferent to luxury, possibly due to lifestyle choices or financial constraints.

Demographically, Cluster 1 predominantly consists of males (13 males compared to 6 females), showcasing a gender skew. Additionally, this cluster includes a diverse age range but is notably sparse in younger and older age brackets, suggesting it mainly comprises middle-aged individuals. The geographic data reveal that most members reside in Jabodetabek, pointing to an urban-centric lifestyle that may influence their living preferences and financial behaviors.

In terms of occupation and education, Cluster 1 is primarily composed of high school graduates who are employed, suggesting that the cluster might consist of working-class individuals. This educational and professional background could be linked to their practical and financially conservative outlook towards housing and amenities.

Economically, this cluster is defined by lower average monthly expenses, with most members spending less than Rp 5,000,000. This economic behavior aligns with the overall profile of the cluster as being less inclined towards expenditure on non-essential luxuries.

Regarding housing preferences, a significant proportion of this cluster shows reluctance towards engaging in rental agreements that extend for at least one month. This could indicate a preference for more permanent or owned accommodations, or perhaps a transient lifestyle that does not align with long-term rental commitments. This characteristic further solidifies the cluster's identity as one with minimalistic and practical preferences in their housing and lifestyle choices.

Cluster 2: High preferences

Cluster 2 is distinctly characterized by its high preferences for luxury and well-equipped living spaces, as demonstrated by the positive means across almost all indicators. This cluster represents a group of individuals who not only seek high-end amenities but also are willing to pay premium rent prices for enhanced services and features. Their choices reflect a desire for a comfortable and upscale living environment, suggesting a lifestyle that values quality and convenience.

Demographically, Cluster 2 primarily consists of middle-aged adults, with a strong representation in the 36-45 age group. It has a significantly higher number of males (63) compared to females (18), indicating a possible gender-based preference for certain types of luxury or amenities in their living spaces. This age group often represents established professionals who have reached a certain level of financial stability and personal lifestyle preferences.

Geographically, like Cluster 1, the majority of Cluster 2's members are from Jabodetabek. This urban setting likely influences their preferences for apartments that offer convenience and luxury, mirroring the fast-paced, high-standard urban lifestyle that Jabodetabek offers.

In terms of occupation and education, Cluster 2 contains a high number of employees and entrepreneurs, suggesting that it consists of professionally established individuals. The presence of higher education levels within the cluster further supports this, indicating that the members are not only career-oriented but also well-educated, which may correlate with their high standards for housing.

Economically, this cluster shows a diverse range of expenses. While they generally lean towards the higher end of the spectrum, there is variability, which suggests that even within this group, there are varying degrees of financial willingness or capability to invest in premium living.

Regarding housing preferences, the majority of this cluster is interested in renting for at least one month, which may reflect either a stable yet flexible lifestyle suitable for professionals with demanding careers or a preference for not committing to long-term homeownership. This inclination towards temporary yet high-quality living arrangements is indicative of their transient lifestyle needs, driven by professional commitments or a preference for flexibility in accommodation choices.

Overall, Cluster 2 is a vivid portrait of successful, financially stable, and mature individuals who prioritize quality and luxury in their living arrangements, mirroring their broader life choices and professional success.

Cluster 3 Simple preferences

Cluster 3 is defined by its simple preferences, as evidenced by the predominantly negative means across most indicators, albeit less extreme than those seen in Cluster 1. This pattern suggests that the individuals in this cluster display either a moderate disinterest in extensive amenities or a flexibility in their housing needs. This could be indicative of a practical approach to housing, where functionality may take precedence over luxury or additional features.

Demographically, Cluster 3 is slightly more balanced in terms of gender but leans towards a female majority (29 females to 33 males). There is a significant presence of individuals within the 26-35 age range, suggesting that this cluster includes a younger demographic. This age group often encompasses young professionals and early-stage families, which might explain their practical approach to housing and amenity preferences.

Geographically, this cluster exhibits diversity, with members spread both in Jabodetabek and outside. This distribution suggests that the preferences for simpler housing features are consistent across different urban and possibly rural settings, indicating a broader trend of flexibility or indifference to high-end amenities among this group.

In terms of occupation and education, Cluster 3 includes a considerable number of students as well as individuals holding bachelor's and master's degrees. This educational background points to a demographic that is likely still establishing their careers or in the early stages of professional development. The presence of students also suggests a transient lifestyle, which may contribute to their flexible attitudes towards housing.

Economically, members of this cluster generally fall into a mid-range category of monthly expenses, typically between Rp 5,000,000 and Rp 15,000,000. This financial range supports the notion that the cluster's members are likely budget-conscious, balancing their income with a practical approach to living expenses.

Regarding housing preferences, there are mixed responses concerning long-term renting, with a considerable number inclined not to commit to renting for at least a month. This could reflect a preference for short-term leases or more transient living arrangements, which align with the lifestyle of younger individuals and students who may prefer not to be tied down by long-term financial commitments.

Overall, Cluster 3 represents a group of younger, educated individuals who value simplicity and flexibility in their housing choices. This reflects a broader trend among young adults who prioritize practicality and financial prudence in their living arrangements, possibly driven by their life stage and economic circumstances.

Cluster 4: Comfort preferences

Cluster 4 is characterized by its comfort preferences, exhibiting a combination of negative and positive means across various indicators. This group notably excels in several specific features, enhancing their living experience. These features include effective word-of-mouth recommendations for finding housing, convenient locations near work, leisure activities, and transportation, along with excellent hospitality from owners or agents, receptionists, and general administrative staff. Additionally, the cluster values ease of access, well-managed regulations, diligent maintenance, and overall appearance, suggesting a discerning approach to the living environment. This nuanced preference pattern indicates that while the cluster values high-end amenities, its members are selective and prioritize only certain luxury features they deem essential.

Demographically, Cluster 4 is predominantly female, with a significant majority (47 females compared to 20 males). It spans a wide age range but is notably concentrated among younger individuals, particularly those between the ages of 18-25 and 26-35. This demographic profile suggests a group that may value modern and stylish living environments that align with a dynamic and perhaps socially active lifestyle.

Geographically, like several other clusters, this group is primarily based in Jabodetabek. The urban setting likely influences their preferences for apartment features that provide comfort and convenience, suitable for the fast-paced urban lifestyle.

The occupational and educational backgrounds of Cluster 4 are quite diverse, including

students and entrepreneurs, many of whom hold bachelor's or master's degrees. This educational level, combined with their entrepreneurial activities, suggests a group of individuals who are intellectually engaged and economically active, likely valuing spaces that support both work and relaxation.

Economically, Cluster 4 tends to have higher monthly expenses compared to other clusters, with many members spending above Rp 5,000,000. This financial outlay is indicative of their prioritization of comfort in their living arrangements, willing to invest more in their environment to ensure it meets their standards of comfort and convenience.

Regarding housing, there is a clear preference in this cluster for renting accommodation for at least one month, possibly reflecting stability in their living arrangements that accommodates their professional or educational commitments. This preference for longer-term renting could also be driven by the need for a secure and comfortable base that supports their lifestyle and career or educational pursuits.

Overall, Cluster 4 epitomizes a segment of the population that seeks comfortable, yet selectively luxurious living spaces. This cluster's preferences are a blend of practicality and pleasure, aiming to create living environments that enhance their quality of life without being overly lavish.

Solution and Proposed Implementation

SWOT Analysis

The SWOT analysis is a structured approach that combines data gathered from an internal analysis of a company's strengths and weaknesses (S and W) with external opportunities and threats (O and T) to determine strategic implications (Sarsby, 2012).

Table 6. SWOT Analysis

Strength (S)	Weakness (W)
<ul style="list-style-type: none"> Allure Realty Group's family-run nature and strong community involvement build solid tenant relationships, creating a strong base of loyal customers. Has built long-standing trust with property owners and maintains consistent service quality, enhancing its reputation and reliability. Due to its smaller scale, Allure Realty Group can offer customized services, which cater to various customer needs effectively. Has a wide range of apartment types caters to different social classes, broadening its market reach. 	<ul style="list-style-type: none"> Weakness in utilizing digital channels fully for marketing and customer engagement. Limited resources compared to larger competitors, which could hinder rapid scaling and adaptation to market changes. Concentrated focus on Jabodetabek area might limit exposure to other potential markets and opportunities.
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> Potential to expand services outside Jabodetabek or into new customer segments. Opportunity to integrate more advanced property management and marketing technologies to enhance efficiency and customer service. Post-pandemic shifts in living and working habits could open new avenues for service diversification. 	<ul style="list-style-type: none"> Increasing number of competitors in the property management space. Vulnerability to economic downturns impacting tenant's ability to afford rents. Potential changes in property rental and management regulations could pose challenges to operational flexibility and compliance.

SWOT Analysis

SWOT analysis highlights strategic directions that Allure Realty Group could pursue to not only leverage its internal strengths and counteract external threats but also to strategically address its weaknesses while capitalizing on emerging opportunities (Cinthya & Rustiadi, 2023). Here's the Allure Realty Group strategy to maintain its competitive position and explore growth

possibilities in a changing market landscape.

Table 7. SWOT Analysis

Internal	Strength (S)	Weakness (W)
External		
Opportunities (O)	<p>S-O Strategy</p> <ol style="list-style-type: none"> Utilize strong community relationships to expand into new geographic or demographic markets. Utilize individualized service capabilities to introduce technologically enhanced services, improving operational efficiency and customer satisfaction. 	<p>W-O Strategy</p> <ol style="list-style-type: none"> Increase digital marketing efforts to enhance online presence, utilizing advanced digital tools to attract a broader audience. Explore partnerships or alliances to overcome resource limitations, enabling expansion into new market segments that demand flexible living arrangements.
Threats (T)	<p>S-T Strategy</p> <ol style="list-style-type: none"> Strengthen existing community ties and trust to maintain a competitive edge over new entrants in the market. Leverage diverse housing options to adapt quickly to regulatory changes, ensuring compliance and maintaining market relevancy. 	<p>W-T Strategy</p> <ol style="list-style-type: none"> Diversify market focus beyond Jabodetabek to reduce dependence on a single market and mitigate risks from economic fluctuations. Develop a robust digital infrastructure to reduce the impact of rising competition and to cater to a digitally savvy tenant base.

Proposed Segmentation, Targeting, Population

The proposed segmentation, targeting, and positioning for Allure Realty Group are as follows:

Table 8. Proposed STP

Category	Cluster 2: High Preferences	Cluster 4: Comfort Preferences
Demographic	Middle-aged adults (36-45), predominantly male.	Younger individuals (18-35), predominantly female.
Geographic	Residents of Jabodetabek, urban-centric lifestyle.	Based in Jabodetabek, potentially more diverse locations within the area.
Behavioral	Preference for luxury amenities, willing to pay premium prices, interested in long-term renting.	Seeks comfort, selective about luxury, values effective services, and good maintenance.
Psychographic	Values quality, convenience, high standard of living, status conscious.	Prioritizes modernity, style, comfort, social connectivity, and professional functionality.
Targeting	Targeted for premium real estate, luxury vehicles, high-end consumer goods, and luxury services.	Targeted for modern residential apartments with high-tech amenities, co-working spaces, trendy cafes, and wellness centers.
Positioning	Emphasize exclusivity, luxury, and convenience. Highlight the quality and premium nature of amenities and the status-enhancing aspects.	Focus on modernity, style, and comfort. Highlight stylish design, modern amenities, and the community aspect for young professionals.

Proposed Marketing Mix 7P

Based on the research conducted by interviews and survey, the proposed Marketing Mix 7P will be as below:

- Product: The products offered by Allure Realty Group were varied and classified by each type of apartment from a different perspective. According to the survey conducted, the most desirable option for customers is a middle-class apartment with two bedrooms. Both the

interior and exterior play pivotal roles in influencing customer choices. When examining the preferred amenities, factors such as cleanliness, laundry facilities, parking spaces, and a gym are of utmost importance to customers, outweighing the significance of features like swimming pools and salons. Security is another crucial factor, with customers showing a clear preference for robust safety measures within the neighborhood. In terms of furnishing, customers favor fully furnished apartments where essential furniture and appliances are provided by the landlord or property manager. These typically include items like beds, sofas, dining tables, chairs, televisions, air conditioners, water heaters, and basic kitchen appliances such as refrigerators and stoves. The inclusion of these amenities makes the apartments more appealing; meeting customers' needs for convenience and comfort.

2. Price: The price provided by Allure Realty Group is contingent upon the type of unit, its location, quality, and the available facilities. The pricing is considered affordable in the Jabodetabek area and can be subject to negotiation depending on the chosen duration by the customer. According to the questionnaire responds, a significant number of respondents indicated a preference for renting apartment units priced between IDR 1,000,000 and 5,000,000 per month. Their price range preference mirrors their socioeconomic background, which mainly consists of individuals from the lower to medium social class. This pattern indicates that affordability is an important consideration for these respondents, influencing their choices regarding renting. This information is crucial for analyzing market demand and customizing apartment options to align with the financial limitations and preferences of this specific demographic group. By setting rental costs within this specific range, property managers and developers can satisfy the needs of an important part of the market for property. This has the potential to boost occupancy rates and enhance tenant satisfaction.

3. Promotion: According to the data collected from respondents, promotional strategies emerge as a significant factor influencing their rental decisions. Notably, the most effective method of promotion identified involves one-on-one explanations directly from the owner or agent. This personalized approach ensures that potential tenants receive detailed and tailored information about the apartment units, which helps align the property features with their specific needs. Such direct interactions are valuable as they allow for immediate feedback and clarification, enhancing the likelihood that tenants will find the rental suitable for their preferences and requirements. This method not only boosts tenant satisfaction but potentially increases the chances of closing rental agreements, as customers feel more confident in their decisions when they understand that the offerings align closely with their expectations.

The second-best way to promote the apartment is through the utilization of testimonials from relatives or trusted individuals of potential renters. This approach leverages the power of personal recommendations, which are highly valued in the decision-making process for many prospective tenants. When individuals are considering where to live, they often consult their social circle for advice and experiences. Testimonials from family members, close friends, or trusted colleagues can provide a sense of security and credibility, assuring potential renters of the quality and reliability of the apartment. This form of promotion taps into the trust and emotional connections within these relationships, making it a potent tool for influencing decisions. Additionally, testimonials can highlight specific attributes of the apartment and the living experience that may not be immediately apparent through traditional advertising, such as the responsiveness of management, the friendliness of the community, or the convenience of the location. Consequently, encouraging current satisfied tenants to share their positive experiences through word-of-mouth can effectively attract new renters who are seeking reassurance and personal validation in their choice.

Another efficient approach to advertise apartment units is by strategically utilizing internet search engines as well with price promotions or discounts. This method is especially beneficial in situations where social media marketing could not achieve the expected result. Property managers may greatly improve the visibility of their properties by optimizing an apartment's website for search engines. This approach specifically focuses on potential tenants during the exact time they are actively seeking housing choices, giving it an exceptionally effective kind

of targeted marketing. Moreover, clearly displaying price promos or discounts on these search-optimized pages might further attract potential tenants. For example, rent for a year just to pay for 11 months. Financial rewards not only improve the appeal of the property through potential savings, but also create a sense of urgency, encouraging faster decision-making. This technique leverages the fact that search engine use is motivated by specific intentions, resulting in higher conversion rates compared to the more general and less targeted approach commonly seen on social networking platforms.

4. **Place:** According to the responses gathered, the primary factor influencing the choice of an apartment is its strategic proximity to the respondent's workplace or educational institution. This preference underscores the importance of location in minimizing daily commute times and enhancing convenience for residents who need to access their workplaces or schools regularly. The second most significant consideration is the accessibility of public transportation or nearby toll roads. Easy access to major transportation routes is crucial for those who rely on public transit or personal vehicles to navigate urban areas efficiently. Interestingly, the proximity to restaurants, minimarkets, or other entertainment venues ranks as the least important factor. This suggests that while such amenities contribute to the quality of urban life, they are considered less critical when compared to the essential need for easy commute and transportation access. These insights reflect a pragmatic approach by residents, prioritizing practical commuting concerns over lifestyle amenities when selecting an apartment.
5. **People:** People are a pivotal element in the marketing mix, profoundly influencing the perception and execution of a business's services or products. This component underscores the significant role played by everyone involved in the production and delivery processes. These individuals directly impact customer satisfaction and shape the overall experience with the service or product. According to survey responses, the communicative abilities and friendliness of the owner or agent are critical factors influencing customer decisions. Their ability to engage positively with potential tenants plays a decisive role in the rental process, as these interactions often set the tone for the entire customer experience. Furthermore, security and general administrative staff who are knowledgeable about all operational aspects of the property also play a vital role. Their understanding of essential processes such as parking permit issuance, WiFi subscription management, and the checking of gas and electronic systems is crucial. These processes, often seen as peripheral, are integral to ensuring tenant safety and convenience, directly impacting the attractiveness of an apartment unit. Lastly, the role of an informative receptionist cannot be underestimated. As the front line of tenant interaction, their ability to provide clear, helpful information significantly affects a potential customer's choice. Whether answering queries or directing residents and visitors efficiently, their knowledgeable and accommodating demeanor enhances the living experience, contributing positively to the decision-making process regarding apartment rentals. Collectively, these roles demonstrate how crucial skilled and personable staff are to the success of residential property operations, directly influencing tenant satisfaction and retention.
6. **Process:** Process refers to the procedures, mechanisms, and flow of activities by which services are consumed or it is about designing and implementing customer-centric approaches to service delivery. According to survey responses, the process from receiving information to signing the lease contract is critically important for individuals considering renting an apartment unit. This process needs to be clear and efficient, as it significantly influences the decision to rent. Additionally, the simplicity and clarity of the regulations and rules established by building management play a crucial role in the decision-making process. Prospective tenants value straightforward guidelines that are easy to follow and understand. Maintenance processes are also a vital consideration; the ability to address and resolve common issues such as leaks, burnt out lights, and appliance malfunctions quickly and effectively makes a significant difference in choosing to rent a particular apartment. These factors collectively

impact the overall attractiveness and livability of apartment units, influencing potential renters' decisions.

7. **Physical Evidence:** Physical evidence refers to the tangible and visible cues that provide customers with a sense of the company's service quality and existence before purchase. Based on the survey responses, it is evident that the appearance of an apartment unit plays a crucial role in attracting customers and is a significant factor in their selection process. A well-presented apartment, featuring modern design, clean aesthetics, and a well-maintained environment, strongly influences potential tenants' decision-making. The visual appeal of an apartment not only creates a positive first impression but also suggests a higher standard of living and quality of management. This can reassure prospective tenants that the property is well cared for and that they can expect a comfortable and satisfying living experience. Therefore, owner and agent need to prioritize the aesthetic aspects of their units to enhance attractiveness and competitiveness in the market.

Conclusion

Based on the result and discussion, the author concludes some points to answers research questions. Allure Realty Group's external analysis presents a complex landscape shaped by various factors across the PESTEL and Porter's Five Forces frameworks, coupled with critical insights from competitor and customer analyses. Politically and economically, the necessity for stability is paramount as Allure Realty Group navigates regulatory shifts and economic volatility that have direct implications on the property market. Social trends indicating changing lifestyles and housing preferences demand that Allure Realty Group stays attuned to evolving consumer demands to remain relevant. Technological advancements offer opportunities for operational efficiencies but require Allure Realty Group to keep pace with rapid digital transformations in the sector. Environmental considerations are increasingly influencing tenant choices, pushing Allure Realty Group towards adopting more sustainable practices. Legally, the company must vigilantly monitor and comply with property management regulations to avoid potential pitfalls. From the perspective of Porter's Five Forces, the highly competitive rivalry compels Allure Realty Group to differentiate itself through unique services, while the moderate threat of new entrants highlights the advantage of Allure Realty Group's established market presence and community relationships. Both the bargaining power of suppliers and buyers significantly shape Allure Realty Group's pricing and operational strategies, and the rising prevalence of substitutes like short-term rental platforms introduces new challenges that require strategic responses. Competitor analysis reveals a trend towards service diversification and technological integration, suggesting that Allure Realty Group must continually innovate and perhaps target niche markets to sustain its competitive edge. Customer analysis underscores a preference for Allure Realty Group's personalized service and community involvement but also points to a growing demand for technological convenience and flexibility, which Allure Realty Group must integrate into its service offerings to enhance customer satisfaction and retention.

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