

## INTEGRATED MARKETING COMMUNICATION (IMC) STRATEGIES ANALYSIS AT PT. ESHAN MEGA PROPERTINDO

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### ABSTRACT

*Integrated Marketing Communication (IMC) is the process of developing and implementing various forms of persuasive communication programs to customers and potential customers on an ongoing basis. Therefore, the aim of this research is to analyze the strategy for implementing Integrated Marketing Communication at PT. Eshan Mega Propertindo. This research method is descriptive qualitative. This research uses key informants to obtain the required information. The data used is primary data and secondary data. Primary data was obtained from interviews with the director of PT. Eshan Mega Propertindo regarding company profile and secondary data obtained from IMC implementation data in the company. At the data analysis stage, researchers used SWOT analysis. The result of this research is an analysis of integrated marketing communication strategies in advertising, sales promotion, public relations, sponsorship and direct marketing activities. Based on the results of research and analysis carried out by the author, it can be concluded that the data obtained from interviews were processed using IFE and EFE matrix analysis and the results obtained were that the company had a strength of 1,72, weakness of 1,38, opportunities of 2,00 and threats of 1,60. It can be concluded that the company is in quadrant I of the SWOT analysis*

**KEYWORDS** *Integrated marketing communication (IMC); Marketing Strategies; SWOT Analysis, Properties.*



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### INTRODUCTION

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Humans basically have three main needs. One of the three main needs is the need for a place to live, namely a house. According to Sukirno (2005) demand for houses will occur if individuals have the will and ability to buy a good or service.

**Figure 1. Data on Indonesian Population Growth**



Sources: Indonesia.go.id

Based on **figure 1**, it can be seen that Indonesia's population growth continues to increase from year to year. In 2020-2023, it is projected that Indonesia's population will reach 255.77 million people. The increasing growth of Indonesia's population will be in line with the increasing needs of the population at home. The Vice President of the Republic of Indonesia, Ma'ruf Amin, said, "As the population continues to increase, the need for housing will also continue to increase. "Currently, it is estimated that the need for housing based on ownership is 11.4 million units" (Kompas Nasional, 2021).

The problem of the need for houses has actually been answered by Mr Joko Widodo in his work program called the "Million Houses Program". The One Million Houses Program is a joint movement of all stakeholders to accelerate the provision of livable houses for all Indonesian people. The One Million Houses Program was launched by President Joko Widodo on April 29 2015. Since it was launched in 2015 until now the number of houses built in Indonesia continues to increase (PUPR, 2022).

Seeing the opportunity for high demand for subsidized housing, commercial housing developers are starting to switch to subsidized housing. This causes competition between developers to become increasingly fierce. This intense competition requires developers to always observe, adapt and innovate in order to maintain their business.

According to Eddy Yunus (2016), in the current competitive business atmosphere, marketing strategies are very important. This marketing strategy will later determine whether the company can survive business competition or not.

Meanwhile, according to Kotler and Keller (2013) marketing strategy is an organizational function and a series of processes to create, communicate and provide value to customers and to manage customer relationships in a way that benefits the organization and its stakeholders.

The marketing strategy that can be used is the marketing mix. According to Buchari (2005), the definition of marketing mix is a strategy for combining marketing activities to create the maximum combination so that the most satisfying results will emerge. And according to Assauri (2013) the marketing mix is a combination of variables or activities which are the core of the marketing system, which variables can be controlled by marketing to influence the reactions of buyers or consumers. One form of marketing mix is the 4Ps, namely product, price, place and promotion. This research will focus on one of the marketing mix promotion strategies, namely integrated marketing communication (IMC).

According to Shimp (2014) Integrated Marketing Communication is a unified, coordinated effort by an organization to promote a consistent brand message through the use of various communication tools that speak a single voice. This definition illustrates that Integrated Marketing Communication is carried out as a company's effort to send consistent messages to its consumers. Sending this message is different from other communications because the message conveyed is the same and consistent so that consumers can receive the message completely and without multiple interpretations.

Clow and Baack (2018) also stated that Integrated Marketing Communication (IMC) is the coordination and integration of all marketing communications tools, strategies and resources used by companies to improve relationships with customers. The relationship between the company and its customers is important in business. Integrated Marketing Communication is one of the many ways to build long-term relationships with customers. What differentiates Integrated Marketing Communication from other customer-centric ones is that its main basis is communication. When a company tries to send product messages to consumers, the company is actually indirectly carrying out marketing activities. Because communication is the same as marketing.

Based on the relevance of theory and implementation of Integrated Marketing Communication at PT. Eshan Mega Propertindo, the author use five dimensions according to Shimp (2014), namely advertising, sales promotion, public relations which focuses on word of mouth marketing, sponsors and direct marketing.

PT. Eshan Mega Propertindo is engaged in developing subsidized housing for low-income people (MBR). This company was founded in 2015 in Garut Regency, West Java. The vision of PT. Eshan Mega Propertindo is the largest subsidized housing developer in West Java. The mission of PT. Eshan Mega Propertindo is, as follows:

1. Creating high quality housing in West Java at affordable prices.
2. Community Empowerment. Involving the community in the housing development process, listening to their needs, and ensuring the sustainability of the project by involving the local community.

3. Strategic Partnership. Building strategic partnerships with governments, companies and related institutions to achieve larger housing development goals.

Adhering to the company's mission, PT. Eshan Mega Propertindo in the last 8 years has built more than 4,000 housing units in Garut Regency, Tasik Regency, West Bandung Regency and Sumedang Regency. Products offered by PT. Eshan Mega Propertindo includes subsidized houses, commercial houses and shop houses (ruko).

Based on observations and initial interviews with the Marketing Manager of PT. Eshan Mega Propertindo, Siti Hamidah, found the fact that PT. Eshan Mega Propertindo was able to develop rapidly and survive in business competition because the company began to use integrated marketing communications strategies. When starting his business PT. Eshan Mega Propertindo carries out analysis, implementation, trial error and evaluation to identify marketing strategy formulations that are appropriate, successful and efficient to use.

By using this integrated marketing communications strategy, companies can continue to develop and expand their business. Starting from its project which only exists in Garut Regency, PT. Eshan Mega Propertindo is starting to expand the reach of its projects to Sumedang Regency, Tasik Regency and West Bandung Regency. In the business marketing process, PT. Eshan Mega Propertindo uses an integrated marketing communication strategy or Integrated Marketing Communication (IMC).

The marketing objectives of PT. Eshan Mega Propertindo is to introduce that PT. Eshan Mega Propertindo is a developer that sells and builds high quality houses at affordable prices. In general implementation, Integrated Marketing Communication (IMC) strategy is able to support the development of PT'. Eshan Mega Propertindo business progress. However, there are several aspects that are still not effective.

Based on the results of initial observations and interviews, it was found that there were several aspects that were not yet effective, namely the Direct Marketing and Advertising aspects. Meanwhile, the Sales Promotion, Public Relations and Sponsorship aspects are considered to be effective. This is due to differences in the similarity of the information provided.

### **Figure 2. PT. Eshan Mega Propertindo Event House Exhibition**



**Figure 2** is documentation of companies event activities. Eshan Mega Propertindo at the Garut Dream House Exhibition. On July 16, 2023 the public relations team from PT. Eshan Mega Propertindo took part in the dream home exhibition held in Garut, West Java. This exhibition was held to increase brand awareness of PT. Eshan Mega Propertindo.

### **Figure 3 Sales Promotion PT. Eshan Mega Propertindo**



It can be seen in Figure 3 that the sales promotion aspect was also presented at this home exhibition. PT. Eshan Mega Propertindo offers a Down Payment discount from IDR 7,000,000 to IDR 2,500,000. There is also a discount in the booking fee from IDR 1,000,000 to IDR 200,000 with the requirement that prospective consumers must immediately collect documents to apply for a mortgage no later than two weeks after the booking fee is received. PT. Eshan Mega Propertindo is committed in accordance with its company mission to create affordable housing so that the lower middle market can still afford it.

In the direct marketing aspect of PT. Eshan Mega Propertindo uses methods of collaborating with sales partners and local communities. The implementation of direct marketing is considered not very effective. Number of sales partners PT. Eshan Mega Propertindo has 40 parties consisting of wedding organizers, individuals who have positions in government agencies and potential marketers who have been educated.

In practice, the application of direct marketing at PT. Eshan Mega Propertindo is running less effectively because the partnership system is not neat and many partners are dishonest and not well educated. So that prospective consumers who want to buy often have misinformation regarding product prices, specifications and other important things.

**Figure 4. Advertising Brochure**



Another aspect that is felt to be less effective is the advertising aspect. This is due to limitations in the allocation of funds determined for marketing activities. PT. Eshan Mega Propertindo often uses print media such as baligo in its marketing activities. Previously, these baligo were installed at several points in Garut. But now, PT. Eshan Mega Propertindo no longer uses it. This reduction in advertising budget was carried out because PT. Eshan Mega Propertindo needs to allocate most of its funds to build social facilities in housing that PT. Eshan Mega Propertindo is working on.

## **RESEARCH METHOD**

In this research, the type of research used is qualitative. Creswell & Creswell (2018) say that qualitative is an approach to exploring and understanding

the meaning that individuals or groups attach to social or human issues. The research process includes questions and procedures that elicit data that are typically collected in a participant setting, analysis of the data building inductively from specific topics to general topics, and the researcher interpreting the meaning of the data.

This research uses a qualitative descriptive research design because the researcher wants to find facts and interpret them related to "Integrated Marketing Communication (IMC) Strategy Analysis at PT. Eshan Mega Propertindo". Then the objects studied in this research are the sub-variables of integrated marketing communications (IMC), namely advertising, sales promotions, public relations, sponsorship and direct marketing. According to Sugiyono (2017:41), the object of research is the scientific aim of obtaining data with a certain purpose and use about something that is objective, valid and reliable about something (certain variables).

Data collection techniques according to Yin (2016), there are four data sources or collection procedures in qualitative research which involve four basic types, namely interviews, observation, collecting, checking and finally feelings.

Data analysis techniques will be through data collection, data reduction, data presentation, SWOT analysis and drawing conclusions. According to Rangkuti (2018), SWOT represents the strengths and weaknesses of a business's internal environment, as well as the external environmental opportunities and threats faced by the business world. This SWOT analysis will allow researchers to know the strengths and weaknesses of the company along with their threats and opportunities. So it will help researchers to conclude and take future action.

**Figure 5. SWOT Analysis Diagram**



Source: Rangkuti (2018)

Information:

- 1) Quadrant 1: In this situation there are opportunities and strengths that are very useful for the company. So that in this situation a strategy will be formed that supports high growth (Growth Oriented Strategy).
- 2) Quadrant 2: In this situation there are several threats from outside the company, but the company still has internal opportunities. So that companies can form sustainable strategic opportunities.
- 3) Quadrant 3: Large market opportunity for the company, but also has a number of internal limitations and weaknesses. Business conditions in quadrant 3 resemble BCG Matrix Question Marks. This strategy aims to minimize internal problems so that the business can take advantage of better market opportunities.
- 4) Quadrant 4: Very unfavorable conditions, the company is internally vulnerable and faces many threats.

Next, strategies will be created to smooth the running of the company. The SWOT technique in this research was used to analyze the company's external and internal data related to the integrated marketing communications (IMC) strategy at PT. Eshan Mega Propertindo.

**Table 1. SWOT Analysis Matrix Model**

IFAS EFAS	<i>Strengths</i>	<i>Weakness</i>
<i>Opportunity</i>	S-O Strategy Create strategies that use strengths to take advantage of opportunities	W-O Strategy Create strategies that minimize weaknesses to take advantage of opportunities
<i>Threats</i>	S-T Strategy Create strategies that use strengths to overcome threats	W-T Strategy Create strategies that minimize weaknesses and avoid threats

Source: Rangkuti (2018)

From the table above, it can be explained as follows:

1. SO Strategy (Strength-Opportunities) This strategy is based on the company's way of thinking, namely by utilizing all strengths to seize and exploit maximum opportunities.
2. ST Strategy (Strengths-Threats) Is a strategy for using the company's strengths to overcome threats.



3. WO Strategy (Weakness-Opportunities) This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses.
4. WT Strategy (Weakness-Threats) This strategy is based on defensive activities and tries to minimize existing weaknesses and avoid threats.

## RESULT AND DISCUSSION

Based on the results of research in the field that researchers conducted in October 2023 - February 2024, problems were found in the implementation of integrated marketing communication at PT. Eshan Mega Propertindo. So the researcher carried out SWOT analysis which it contains IFE and EFE Matrix Analysis from the results of interviews with research informants. There were six research informants, namely Mr. Irfan Razinurdin as main director, Mrs. Siti Hamidah as Marketing Manager, Mr. Chandra as Marketing Staff, Mr. Riki as Marketing Staff, Mr. Ulwan as consumer and Mr. Rizky as a consumer of PT. Eshan Mega Propertindo.

### Internal and External Factor

To be able to analysis a marketing strategy, businesses should pay attention to the aspects of the environment (internal and external). The following is the internal factors (strengths and weaknesses) and external (opportunities and threats) as in Table 2.

**Tabel 2. Internal (Strengths and Weaknesses) and External (Opportunities and Threats) Factor**

Internal Factor	
Strengths	Weakness
1. Specific audience criteria are appropriate.	1. Specific period of time has not been clearly determined.
2. Advertisement Purpose is clear.	2. Lack of budget in advertising.
3. Offer discounts, brochures, easy installments.	3. Doesn't use social media as free promotional platforms.
4. Have consumer oriented target.	4. Lack of coordination between teams.
5. Have accuracy in determining the timing of sales promotion implementation.	5. Resource limitations.
6. Using various trade oriented promotions instruments.	6. Lack of Judgment and Marketing Analysis.
7. Home exhibitions are in line with the company's marketing goals.	7. Partnership has not run optimally.
8. Have the ability to manage periodic events.	8. Partnership doesn't have a clear SOP.
	9. Many sales partners have not been properly educated.

9. Sponsorships criteria are clear.
10. Sponsorships message conveyed is clear.
11. Has more than 40 partnerships.

<b>External Factor</b>	
<b>Opportunities</b>	<b>Threats</b>
1. Increased Demand for Homes.	1. Intense competition.
2. “Sejuta Rumah” program is still being implemented.	2. Economic Volatility.
3. Market Expansion.	3. Financial crisis
4. Strategic Partnership.	4. Changes in Consumer Preferences.
5. Development of Technology and Social Media.	5. Changes in government policy.
	6. Many developers have similar unique selling points.

Source: Research processing results (2024)

By understanding internal factors (strengths and weaknesses) and external factors (opportunities and threats), PT. Eshan Mega Propertindo can design a more effective and adaptive strategy in implementing integrated marketing communication, so that it can optimize market potential and face existing challenges to achieve sustainable success.

According to Setyorini et al., (2016) IFE (Internal Factor Evaluation) matrix analysis is used to identify the company's internal factors to determine the company's strengths and weaknesses. The IFE matrix shows strength and weakness conditions by determining their weights and ratings. The External Factor Evaluation (EFE) matrix is used when identifying various external factors of a company related to opportunities and threats that are considered important. Apart from using the IFE and EFE matrices, SWOT analysis quadrant diagrams and SWOT matrices are also used.

### IFE Matrix

Processing matrix the internal factor evaluation (IFE) at PT. Eshan Mega Propertindo, as in Table 4.

**Table 3. The results of IFE matrix**

No.	Internal Factor	Weigth	Rating	Score
<b>Strengths</b>				
1.	Specific audience criteria are appropriate.	0,04	4	0,16
2.	Advertisement Purpose is clear.	0,04	4	0,16
3.	Offer discounts, brochures, easy install-ments.	0,08	4	0,32
4.	Have consumer oriented target.	0,03	2	0,06
5.	Have accuracy in determining the timing of sales promotion implementation.	0,04	3	0,12
6.	Using various trade oriented promotions instruments.	0,04	3	0,12
7.		0,02	3	0,06

8.	Home exhibitions are in line with the company's marketing goals.	0,04	3	0,12
9.	Have the ability to manage periodic events.	0,04	3	0,12
10.	Sponsorships criteria are clear.	0,04	3	0,12
11.	Sponsorships message conveyed is clear.	0,09	4	0,36
	Has more than 40 partnerships.	<b>0,5</b>	<b>36</b>	<b>1,72</b>
<b>Sub-Total</b>				
<b>Weaknesses</b>				
1.	Specific period of time has not been clearly determined.	0,02	2	0,04
2.	Lack of budget in advertising.	0,04	2	0,08
3.	Doesn't use social media as free promotional platforms.	0,08	4	0,32
4.	Lack of coordination between teams.	0,08	4	0,32
5.	Resource limitations.	0,02	1	0,02
6.	Lack of Judgment and Marketing Analysis.	0,05	1	0,05
7.	Partnership has not run optimally.	0,07	2	0,14
8.	Partnership doesn't have a clear SOP.	0,07	3	0,21
9.	Many sales partners have not been properly educated.	0,07	3	0,21
<b>Sub-Total</b>		<b>0,5</b>	<b>22</b>	<b>1,38</b>
<b>Total</b>		<b>1</b>		<b>0,34</b>

Source: Research processing results (2024)

Based on **table 3**, it can be seen that the greatest weight is the influence of internal factors on the implementation of integrated marketing communication at PT. Eshan Mega Propertindo has an advantage, namely in the section with have more than 40 partnerships at **0,36**.

It can be concluded that PT. Eshan Mega Propertindo already has strengths that are stronger than its weaknesses. PT Eshan Mega Propertindo can continue to maintain its strengths so that it can excel and also improve its weaknesses, especially in the areas of doesn't use social media as free promotional platforms and lack of coordination between teams.

### EFE Matrix

Processing matrix the external factor evaluation (EFE) at PT. Eshan Mega Propertindo, as in Table 4.

**Table 4. The results of EFE matrix**

No.	External Factor	Weigth	Rating	Score
<b>Opportunities</b>				
1.	Increased Demand for Homes.	0,10	4	0,40
2.	“Sejuta Rumah” program is still being implemented.	0,15	4	0,60

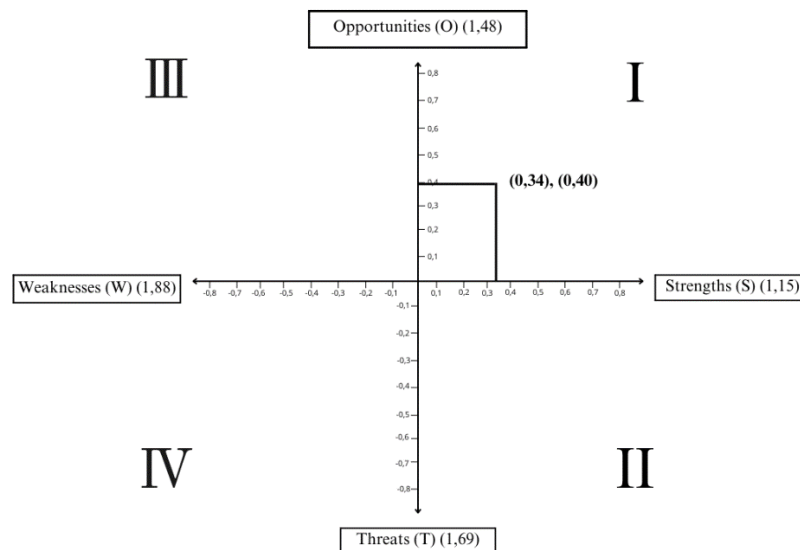
3.	Market Expansion.	0,09	4	0,36
4.	Strategic Partnership.	0,08	4	0,32
5.	Development of Technology and Social Media.	0,08	4	0,32
<b>Sub-Total</b>		<b>0,50</b>	<b>20</b>	<b>2,00</b>
<b>Threat</b>				
1.	Intense competition.	0,08	2	0,16
2.	Economic Volatility.	0,10	4	0,40
3.	Financial crisis.	0,10	4	0,40
4.	Changes in Consumer Preferences.	0,06	2	0,12
5.	Changes in government policy.	0,12	4	0,48
6.	Many developers have similar unique selling points.	0,04	1	0,04
<b>Sub-Total</b>		<b>0,50</b>	<b>17</b>	<b>1,60</b>
<b>Total</b>		<b>1</b>	<b>1</b>	<b>0,40</b>

Source: Research processing results (2024)

Based on **table 4**, it can be seen that the greatest weight is the influence of external factors on the implementation of integrated marketing communication at PT. Eshan Mega Propertindo has an opportunity, namely in “Sejuta Rumah” program is still being implemented at **0,60**. It can be said that PT. Eshan Mega Propertindo is still quite strong against the threat, because the value is **positive 0,20**. PT. Eshan Mega Propertindo can take advantage of the opportunities it has to overcome this threat.

### Cartesian Diagram SWOT Analysis

Figure 6. Cartesian Diagram SWOT Analysis



Source: Research processing results (2024)

The results of the SWOT Analysis Diagram in the picture above show that PT. Eshan Mega Propertindo is in quadrant I position with coordinate points IFAS (0.34) and EFAS (0.40). This shows that the company can implement an aggressive strategy. The company can continue to maintain its strengths and correct deficiencies that can be corrected so that the company can continue to excel and lead the market.

**SWOT Matrix**

The values obtained from the IFE and EFE matrices which have been applied with a Cartesian diagram will be formulated to create alternative combinations of SO, ST, WO and WT strategies from internal and external factors. This combination of alternative strategies will be used by the company when running its business in the future. The following is an alternative combination of SO strategies, ST, WO, and WT will be applied in the SWOT matrix.

**Table 6. SWOT Matrix**

<b>Strengths (S)</b>		<b>Weakness (W)</b>
1.	Specific audience criteria are appropriate.	1. Specific period of time has not been clearly determined.
2.	Advertisement Purpose is clear.	2. Lack of budget in advertising.
3.	Offer discounts, brochures, easy installments.	3. Doesn't use social media as free promotional platforms.
4.	Have consumer oriented target.	4. Lack of coordination between teams.
5.	Have accuracy in determining the timing of sales promotion implementation.	5. Resource limitations.
6.	Using various trade oriented promotions instruments.	6. Lack of Judgment and Marketing Analysis.
7.	Home exhibitions are in line with the company's marketing goals.	7. Partnership has not run optimally.
8.	Have the ability to manage periodic events.	8. Partnership doesn't have a clear SOP.
9.	Sponsorships criteria are clear.	Many sales partners have not been properly educated.
10.	Sponsorships message conveyed is clear.	
11.	Has more than 40 partnerships.	
<b>Opportunities (O)</b>	<b>Strategy S-O</b>	<b>Strategy W-O</b>

1. Increased Demand for Homes.	1. Strategic partnerships with the government and related companies to support the "One Million Houses" program, taking advantage of the increasing demand for houses.	1. Looking for more sponsorship opportunities.
2. “Sejuta Rumah” program is still being implemented.		2. Utilizing technology to overcome advertising budget limitations.
3. Market Expansion.		3. Improving the quality of sales partner education to take advantage of increasing demand for homes.
4. Strategic Partnership.	2. Expanding the market through aggressive marketing to areas with high growth potential.	
5. Development of Technology and Social Media.	3. Increasing the use of technology and social media to expand the audience and strengthen the brand. Leverage advantages in defining specific audiences to identify the right market opportunities.	
	4.	
Threats (T)	Strategy S-T	Strategy W-T
1. Intense competition.	1. Optimizing partnerships to face intense competition with similar competitors.	1. Improved team coordination to overcome competition and economic fluctuations.
2. Economic Volatility.		
3. Financial crisis.		
4. Changes in Consumer Preferences.	2. Maintain clarity in sponsorship criteria to maintain competitive position.	2. Evaluate and reallocate resources to overcome limitations and face potential financial crises.
5. Changes in government policy.	3. Increase promotions and sales to overcome economic fluctuations that may occur.	
6. Many developers have similar unique selling points.		

Source: Research processing results (2024)

After conducting a comprehensive SWOT analysis of PT. Eshan Mega Propertindo, it is very clear that the company has significant strength in determining audience criteria, clarity of advertising objectives, and the ability to manage events and strong partnerships. However, challenges such as economic uncertainty and intense competition require appropriate strategic responses.

By taking advantage of opportunities such as increasing demand for housing and technological development, as well as by overcoming weaknesses such as budget constraints and lack of internal coordination, PT. Eshan Mega Propertindo can face this threat better. Thus, companies can optimize their integrated marketing strategies to strengthen market positions and achieve sustainable growth in the property industry.

After obtaining the total of each factor, the SWOT matrix combination formula is described to find the right solution that can be applied by PT. Eshan Mega Propertindo in implementing integrated marketing communications. So because

the company is in quadrant I, the most appropriate strategy to implement is S-O (Strengths-Opportunities), as follows:

- a. Strategic partnerships with the government and related companies to support the "One Million Houses" program, taking advantage of the increasing demand for houses.
- b. Expanding the market through aggressive marketing to areas with high growth potential.
- c. Increasing the use of technology and social media to expand the audience and strengthen the brand.
- d. Leverage advantages in defining specific audiences to identify the right market opportunities.

### CONCLUSION

Based on the results of research and analysis carried out by the author at PT. Eshan Mega Propertindo, it can be concluded that the data obtained from interviews with six sources from PT. Eshan Mega Propertindo was processed using IFE and EFE matrix analysis and the results obtained were that the company had a strength of 1,72, weaknesses of 1,38, opportunities of 2,00 and threats of 1,60. It can be concluded that the company is in quadrant I of the SWOT analysis.

The most suitable strategy combination for quadrant I is an aggressive strategy. Companies can continue to participate in the "One Million Houses" program, expanding the market through aggressive marketing to areas with high growth potential, increasing the use of technology and social media to expand the audience and strengthen the brand and leverage advantages in defining specific audiences to identify the right market opportunities.

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