



ANALYSIS SWOT (*STRENGTHS, WEAKNESS, OPPORTUNITY, THREATS*) AND STRATEGIC MANAGEMENT CASE STUDIES: PT HARMONY LAND GROUP IN THE PROPERTY MARKETING INDUSTRY IN THE COVID 19 ERA

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DOI: <https://doi.org/10.62567/micjo.v2i4.984>

Article info:

Submitted: 26/06/25

Accepted: 13/10/25

Published: 30/10/25

Abstract

The COVID-19 pandemic has had a significant impact on partial business sectors. One of the businesses affected is the property business. That's why a SWOT analysis is needed in the property marketing industry to answer step optimization. This study aims to identify SWOT in the property marketing industry of PT Harmony Land Group in the Pandemic Era. The purpose of this study is to map and analyze Strengths (Strengths), Weaknesses (Weaknesses), Opportunities (Opportunities), Threats (Threats) in the industry management rights to the industry. We also know that the natural phenomenon of covid 19 is possible to create a tremendous impact on variable business sectors. There are businesses that go up, there are new businesses, there are businesses that are decreasing, and some businesses are closing. Through SWOT analysis in the property marketing industry, we are able to see the strength we will maintain, the weaknesses we will strengthen and minimize, the opportunities we must take and the threats we create solutions for. In this case, PT Harmony Land Group as one of the affected property companies was able to survive in the midst of the onslaught of the COVID-19 pandemic and was able to create strategic management into an execution in the field of property marketing so as to make the company sustainable to date and create new opportunities that have yet Emerged. COVID-19 during the COVID-19 pandemic.

Keywords: Marketing, Properties, Covid 19, Harmony Land Group



1. INTRODUCTION

The natural phenomenon of COVID-19 is an epidemic spreading phenomenon that has had a tremendous impact on businesses that have been sustainable for many years. There are businesses that need to close and there are also new businesses. This is certainly a challenge for many businesses, how to continue to survive in the midst of the COVID-19 storm. With behavioral changes such as social distancing and large-scale restrictions, people's behavior has also changed so that there are significant changes to marketing in the business sector.

Also included with industry and property marketing. The property marketing industry is one of the industries that has been heavily affected by the COVID-19 pandemic. This condition is certainly a very difficult challenge in the property marketing industry and property companies to remain sustainable. Property Transaction Trend Growth Trend of Jabodetabek-Banten Property Transaction Value

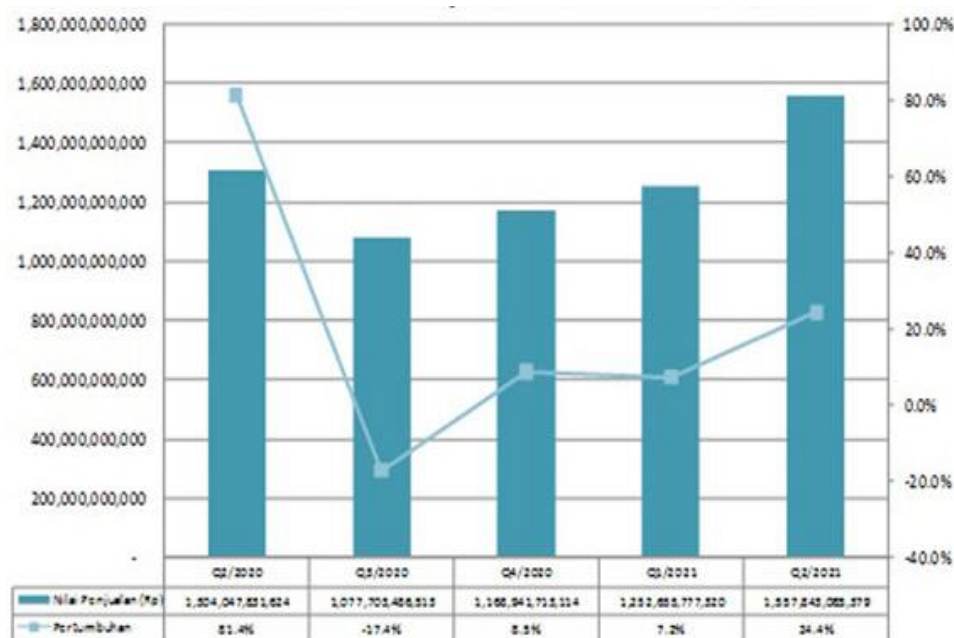


Figure 1 (Source: Indonesia Property Watch Colliers 2020-2021)

To that end, we will analyze and map the strengths, weaknesses, opportunities threats within a property company and how Staregis Management will address challenges.

One of the companies we are going to investigate is PT Harmony Land Group, a property company in Depok with millennial market segmentation in Jabodetabek that has housing locations near public transportation such as railroads, toll roads and highways.

When we try to do an analysis then we'll map out the strengths, weaknesses, opportunities and threats in the property industry. The company currently tested is PT Harmony Land Group. Before we map strength, weakness. Opportunities and Threats, then we will discuss the profile of the hamony land group as a property company as well as the management process business in it. Harmony Land Group is a professional property development company that has been involved in real estate development and property development since 2016. In its work,



Harmony Land has now developed dozens of projects in Depok, Bogor, Sukabumi, and Medan areas. Harmony Land's dream is to develop its project throughout Indonesia so that more people are helped to have proper housing and fit the needs.

Harmony Land Group's vision is to become a Property Developer company that focuses on increasing the number of projects capable of providing proper housing and matching the needs of Indonesian families with a comprehensive project management approach so that more and more Indonesian families can start building a suitable family. Harmony.

Before We analyze the strengths, weaknesses, opportunities and threats of Harmony Land Group Company in the Property Industry, so we need to know the business of process management in carrying out the Project Management Process we describe as follows:

What is "Project Management?"

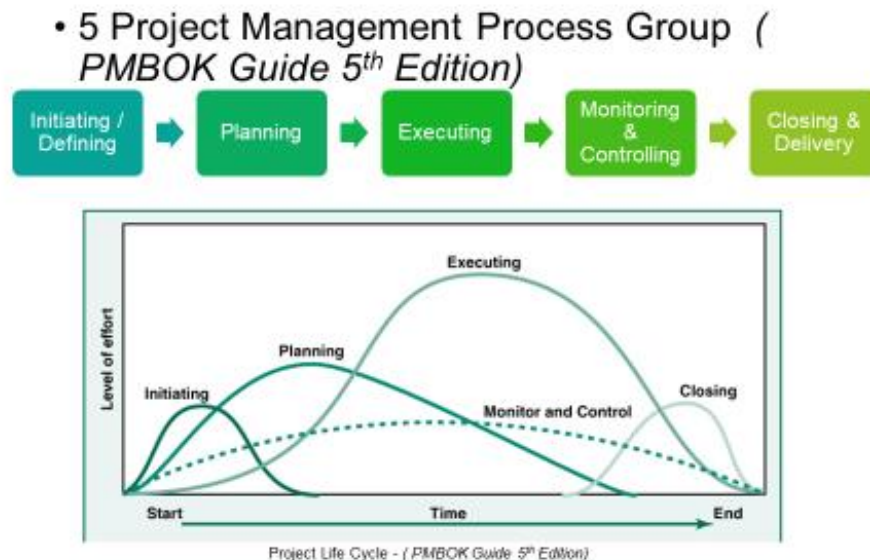


Figure 2 Project Management Process Business

The project management process business has 5 stages, namely initiating/defining, Planning, Executing, Monitoring and Closing phases. The initiating/defining phase is the concept of a product defining a product and seeking market segmentation of the product. Planning phase is the planning phase of how we plan related to legality process, sales process, construction process, house handover process and housing handover process. The Executing phase is a phase in which the execution of land acquisition and legality process, sales execution, development execution, and handover execution are performed. Monitoring and Control Phase is how each phase from beginning to end can be properly monitored and controlled. The closing phase is the phase of the Final Construction of Home Finishing and Final Infrastructure Completion.



Other than Business Process Management Project We can also divide the management project based on a timeline called Project Metamorph, which is likened to the growth of adult butterflies, eggs, caterpillars, cocoons and butterflies. It can be seen through the following figures:

PROJECT MANAGEMENT = PROJECT METAMORPH



Figure 3 Project Metamorph

Project Management Metamorph is a phase of the project that is likened to the growth of butterflies. As for the project time line and project life cycle, we can see in the following picture:

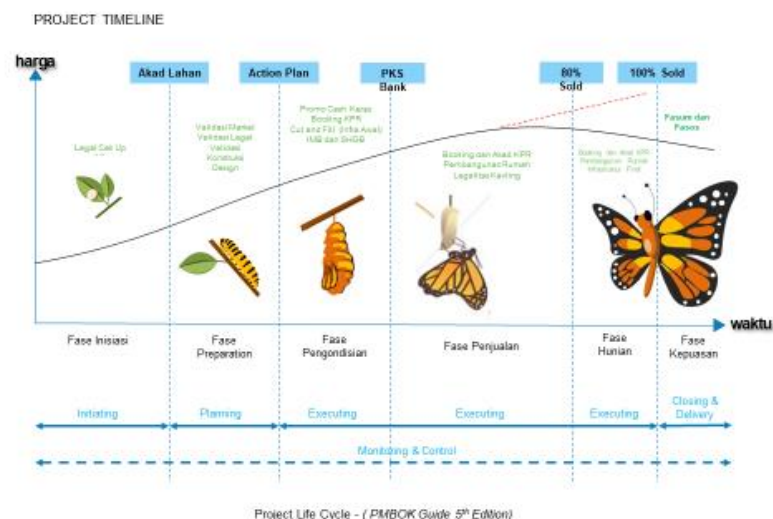


Figure 4 Project Timeline Metamorph



Project Timeline can be defined as shown above. In the figure above, the initiating phase is the project preparation phase in which the metamorphic project is likened to a butterfly egg. The preparation phase is the planning phase of the project in the metamorphic phase of the project called the caterpillar phase. The third is the conditioning or executing phase, which is the phase of the process of initiating execution such as purchasing land and the legality process. The conditioning phase in the metamorp project is called the cocoon phase. The sales phase is a mature execution phase in which the project can already be offered and sold by consumers through KPR, which is that there is already a cooperation with the banking sector in the cocoon metamorp project that has hatched into a butterfly. The next stage is the residential phase, in which case the aging phase has sold 80% of the housing and some have been inhabited in the newly hatched small butterfly metamorphic project has become an adult butterfly. The last stage is the satisfaction phase, which is that sales have been sold 100% and there has been a housing handover. In this phase of the metamorp project, it's like an adult butterfly that can already fly and we'll see the beauty of today's butterflies.

SWOT THEORY

SWOT analysis is an analysis to see the strengths, weaknesses, opportunities and threats that occur in a business development. SWOT Analysis will map out which factors will help the business grow inside and outside as well as what factors will be hindrances inside or outside. By mapping out SWOT analysis we'll find it easier to get a solution for the growth of the business industry and find a solution to every challenge. Strengths and weaknesses as well as opportunities and threats will be factors that can make a company more sustainable. If we describe the mapping as follows:

ANALISIS SWOT

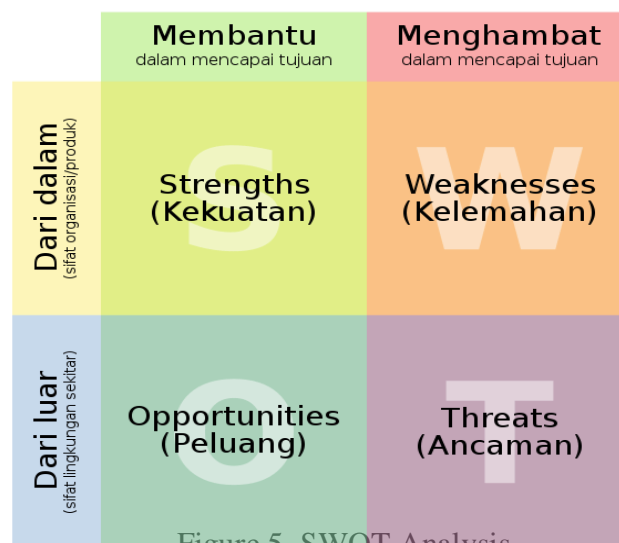


Figure 5. SWOT Analysis

- Strengths



Power is the advantage that a business, product, or industry has that direct impact on a company. In this case, power may be defined as something that is capable of benefiting a company or business. This power comes from within the company.

- Weakness

Weakness is the lack of a business, product or industry that has a direct impact on a company. In this case, weakness can be defined as something that is capable of harming a company or business. This strength comes from within the company.

- Opportunities

Opportunity is something that can potentially benefit a business, product or company that comes from outside the company. Opportunities can create multiple profits in a business/industry and be able to create a sustainable growth company.

- Threats.

A threat is something that can harm a company that comes from an external company. Threats can cause losses to the company and even threaten a company to close or roll over.

Strategic Management Theory

Strategy management is an action and decision that can be used to formulate and implement a strategy that has high competitiveness and is appropriate for the company or environment to achieve goals and objectives of the organization.

Another definition of strategy management is a discipline that compiles, implements, and evaluates functional decisions that allow a company to achieve its goals. It is a fundamental and comprehensive set of decision-making activities, accompanied by the determination and implementation of them that have been made by the leadership and implemented by all ranks within an organization or company to achieve their targets. To achieve organizational goals, strategy management combines all kinds of activities derived from the functional part of a business.

Business Strategy Level

Strategy Level Business is defined as a choice and implementation of one or more strategies, companies attempt to gain strategic competitiveness in order to make above-average returns. The strategy has the goal of developing before the company engages its competitors in market competition. This demonstrates a shared understanding of the company's vision and mission as a strategy consistent with the conditions and realities of the external and internal environment the company regulates, integrating into all lines.



Strategic competitiveness results only when the company satisfies a group of customers by using competitive advantage as the basis for competing in the individual product market.

The main reason companies have to satisfy customers with their business-level strategies is that returns are not possible.

Obtained by relationships with customers is the lifeblood of all organizations. The most successful companies are trying to find new ways to Effectively Manage Relationships with Customers. Companies are strengthening their relationships with customers by providing superior value to them. Delivering superior value often results in increased customer satisfaction. In turn, customer satisfaction has a positive relationship with profitability because customer satisfaction is more likely to be a regular customer.

There are 5 Strategic Business Levels: Cost Leadership, Differentiation, Focus Cost Leadership, Focus Differentiation, Integrated Cost Leadership/Differentiation. As we see below.



Figure 6. Business Level Strategy

Cost Leadership/Low Cost is an emphasis on producing standard products (equal in all aspects) with very low cost per unit. These products (goods or services) are usually aimed at consumers who are relatively easily affected by *price shifts* or using prices as a deciding factor. In terms of customer behavior, this type of strategy is well suited to customer needs that fall into the category of *low-involvement* behavior, when consumers are not (too) concerned about brand differences, (relatively) do not need product differentiation, or if there are a large number of consumers have significant bargaining power.

Product **differentiation**/Differentiation encourages companies to be able to find their own uniqueness in the market that is their target. The uniqueness of the product (goods or



services) that are put forward allows a company to attract the greatest interest from its potential consumers. The way products differ varies from market to market, but it relates to the physical nature and attributes of a product or the experience of satisfaction (real or psychological) that consumers obtain from it. Various maintenance conveniences, additional *features*, flexibility, comfort and other things that are difficult for opponents to imitate are few examples of differentiation. This type of strategy is usually aimed at potential consumers who do not prioritize prices in their decision-making (*price insensitive*).

Focus Cost Leadership is a competitive advantage-building mechanism that focuses on the lowest operating costs in the industry. This strategy is very profitable in markets where price is an important factor. Everything related to the company's business system is also always focused on low costs.

Focus differentiation is a Strategy that focuses on the approach that businesses develop by providing something unique, different, and different from the items their competitors may offer in the market to customers. The main goal of implementing a focus differentiation strategy is to increase competing advantages. A business will usually accomplish this by analyzing its strengths and weaknesses, the needs of its customers and the overall value it can provide

Integrated Cost Leadership/Differentiation is a strategy that involves producing low-cost products with different features. This strategy simultaneously focuses on two drivers of competitive advantage: cost and differentiation. This type of strategy is often called a hybrid strategy. To understand the attractiveness of hybrid strategies, realize that mid-priced products that differentiate themselves in some ways can be more attractive to customers than low-cost generic products. This can be a high-risk strategy because you have to invest in reducing costs (through automation, etc.) and also invest in differentiating your products.

2. RESEARCH METHOD

The Research method used using Grounded Theory Design is a systematic way through qualitative procedures used to produce theories that explain the outline of a subject substance and what theories arise. This research method is through existing data so that it produces a strategic management theory and Action in the Field. Observe through deeper observation. Grounded Theory Analysis is capable of qualitatively interpreting or coding data, resulting in a strategic theory/action management analysis.

In that case We took interviews from four people consisting of two internal company people and two external company people. Two internal personnel consist of one director, namely a project director and a contracting director. Two consumers consist of consumers who purchase at the beginning of the project and consumers who purchase at the end of the project. For housing Bogor Green Resort Harmony Land Group and Sapphire Regency 5.



Data retrieval uses recordings transcribed via google doc and search for the same word frequency, resulting in coding. The coding of the same word we put together into a category and a category of forming themes. And from coding, these categories and themes based on the *Grounded Theory Design* theory create the SWOT theory analysis (Strength, Weakness, Opportunity and Threat) there is a connection from generating anything that becomes the strengths, weaknesses, opportunities and threats of PT Harmony Land Group.

3. RESULTS AND DISCUSSION

In this chapter, the researcher presents the data from the research conducted. The research instruments in this study consisted of pre-test and post-test. Hypothesis testing with SPSS 25 includes mean scores, and significant t-tests. The kind of test was multiple choice and essay. The total number of questions in each test was 15, which consists of 10 multiple choice and 5 essays. For the assessment, each correct answer was awarded one point in multiple choice questions, while the essay test was worth five points. The result of the test can be seen as follows:

DISCUSSION

Our consideration for selecting this resource person is that the contractor and project director level in macro-viewing the company has two different concept sides to the project director when he will look at the overall project management from land acquisition, sales, development and construction. As for the source person, the construction director will look at once the macro and once the micro part of the construction. For consumer resource persons we choose different resource persons, namely at the beginning and the end because they have different corners of the field when housing starts and after housing becomes so that the resulting research is more objective.



For a list of studies, see the following table:

Menurut Sifatnya	Membantu			Menghambat									
	Strength			Weakness									
	Coding	Kategori	Theams	Coding	Kategori	Theams							
Dari dalam (Sifat Organisasi/ Produk)	ramah	Pelayanan/Service	Strategi Penjualan	Kontraktor Kurang Fast Respon	Pelayanan Service	Pembangunan							
	Sales fast responsif			Kurang Informatif Saat pembangunan	Koordinasi								
	komunikatif			Kurang Koordinasi Saat Janjian									
	Jelas			Bocor	Qualitas								
	Informatif			Mutu Bangunan									
	Harga Kompetitif	Promo		Tidak ada pengawasan Intenst	Perencanaan		Akuisisi Lahan						
	Bonus Biaya Notaris			Kekurangan Tukang									
	Bonus Pajak			Wasting Time									
	Cicilan Rendah			Ada keterlambatan Pembangunan									
	Promo Menarik			Eksekusi Belum Efektif									
	Diskon Harga			Desain Pindah Pindah									
	Customize			Customize				Peran & Fungsi Belum Maksimal					
	Lokasi Strategis	Lokasi	Prospektifitas Lokasi	Perbedaan Ploting dan Pengukuran lahan sebelum dan setelah Pembelian		Perencanaan		Akuisisi Lahan					
	Dekat KRL												
	Akses Bagus												
	Prospektivitas Lokasi												
	Dekat Pusat Kota												
	Dekat Rumah Sakit												
	Dekat Fasilitas Umum												
	Strategis												
	Area Jabodetabek	Desain	Konsep Perumahan	Ada keterlambatan Legalitas									
	Kenyamanan Lingkungan												
	Masih Asri												
	Spesifikasi												
	Bangunan Bagus	Citra											
	Infrastruktur												
	Produk Bagus												
	Rumah Contoh												
	Story	Kemitraan/ Patnership	Networking										
	Hunian Tepat												
	Presentatif												
	Value												
	Kerjasama Bank	Habbit Perusahaan	Culture Company										
	Investor												
	Komunitas												
	Instansi												
	Growth												
	Continous Improvement												
	Bertumbuh												
	Evaluasi												
Dari Luar (Sifat Lingkungan Sekitar)	Opportunity			Threath									
	Coding	Kategori	Theams	Coding	Kategori	Theams							
	Survey Online	Digitalisasi	Era Digital	Peraturan Pemerintah PSBB/PPKM berubah ubah	Regulasi	Political Legacy							
	Behavior Online			Kondisi Kesehatan Team	Healthy	Kesehatan							
	Seminar Online	Market	Market Potensial	Menantang Operation Jarak Jauh	Work Frome Home (WFH)	Technologi							
	Potensi Market			terbuka Komplain Sosial Media	Sosial Media								
	Cadangan Konsumen	Rekrutment	Resource Potensial	Kompetitor banyak menurunkan harga	Kompetitor	Persaingan Kompetisi							
	Size Market Besar												
	Banyak Orang Yang dirumahkan	Investasi	Market Investasi										
	Banyak Orang Di PHK												

Table 7. Research Lists

Based on interviews with four internal and external sources, coding categories, categories and themes can be mapped to strengths, weaknesses, opportunities, and threats that will be presented as follows.



1. SWOT analysis

a. Strength

1. Sales Strategy

PT Harmony Land in providing prices in accordance with the value of the house is a competitive price because PT Harmony Land in providing prices does market analysis of surrounding projects. Harmony Land's own housing segmentation provides many different house options with different house segmentations and competitive fixed prices in its class with various price variations, different types of facade designs, different variants of land area and building area, various concepts and designs. The installment offered by Harmony Land is the installment of the leading developer, which is a cheaper installment than ordinary developers for consumers. This also makes it a benefit to consumers when buying housing in the harmony land group. Discounts and promos in harmony land groups can also be a strength because harmony land provides large discounts such as promos at the beginning of the hard cash discount project up to 100 million. KPR and hard cash promotions can be notary fee-free, tax-free, KPR-free and return-name promotions.

In addition, Harmony Land also provides services in assisting the KPR process until the contract. Harmony Land also provides several options for variations in payments to customers, customers can choose how to pay properties in the form of mortgage, incremental cash or hard cash. To fulfill customer satisfaction as well, PT Harmony Land has several sales strategies, ranging from Customizing house forms to customer wishes, after-sales service in the form of home care and home renovation.

2. Location Prospectiveness

The second strength of harmony land is the prospectiveness of the location, PT Harmony Land chose a development site close to public facilities, such as close to LRT access, toll gates, railroads. Schools, hospitals, shopping centers are also close to public service office access such as village offices, mayors, highways and public transportation centers. This makes the entire harmonic land project easier for consumers to access public transportation. One of the advantages is how constructed housing can make it easier for consumers to reach public facilities and social facilities because it is part of a very important consumer need.



A perspective view of the location can be seen as shown below:



Figure 8. Prospective Overview

3. Housing Concept

The housing concept developed by PT Harmony Land provides services in the form of design customizations to customers. Customers can provide input as they wish how to shape the house they want for their Home layout or what we call a customization. For the concept of housing, it's been created from the beginning, there's a story of string telling in it how a housing is made with this concept and it's passed down into the name of housing, facade, gate, neighborhood and branding.

This can be seen as a unit where a concept, for example, the Bogor Green Resort housing is a facade of minimalist houses with the concept of green with magnificent gates such as kujang and has a string telling about how this housing can exploit the beauty of Bogor city. There is another example of the green Sapphire village housing where it uses the concept of Korea with minimalist apartments. In this housing we can feel the



internalization of Korean design the atmosphere of Korean choreography and *story* telling. Some of the concepts of housing can be seen as follows:



Figure 9. Housing Concept

4. Networking

PT Harmony Land created a working network to many parties, starting from the bank as a partner in collaborating for customers who chose to purchase by KPR or cash step by step. Also building a network to PT Telkom Indonesia, Central Fire Agency, Ministries.

5. *Culture Company*

PT Harmony Land built a corporate culture, including three values, first giving a positive impact, always providing the best and always helping customer needs and social environment. Second, act professionally, have high integrity, be competent in their fields, and always make improvements. Third, the spirit of synergy, self-explanatory attitude, mutual respect, and always focusing on solutions.



b. Weakness

Based on the SWOT analysis that has been carried out by the author, what has become a weakness is the development process and land acquisition. The construction process at PT Harmony Land often undergoes changes in the completion schedule due to several obstacles related to third parties as contractors. Land acquisition is also sometimes an obstacle because it is related to other parties.

c. Opportunity

To make it easier for prospective customers to find out information about products sold by PT Harmony Land, the use of technology is one of the opportunities used. Prospective customers can visit social media accounts or contact customer service by phone. Organizing online seminars is also an opportunity to attract even wider customers.

d. Threat

The most serious threat that is likely to be faced by PT Harmony Land, the first is related to the Government's Large-Scale Restriction policy, but in overcoming this, PT Harmony Land provides a website that can be accessed by the general public to obtain information related to the housing project under construction. The other two threats certainly come from competitors, which is because housing is a primary requirement for everyone, so based on this, there are already many companies engaged in the field of housing project development that will certainly increase the level of competition between developing companies.

2. Corporate Strategic Management

For businesses the strategic-level process used by PT Harmonyland is integrating cost leadership and differentiation. In order to attract interest from prospective consumers, PT Harmony Land tried to provide competitive product prices, build *indent* houses with strong internal planning management, create hard *cash* discounts and promotions, installments as a much cheaper flagship developer, strategic development locations, and development areas. The building's *layout* and design are customized, and the house's design is good. Provide maintenance-capable services from all customer *journeys*.

The strength of Harmony Land Group Cost Leadership in a product sells at a competitive price indent house so that it can be customized according to the needs of consumers without the initial cost with an attractive cost promotion and installment. The difference is that the value of housing prices around 300 million can customize with strategic location prospectiveness the concept of attractive housing and good design.

In addition, the strength of the company is networking to the agency that fits the market segment of its house that is quite a lot. Coupled with the culture company culture that always



wants continuous improvement and improvement, it can make harmonyland groups sustainable and sustainable in the COVID-19 pandemic era. It became an advantage of harmony land groups in competitive advancement according to the same market share and the same resources. This is evident from several awards and breakthroughs within the 6-year period that harmonic land groups produce.

4. CONCLUSION

Conclusion

1. The SWOT Analysis of the Property Industry in the Covid 19 Pandemic Era for PT Harmony Land Group is Strength in Sales Strategy, Location Prospectivity, Housing Concept, Corporate *Networking* and Corporate Culture aspects.
2. For the weaknesses and things that harmony must improve in the Industrial Property is in terms of the development process related to service, planning and building quality as well as planning in the process of land legality.
3. For opportunities in the pandemic era in the property industry of PT Harmony Land such as acceleration and use of technology that can help ease survey and property education activities, there are many opportunities for potential resources that can be recruited and have potential markets or backup consumers.
4. The threats that occurred during the COVID-19 pandemic are *political legacy* related to changing government regulations, team health, *work from home* and competitive market competition.
5. The strategy-level business used is *integrated cost leadership* and *differentiation* through Competitive Product Prices, Building *Indent* Houses with *Internal Management*, Creating Hard Cash Discounts and Promos plus a Much Cheaper Installment of Leading Developers with good design *differentiation*, and a lot of money. Strategic locations and can *customize* are able to create *impactful* business statistics. And make harmony land groups able to survive and sustainable in the COVID-19 pandemic era.

Suggestions

1. With this research, we hope that PT Harmony Land Group can continue to improve its service, both in all customer journeys of consumers, from the process of buying houses, housing construction to housing and after-sales.
2. In the research results related to the SWOT case study of PT Harmony Land Group in the Property Industry of the Covid 19 Pandemic era, this study can still be improved by presenting more informants.
3. For further research, research can be conducted on whether the strategy level business in this study has been effectively implemented whether the existing weakness can be significantly improved

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