

# Digital Marketing: A Case Study of Social Media Marketing in Indonesia Real Estate Companies

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## ABSTRACT

*Real Estate industry, like other industries, is also heavily influenced by digital marketing especially the social media. Websites, Facebook, Instagram and YouTube become necessity in modern marketing of real estate. Indonesia's real estate industry is a dynamic industry considering the country's economy growth, population size and growth. Although several research has been conducted in this area, the topic focusing on Indonesia's real estate Social Media Management System (SMMS) is still very limited. The qualitative comparative study is intended to explore and compare social media marketing strategy among top developers in Indonesia, and how they utilize the platforms to distribute marketing content and company's other information. The data are collected from observation of the companies' official websites and 138 accounts in YouTube, Facebook and Instagram. The study shows that each company has different strategy, depends on project locations, product / project size, project / product lifetime, target audience (prospects, affiliates, public in general, community etc), project's ownership structure (fully owned, joint venture, franchise), sales / recurring / operational, management of social media team. Among the surveyed platforms, Instagram has been the most popular to distribute sales information for either recurring products, sales products group of products and even corporate or general public information.*

**Keywords:** Digital Marketing; Social Media; Real Estate

## INTRODUCTION

Digital Transformation (DT) has revolutionized all business sectors, including Real Estate. Almost impossible for enterprise, even for small and medium enterprise to exist and compete in current business landscape without digital technology support. The era of printed brochures, billboards and other offline activations are significantly decreasing. Although Property Developers in Indonesia still print brochures, fliers and do offline activities, now the budget and intensity are reduced. On the other hand, almost all property developers in Indonesia now engaging social media marketing (Instagram, facebook, etc) and other digital marketing in general.

Real estate social media marketing is becoming increasingly important in today's digital landscape. With the rise of social media platforms like Facebook, Twitter, Instagram, and, real estate agents and companies have found new opportunities to connect with potential buyers and sellers. They can easily reach a wider audience, showcase property listings, share relevant content, and engage with their followers. By leveraging the power of social media marketing, real estate professionals can increase brand awareness, attract leads, and ultimately drive sales.

Additionally, social media allows real estate agents to establish themselves as thought leaders and trusted experts in the industry. Social media has revolutionized the way businesses market their products and services. It has provided a cost-effective and efficient way for real estate professionals to reach their target audience and build relationships with potential clients (Wahab & Putra, 2019).

Indonesian property market, both residential and commercial, is highly competitive and fragmented. Among six countries in South East Asia, surveyed by Mordor Intelligence, Indonesia rank #2 below Thailand in terms of market size counting US\$ 72.11 B. Meanwhile, among several area of residential development in Indonesia, greater Jakarta area is among the highest demand / supply generator.

Due to limitation of the study, it focusses on top 3 real estate developer companies as the focus of the study. The top 3 companies will be: PT Lippo Karawaci Tbk (LPKR), PT Bumi Serpong Damai Tbk (BSDE) and PT Ciputra Development Tbk (CTRA).

The purpose of this study is to fill in the gap of study on Social Media Marketing implementation, especially the social media framework, mix and strategy in the marketing of the companies' products and corporate public relations. The focus of social media marketing platforms are their owned (fully controlled by Brand / Company) website, Instagram and facebook (starts from corporate, group of products and/or product level). The earned medias (medias that are not controlled by Brand / Company) are excluded in this study (Colicev et al., 2018) (Kingsnorth, 2022). One of the closest studies about this topic is Ho et al's (Ho et al., 2020) about five Singapore companies. However, Ho et al's more focus on the content of five diversified companies (footwear, canned food, FMCG and F&B), while this study focus on comparisons of the strategy among real estate developers.

This paper is descriptive qualitative study, aiming to answer the following study questions (RQs):

- How the social media platforms architecture / framework / strategy in marketing the companies' respective products?
- How the real estate companies mix the different platforms between their products types (recurring and selling)?

Digital Transformation has several definitions, one of the latest definitions is "an ongoing process of strategic renewal that uses advances in digital technologies to build capabilities that refresh or replace an organization's business model, collaborative approach and culture." (Warner & Wäger, 2019) Meanwhile, McSweeney defines Digital Transformation as concerns of organization in moving its current state (less or no digital) to be more involved in digital strategy. Pandemic of Covid 19 in 2020-2023 has also significantly accelerated the process of Digital Transformation (Priyono et al., 2020) (Satrio & Muhandono, 2022) (Mason et al., 2021).

According to McSweeney, Digital strategy is a statement about the organization's digital positioning, operating model, competitors and customer and collaborator needs and behavior to achieve a direction for innovation, communication, transaction and promotion (Mcsweeney, 2019).

Digital Transformation requires an orchestrated / integrated high-level view of an enterprise's current business processes and IT systems, the interrelationships between them, shared processes and systems by different parts of enterprise, including the plans for future enhancement. This is later called (Digital) Enterprise Architecture (Tamm et al., 2022). Digital Enterprise Architecture, itself, does not only focus on technology. It also seeks to create a digital/information system platform to support those processes and future enhancement (Weill & W. Ross, 2009).

### Digital Strategy, Architecture And Transformation

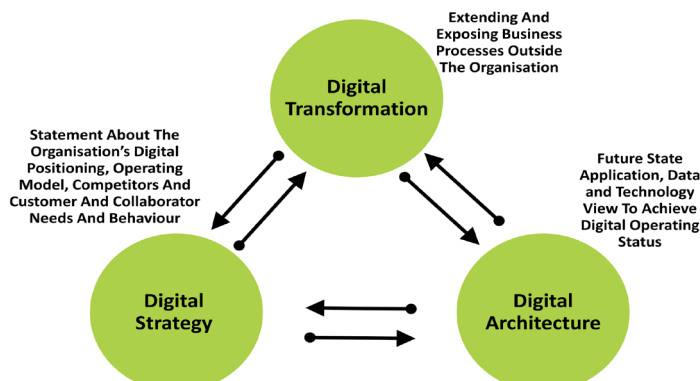


Figure 1. Digital Transformation, Digital Architecture and Digital Strategy

Digital marketing as part of Digital Enterprise Architecture, is one of important part of business processes and highly impacted by the digital transformation. Nowadays, enterprise's executives are competing to create a digital-ready sales force to remain competitive (Guenzi & Habel, 2020). Not only related to the sales force, digital marketing in wider understanding also refers to the use of technology and various digital channels to promote products and services. It is a communication tool used in marketing products using technology. Digital marketing is a dynamic and effective way for enterprises to reach, engage and convert their target audience using various digital channels and technologies (Satrio & Muhardono, 2022). Besides, several researches also show that digital media (digital marketing) are more effective than the traditional Integrated Marketing Communication (Kushwaha et al., 2020).

Digital marketing and Digital Enterprise Architecture play a crucial role in today's business landscape. (Ianenko et al., 2020). These strategies are essential to adapt to rapidly evolving technologies and consumer behaviors (Kannan & Li, 2017). By utilizing digital marketing techniques and implementing a robust Digital Enterprise Architecture, businesses can effectively reach their target audience, engage customers, and drive growth (Ianenko et al., 2020).

By aligning digital marketing efforts with a well-designed digital enterprise architecture, organizations can not only optimize their marketing performance but also streamline internal processes (Winter et al., 2014). The combination of digital marketing and digital enterprise architecture allows organizations to effectively leverage technology and data to create competitive advantages in the market (Löhe & Legner, 2014).

Effectiveness of Digital marketing has been supported by many researches as modern, evolutionary platforms that raises brand awareness, prospect customers reach and build more profit to the companies (Yosep et al., 2021) (Hruska & Maresova, 2020).

Social media marketing as one of the digital marketing strategies, has several key focusses / dimensions. Although only a few popular social media that we may know nowadays, there are actually hundreds of social sites, apps and platforms (Kingsnorth, 2022).

Some of the benefits of the social media marketing are namely: low-cost, source of "live" customers' voices, prevent calamities, can be engaged as public relation, promotions, influence customers, provisions of collective intelligence, creativity, source of innovation (Constantinides, 2014).

Digital marketing, on the other hand, encompasses a broader range of marketing activities that utilize various digital channels and technologies to achieve marketing goals. This includes not only social media marketing, but also other tactics such as search engine optimization, paid search, display advertising, email marketing, affiliate schemes, lead generation and content marketing (Kingsnorth, 2022).

Since the social media network is now being very easily accessible today, it creates benefit of helping spread the Word of Mouth (information) massively across limited geographical boundary as in the traditional marketing. and people's decision making has increased substantially. Information and Word of Mouth in the social media has evolved from words to various forms today such as photos, videos, GIFs and etc., making it even more likely (and attractive) to become viral. And to simplify, Kingsnorth categorized them into seven types, namely: 1. social networking, 2. Blogs/micro-blogging, 3. Media sharing, 4. Professional networking, 5. Reviews and ratings, 6. Forums and 7. Sharing Economy (Mou, 2020).

There are 59 listed companies under the category of Property / Real Estate in Indonesia Stock Exchange / IDX (as per February 2024). The top 10 based on total Revenue (cut off 2023 Q3), are listed in the following table.

Lippo Karawaci (LPKR) was initially the name of their flagship project in Tangerang area, 23 KM west of Jakarta. The the development was started in the early of 1990's. Later Lippo Karawaci project was renamed Lippo Village and the brand Lippo Karawaci become the property arm company's name of the group, following the merger of other 8 property related companies of the group in 2004.

Table 1. Indonesia Top 10 Real Estate Developers  
(Revenue 2023 Q3)

RANK	Code	Company Name	REVENUE (Rp Billions)
1	LPKR	Lippo Karawaci Tbk.	12,330
2	BSDE	Bumi Serpong Damai Tbk.	7,310

3	CTRA	Ciputra Development Tbk.	6,590
4	SMRA	Summarecon Agung Tbk.	5,080
5	PWON	Pakuwon Jati Tbk.	4,560
6	APLN	Agung Podomoro Land Tbk.	3,920
7	DILD	Intiland Development Tbk.	3,350
8	DUTI	Duta Pertiwi Tbk	2,900
9	ASRI	Alam Sutera Realty Tbk.	2,480
10	LPCK	Lippo Cikarang Tbk	1,840

Source: official Financial Report of Q3, 2023

LPKR by end of 2023 has Rp 49.57 trillion total asset and has major townships of: Lippo Village (Karawaci, 395 Ha), Lippo Cikarang (502 Ha) and Tanjung Bunga Makasar (345 Ha). Land size in the brackets are their remaining land bank. (PT Lippo Karawaci Tbk, 2024)

LPKR is now Indonesia's largest listed property company, with portfolios span from residential urban development, hospitals, shopping malls, Hotels & Leisure and Asset Management. The projects spread in several provinces in Indonesia.

Currently 74% of the LPKR revenue comes from recurring business (hospital Rp 11.2 trillion, leasing malls/ hotels Rp 1.3 trillion). Their hospitals are being branded "Siloam", while the malls are named "Lippo Mall" and their hotels are named "Aryaduta". The real estate sales was recorded Rp 4.5 trillion, accounted 26% of company's revenue.

PT Bumi Serpong Damai Tbk (BSDE) the developer of BSD City is one of subsidiaries of Sinar Mas Land, a property arm of Sinar Mas Group, one of Indonesia's biggest conglomerates. Bumi Serpong Damai was initially a name of Residential Estate located in Serpong District, South Tangerang (Tangerang Selatan) City Province of Banten. Nowadays it is well known as BSD City and expanded up to neighboring Tangerang Regency. The project has 6,000 hectares of Location Permit, started its development in 1989. Almost the same history with LPKR, later the name Bumi Serpong Damai became the name of the holding company after they acquired other property companies of the group (in other locations). Currently, their major (remaining) land banks located in 3 locations: BSD City  $\pm$  2,100 Ha, Grand Wisata Bekasi  $\pm$  480 Ha and Kota Wisata Cibubur  $\pm$  183 Ha.

Unlike BSDE, the parent company, Sinar Mas Land (SML) is a Singaporean based public listed company. SML operates mainly through three listed Indonesia subsidiaries: PT Bumi Serpong Damai Tbk (BSDE.IDX), PT Duta Pertiwi Tbk (DUTI.IDX), and PT Puradelta Lestari Tbk (DMAS.IDX). Total SML combined market capitalisation is approximately S\$4.1 billion as per 31 December 2023.

BSDE has Rp 66.8 trillion asset by the end of 2023, with total sales marketing performance of Rp 9.5 trillion (almost US\$ 600 millions). About half of the performance comes from residential sector (Rp 5.0 T, 52%). While commercial sector contributing 28%, Rp. 2.6 trillion and other sectors 20%, Rp 1.87 trillion. (PT Bumi Serpong Damai Tbk, 2024) However, most of BSDE's revenue comes from property sales (86%), and only 14% of the revenue comes from recurring assets. (Qolbi, 2023)

Later in this paper, BSDE refers to the company (PT Bumi Serpong Damai Tbk) and BSD City refers to the project in Tangerang area, whose total size  $\pm$  6,000 Ha.

Table 2. Top Three Developers Revenue and Number of Social Media Accounts

	BSDE		CTRA		LPKR	
	Rp b	accounts	Rp b	accounts	Rp b	Accounts
<b>recurring</b>	917	6	2,119	15	12,500	21
<b>Sales</b>	9,830	34	7,120	24	4,500	10
	<b>% rev</b>	<b>% acc</b>	<b>% rev</b>	<b>% acc</b>	<b>% rev</b>	<b>% acc</b>
<b>recurring</b>	9%	15%	23%	38%	74%	68%
<b>Sales</b>	91%	85%	77%	62%	26%	32%

PT Ciputra Development Tbk (CTRA) is operating in 34 cities all over Indonesia, with Rp 44.1 trillion asset and Rp 9.24 trillion of 2023 annual revenue. CTRA has total 65 projects in Indonesia, and the revenue portion from residential sales contributed 77.0% or Rp 7,120.6 billion of the CTRA total revenue in 2023. There was only 23% revenue comes from recurring assets (leasing malls, offices, hotels, serviced apartments etc).

Major contributors of the companies 2023 pre-sales marketing are CitraGarden Serpong (Rp 2,437 billion), CitraLand Surabaya (Rp 1,377 billion), CitraGarden Bintaro (Rp 720 billion), CitraLand Gama City Medan (Rp 691 billion) and Citra City Sentul (Rp 684 billion). (PT Ciputra Development Tbk, 2024)

Uniquely, most of the CTRA marketing pre-sales (Rp 5,982 billion, 61%) comes from joint operation projects, while only Rp 3,793 billion comes from direct ownership projects (39%). Joint operation means the land banks belong to other parties, CTRA manages the concepts, construction, marketing and operation of the projects. The land owners receive the proceed of sales and/or the profit of the operation in the pre-agreed terms and conditions. However, all the projects marketed under the brand of Citra / Ciputra.

Summary of the companies' revenue portfolio and their respective social media accounts, can be examined in the Table 2.

## METHODS

This study collects data from social media observations (Youtube, Facebook and Instagram) and websites. The data was collected in the first two weeks of May 2024. Although some of accounts are quite active, the data changes between the span of two weeks are ignored.

The companies' websites are usually not too difficult to identify, since each company only has one (1) official website. It exclusively has investors' section that provides annual reports and quarterly financial reports. Later we group these websites (all LPKR, BSDE and CTRA corporate account / websites) as first tier (T1, corporate).

Under the T1 is second Tier (T2) and usually it will be *group of products* (products with the same category) or large-scale estates / developments (different locations, with assorted products). Some *group of products* has their own websites, some are not.

Lower tier of T2 is Tier 3 (T3) supposedly the website of the product itself. However, in some cases, T3 is a *sub group of products*. And the lowest tier (T4) is definitely the website of the products.

For simpler nomenclature, this paper use terms Tiers (T0-T4) to also explain the degree / level of an account of all platforms (YouTube, FB and IG), relatively to the parent or subsidiary account.

Table 3. Number of Social Media Accounts based on Tier / Category

	BSDE	CTRA	LPKR
Corporate	1	4	2
group of products	5	3	13
recurring products	6	15	21
sales products	34	24	10
	46	46	46

For Instagram and Facebook, the data collected (between May 1 – 9, 2024), where applicable are: the joined date, verified date, latest posting date, number of followers / subscribers, number of post / videos and number of view / likes. The selection process was not easy. There are a lot of non-official accounts that should be further investigated. Some of the accounts are dormant for several possible reasons. Total social media accounts of *YouTube*, *Instagram* and *Facebook* of the three companies are 138 accounts, and each has equally 46 accounts.

This study does not claim that the accounts represent all the owned account of the companies nor claim the accounts are all official accounts of the companies. Some small portion of the accounts identify as verified / official accounts (blue check marked), however mostly are not blue check marked.

For accounts that are not blue check marked, further investigation runs by checking the contents, the accounts' information and whether the accounts linked / followed / referred by the official accounts (higher, lower or equal tier accounts).

Table 4. Accounts and Verification Status (Checked Mark)

	BSDE		CTRA		LPKR	
	not checked mark	checked mark	not checked mark	checked mark	not checked mark	checked mark
youtube	12	0	12	0	11	0
facebook	2	7	11	0	11	0
instagram	7	18	8	15	6	18
	21	25	31	15	28	18

To further analysis the portfolio, the study utilizes number of views to score the accounts. For *Facebook* and *Instagram*, the study utilizes the number of followers. Due to the enormous span number of views / followers, this study utilizes the natural logarithm (ln) of amount of followers / number of views. The highest view is @SiloamHospitalsGroup (LPKR) with 63.7 million and the smallest is @urbnxhomes (also LPKR's) with only 69 views.

The active accounts definition in this study is those accounts which are updated at least once in 2024 (Jan 1 – May 10). All three companies have relatively equal number of active accounts.

After obtaining the score of the accounts, the study runs the descriptive analysis using graphs, tables with *tableau®* and *MSEXcel®*. Tableau is a widely data visualization tool that can assist users to explore and comprehend data by creating visual interactive graphs / figures to envision the relationships and communicate the relationships. The software can be used with almost any type of data and easy to use with drag and drop features to create visual interaction to express the desired formats. (Vasundhara, 2021) (Batt et al., 2020)

In this paper, analysis, discussion, tables and other presentations are sorted in alphabetical order (BSDE, CTRA and LPKR).

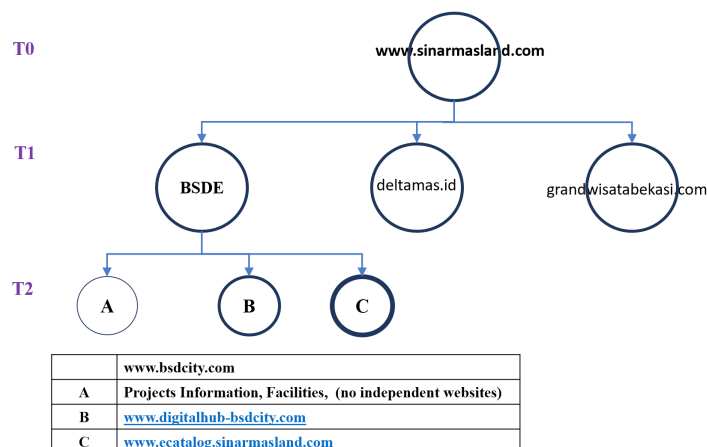
Table 5. Accounts and Updated Status

	BSDE	CTRA	LPKR
active (last post 2024)	34	36	34
dormant (last post 2023)	8	5	3
inactive (last post < 2023)	4	5	9
	<b>46</b>	<b>46</b>	<b>46</b>

## RESULT AND DISCUSSION

### BSDE Social Media Marketing Strategy

BSDE has the simplest structure of website, with only three (3) tiers as seen in the figure below. The contents relevance with the parent company website ([www.sinarmasland.com](http://www.sinarmasland.com)) is strongly related.



Accessed on: May 6, 2024

Figure 2. Website Structure of BSDE

BSDE does not has particular website for each of their fully owned products / projects, unless the products are joint venture or owned by sub developers, such as [www.officialskyhousebsd.id](http://www.officialskyhousebsd.id). Sub developer means other developers that purchased the land in the Bumi Serpong Damai area, but does not have BSDE's ownership either minority or majority. Some projects that is joint venture may have independent websites, such as [www.navapark.id](http://www.navapark.id).

All the products campaigns are directed to both the [sinarmasland.com](http://sinarmasland.com), [www.bsdcity.com](http://www.bsdcity.com) and [ecatalog.sinarmasland.com](http://ecatalog.sinarmasland.com). Both [sinarmasland.com](http://sinarmasland.com) and [www.bsdcity.com](http://www.bsdcity.com) will only be the landing page for contact / enquiry form, while the most detailed projects' information will be available in the *e-catalog* website.

Almost all product sales related Instagram postings are posted simultaneously in both [@sinarmas\\_land](https://www.instagram.com/sinarmas_land) and [@bsdcity\\_official](https://www.instagram.com/bsdcity_official). It is obvious that BSDE / SML is building up the account popularity of [@sinarmas\\_land](https://www.instagram.com/sinarmas_land). The subscribers of [@sinarmas\\_land](https://www.instagram.com/sinarmas_land) is 87K while [@bsdcity\\_official](https://www.instagram.com/bsdcity_official) is 42.4K.

According to modified content communication characteristics (Ho et al., 2020), the Instagram account of [@bsdcity\\_official](https://www.instagram.com/bsdcity_official) has 18.5% sales promotion contents and 25.2% non-sales product publicity contents. While the remaining is corporate publicity contents (41.5%) and public / education contents (14.8%), both accounted more than half of total contents (56.3%).

Among three developers, BSDE also considered the most serious in acquiring blue check marked of *Facebook*. Of total nine Facebook accounts that BSDE managed, seven of them has blue check marked.

Table 6. Comparison of BSDE Main Accounts' Contents

	A	B	C
<b>Selling contents of Residentials in BSD City</b>	Yes	Yes	Yes
<b>Selling contents of products outside BSD City</b>	No	Yes	No
<b>PR and other non-selling contents</b>	No	No	Yes
<b>Contents regarding sales forces achievements</b>	Yes	No	No

A: [@bsdcityresidential](https://www.instagram.com/bsdcityresidential)  
 B: [@ecatalogsinarmasland](https://www.instagram.com/ecatalogsinarmasland)  
 C: [@bsdcity\\_official](https://www.instagram.com/bsdcity_official)

Unlike the policy for website, at Instagram platform, BSDE may have independent accounts for each product. So, in Instagram, we may see different tiers of accounts starts for examples from [@sinarmas\\_land](https://www.instagram.com/sinarmas_land) (Tier 0), [@bsdcity\\_official](https://www.instagram.com/bsdcity_official) (T2), [@bsdcityresidential](https://www.instagram.com/bsdcityresidential) (T2), [@ecatalogsinarmasland](https://www.instagram.com/ecatalogsinarmasland) (T2), and [@upperwest\\_bsdcity](https://www.instagram.com/upperwest_bsdcity) (T3) etc. And all of the accounts are relatively active.

Slightly redundancy occurs between T2 Instagram accounts ([@bsdcityresidential](https://www.instagram.com/bsdcityresidential), [@ecatalogsinarmasland](https://www.instagram.com/ecatalogsinarmasland) and [@bsdcity\\_official](https://www.instagram.com/bsdcity_official)). All of them has selling contents of products in BSD City. In [@bsdcity\\_official](https://www.instagram.com/bsdcity_official), there are contents of public relations (PR) and non-selling contents. In [@bsdcityresidential](https://www.instagram.com/bsdcityresidential), all contents are selling contents of residential product of BSD City and some contents regarding notable sales person. Meanwhile in [@ecatalogsinarmasland](https://www.instagram.com/ecatalogsinarmasland), it promotes other products outside BSD City (Batam, Kota Wisata, The Elements Apartment in down town Jakarta, etc).

Other than residential sales product who is typically become the top-of-mind products of BSDE, they also have [@itc\\_group](https://www.instagram.com/itc_group) (a T2 category), an account to promote the operational and events in BSDE's strata-titled shopping centers (popular in 1990 until early 2000).

Beside Facebook, Instagram and Youtube, Sinar Mas Land also engaged other platforms namely twitter and tik tok.

### CTRA Social Media Marketing Strategy

Most of CTRA revenue comes from residential selling, and it is represented in the structure of its websites. CTRA has the most subsidiaries in the websites' tree. Almost 100 websites are linked in the CTRA networks.

The T0 is the [www.ciputra.com](http://www.ciputra.com), the group website, basically has three subsidiaries, the property arm (CTRA), the property agency website ([www.century21.co.id](http://www.century21.co.id)) and the insurance business website ([www.ciputralife.com](http://www.ciputralife.com)).

Under the T1 (CTRA) website, there are 6 categories namely: residentials, malls, hotels, offices, superblocks and health care. Under the residentials, there are 77 websites, the most among categories. Some intertwined

categories occur between superblock categories with mall, hotel, office and residential. Some superblocks have combination of residential, malls, offices and / or hotels product.

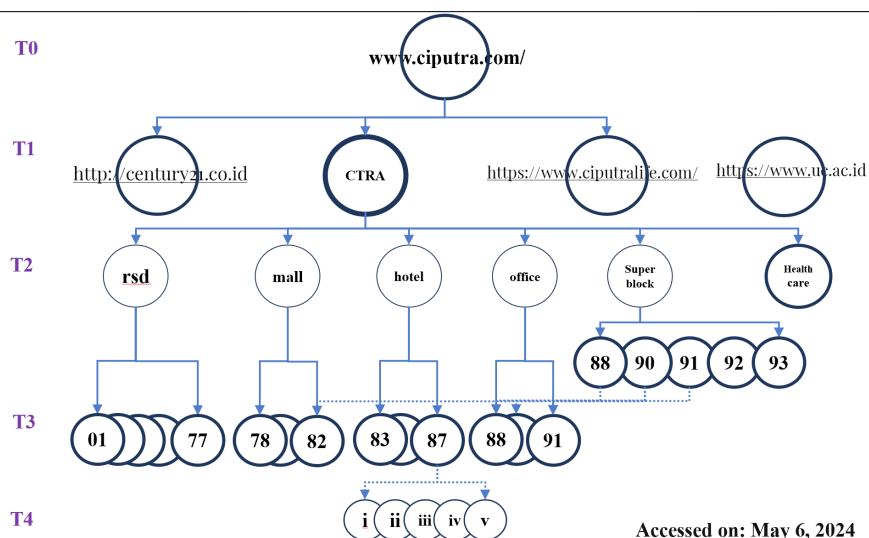


Figure 3. Website Structure of CTRA

Accessed on: May 6, 2024

Several hotels are operated under the brand Citra Dream Hotels, and the brand has its own website citradeamhotels.com, in the nomenclature, this website is at T3 tier and categorized as sub group of products.

Unlike BSDE, whose group of products and corporate accounts being utilized more to promote the marketing, public relations and operational activities, in CTRA the individual products / projects accounts are more active. Accounts of ciputragroup are not in the top 5 position in any of the platforms.

The corporate Instagram account of @ciputra.group, in the last one year (1 April 2023-31 March 2024, only has 52 postings. This number is very much less than BSDE's @bsdcity\_official (330 posts). And only 42% of the postings are related to product marketing / sales. While the remaining 58% are corporate news / brand publicity (39%) and public information / education (19%).

Unlike BSDE, CTRA has relatively no posting redundancy. Mostly postings are made in / from local / individual project account and seldom posted simultaneously in other accounts (parent or same tier accounts). CTRA contents also relatively less coherent in terms of graphical design guidelines. Possible reason is that CTRA projects are scattered in location wise, therefore, the target market also very localized. Meanwhile independent marketing team in every location also another reason why there are no posting redundancy and relatively less coherent in graphical design.

Among three platforms (IG, FB and YouTube), CTRA almost provide equal activities for both recurring and sales products. Except occurs for Facebook, recurring products' accounts are more active than the residential sales products.

In recurring products, CTRA has several malls and hotels that contribute to their Social Media Marketing Strategy. Some of the most active accounts are: @Malciputrajkt (YouTube), @ciputraworldsurabaya (Youtube), Mal Ciputra Jakarta (FB), Hotel Ciputra Jakarta (FB), ciputraworldsby (IG) and malciputrajkt (IG).

Table 7. CTRA Top 5 Accounts + Corporate Accounts

TYPE	ACCOUNT ADDRESS	LATEST POST	S'CRIBERS	VIEWS / LIKES
<b>YouTube</b>				
R	@Malciputrajkt	Apr 2024	13,000	3.2M
S	@CitraRayaEco	Apr 2024	3,780	1.5M
S	@CitraMajaRaya	May 2024	4,220	1.4M
S	@citragardenbintaroofficial	Feb 2024	160	1.1M
S	@ciputrainternationaloffi1901	Dec 2023	739	18k
C	@ciputragroup9894	May-23	1,530	84k
<b>Instagram</b>				
G	@ciputraworldsby	Apr-24	120,000	



R	@malciputrajkt	May-24	49,600	
R	@malciputratangerang	May-24	38,000	
R	@malciputraseraya	May-24	35,900	
R	@malciputracobur	May-24	30,900	
C	@ciputra.group	May 24	18,300	
<b>Facebook</b>				
R	Mal Ciputra Jakarta	May 2024	58,000	58k
R	Hotel Ciputra Jakarta	May 2024	19,000	19k
R	Citra Maja Raya	May 24	11,000	8.9k
R	Hotel Ciputra World, Sby	May 2024	6,500	
R	Ciputra Artprenuer	Apr 2024	5,400	5.2k
C	Ciputra Group	Mar 2024	1,000	0.9k
R = Recurring;		G = Group of Products;		
S = Sales		C = Corporate		

Another noticeable fact regarding CTRA is that they have project in Surabaya (790 KM east of Jakarta), whose IG account (@ciputraworldsby) has the most followers (120K), more than double the second place @malciputrajkt (49.6K).

### LPKR Social Media Marketing Strategy

The websites nomenclature of LPKR is not as simple as BSDE, but not as complicated as CTRA (in terms of number of websites). As parent website, LPKR has connection to lippogroup.com address. However, when this study is conducted, the address was not accessible (May 10, 2024).

LPKR businesses are grouped into 5 sectors namely Residential & Urban Development (A), Hospitals (B), Malls (C), Hotels (D) and Aset Management (E). Even though, Hospitals sector contribute almost two-third of the annual revenue, they only have one website for this business ([www.siloamhospitals.com](http://www.siloamhospitals.com)).

In category A, the YouTube and Facebook accounts are relatively inactive, most of accounts for residential sales has latest post before 2024. The only active accounts within 46 accounts surveyed are: @cendanahomes, @parkserpong and @sandiegohills.

Although contributing approximately 26% of total revenue, it is a surprising fact that accounts representing either the sales product or sales group of products are underrepresented.

Although the hospital sector only has one website, almost all establishments have their own Instagram accounts. Meanwhile, further investigation also shows that the contents are created locally. Hence, the coherence is medium not as high as BSDE, yet relatively equal with CTRA.

LPKR is building up stronger group of products or corporate accounts (T0-T1-T2) in all platforms (website, Youtube, Instagram and Facebook), but for product tier (T3-T4), LPKR only utilizes Instagram.

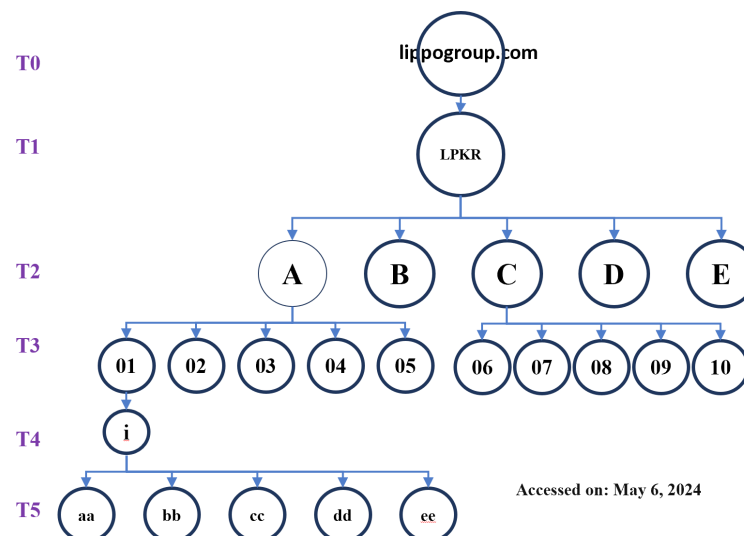


Figure 4. Website Structure of LPKR

If we exclude @cinepolid and @firstmediaworld IG accounts, the accounts of Siloam Hospitals Group have the most followers / views in all platforms (YouTube, IG and FB). This achievement is aligned with the fact that Siloam Hospitals Group produces the most of the company’s revenue (almost two-third).

Some inconsistencies happen in mall category. The score of the malls parent account (Lippo Malls Indonesia), in all platforms has been fallen behind its products’ accounts. For example, in YouTube platform, Lippo Malls Indonesia falls behind Lippo Mall Puri. In Facebook, Lippo Malls Indonesia falls behind Lippo Mall Kemang. And in Instagram, Lippo Malls Indonesia falls behind many mall accounts (palembangicon, plazamedanfair, senayan.park, lippomallkemang and pluitvillage).

For Hotel sector, considering the minimum contribution (Rp 317 billion, less than 1.9% of total Rp 16,990 billion total revenue) (Hariyanto, 2024) of total company’s revenue, the social media strategy also represents the fact. Only one lead account for this hotel group maintained by the team. The accounts are: @AryadutaHotels (YouTube), /aryadutahotels (FB) and @aryaduta\_hotels (IG). The observation has not found any other T3 / T4 accounts for Hotel category.

Among 11 accounts of YouTube, LPKR only maintain activities for 4 accounts. It looks like the marketing team is leaving YouTube in their social media strategy.

### Cross Sectional Analysis

Based on scattered plot diagrams in Figure 5, 6 and 7, the study can conclude that BSDE and CTRA are more active in Instagram in sales sector, meanwhile LPKR is more active in Instagram for recurring sector. BSDE maintain relatively equal activities for all accounts and platforms.

Similar strategy to BSDE, CTRA also maintain relatively equal accounts for all platforms, except for Facebook in sales segment. Their scores are relatively lower than other platforms and segments.

LPKR takes the most extreme strategy, they only focusing in instagram and recurring segment. Other platforms and sales segment are not heavily utilized.

Meanwhile, if we merge all the platforms, we can see from the Figure 8 below that BSDE are more dominant in Sales category (Instagram, Youtube and Facebook). In the recurring category, LPKR are more dominant, slightly higher than CTRA but significantly above BSDE. LPKR particularly dominant in Instagram for sales category (Figure 7). However, in category Group of Products, LPKR are single majority, and followed by BSDE (only 2 accounts, Figure 5). For corporate category, none of LPKR are entering the competition. Some of LPKR corporate accounts exist but has been inactive / dormant.

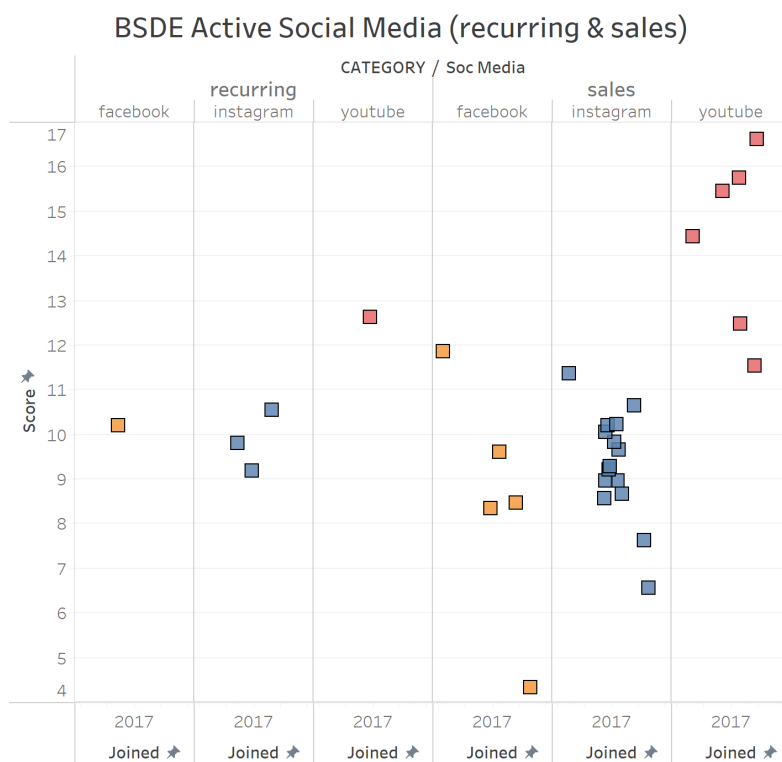


Figure 5. BSDE Active Social Media by Categories and Platforms

### CTRA Active Social Media (recurring & sales)

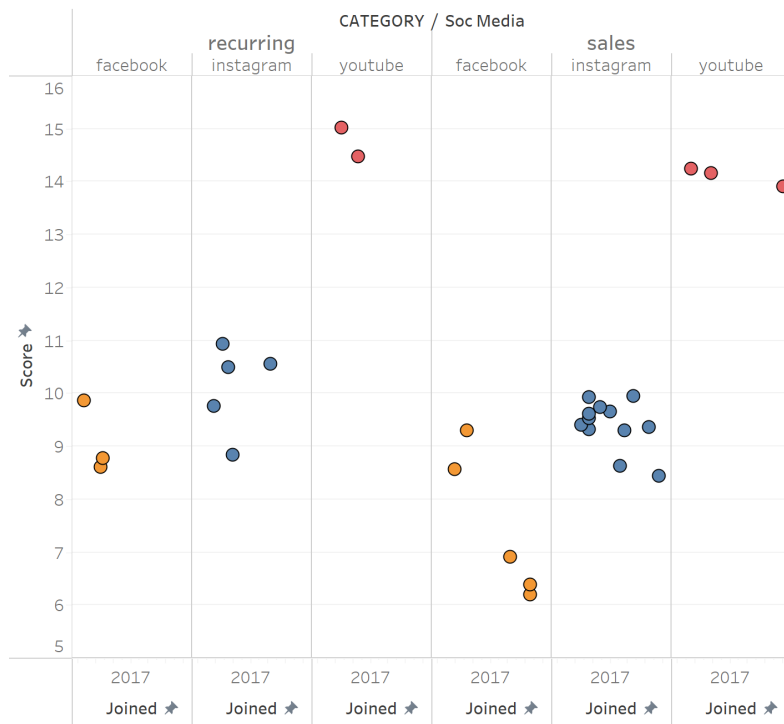


Figure 6. CTRA Active Social Media by Categories and Platforms

### LPKR Active Social Media (recurring & sales)

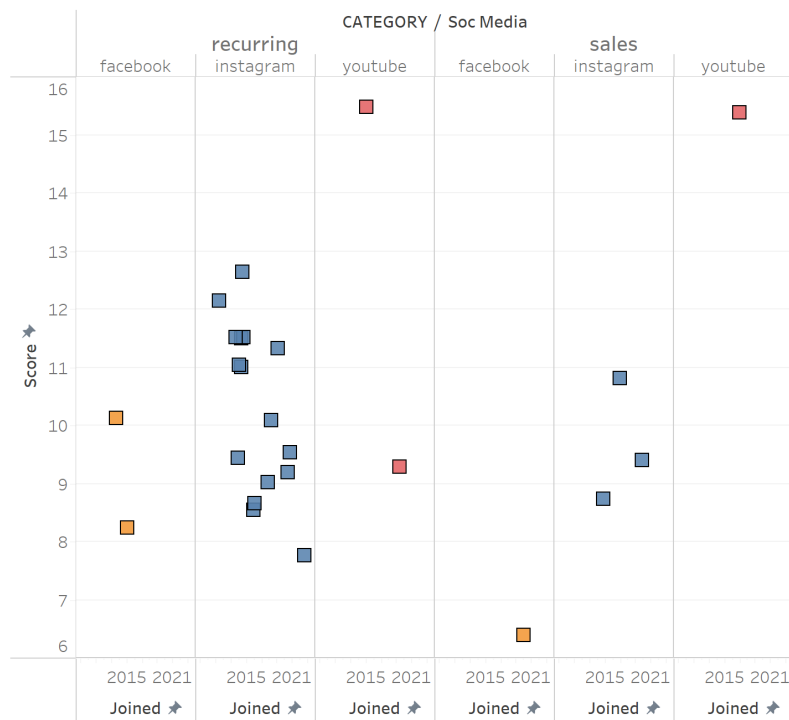


Figure 7. LPKR Active Social Media by Categories and Platforms

From the following diagram (Figure 10), we can observe that Facebook and Youtube is relatively less updated and tend to be abandoned by especially LPKR and CTRA (lower dots in Facebook and Youtube column). The Instagram is getting more popularity compare to FB and YouTube.

LPKR, BSDE are building up stronger group of products or corporate accounts (T0-T1-T2) in all platforms (website, Youtube, Instagram and Facebook), but for product tier (T3-T4), LPKR utilizes only Instagram. CTRA has the least concern in building the T0-T2 accounts' popularity among the three companies.

Active Social Media Scores and Joined Date (by category)



Figure 8. Active Social Media Scores by Categories

Active Social Media Sores, Category and Joined Date

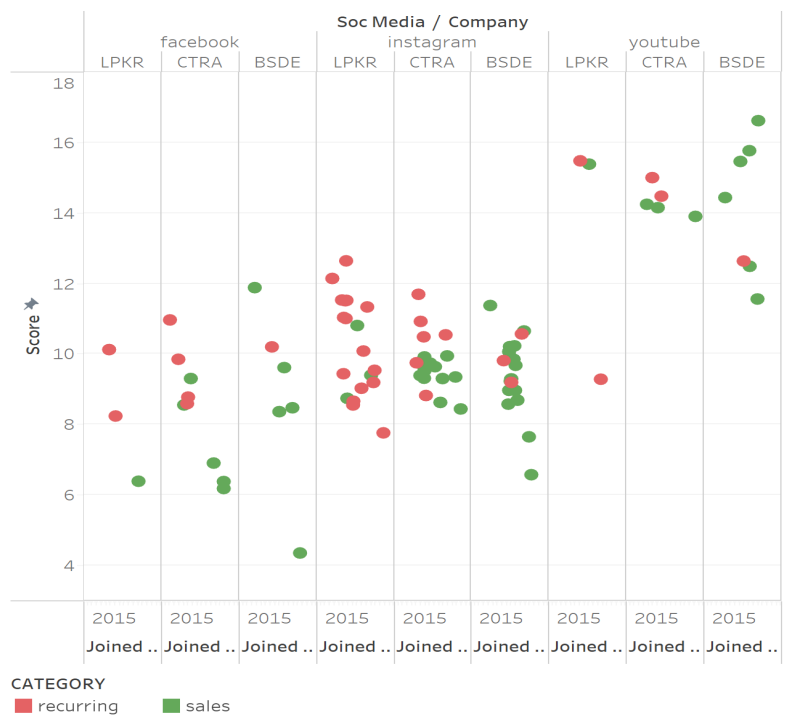


Figure 9. Active Social Media Scores by Joined Date

Although naturally, older accounts have more possibilities to get more popularity, the fact will not be fully correct. In below diagram (Figure 11), BSDE and CTRA has been successfully elevating popularity of several accounts, even though they are relatively recently joined. The top right dots indicate that fact (BSDE: BY02 and CTRA: CY05). This fact implying extra efforts have been deployed to achieve this performance.

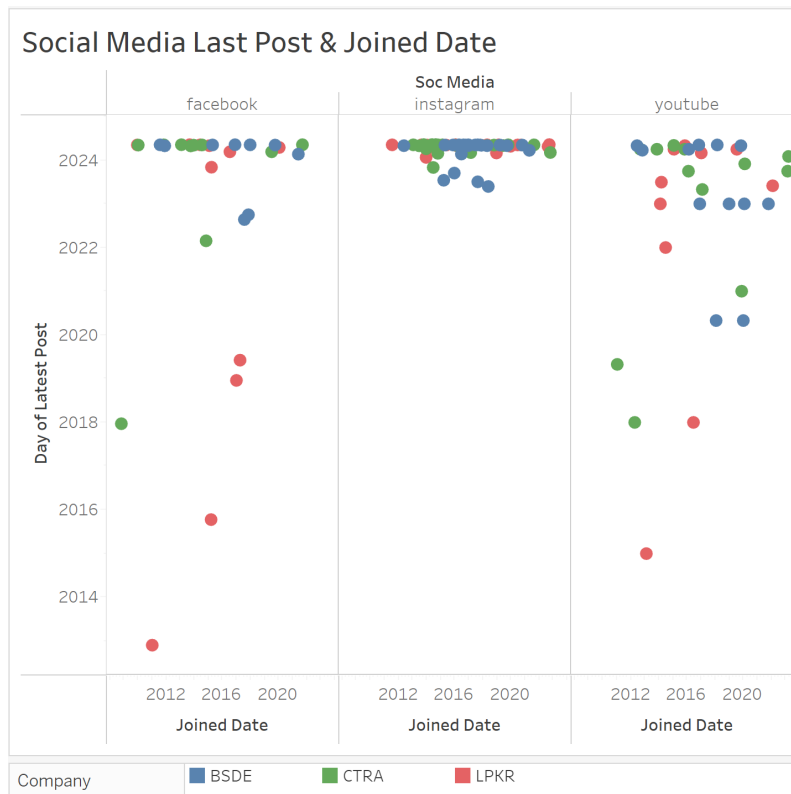


Figure 10. Social Media Last Post and Joined Date

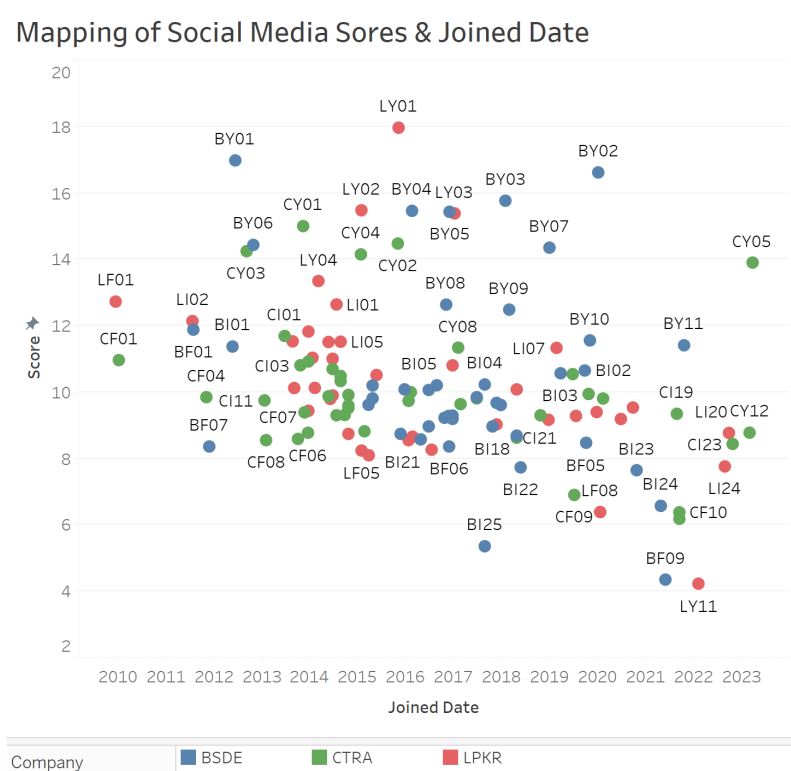


Figure 11. Active Social Media Scores & Joined Date

After exploring those websites and accounts, the study notices that BSDE has the most effort to inform the audience of their affiliated accounts in other platforms. BSDE put links, information through *linktree*, text in the content, videos, in the account information page or in the bottom right corner of websites. These features help the audience explore / search official affiliated accounts.

## CONCLUSION

Social Media Marketing Strategy may be different in each company, follows the companies' operational structure and business units emphasizes. The differentiation factors are namely: project locations, product / project size, project / product lifetime, target audience (prospects, affiliates, public in general, community etc), projects' ownership structure (fully owned, joint venture, franchise), sales / recurring / operational, management of the sales marketing team and / or the social media team. The result also shows alignment with (Hruska & Maresova, 2020), (Dolega et al., 2021) and (Kaur et al., 2020) which concludes that effectiveness of social media platforms varies across product's type, field of businesses, content, subject of contents, products' complexity, cost and brand status.

BSDE emphasizes on T1 - T3 accounts (Youtube, Facebook and Instagram) in promoting their sales products. While CTRA focuses on their individual project accounts (T3) both sales and recurring (in all three platforms). Meanwhile, LPKR focuses on T2 and T3 recurring products' accounts (hospitals and malls) and especially in Instagram (Figure 7 & Figure 9). LPKR has significantly more group of products accounts compared to BSDE or CTRA (Figure 5, Figure 6, Figure 7 and Figure 12 box #B1, #B2 and #B3).

For recurring products, group of products and corporate, all three companies tend to limit the number of new accounts of facebook and youtube (box #A3, #B3, #C3 in Figure 12). For sales product, new accounts still created in all platforms (Figure 9, in row of sales category, box #D1, #D2, #D3) especially by BSDE and CTRA. Besides the sales product tier, BSDE also focusses in developing the groups of products / corporate accounts (@bsdcity\_official, @bsdcityresidential and @ecatalogsinarmasland). This strategy also taken by LPKR through their Siloam Hospitals Group accounts in all platforms.

Although CTRA and BSDE still maintaining their key accounts in YouTube, the popularity of YouTube seems declining (Figure 12, box #A3, #B3 and #C3). There are more accounts getting less active, and more limited new accounts created.

Instagram plays bigger roles in social media marketing to either maintain corporate information, group of products and products (sales or recurring). Meanwhile websites, YouTube and Facebook may be still effective for more open-source information (Federation of American Scientists & The Interagency OPSEC Support Staff, 1996) for higher Tiers entities or communities (corporate, group of products). Open-source information means than it is accessible for free to public through various information channels, including but not limited to the internet, printed news media, government / private publications, and other publicly available sources.

The result shows contrary fact to Dolega (Dolega et al., 2021), when his study includes cost factor, Facebook is still more effective platform compare to Instagram.

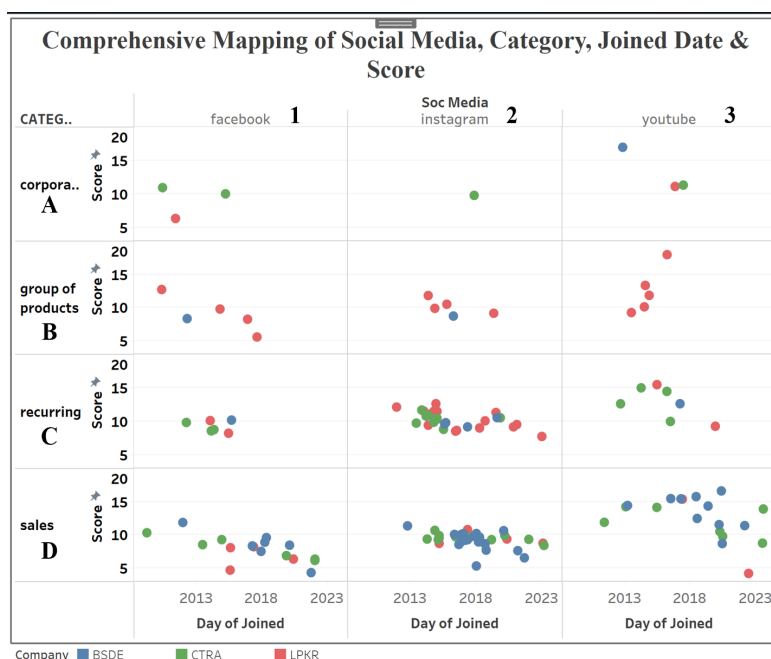


Figure 12. Comprehensive Mapping of Social Media, Category, Joined Date and Score

Website serves a unique purpose in the opinion of the study. Although it is the oldest platform among others,

the website provides reliable information about affiliated accounts of the companies. How the accounts intertwined, linked and related, can be observed through the official websites. Therefore, website is still a recommended platform that an enterprise should have and maintained. An extra attention should be provision of information of affiliated accounts of a company. In Instagram, Facebook and Youtube, this factor also can be accommodated. However, accounts in Instagram, Facebook and Youtube always reserving doubts whether the company / products promoted in the contents / account names are the same with the owner of the company / products.

Real estate companies, in implementing their marketing communication digital strategy (especially social media) has to realize that each platforms have their own characteristics, trend, audience profile that may be different from one to another. Besides management structure, project segmentation, scale, locations, the marketing team also has to understand the vision of the company future businesses. The recurring business may require more consistent and long-term continuous effort. Meanwhile, the selling products, typically has shorter life cycle, needs significant effort in short period, especially in pre-launching and launching period. The contents for recurring products, typically less bombastic, yet high frequency in posting. The selling products, needs more bombastic content that attract attention shortly. Smaller projects that are located in the same bigger estate, may consider the promotion account at Group of Product Tier (T2) instead of in the Product level (T3). The main reason is that at product level, the popularity of accounts is not easily obtained in short period of time.

The transformation of the conventional real estate marketing into digital marketing (particularly social media marketing), requires real estate professional to upgrade their knowledge and skill in technology-driven as well as people-driven (Starr et al., 2021). Additionally, real estate marketing professionals should also realize that this transformation requires new measurement tools, new discourses in market knowledges (Shaw, 2020), things that previously (under conventional marketing) may not existed.

For future studies, the companies could be expanded (>3) or could be exercised for other industries. And focus topic per segment (recurring business or sales business) may be interesting to be explored more detail. Exploration of the content analysis also something could be investigated further.

The social media ecosystem is still in a flux state and high uncertainty. Therefore, the same topic of study in the future may reveal different result. (Appel et al., 2020)

Although thorough research has been conducted, the nature of the platforms has caused reasonably doubts that the accounts observed may not fully cover all the owned accounts of the companies. Unlike the website that has simple identification of ownership, in Youtube, Facebook and Instagram, the owner / creator of the accounts cannot be easily identified. Therefore, the study may not cover all the owned accounts of the subject companies.

For deeper understanding, supporting data and documents will be provided upon request.

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