

**STRATEGIC MARKETING ANALYSIS OF GOLF
COURSE COMPANY “PT XYZ”: LEVERAGING
DIGITAL MARKETING TRANSFORMATION**



THESIS

By:

Andaru Putra

(22231020)

Academic Supervisor:

Prof. Ir. H. M. Roy Sembel, MBA, Ph.D, CSA, CIB, CIIM

Dr. Melinda Malau, SE, MM, CPA, CBV, CFRM, CFA

MASTER OF BUSINESS ADMINISTRATION PROGRAM

IPMI INSTITUTE

JAKARTA

2024

CERTIFICATE OF APPROVAL

Name and Student ID : Andaru Putra – 22231020
Topic :

Jakarta,

Examined by,

Supervisor I
Prof. Ir. H. M. Roy Sembel,
MBA, Ph. D, CSA, CIB, CIIM

Supervisor II
Dr. Melinda Malau, SE, MM,
CPA, CBV, CFRM, CFA

Chair of Examiner
...

Examiner
...

Acknowledged by,

...
...

NON-PLAGIARISM DECLARATION FORM

This thesis is a presentation of my original research work. Whatever contributions others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

Also this work is being submitted in partial fulfillment of the requirement for the Master of Business Administration degree and has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Jakarta, 31 August 2024

Andaru Putra

ACKNOWLEDGEMENT

The author would like to express profound gratitude for the grace that has enabled the accomplishment of all endeavors. Following that, acknowledgment is extended to those who have contributed to the completion of this thesis. The author sincerely and modestly acknowledges:

- ❖ Advisors for their invaluable guidance and unwavering support, which played a pivotal role in enhancing the quality and coherence of the thesis.
- ❖ The management, faculty members, and staff of IPMI for their unwavering support throughout the MBA program, providing valuable knowledge, anecdotes, and experiences.
- ❖ All friends in the MBA class of MBA September 2022, who have shared indelible memories, stories, and encouragement throughout the author's academic journey.
- ❖ Parents, wife and family who have offered constant support, love, and encouragement, acting as a steadfast source of strength during the author's academic pursuits. Their sacrifices and faith in the author's abilities have played a pivotal role in achieving this significant milestone.
- ❖ Other contributors to the completion of the thesis, who, though not individually mentioned, are recognized for their significant roles in the process.

TABLE OF CONTENTS

CERTIFICATE OF APPROVAL	i
NON-PLAGIARISM DECLARATION FORM	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF FIGURES	vi
LIST OF TABLES	vii
ABSTRACT	viii
CHAPTER I INTRODUCTION	1
1.1 Industry Background.....	1
1.2 Company Background	3
1.3 Problem Background	10
CHAPTER II PROJECT DESCRIPTION	17
2.1 Marketing Strategy.....	17
2.1.1 Objectives	18
2.2 Innovation	19
2.2.1 Innovation as Solution	19
2.3 Digital Marketing.....	20
2.3.1 Optimize Digital Marketing.....	21
2.4 Market Segmentation	21
2.4.1 Precision Segmentation	21
2.5 Brand Identity	22
2.5.1 A Strong Identity	22
CHAPTER III METHODOLOGY	23
3.1 Strategic Business Method.....	23
3.1.1 PESTLE Analysis	23
3.1.2 SWOT Analysis.....	24
3.1.3 TOWS Matrix	25
3.1.4 VRIO Analysis	25
3.1.5 Integrated Marketing Communication (IMC) Framework	26
3.1.6 Marketing 7p's Framework	27

3.2 Project Timeline.....	27
3.3 Project Flow	29
3.4 Deliverables	30
3.4.1 Marketing Strategy Report	31
3.4.2 Digital Marketing Plan	31
3.4.3 Market Segmentation and Targeting Framework.....	31
3.4.4 Brand Identity Enhancement Plan	31
CHAPTER IV FINDINGS, ANALYSIS, AND DISCUSSION.....	32
4.1 FINDINGS	32
4.2 ANALYSIS.....	33
4.2.1 PESTLE ANALYSIS	33
4.2.2 SWOT ANALYSIS	37
4.2.3 TOWS Matrix	39
4.2.4 VRIO Analysis	41
4.2.5 Integrated Marketing Communication (IMC) Analysis	43
4.2.6 Marketing 7P's Analysis	45
4.3 DISCUSSION	48
CHAPTER V CONCLUSION, IMPLICATION, LIMITATION, AND RECOMMENDATION	50
5.1 CONCLUSION.....	50
5.2 IMPLICATION.....	51
5.2.1 For The Organization.....	51
5.2.2 For the Industry	52
5.2.3 For the Business	54
5.2.4 For the Customer	55
5.3 Project Limitations.....	56
5.4 Recommendation	57
REFERENCES.....	59

LIST OF FIGURES

Figure 1.1 Demographic Data Of New Golfer post COVID-19	1
Figure 1.2 Top Golf Courses in Indonesia	2
Figure 3.1 Project Flow	29

LIST OF TABLES

Table 1.1 Balance Sheet of “PT XYZ”	4
Table 1.2 Income Statement of “PT XYZ”	5
Table 1.3 Cash Flow Statement of “PT XYZ”	8
Table 1.4 Interview with Manager	11
Table 1.5 Interview with Customer.....	13
Table 3.1 Project Timeline.....	27
Table 4.1 PESTLE Analysis for “PT XYZ”	33
Table 4.2 SWOT Analysis for “PT XYZ”	37
Table 4.3 TOWS Matrix for “PT XYZ”	39
Table 4.4 VRIO Analysis for “PT XYZ”	41
Table 4.5 IMC Framework Analysis for “PT XYZ”	43
Table 4.6 Marketing 7P’s Analysis for “PT XYZ”	45

ABSTRACT

This project provides a strategic marketing analysis for PT XYZ, the largest golf course management and property development company in Indonesia. The golf industry in Indonesia has experienced significant growth, driven by increasing interest in recreational activities, particularly among younger and tech-savvy demographics. However, despite being an industry leader, PT XYZ has not fully capitalized on this trend, facing challenges such as outdated marketing strategies, limited digital presence, and ineffective customer engagement. The primary objectives of this project are to improve PT XYZ's marketing strategies, enhance its digital marketing efforts, and address the company's fragmented brand identity. To achieve these objectives, a comprehensive approach is employed, integrating various methodologies such as the 7Ps of marketing, Integrated Marketing Communications (IMC) Framework, SWOT, TOWS, PESTLE, and VRIO analysis. The project is structured over a six-month timeline, which includes extensive data collection, analysis, and strategic planning. Key deliverables comprise a Marketing Strategy Report, Digital Marketing Plan, Market Segmentation and Targeting Framework, and Brand Identity Enhancement Plan. The discussion emphasizes the importance of aligning marketing strategies with current market trends and consumer behavior, highlighting that PT XYZ's outdated approach has led to missed opportunities and a weakened market position. The conclusion underscores the necessity for PT XYZ to adopt more innovative and digitally focused marketing strategies to remain competitive. Implications of the findings suggest that investing in digital marketing platforms, enhancing customer engagement through personalized experiences, and refining brand identity can significantly improve market positioning. Limitations include reliance on secondary data and a focus on the Indonesian market, which may not fully capture global industry trends. Recommendations for future research involve conducting primary studies to gain deeper insights into consumer preferences and competitive analysis study with similar company.

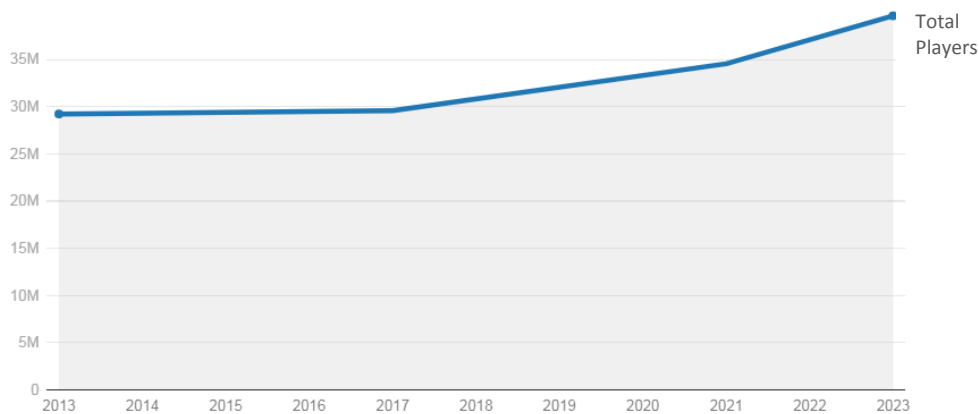
Keywords : *Strategic Marketing, Digital Marketing, Brand Identity, Consumer Engagement, Golf Industry*

CHAPTER I INTRODUCTION

1.1 Industry Background

Golf is currently one of the sports that has become popular among the public, including the millennial generation. As reported by Ro in Mediaindonesia.com, the sport of golf has experienced significant progress. According to Wisnu Sanjaya, the Director of PT Leonian Golf Indonesia, the number of millennials playing golf increased from 5% to 35% by 2023. This indicates that golf, which was previously associated with the elderly from the upper class, has now become a sport accessible to a broader segment of society. Nevertheless, it cannot be denied that the initial investment required to play golf is not inexpensive. There are numerous pieces of equipment that must meet the standards for playing golf, and these can be quite costly. On one hand, the increase in the number of golf enthusiasts has spurred the emergence of stores selling golf equipment and accessories. As noted by Rus and Har in www.berau.pos, the development of golf in Indonesia has been steadily increasing in recent years, with the number of golf enthusiasts continuing to grow.

This is corroborated by Retno Widyaningsih, General Manager of Ciputra Golf, Club and Resto Surabaya. According to her, there has been a significant growth in the number of young golfers aged 18 to 25 during the pandemic. According to her, at the beginning of 2021, the growth of young golfers reached 35 percent compared to the previous year, when there were none due to various government policies related to the Covid-19 pandemic. These young golfers, Retno noted, typically come in groups or from specific communities. She further acknowledged that They seek activities that can relieve stress while still being healthy and adhering to health protocols as the information strengthened by the figure below.



Source : RandA

Figure 1.1 Demographic Data Of New Golfer post COVID-19

Since then, The golf course development sectors in Indonesia have undergone significant growth and transformation in recent years. This growth is driven by increasing urbanization, rising disposable incomes, and a burgeoning middle class with a growing interest in recreational activities. As of 2024, Indonesia boasts a diverse landscape of golf courses developments spread across key regions such as Bali, Jakarta, Bandung, Surabaya and other tourism attractive region such as Isle of Belitung and Batam in Riau Province.



Source : Google

Figure 1.2 Top Golf Courses in Indonesia

Indonesia's golf course management sector has expanded to cater to both domestic and international demand. The country hosts a variety of courses ranging from luxurious resort destinations to community-oriented facilities. According to top100golfcourses.com, there are approximately 30 golf courses in Indonesia with Top Ratings spread across Indonesian Archipelago, serving not only as venues for golf enthusiasts but also as integral components of the country's tourism and hospitality infrastructure as we could see above on Figure 1.1.

The intersection of golf course management and property development presents unique opportunities and challenges. Companies operating in this space must balance the need to provide high-quality recreational facilities with the demand for premium real estate. Successful players in the industry, such as “PT XYZ”, have managed to create integrated developments that offer both world-class golf courses and attractive real estate options. These integrated projects appeal to a broad range of customers, including avid golfers, property investors, and leisure seekers.

However, the industry also faces several challenges. Competition is fierce, with many new entrants and existing players striving to capture market share. Additionally, the economic environment can be volatile, with fluctuations in property prices and changes in government policies impacting the industry. Companies must also navigate the evolving

preferences of consumers, who increasingly demand high-quality, sustainable, and digitally integrated offerings.

In response to these challenges, companies in the golf course management and property development sectors are adopting innovative marketing strategies. Digital marketing, in particular, has become a crucial tool for reaching and engaging with customers. Companies are leveraging social media, search engine optimization, and content marketing to enhance their online presence and attract potential customers. Furthermore, effective customer segmentation and targeted marketing campaigns are essential for addressing the diverse needs and preferences of different customer segments.

Overall, the golf course management and property development sectors in Indonesia present a dynamic and promising landscape. Companies that can successfully navigate the competitive environment, adapt to changing consumer behaviors, and leverage innovative marketing strategies are well-positioned to capitalize on the growth opportunities in this thriving industry.

1.2 Company Background

According to “PT XYZ” Prospectus that had been issued on June 19th 2024, “PT XYZ” was established in 1996, is headquartered in Bogor, West Java, Indonesia. The company has carved a niche for itself in the management consulting and golf course management sectors, alongside its ventures in property development and associated supporting facilities through its subsidiaries. Over the years, “PT XYZ” has built a robust portfolio and a strong brand presence in Indonesia's leisure and real estate markets. “PT XYZ” engages in a diversified range of business activities. The company's core focus areas includes Management Consulting as the company provides a wide array of management consultancy services aimed at enhancing business performance. These services encompass strategic management, operational efficiency, and organizational development, tailored specifically for clients within the golf and property sectors; Golf Course Management as it is renowned for its excellence in managing high-quality golf courses, “PT XYZ” ensures the operations, maintenance, and promotion of these facilities are among the highest standards.

Table 1.1 Balance Sheet of “PT XYZ”

INFORMATION	December 31		
	2023	2022	2021
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	74.796.821.672	39.188.816.231	15.025.173.375
Trade receivables			
Related Parties	180.016.174	431.565.307	662.285.945
Third parties – net	1.649.183.584	1.692.492.177	1.189.192.693
Other receivables			
Related parties	135.809.909.891	80.183.711.289	51.905.663.371
Third parties – net	551.613.337	62.335.063.045	61.247.591.764
Inventories	21.865.486.369	2.919.581.801	2.733.672.385
Advances	6.636.540.960	9.405.087.866	6.533.625.228
Prepaid expense	72.161.004	26.982.175	52.651.907
Prepaid taxes	1.914.733	-	69.591.118
Deferred charges	14.697.450.000	-	-
Total Current Assets	256.261.097.724	196.183.299.891	139.419.447.786
NON-CURRENT ASSETS			
Other long-term investment	7.619.068.000	6.611.569.000	-
Investments in associates	446.933.730.785	25.810.334.813	10.336.869.585
Advances	4.053.897.600	-	-
Deferred tax assets	2.743.662.104	2.373.608.204	6.335.338.006
Fixed assets – net	7.042.991.389.708	390.402.456.650	400.927.462.903
Other non-current asset	3.937.511.333	4.160.389.333	4.383.267.333
Total Non-Current Assets	7.508.279.259.530	429.358.358.000	421.982.937.827
TOTAL ASSETS	7.764.540.357.254	625.541.657.891	561.402.385.613
LIABILITIES AND EQUITY			
LIABILITIES			
CURRENT LIABILITIES			
Trade payables - third parties	2.807.357.875	2.999.586.345	3.329.362.570
Other payables			
Related parties	27.793.635.658	71.610.272.969	72.208.575.285
Third parties	76.787.998.602	75.265.218.641	30.430.119.893
Accrued expenses	22.037.233.042	9.561.907.687	9.053.825.463
Unearned revenues	13.489.711.253	3.208.986.235	3.210.339.406
Taxes payable	9.764.504.310	12.047.257.778	12.734.511.426
Current maturities of consumer financing payables	601.425.208	36.141.783	90.884.590
Total Current Liabilities	153.281.865.948	174.729.371.438	131.057.618.633
NON-CURRENT LIABILITIES			
Consumer financing payables, net of current maturities	106.798.053	-	-
Unearned revenues Refundable membership fees	16.662.552.550	18.704.170.197	19.716.104.317
membership fees	557.040.000	557.040.000	557.040.000
Estimated liabilities for employee benefits	12.189.284.168	10.468.763.898	12.688.142.669
Total Non-Current Liabilities	29.515.674.771	29.729.974.095	32.961.286.986
TOTAL LIABILITIES	182.797.540.719	204.459.345.533	164.018.905.619

Source : “PT XYZ” Consolidated Financial Statement as of December 31, 2023

INFORMATION	2023	December 31 2022	2021
EQUITY			
Share capital – par value of Rp 500,000 per share Authorized - 200,000 shares Issued and fully paid – 176,838 shares consisting of 175,686 Series A shares and 1,152 Series B shares as of December 31, 2023 and 175,686 Series A shares as of December 2022 and 2021	88.419.000.000	87.843.000.000	87.843.000.000
Deposits for future stock subscription	350.000.000.000	60.217.700.000	60.217.700.000
Retained earnings			
Appropriated	17.683.800.000	-	-
Unappropriated	21.672.364.274	269.538.403.381	244.004.902.173
Other comprehensive income	7.103.474.729.589	3.012.625.602	4.847.446.357
Total equity attributable to the owners of the Parent Entity	7.581.249.893.863	420.611.728.983	396.913.048.530
Non-controlling interests	492.922.672	470.583.375	470.431.464
TOTAL EQUITY	7.581.742.816.535	421.082.312.358	397.383.479.994
TOTAL LIABILITIES AND EQUITY	7.764.540.357.254	625.541.657.891	561.402.385.613

Source : “PT XYZ” Consolidated Financial Statement as of December 31, 2023

The balance sheet of “PT XYZ” over the years 2021 to 2023 reveals a company experiencing significant growth and transformation. Total assets surged from IDR 561 billion in 2021 to an astounding IDR 7.7 trillion in 2023, with a notable increase in non-current assets, particularly fixed assets, which indicates substantial long-term investments likely related to property acquisition and expansion. This aggressive asset growth was accompanied by a reduction in total liabilities, decreasing from IDR 204 billion in 2022 to IDR 182 billion in 2023, reflecting improved debt management and a focus on reducing short-term obligations.

The equity of the company skyrocketed to IDR 7.5 trillion in 2023, driven primarily by a massive increase in other comprehensive income, suggesting significant asset revaluations. The sharp rise in deposits for future stock subscriptions to IDR 350 billion in 2023 further indicates plans for upcoming capital injections, positioning the company for continued expansion. Overall, the balance sheet shows a company that has not only strengthened its financial position but is also strategically investing in its future growth.

Table 1.2 Income Statement of “PT XYZ”

INFORMATION	December 31		
	2023	2022	2021
NET REVENUES	177.582.018.034	111.630.826.260	72.658.242.193
COST OF REVENUES	(65.139.719.812)	(46.120.193.253)	(39.961.672.673)
GROSS PROFIT	112.442.298.222	65.510.633.007	32.696.569.520
Selling expenses	(1.275.939.386)	(881.573.946)	(867.385.561)
General and administrative expenses	(39.718.049.709)	(39.718.049.709)	(39.718.049.709)
INCOME (LOSS) FROM OPERATIONS	71.448.309.127	32.264.940.858	(505.271.075)
Finance income	1.664.105.553	1.264.341.086	781.030.071
Share of losses of associates	(2.199.549.878)	(1.783.945.786)	(1.560.156.406)
Finance costs	(104.419.377)	(118.082.568)	(66.153.029)
Other income (expenses) – net	(947.116.592)	1.805.692.089	1.160.954.225
INCOME (LOSS) BEFORE INCOME TAX	69.861.328.833	33.432.945.679	(189.596.214)
INCOME TAX BENEFIT (EXPENSE)			
Current	(10.082.102.030)	(4.172.574.534)	(1.548.930.154)
Deferred	397.287.245	(3.726.723.381)	1.706.523.008
INCOME TAX BENEFIT (EXPENSE) – NET	(9.684.814.785)	(7.899.297.915)	157.592.854
NET INCOME (LOSS) FOR THE YEAR	60.176.514.048	25.533.647.764	(32.003.360)
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to profit or loss:			
Revaluation surplus	6.676.056.990.692	-	-
Share of other comprehensive income			
Of associates	423.322.945.850	(133.408.917)	-
Changes in the fair value of other long-term investment	1.007.499.000	(2.534.611.069)	-
Remeasurement of estimated liabilities for employee benefits	123.787.932	1.068.211.007	1.807.472.836
Related income tax	(27.233.345)	(235.006.421)	(397.644.024)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	7.160.660.504.177	23.698.832.364	1.377.825.452
NET INCOME (LOSS) ATTRIBUTABLE TO :			
Owners of the parent entity	60.176.060.893	25.533.501.208	(32.041.004)
Non-controlling interests	453.155	146.556	37.644
TOTAL	60.176.514.048	25.533.647.764	(32.003.360)
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:			
Owners of the parent entity	7.160.638.164.880	23.698.680.453	1.377.780.931
Non-controlling interests	22.339.297	151.911	44.521
TOTAL	7.160.660.504.177	23.698.832.364	1.377.825.452
BASIC AND DILUTED EARNINGS (LOSS) PER SHARE	3,431	1,456	(0,002)

Source : “PT XYZ” Consolidated Financial Statement as of December 31, 2023

The income statement of “PT XYZ” from 2021 to 2023 illustrates a company that has achieved remarkable growth and financial improvement. Net revenues soared from IDR 72.66 billion in 2021 to IDR 177.58 billion in 2023, reflecting a substantial expansion in the company's operations and revenue-generating capacity. Gross profit followed a similar trajectory, growing from IDR 32.70 billion in 2021 to IDR 112.44 billion in 2023, indicating a significant increase in profitability despite rising costs of revenues. However, general and administrative expenses remained consistent at IDR 39.72 billion across the three years, which suggests the company maintained strict control over its operational costs. Despite this, “PT XYZ” turned around its financial performance, moving from an operating loss of IDR 505.27 million in 2021 to a robust operating income of IDR 71.45 billion in 2023.

The company's net income experienced a substantial turnaround, shifting from a net loss of IDR 32 million in 2021 to a net income of IDR 60.18 billion in 2023. This dramatic improvement was further amplified by an enormous other comprehensive income in 2023, driven primarily by a revaluation surplus of IDR 6.676 trillion and a share of other comprehensive income from associates amounting to IDR 423.32 billion. Overall, the income statement reflects “PT XYZ” successful efforts in enhancing revenue, managing costs, and capitalizing on revaluation gains, culminating in a strong financial performance in 2023. The basic and diluted earnings per share increased significantly from IDR 1,456 in 2022 to IDR 3,431 in 2023, showcasing the company's growing profitability and shareholder value.

Table 1.3 Cash Flow Statement of “PT XYZ”

INFORMATION	December 31		
	2023	2022	2021
CASH FLOWS FROM (FOR)			
OPERATING ACTIVITIES			
Cash received from customers	186.122.609.534	110.311.909.781	71.676.594.093
Cash paid to suppliers	(43.758.606.235)	(31.279.986.008)	(28.516.861.463)
Cash payment for operational	(29.673.607.564)	(16.492.164.841)	(12.883.133.829)
Cash paid to employees	(17.798.307.039)	(23.337.368.975)	(21.229.260.689)
Interest received	1.664.105.553	663.466.331	188.259.428
Income tax paid	(8.937.947.205)	(2.540.784.050)	(1.963.071.251)
Interest paid	(95.305.851)	(17.960.832)	(17.960.832)
Receipt of tax refunds	-	64.391.118	150.153.345
Net Cash Provided by Operating Activities	87.522.941.193	37.371.502.524	7.404.718.802
CASH FLOWS FROM (FOR)			
INVESTING ACTIVITIES			
Increase in other receivables - related parties	(40.777.913.280)	(55.178.047.918)	(28.142.318.760)
Acquisition of fixed assets	(10.415.166.253)	(2.685.723.870)	(381.368.900)
Proceeds from sale of fixed assets	-	444.000.000	70.000.000
Net Cash Used in Investing Activities	(51.193.079.533)	(57.419.771.788)	(28.453.687.660)
CASH FLOWS FROM (FOR)			
FINANCING ACTIVITIES			
Repayments of consumer financing payables	(489.396.956)	(54.742.807)	(156.754.802)
Other payables - related parties			
Proceeds	-	9.121.375	-
Repayments	(212.479.443)	(820.006.354)	-
Cooperation guarantee	-	45.000.000.000	30.000.000.000
Return of membership	-	-	(96.000.000)
Net Cash Provided by (Used in) Financing Activities	(701.876.399)	44.134.372.214	29.747.245.198
NET INCREASE IN CASH AND CASH EQUIVALENTS	35.627.985.261	24.086.102.950	8.698.276.340
Effect of Foreign Exchange Rates in Cash and Cash Equivalents	(19.979.820)	77.539.906	55.481.345
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR	39.188.816.231	15.025.173.375	6.271.415.690
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	74.796.821.672	39.188.816.231	15.025.173.375

Source : “PT XYZ” Consolidated Financial Statement as of December 31, 2023

The cash flow statement of “PT XYZ” for the years 2021 to 2023 reflects a significant improvement in cash flow from operating activities, investing activities, and financing activities. The net cash provided by operating activities increased substantially from IDR 7.40 billion in 2021 to IDR 87.52 billion in 2023. This growth was driven by a consistent rise in cash received from customers, which escalated from IDR 71.68 billion in 2021 to IDR 186.12 billion in 2023, while cash paid to suppliers and employees remained relatively stable. In contrast, the company experienced a considerable cash outflow from investing activities, with net cash used in these activities totaling IDR 51.19 billion in 2023, compared to IDR 28.45

billion in 2021. This increase in outflows was primarily due to a rise in other receivables - related parties and significant acquisitions of fixed assets.

The cash flows from financing activities fluctuated during this period, with the company recording a net cash inflow of IDR 44.13 billion in 2022, largely driven by cooperation guarantees, followed by a net outflow of IDR 701.88 million in 2023 due to repayments of financing payables and other related party transactions. Overall, the company achieved a net increase in cash and cash equivalents, culminating in an ending balance of IDR 74.80 billion in 2023, up from IDR 15.03 billion in 2021. This growth underscores “PT XYZ” improved liquidity position, reflecting its ability to generate sufficient cash flows to support its operations, investments, and financial obligations.

The ROA for “PT XYZ” decreased slightly from 1.04% in 2022 to 0.62% in 2023. Although the net income increased significantly in 2023, the company’s total assets also grew substantially, resulting in a lower ROA. This indicates that while the company is generating more profit, its asset base has expanded at a faster rate, slightly diluting the efficiency of asset utilization in generating profit.

The ROE for “PT XYZ” was 1.80% in 2023, down from 2.28% in 2022. This decrease reflects that although the net income increased, the company's equity also grew significantly, leading to a slightly lower return on equity. The increase in equity may be due to retained earnings or other factors that increase shareholders' equity.

Both ROA and ROE show that “PT XYZ” has improved its profitability from 2021 to 2023, though the growth in assets and equity has outpaced the growth in net income, leading to a slight decrease in these ratios in 2023. This suggests that while the company is growing, it needs to ensure that its increased asset base and equity are effectively utilized to maximize profitability and returns to shareholders.

“PT XYZ” is driven by a clear vision and mission that guides its strategic initiatives and operational practices as follows :

Vision “PT XYZ”

“Developing integrated and innovative tourism and property areas.”

Mission “PT XYZ”

1. Quality Tourist Destinations
2. Innovative and Sustainable Properties

3. Environmental and Cultural Conservation
4. Technology for Efficiency
5. Partnership Strategy
6. Business Integrity
7. Active in Tourism Promotion

Values

1. Innovation
2. Sustainability
3. Integrity
4. Collaboration
5. Customer Orientation
6. Excellence
7. Adaptability

To conclude, With a robust foundation and a clear strategic direction, “PT XYZ” is poised for growth and success in the Indonesian market. The IPO marks a significant milestone in the company’s history, providing the financial resources needed to achieve its ambitious goals and deliver long-term value to its stakeholders. The comprehensive market analysis serves as a valuable resource for understanding the strategic landscape and provides a foundation for informed decision-making and strategic planning for “PT XYZ”.

1.3 Problem Background

“PT XYZ”, a prominent player in Indonesia’s golf course management and property development sectors, has built a reputable brand since its establishment in 1996. Known for its high-quality golf courses and strategic real estate projects, the company has successfully attracted a diverse clientele. However, the dynamic and competitive nature of the market presents several marketing challenges that “PT XYZ” must address to sustain its growth and enhance its market presence.

“PT XYZ” does not fully tap into the uptrending market despite being the biggest golf course company in Indonesia. Recent industry trends indicate a surge in golf interest, particularly among millennials during the pandemic. Competitors such as Royale Golf Club Jakarta and Pondok Indah Golf Course have capitalized on this trend through robust digital marketing strategies and tailored experiences for younger demographics. In contrast, “PT XYZ” has yet to fully harness the potential of these emerging market segments. This gap is evident in the company’s lower engagement metrics and slower growth in younger membership compared to its competitors. Despite its extensive network of premier golf courses and resources, the

company has not effectively leveraged digital channels or innovative marketing approaches to attract and retain this growing customer base. By not addressing these opportunities, “PT XYZ” risks falling behind in a rapidly evolving market landscape.

In an interview with Mr./Mrs. “X”, Marketing Division manager of “PT XYZ” at one of their Golf Course that had been held on 20th of July 2024, several critical issues were highlighted regarding the company's current marketing strategies as shown in a dialog below :

Table 1.4 Interview with Manager

Author	:	Can you tell me about the main challenges “PT XYZ” is facing with its current marketing strategies?
Mr./Mrs. “X” (Marketing Manager)	:	Sure. One of the biggest issues we’re dealing with is that our marketing strategies are quite outdated. They just don’t resonate with the modern consumer. This disconnect has really limited our competitive edge in this fast-evolving market.
Author	:	That sounds like a significant hurdle. How about your digital marketing efforts?
Mr./Mrs. “X” (Marketing Manager)	:	Unfortunately, we haven’t fully leveraged digital marketing tools. Our online presence is still weak and our customer engagement is fairly low, especially compared to our more digitally-savvy competitors. This is a major barrier to reaching a broader audience and building stronger connections with potential customers.
Author	:	I see. What about your approach to market segmentation?
Mr./Mrs. “X” (Marketing Manager)	:	That’s another problem area. We lack targeted marketing efforts, which means our campaigns often don’t resonate with specific market segments. This inefficiency leads to wasted resources and suboptimal outcomes in our marketing efforts.
Author	:	And how does this affect your brand identity?
Mr./Mrs. “X” (Marketing Manager)	:	Our brand identity is quite fragmented. Despite being a strong player in the golfing

	and resort industry, we don't have a cohesive and compelling image that consistently attracts and retains customers. This fragmented brand image is a significant issue in such a competitive environment.
Author	: These insights certainly highlight some critical areas that need addressing. Thank you for sharing.

Based on Table 1.3 as above, The marketing manager pointed out that the existing strategies are outdated and struggle to effectively engage the modern consumer. This disconnect has resulted in a significant gap between the company's marketing efforts and the expectations of contemporary customers, thereby limiting their competitive edge in an ever-evolving market. Additionally, the marketing manager emphasized the company's underutilization of digital marketing tools, which has led to a weak online presence and low customer engagement when compared to more digitally-savvy competitors. This shortfall in digital engagement is seen as a major barrier to reaching a broader audience and fostering stronger connections with potential customers.

The marketing manager also shed light on the inefficiencies in the company's marketing resource allocation due to the lack of targeted marketing efforts. Without a focused approach, many campaigns fail to resonate with specific market segments, leading to wasted resources and suboptimal marketing outcomes. Furthermore, the marketing manager expressed concerns about the fragmented brand identity of "PT XYZ". Despite having a strong presence in the golfing and resort industry, the brand lacks a cohesive and compelling image that can consistently attract and retain customers in a highly competitive environment. These insights from the marketing manager underscore the pressing need for a comprehensive overhaul of the company's marketing strategies, with a particular focus on innovation, digital marketing integration, market segmentation, and brand identity enhancement.

Firstly, the company operates in an increasingly competitive environment. The influx of new entrants in the golf and property sectors, both local and international, has intensified competition. To maintain its market share and attract new customers, "PT XYZ" needs to innovate and differentiate its marketing strategies. The challenge lies in creating unique value propositions that resonate with the target audience amidst a sea of competitors offering similar services.

Secondly, the changing consumer behavior and preferences pose a significant challenge. The evolving digital landscape has transformed how consumers interact with brands and make purchasing decisions. “PT XYZ” must adapt to these changes by leveraging digital marketing channels, such as social media, search engine optimization, and content marketing, to engage with potential customers and enhance brand visibility. Understanding and meeting the expectations of a tech-savvy and information-driven consumer base is crucial for the company's marketing success.

Thirdly, the company faces the challenge of effectively segmenting and targeting its diverse customer base. “PT XYZ” caters to a wide range of customers, from avid golfers and sports enthusiasts to property investors and leisure seekers. Developing tailored marketing campaigns that address the specific needs and preferences of each segment requires a deep understanding of customer demographics, psychographics, and behavioral patterns. The ability to deliver personalized and relevant marketing messages is key to driving customer engagement and loyalty.

Additionally, the company must navigate the complexities of brand positioning and communication. Establishing a strong and consistent brand identity that differentiates “PT XYZ” from its competitors is essential. This involves clear and effective communication of the brand’s unique attributes, such as its premium golf facilities, strategic locations, and exceptional service quality. Ensuring that all marketing efforts align with the brand’s vision and mission is vital for building brand equity and trust.

Despite these challenges, there are substantial opportunities that “PT XYZ” can leverage through effective marketing strategies. The growing popularity of golf in Indonesia, driven by an increasing middle and upper-class population, presents a significant market opportunity. Additionally, the expanding property market, supported by urbanization and rising disposable incomes, offers potential for new real estate developments and increased sales. By capitalizing on these trends through targeted marketing initiatives, the company can enhance its market presence and drive revenue growth.

In other specific of time, an Interview with one of the customer that had been held on 3rd of August 2024, several critical issues were highlighted regarding the company's presence as shown in a dialog below :

Table 1.5 Interview with Customer

Author	:	Thanks for taking the time to play with me today, and to fill the noise gap between our
---------------	---	-----------------------------------------------------------------------------------------

		shot. Let us talk about this company. How did you first hear about “PT XYZ”? Was it through any ads or promotions?
Mr. Bimo, Aryo (Source Person)	:	Actually, I heard about it from a friend. He mentioned that the course has a really nice ambiance, kind of relaxed and beginner-friendly, which is great for someone like me who's just getting into golf. He also said that compared to other courses in the Bogor area, “PT XYZ” is relatively low-cost and much closer to Jakarta. That sounded perfect, so I decided to give it a try
Author	:	That’s good to know. So, the word of mouth played a big role in your decision. When you visited, did it meet your expectations based on what your friend told you?
Mr. Bimo, Aryo (Source Person)	:	Yeah, for the most part. The atmosphere was indeed decent, not too intimidating for a newbie like me. And my friend was right about the price—it’s quite affordable compared to the other courses in Bogor. Plus, the shorter drive from Jakarta was a big plus. But when I tried to look them up online before going, I didn’t find much. Their social media presence was almost nonexistent, and there weren’t many promotions or events advertised.
Author	:	So, despite the positive word of mouth, their online presence didn’t really back up what you heard?
Mr. Bimo, Aryo (Source Person)	:	Exactly. It’s strange because the place has so much potential—it’s beginner-friendly, reasonably priced, and close to the city, but they don’t seem to be promoting those advantages at all. You’d think they’d be highlighting those points to attract more people, especially beginners like me. But instead, it feels like they’re relying solely on word of mouth, which isn’t enough these days.
Author	:	Do you think this could impact how people perceive “PT XYZ”, especially compared to

	other golf courses in the area?
Mr. Bimo, Aryo (Source Person)	: Definitely. If they don't start promoting themselves better, especially online, they'll miss out on a lot of potential customers. The other golf courses in Bogor are more active in their marketing—they regularly post on social media, offer promotions, and hold events that keep people engaged. "PT XYZ" has the advantage of being more affordable and closer to Jakarta, but they're not making the most of it. It's almost like they're stuck in the past, and that's hurting their image.
Author	: It sounds like there's a lot they could do to improve their visibility and attract more golfers. What would you suggest if you could advise them on their marketing?
Mr. Bimo, Aryo (Source Person)	: They need to start by boosting their online presence—get active on social media, highlight what makes them unique, like their ambiance, affordability, and proximity to Jakarta. They should also consider holding more events, like beginner-friendly tournaments or promotions for first-time visitors. Right now, they have a lot of untapped potential, but if they don't step up their marketing game, they're going to keep losing out to the competition.

The interview with the customers revealed critical insights into the marketing challenges faced by "PT XYZ". One of the key takeaways is the company's heavy reliance on word-of-mouth marketing, which, while effective to some degree, is not sufficient in today's digital age. The customers learned about the resort through personal recommendations, drawn by the course's beginner-friendly environment, affordability, and proximity to Jakarta. These factors present significant competitive advantages, particularly for attracting novice golfers and those seeking a convenient and cost-effective golfing experience near the capital. However, the resort's minimal online presence and lack of active promotion severely limit its ability to capitalize on these strengths.

Another significant issue highlighted is "PT XYZ" outdated approach to marketing. The customers expressed disappointment in the

resort's nearly nonexistent social media activity and the lack of visible promotions or events. This outdated strategy is problematic, especially when compared to other golf courses in the Bogor area, which actively engage with their audience through regular social media updates, promotions, and events that keep their brand in the public eye. The lack of a robust online presence not only hinders "PT XYZ" ability to attract new customers but also risks diminishing its brand image, as potential customers who search for information online are met with little to no content.

The interview further underscores the missed opportunities for "PT XYZ" to differentiate itself in a competitive market. Despite having a lower cost and closer location to Jakarta compared to its competitors, these advantages are not effectively communicated to the broader market. The absence of a strategic online marketing plan limits the resort's ability to reach potential customers, particularly those who rely on digital channels for information and decision-making. The findings suggest that without a significant shift in marketing strategy—one that embraces modern digital marketing techniques—"PT XYZ" will continue to struggle to maintain its competitive edge in the increasingly crowded golf course market.

In summary, "PT XYZ" faces several marketing challenges, including intensified competition, changing consumer behavior, effective customer segmentation, and brand positioning. Addressing these issues through innovative and strategic marketing approaches is crucial for the company to sustain its growth, enhance brand visibility, and capitalize on emerging market opportunities.

Therefore, the problems identification are :

1. How can "PT XYZ" innovate and differentiate its marketing strategies to maintain a competitive edge in the increasingly crowded golf course management and property development sectors?
2. What digital marketing approaches can "PT XYZ" implement to effectively engage with the evolving tech-savvy consumer base and enhance brand visibility?
3. What strategies can "PT XYZ" use to accurately segment its diverse customer base and develop targeted marketing campaigns that drive engagement and loyalty?
4. How can "PT XYZ" establish and maintain a strong, distinctive brand identity, ensuring consistent and effective communication of its unique attributes across all marketing channels?

CHAPTER II

PROJECT DESCRIPTION

2.1 Marketing Strategy

The 7Ps of the marketing mix, developed by Jerome E. McCarthy (1960) and later expanded by Mary Jo Bitner and Leonard L. Berry (1981), provide a comprehensive framework for understanding and implementing effective marketing strategies, making it a strong foundation for research. The first element, Product, refers to the goods or services offered to meet customer needs, including features, quality, design, branding, and packaging. Research can explore how these attributes influence customer perceptions and purchase intentions, particularly in the context of golf course companies, emphasizing service quality and differentiation (Bitner & Berry, 1981). The second element, Price, involves the amount customers pay and encompasses pricing strategies, discounts, and payment terms. Investigating how pricing strategies impact perceptions of value and intention to purchase memberships or rounds of golf can provide insights into effective pricing models (McCarthy, 1960). Place refers to the distribution channels and locations where products are available, allowing research to examine the role of both traditional and digital channels in reaching target demographics. The fourth element, Promotion, encompasses communication strategies used to inform and persuade customers, and analyzing the impact of promotional strategies on awareness and purchase intentions can reveal the effectiveness of various marketing approaches (Kotler & Keller, 2016). People refers to the individuals involved in service delivery, making it crucial to study how employee training and attitudes influence customer experiences and loyalty (Bitner, 1990). The Process encompasses the procedures and flow of activities involved in service delivery, and research can investigate how purchasing and management processes affect customer satisfaction and retention (Berry, 1980). Finally, Physical Evidence involves the tangible elements that support services, such as marketing materials and online interfaces (Bitner, 1992).

Utilizing the 7Ps framework allows for a multifaceted examination of marketing strategies, offering valuable insights into enhancing customer purchase intentions and improving overall marketing effectiveness in the golf course sector. This comprehensive approach will provide a solid theoretical foundation for research, enabling analysis of various dimensions of marketing strategies and their impact on customer behavior.

One of the main tasks that do to maintain their potential to grow and generate profits is marketing. To fulfill customer's demand also involves a marketing strategy. Therefore, marketing initiatives must be able to satisfy customers if the company wants to grow or maintain a positive reputation in the eyes of customers (Sembiring and Malau, 2023). Since strategy is dependent on change, it is not necessary to rework any existing strategies if there is no change in the global environment (Wu, et al., 2012). According to Porter (2007), strategy is the development of a distinct and advantageous position through a variety of actions. Selecting actions that set oneself apart from competitors is the core of strategic positioning. The core of strategy is decision-making; strategy is about making trade-offs in a competitive environment. Creating fit between a company's activities is the strategy. A plan cannot be successful unless it does many things well, not just a select few, and integrates them all. According to David (2009), strategy is a shared medium with long-term objectives. According to Hill and Jones (2008), a strategy is a set of related actions that managers must take in order to enhance the performance of the firm. The goal of strategic leadership is to provide managers with a competitive edge by determining and implementing strategies in a way that maximizes efficiency and effectiveness throughout the strategy-making process.

In order to manage customer connections in a way that benefits the organization and the parties interested in the organization, marketing is an organizational function that consists of a number of procedures for producing, communicating, and offering value to customers (Saleh, 2019). Kotler (2012) defines marketing strategy as a marketing logic in which the business seeks to add value for clients and cultivate lucrative client relationships. A marketing strategy is a plan that outlines the expectations of the company for how different marketing initiatives would affect the demand for its product or product line in a certain target market. Because each sort of program—such as advertising, sales promotion, personal selling, customer service, or product development—creates a different effect on demand, businesses might use two or more marketing programs at once. For this reason, a system for coordinating marketing initiatives is required in order to ensure their alignment and synergistic integration. We refer to this process as a marketing strategy. In general, initiatives to boost primary demand yield the best marketing chances, but those to enhance selective demand yield the best growth opportunities.

2.1.1 Objectives

This project aims to enhance the marketing strategies of “PT XYZ” by leveraging marketing innovation, digital marketing, market segmentation,

and brand identity theories. As “PT XYZ” seeks to strengthen its market position and attract a broader customer base, it is essential to develop and implement a comprehensive marketing plan that addresses these key areas.

The primary objectives of this project are:

1. To innovate and improve the current marketing strategies of “PT XYZ”.
2. To effectively utilize digital marketing tools to increase online presence and customer engagement.
3. To identify and target specific market segments for tailored marketing efforts.
4. To enhance the brand identity of “PT XYZ”, ensuring a cohesive and compelling brand image.

2.2 Innovation

Marketing innovation theory explores how organizations develop and implement new marketing strategies and practices to enhance their competitiveness and meet changing customer needs. This theory emphasizes the importance of creativity and adaptability in marketing, encouraging businesses to leverage new technologies, processes, and approaches to differentiate themselves in the market. Marketing innovations can include new product development, novel promotional techniques, innovative pricing strategies, and advanced distribution methods. According to Schumpeter (1934), innovation is a key driver of economic growth, and in the context of marketing, it involves creating value through unique and effective customer experiences. Furthermore, Dodgson et. al (2005) highlight that successful marketing innovation requires a deep understanding of market dynamics, customer behavior, and technological advancements. By continuously innovating their marketing efforts, companies can stay relevant, capture new markets, and achieve sustainable growth.

2.2.1 Innovation as Solution

Marketing innovation involves adopting new marketing strategies and practices to meet evolving customer needs and stay ahead of competitors. For “PT XYZ”, this could include the development of unique promotional campaigns, introduction of innovative service offerings, and the use of advanced technologies to improve customer experiences. This project will explore various marketing innovation theories and their application to the resort industry, aiming to create value through creative and effective customer engagement.

2.3 Digital Marketing

Digitalization is becoming a crucial component of all industries, from the quickly moving industries of agriculture, automotive, consumer health, and telecommunication. Businesses across all sectors who invest in digital solutions anticipate cost savings and yearly growth of at least 5–10% over the following three to five years (Khabib and Sembel, 2021) and it also applicable for marketing subject and therefore comes the Digital Marketing Theory. Digital marketing theory encompasses strategies and tools used to promote products and services through digital channels such as search engines, social media, email, and websites. It adapts traditional marketing principles to the digital landscape, leveraging the internet's capabilities to engage with customers interactively. Central to digital marketing is inbound marketing, which focuses on attracting customers through content creation, SEO, and social media. Chaffey and Ellis-Chadwick (2019) emphasize that inbound marketing draws visitors with valuable content tailored to their interests. A key aspect of digital marketing is data analytics, which measures and optimizes marketing performance. Detailed insights into customer behavior enable highly targeted and personalized campaigns, enhancing marketing effectiveness. Kotler et al. (2017) note that the shift towards a more connected customer base necessitates integrating digital strategies to meet modern consumer expectations.

Social media plays a crucial role in digital marketing, allowing brands to build awareness, engage communities, and drive website traffic. The interactive nature of social media fosters two-way communication, creating opportunities for feedback and brand loyalty (Tuten and Solomon, 2018). Content marketing is another pivotal element, involving the creation and distribution of valuable content to attract and retain a defined audience. Pulizzi (2014) explains that effective content marketing educates customers, establishing trust and authority in the industry. This approach supports SEO by generating high-quality backlinks and improving search engine rankings. Email marketing remains a cost-effective strategy, with personalization and automation enabling highly relevant content delivery based on user behavior (Ryan, 2016). In summary, digital marketing theory integrates traditional marketing principles with digital technologies to create targeted, measurable, and interactive strategies. By leveraging inbound marketing, data analytics, social media, content marketing, and email marketing, businesses can effectively engage their audience, build brand loyalty, and drive sales.

2.3.1 Optimize Digital Marketing

In the digital age, an effective online presence is crucial for business success. This project will focus on implementing a robust digital marketing strategy for “PT XYZ”. This includes optimizing the company’s website for search engines (SEO), leveraging social media platforms for brand promotion and customer interaction, and using data analytics to measure and enhance marketing performance. Email marketing campaigns and content marketing will also be utilized to attract and retain customers, ensuring that “PT XYZ” remains competitive in the digital landscape.

2.4 Market Segmentation

Market and segmentation theory involve dividing a broad consumer or business market into sub-groups of consumers based on shared characteristics, to tailor marketing efforts effectively. Segmentation allows businesses to identify specific segments of the market that are most likely to be interested in their products or services, enabling more precise targeting. The process typically involves demographic, geographic, psychographic, and behavioral segmentation. Kotler and Keller (2016) assert that segmentation is fundamental to modern marketing strategy, as it allows companies to focus their resources on the most profitable market segments. Once segments are identified, the target market is selected, and marketing strategies are designed to meet the unique needs and preferences of that market. The STP (Segmentation, Targeting, and Positioning) model, as explained by Kotler, is a strategic approach that guides businesses in identifying and targeting specific segments and positioning their offerings effectively within those segments. This approach not only enhances marketing efficiency but also improves customer satisfaction by delivering more personalized and relevant marketing messages.

2.4.1 Precision Segmentation

Understanding and targeting specific market segments is essential for maximizing marketing efficiency and effectiveness. This project will involve a thorough market analysis to identify key segments that align with “PT XYZ”’s offerings. By segmenting the market based on demographic, geographic, psychographic, and behavioral criteria, tailored marketing strategies can be developed to meet the unique needs of each segment. This approach will help “PT XYZ” allocate resources more effectively and achieve higher conversion rates.

2.5 Brand Identity

Brand identity theory focuses on the unique set of attributes, values, and characteristics that a brand uses to distinguish itself from competitors and build a recognizable and memorable presence in the market. According to Aaker (1996), brand identity encompasses the brand's core values, vision, and mission, and serves as a blueprint for how the brand is perceived by consumers. It involves creating a coherent and consistent brand image through various elements such as the brand name, logo, design, and messaging. The theory emphasizes that a strong brand identity helps in establishing emotional connections with consumers, fostering brand loyalty, and differentiating the brand in a crowded marketplace. Kapferer (2012) extends this theory by highlighting that brand identity is not just about visual elements but also includes the brand's personality, culture, and customer experience. Effective brand identity management ensures that all aspects of the brand's communication and interaction are aligned with its core values, contributing to a cohesive and compelling brand story that resonates with the target audience. By maintaining consistency in brand identity, companies can reinforce their market position and strengthen their overall brand equity.

2.5.1 A Strong Identity

A strong and cohesive brand identity is vital for building brand loyalty and differentiation. This project will assess the current brand identity of “PT XYZ” and develop strategies to enhance it. This includes creating a consistent brand message, improving visual elements such as logos and design, and ensuring that all customer touchpoints reflect the brand’s core values. By strengthening its brand identity, “PT XYZ” can create a lasting impression on customers and establish a strong market presence.

CHAPTER III METHODOLOGY

3.1 Strategic Business Method

In order to accomplish particular business objectives, a project's strategic business methodology entails a methodical and deliberate process of data collection, analysis, and interpretation. This approach comprises formulating a clear study plan, deciding on suitable data collection techniques, and determining the main research topics. Furthermore, it frequently blends quantitative and qualitative research techniques to provide a thorough grasp of the corporate environment. (Iberaheem, 2023)

This methodology emphasizes how crucial it is to match the organization's strategic goals with research endeavors. By doing this, it guarantees that the learned lessons immediately support well-informed decision-making and the achievement of targeted business results. In order to achieve success and strategic alignment, a project's strategic approach to business methodology is essentially a methodical, well-organized process that makes use of a range of research instruments and strategies.

3.1.1 PESTLE Analysis

Companies work in a dynamic external environment that is always changing due to a variety of causes. PESTLE analysis is a strategic management methodology that evaluates and comprehends macro-environmental effects to assist firms in navigating this complexity. The acronym PESTLE encompasses Political, Economic, Social, Technological, Legal, and Environmental elements, all of which are crucial facets of the business environment. (Çitilci and Akbalik, 2019)

Political considerations include political stability, laws, and policies of the government. The operations and profitability of an enterprise can be significantly impacted by these elements since governments build business environments through their interactions and policies.

A few examples of economic elements that affect the overall state of the economy are inflation, exchange rates, and economic growth. Businesses need to understand these trends in order to plan for the future and make wise financial decisions.

Cultural, demographic, and social developments that impact consumer demand are analyzed by social factors. Shifts in the population, shifting

consumer tastes, and changing social norms can all have a big impact on how businesses run and advertise their goods and services.

The impact of innovation, automation, and technology improvements on industries is the main focus of technological factors. Keeping abreast of technology advancements enables firms to embrace novel methodologies, maintain competitiveness, and enhance productivity.

The legal environment is important, and PESTLE analysis takes into account industry-specific rules and regulations such those pertaining to labor, health and safety, and intellectual property. Adherence to these regulations is vital for firms to conduct themselves morally and steer clear of legal troubles.

Finally, ecological and environmental aspects are evaluated by environmental factors. In order to negotiate an ever-changing environmental landscape and uphold corporate social responsibility, responsible organizations need to take sustainability concerns, resource availability, and environmental legislation into account.

3.1.2 SWOT Analysis

SWOT analysis is a strategic method used to assess an organization's external opportunities and threats in addition to its internal strengths and weaknesses. The words Strengths, Weaknesses, Opportunities, and Threats are represented by the abbreviation SWOT. (Dobrović and Tomičić, 2020).

Strengths and weaknesses in this paradigm of analysis relate to internal features of the organization, including its capabilities, resources, and state of operation at the moment. Strengths are characteristics that provide the organization a competitive advantage, whereas weaknesses are aspects that could potentially hinder the firm's growth or success.

Opportunities and dangers on the external front refer to elements present in the larger environment that have the potential to affect the company. Threats are external aspects that could bring hazards or obstacles, whereas opportunities are favorable external components that the company can take advantage of.

Strategic decision-making is aided by the comprehensive perspective that the SWOT analysis provides on the current state of the firm. Organizations can design strategies that are in line with their goals and effectively manage the complexities of their operational terrain by identifying internal strengths to utilize, resolving weaknesses, investigating

external opportunities, and being ready for any threats (Et al., Poniewatie, 2022).

3.1.3 TOWS Matrix

The TOWS matrix extends beyond a SWOT analysis's preliminary evaluation. The TOWS matrix goes deeper by examining how these elements interact, whereas SWOT just looks at an organization's external opportunities and threats in addition to its internal strengths and weaknesses. This additional layer makes it possible to create more practical strategic strategies. (Fitriani, 2022)

TOWS assists organizations in addressing problematic aspects and maximizing favorable ones. The matrix, for example, can show when a business might use its advantages to take advantage of new chances. On the other hand, it can also identify areas of weakness that require attention in order to take advantage of those same chances. In a similar vein, TOWS may demonstrate how strengths can be leveraged to reduce threats while also highlighting vulnerabilities that must be fixed in order to fend off possible attacks.

The TOWS analysis produces more strategic and nuanced strategies by taking these interactions into account. By encouraging a proactive attitude, this all-encompassing approach enables organizations to not only leverage their strengths and available opportunities, but also strengthen their areas of weakness and mitigate the impact of prospective threats. In the end, decision-makers find the TOWS matrix to be a useful framework that helps them create strategic initiatives that complement the organization's objectives and raise performance levels.

3.1.4 VRIO Analysis

Organizations utilize the VRIO analysis as a strategic tool to assess their internal resources and skills in an effort to obtain a competitive edge in the marketplace. Value, Rarity, Imitability, and Organization, or VRIO for short, are the four main components that determine how long a firm's competitive advantage will last. (Akhtar and Sultan, 2023; Barney, 1991).

Value, which is the first component of VRIO, is the capacity or ability of a resource to add value for the company and its clients. Valuable resources can assist a business in boosting sales, cutting expenses, or raising customer happiness. A company's patented technology or well-known brand, for instance, might be important assets that support its competitive advantage.

The second component is Rarity, which evaluates a resource or capability's rarity or uniqueness in relation to rivals. A resource can greatly increase a firm's competitive advantage if it is uncommon and difficult for rivals to obtain. Access to exclusive distribution channels or a highly skilled personnel, for example, might be uncommon advantages that set a company apart from its competitors.

The third component of VRIO, imitability, is the difficulty of replicating or copying a firm's assets or competencies. Because rivals find it difficult to replicate them, resources that are hard to replicate offer a long-term competitive edge. This could include exclusive business procedures, intellectual property, or corporate alliances that are hard for competitors to match.

The last component of VRIO is Organization, which focuses on how well a business is set up to take advantage of its assets and skills to gain a competitive edge. This comprises elements like sound strategic direction, efficient management techniques, and a culture that encourages innovation and ongoing development. An organization may make efficient use of its resources to keep a competitive edge if it is well-structured and in line with its strategic goals.

3.1.5 Integrated Marketing Communication (IMC) Framework

The Integrated Marketing Communications (IMC) framework emphasizes the strategic coordination of various promotional tools and communication channels to deliver a consistent and unified message to consumers. The concept is rooted in the need for a seamless brand experience across different marketing platforms, ensuring that all communication efforts are harmonized to reinforce the brand's value proposition. IMC encompasses multiple elements such as advertising, public relations, direct marketing, digital marketing, and sales promotions, all working together to create a comprehensive communication strategy (Schultz and Schultz, 2003)

IMC is based on the principle that a consistent message across multiple channels is more effective in building brand awareness and customer loyalty than fragmented communications. The framework encourages companies to consider the target audience's perspective, integrating messages to maximize impact and efficiency. By aligning the messaging across all touchpoints, companies can create a stronger brand identity and improve customer engagement.

3.1.6 Marketing 7p's Framework

The Marketing 7Ps framework, also known as the extended marketing mix, includes Product, Price, Place, Promotion, People, Process, and Physical Evidence. This model expands on the traditional 4Ps (Product, Price, Place, Promotion) to incorporate additional elements critical in service industries and modern marketing strategies (Booms and Bitner, 1981).

Product refers to what the company offers, including goods and services. Price involves the pricing strategy for products and services, reflecting their value and the company's market positioning. Place (distribution) focuses on how the product is delivered to the customer. Promotion encompasses the various communication strategies to make customers aware of the product and persuade them to purchase. People highlights the importance of employees and customer service in delivering the product. Process refers to the systems and procedures used to deliver the service. Physical Evidence includes the tangible elements that support the service, such as facilities, branding, and other physical cues.

3.2 Project Timeline

Table 3.1 Project Timeline

Week	Activity	Description
Week 1	Project Kickoff	Initiate project by holding kickoff meeting with stakeholders, defining objectives and scope.
Week 2	Data Collection	Collect data on "PT XYZ" Company Prospectus and Financial Report
Week 3	Stakeholder Meetings	Conduct meetings with customers, management, and internal stakeholders for data collection insights.
Week 4	Data Analysis	Analyze collected data to identify trends, challenges, and potential areas for improvement.

Week 5	Strategy Development	Develop strategic methodologies such as: SWOT, TOWS, PESTLE, VRIO, IMC, and 7p's analysis for addressing challenges.
Week 6	Documentation and Presentation Preparation	Prepare final documentation including reports, presentations, and implementation plans.
Week 7 – cont'd	Project Continuity	Refine strategies based on stakeholder feedback, align with organizational goals, plan implementation and monitoring, and prepare for project handover.

A organized summary of the project's scheduled activities and milestones can be found in Table 3.1's project timetable. Project Kickoff, which entails calling a meeting with stakeholders to determine the project's goals and parameters, will mark the start of the project in Week 1. This phase is essential because it establishes the framework for the entire undertaking and guarantees that all parties involved are in agreement with the project's objectives.

Week 2 sees a change in emphasis to data collection. This entails compiling relevant information on “PT XYZ”. Gathering data is an essential part of the project since it gives the insights and information needed to inform further analysis and decision-making.

Stakeholder meetings take place in Week 3. Data collecting with a variety of stakeholders, such as clients, vendors, and internal parties, will take place during this phase. These exchanges are meant to collect a range of viewpoints and input, which will help build a thorough picture of the state of affairs and guide strategic planning.

As the project moves forward into Week 4, a thorough Data Analysis is performed on the gathered information. In this stage, the information is analyzed to find trends, patterns, problems, and possible areas for development. The path of the project and the techniques used to inform

empirically informed decision-making are greatly influenced by data analysis.

The topic of week 5 is strategy development. Strategic methodologies like SWOT (Strengths, Weaknesses, Opportunities, Threats), TOWS (Threats, Opportunities, Weaknesses, Strengths), PESTLE (Political, Economic, Social, Technological, Legal, Environmental), VRIO (Value, Rarity, Imitability, Organization), Integrated Marketing Communication, and Marketing 7P's analysis are used to address identified challenges and capitalize on opportunities. These methodologies are based on the insights gained from data analysis and stakeholder interactions.

Documentation and presentation preparation are the focus of week six. The project team gathers all of the necessary paperwork during this phase, which includes implementation plans, thorough reports, and intricate presentations. Ready for presentation to stakeholders, these deliverables summarize the project's strategy, findings, and recommendations, making it easier to put suggested initiatives into action.

Finally, starting in Week 7, the project's main focus will be continuity. Stakeholder feedback will be used to refine plans and ensure that they are in line with organizational objectives. Along with making arrangements for the final project handover or transfer to the appropriate teams for execution and sustainability, plans are prepared for the initiatives' implementation and continuous monitoring.

3.3 Project Flow

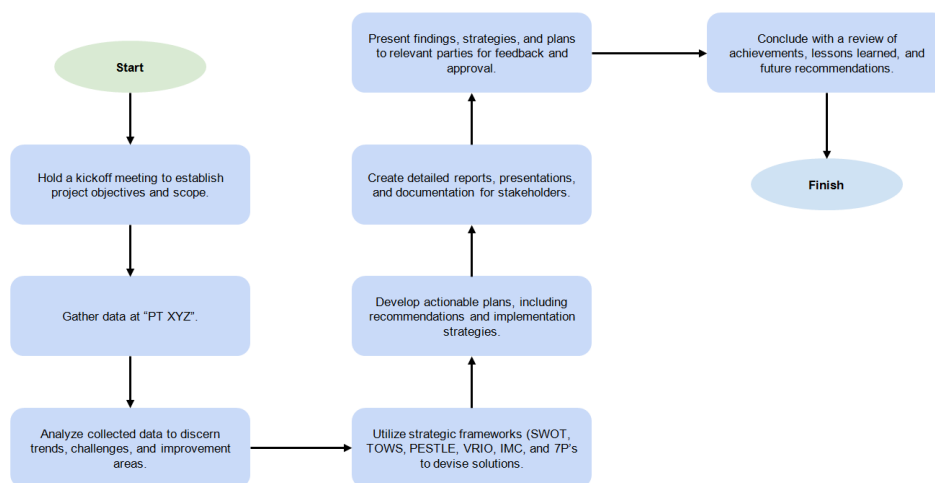


Figure 3.1 Project Flow

The project flow show in figure 3.1 starts with a kickoff meeting where the goals are to clearly define the scope of work and set clear objectives. This crucial stage makes sure that everyone involved is on the same page and knows what the project's objectives and expectations are. The emphasis then turns to gathering data inside “PT XYZ”. During this stage, much data must be gathered in order to identify problem areas and opportunities for development.

After gathering data, a thorough analysis is carried out to find patterns, problems, and possible areas for development. Using this analytical method is essential to developing well-informed plans and solutions. Then, using strategic frameworks like SWOT, TOWS, PESTLE, VRIO, IMC, and Marketing 7P’s, appropriate solutions are created to meet the difficulties and seize the opportunities that have been recognized.

Project flow milestones include presenting results, strategies, and plans to relevant parties for approval and input. The integration of stakeholder feedback results in the implementation of approved strategies and activities. During the implementation phase, effectiveness and alignment with objectives are ensured by tracking progress, measuring results, and making required adjustments.

An extensive evaluation is carried out when the project draws to a close in order to assess accomplishments, lessons discovered, and suggestions for the future. Future strategic planning endeavors are informed by the rich insights gained from this reflective phase, which also helps with continual improvement. Ultimately, a thorough evaluation rounds up the project, making sure that important lessons are recorded and that recommendations for the future are included into organizational policies and procedures.

3.4 Deliverables

The primary deliverable of this project will be a comprehensive strategic marketing plan for “PT XYZ”. This plan will be meticulously crafted to address the specific objectives set forth: innovating and improving current marketing strategies, effectively utilizing digital marketing tools, identifying and targeting specific market segments, and enhancing the brand identity of the company. The plan will encompass several critical components, each tailored to ensure a cohesive and actionable approach to achieving these goals.

3.4.1 Marketing Strategy Report

The Marketing Strategy Report will provide a thorough analysis of the current marketing strategies employed by “PT XYZ”. It will identify key strengths, weaknesses, opportunities, and threats (SWOT analysis) within the current marketing framework. Building on this foundation, the report will outline innovative strategies and tactics designed to improve and modernize the company’s marketing efforts. This section will also include a TOWS analysis to develop actionable strategies that leverage strengths and opportunities while addressing weaknesses and threats.

3.4.2 Digital Marketing Plan

A significant portion of the deliverable will focus on creating a robust Digital Marketing Plan. This plan will detail specific digital marketing tools and platforms that can be utilized to enhance the company’s online presence and customer engagement. The plan will include strategies for social media marketing, search engine optimization (SEO), content marketing, email marketing, and online advertising. Additionally, it will provide a roadmap for implementing these strategies, complete with timelines, resource allocation, and measurable objectives.

3.4.3 Market Segmentation and Targeting Framework

The project will deliver a comprehensive Market Segmentation and Targeting Framework, utilizing the STP (Segmentation, Targeting, Positioning) model. This framework will identify key market segments based on demographic, psychographic, and behavioral criteria. It will also prioritize these segments according to their potential profitability and strategic alignment with the company’s objectives. The targeting strategy will be detailed, ensuring that marketing efforts are focused on the most promising segments. This section will also include recommendations for positioning the brand effectively within each targeted segment.

3.4.4 Brand Identity Enhancement Plan

To ensure a cohesive and compelling brand image, a Brand Identity Enhancement Plan will be developed. This plan will analyze the current brand identity of “PT XYZ” and identify areas for improvement. It will provide strategic recommendations for enhancing brand elements such as tagline, brand messaging, and overall visual identity. The plan will also include guidelines for maintaining brand consistency across all marketing channels and touchpoints, ensuring a unified brand presence.

CHAPTER IV

FINDINGS, ANALYSIS, AND DISCUSSION

4.1 FINDINGS

The study conducted on “PT XYZ” identifies significant challenges and notable issues that the company faces in maintaining its competitive edge in the Indonesian golf industry. A primary challenge is the company's outdated marketing strategies “PT XYZ”'s by failing to keep pace with the evolving market dynamics and consumer behaviors in the golf industry. The company continues to rely on marketing approaches that no longer resonate effectively with today's audience, missing the opportunity to leverage modern, data-driven, and customer-centric strategies. This outdated strategy limits the company's ability to engage with a broader, more diverse customer base and capitalize on new growth opportunities. As competitors adopt more innovative and adaptive marketing techniques, “PT XYZ” risks losing its competitive edge and market share.

In addition to the outdated marketing strategies, the study revealed several other significant findings regarding “PT XYZ”. There is a noticeable lack of integration between the company's online and offline marketing efforts, resulting in fragmented communication and inconsistent branding across different channels. The absence of a well-defined digital marketing strategy further hampers the company's ability to engage with potential customers in the digital space, particularly on social media platforms where competitor presence is strong. Additionally, there is a limitation in the company's market segmentation approach, which currently lacks the depth needed to effectively target specific consumer groups, leading to inefficient and broad-based marketing campaigns. This overall deficiency in strategic marketing execution highlights the need for comprehensive improvements to enhance the company's competitiveness in the industry.

Given the findings, there is a critical need for “PT XYZ” to revamp its overall marketing strategy. This includes modernizing both online and offline marketing efforts to create a cohesive and integrated approach that resonates with today's consumers. The company must urgently adopt a robust digital marketing strategy to enhance its online presence, particularly on social media, where competitors are gaining significant traction. Furthermore, refining market segmentation and targeting specific customer groups with tailored marketing campaigns is essential to improving the efficiency and effectiveness of their promotional efforts. Addressing these

critical needs is imperative for “PT XYZ” to maintain its leadership in the industry and to capitalize on emerging market opportunities.

4.2 ANALYSIS

4.2.1 PESTLE ANALYSIS

Table 4.1 PESTLE Analysis for “PT XYZ”

Political	<ul style="list-style-type: none"> • Government Regulations: The Indonesian government has specific regulations regarding land use, environmental protection, and business operations that affect the development and management of golf courses. Compliance with these regulations is critical to avoid legal issues and penalties. • Political Stability: Indonesia has a relatively stable political environment, which is favorable for long-term business investments like golf course development. However, changes in local government policies could impact operations, especially concerning property and land use. • Tourism Policies: Government initiatives to promote tourism, including sports tourism, positively impact the golf industry. Policies that support infrastructure development and international tourism can lead to increased demand for luxury golf resorts.
Economic	<ul style="list-style-type: none"> • Economic Growth: Indonesia's growing economy and rising disposable incomes contribute to an increase in leisure activities, including golf. This trend is beneficial for “PT XYZ”, as more people can afford to participate in golf and related recreational activities. • Exchange Rates: Fluctuations in the exchange rate can affect the cost of importing golf equipment and materials for course maintenance, as well as influence international tourism, which is a significant revenue stream. • Interest Rates: High interest rates could make borrowing for expansion projects more expensive,

	<p>impacting the company's ability to grow. Conversely, lower interest rates would make financing more accessible.</p>
Social	<ul style="list-style-type: none"> • Demographic Changes: The demographic shift towards a younger, more tech-savvy population presents both challenges and opportunities. While traditional marketing may not resonate with this group, there is potential to engage them through digital and social media platforms. • Cultural Perceptions of Golf: Golf is often perceived as an elite sport in Indonesia, limiting its appeal to a broader audience. Efforts to make golf more accessible and to promote it as a family-friendly activity could help in expanding the customer base. • Health and Wellness Trends: The increasing focus on health and wellness is driving interest in outdoor and recreational activities, including golf. Marketing strategies that highlight the health benefits of golf could attract new players.
Technological	<ul style="list-style-type: none"> • Digital Transformation: The adoption of digital technologies in marketing, customer engagement, and operations management is critical for staying competitive. "PT XYZ" needs to invest in digital marketing tools, customer relationship management (CRM) systems, and data analytics to enhance customer experience and streamline operations. • Online Booking Systems: Implementing user-friendly online booking systems for tee times, memberships, and other services can improve customer satisfaction and operational efficiency. • Innovative Course Management: Technological advancements in course management, such as automated irrigation systems and drones for course maintenance, can reduce costs and improve the quality of the courses.
Legal	<ul style="list-style-type: none"> • Compliance with Industry Regulations: The golf industry is subject to various legal regulations, including land use laws,

	<p>environmental regulations, and labor laws. Ensuring full compliance is essential to avoid legal disputes and potential shutdowns.</p> <ul style="list-style-type: none"> • Intellectual Property Protection: Protecting the company’s brand, logos, and any proprietary technology or processes is important to maintain a competitive edge. • Labor Laws: Adherence to local labor laws, including fair wages and working conditions, is necessary to maintain a positive reputation and avoid legal issues.
Environmental	<ul style="list-style-type: none"> • Sustainability Practices: As environmental awareness grows, there is increasing pressure on companies to adopt sustainable practices. “PT XYZ” needs to focus on environmentally-friendly golf course management, including water conservation, use of eco-friendly pesticides, and maintaining biodiversity. • Climate Change: Changing weather patterns could affect the golf industry, particularly in terms of course maintenance and playability. The company may need to invest in climate-resilient infrastructure to mitigate these risks. • Environmental Regulations: Compliance with local and international environmental regulations is crucial. Failing to adhere to these regulations could result in fines and damage to the company’s reputation.

Table 4.1 provides a comprehensive PESTLE analysis highlights the external factors that impact “PT XYZ” and provides insights into areas where strategic adjustments can be made to enhance the company’s market position.

“PT XYZ” operates within a framework of government regulations that significantly influence its business. These regulations cover land use, environmental protection, and operational compliance, which are essential to the company's golf course management and development projects. Indonesia's political stability provides a favorable environment for long-term investments. However, any changes in local government policies

regarding property and land use could impact the company's operations. Additionally, government initiatives that promote tourism, including sports tourism, are crucial as they can enhance demand for the company's luxury golf resorts.

Indonesia's robust economic growth and rising disposable incomes are driving an increase in leisure activities, such as golf, which bodes well for "PT XYZ". Economic factors such as exchange rate fluctuations can affect the costs associated with importing golf equipment and influence international tourism, a vital revenue stream for the company. Additionally, interest rates play a critical role in the company's expansion plans; higher rates could make borrowing more expensive, while lower rates would facilitate easier access to capital for growth.

The evolving demographic landscape in Indonesia presents both challenges and opportunities for "PT XYZ". The growing younger, tech-savvy population requires innovative marketing strategies beyond traditional approaches to engage effectively. The perception of golf as an elite sport limits its appeal to a broader audience, but efforts to make the sport more accessible and family-friendly could expand the customer base. Moreover, the increasing focus on health and wellness trends aligns with the outdoor nature of golf, presenting an opportunity to attract health-conscious individuals by emphasizing the sport's physical and mental benefits.

Embracing digital transformation is critical for "PT XYZ" to maintain competitiveness. The company must invest in digital marketing tools, CRM systems, and data analytics to enhance customer engagement and streamline operations. Furthermore, adopting user-friendly online booking systems for services like tee times and memberships can significantly improve customer satisfaction. Technological advancements in course management, such as automated irrigation and drone usage for maintenance, offer potential cost savings and quality improvements in course upkeep.

Legal compliance is a cornerstone of "PT XYZ"'s operations, given the various regulations governing the golf industry. These include land use laws, environmental regulations, and labor laws. Ensuring full compliance helps the company avoid legal disputes and potential operational disruptions. Protecting intellectual property, such as the company's brand and proprietary processes, is essential for maintaining its competitive edge. Additionally, adhering to labor laws regarding fair wages and working conditions is crucial for upholding the company's reputation and avoiding legal challenges.

As environmental awareness increases, “PT XYZ” faces growing pressure to adopt sustainable practices in its golf course management. Emphasizing water conservation, eco-friendly pesticides, and maintaining biodiversity are critical to aligning with environmental expectations. Additionally, the impacts of climate change, including unpredictable weather patterns, pose challenges for course maintenance and playability. The company must consider investing in climate-resilient infrastructure to mitigate these risks. Compliance with environmental regulations is also imperative to avoid legal penalties and maintain a positive reputation.

4.2.2 SWOT ANALYSIS

Table 4.2 SWOT Analysis for “PT XYZ”

Strengths	Weakness
<ol style="list-style-type: none"> 1. Established brand reputation in the golf industry. 2. Prime locations of golf courses in high-demand areas. 3. Strong financial performance and diversified revenue streams. 4. Expertise in managing luxury golf courses and real estate. 	<ol style="list-style-type: none"> 1. Outdated marketing strategies. 2. Limited digital presence and engagement. 3. High operational costs for maintaining premium facilities. 4. Limited customer segmentation and targeted marketing strategies.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Growing interest in golf among younger demographics. 2. Potential for expanding digital marketing efforts. 3. Rising demand for integrated leisure and lifestyle destinations. 4. Opportunity to tap into the wellness and health trends. 	<ol style="list-style-type: none"> 1. Intensified competition from existing and new players. 2. Economic downturns affecting disposable incomes. 3. Regulatory changes impacting land use and development. 4. Environmental challenges, including climate change impacts on course conditions.

The SWOT analysis for “PT XYZ” as shown in table 4.2 provides a comprehensive overview of the company's internal strengths and weaknesses, as well as the external opportunities and threats it faces in the competitive golf industry. This analysis highlights the key factors influencing the company’s ability to maintain its market leadership while identifying areas for improvement and potential growth. By understanding these elements, “PT XYZ” can strategically position itself to capitalize on emerging trends and mitigate risks associated with the evolving business

environment. The following sections delve deeper into the specific strengths, weaknesses, opportunities, and threats identified for the company.

“PT XYZ” boasts several strengths that establish its leading position in the golf industry. The company’s established brand reputation and premium golf courses in prime locations, such as Bogor and Belitung, attract both local and international players. This strategic positioning is complemented by strong financial performance, with diversified revenue streams from golf course management, real estate development, and leisure services. Additionally, the company’s expertise in managing luxury golf facilities allows it to maintain high service standards, reinforcing its competitive edge in the market.

Despite its strengths, “PT XYZ” faces notable weaknesses that hinder its full market potential. The company’s marketing strategies are outdated, failing to effectively engage a broader audience, particularly in the digital space. This limited digital presence restricts its ability to connect with younger, tech-savvy consumers who are increasingly interested in golf. Furthermore, the company incurs high operational costs to maintain its premium facilities, which can strain profitability. Additionally, the lack of targeted customer segmentation reduces the effectiveness of marketing campaigns, resulting in missed opportunities for personalized engagement and retention.

“PT XYZ” has significant opportunities to capitalize on emerging trends and market demands. The growing interest in golf among younger demographics presents a unique opportunity for the company to expand its customer base by modernizing its marketing efforts and offering tailored experiences. The rising demand for integrated leisure and lifestyle destinations aligns with the company’s expertise in luxury real estate development, offering avenues for growth. Furthermore, the wellness and health trends provide an opportunity to position golf as a holistic activity that promotes physical and mental well-being. Expanding digital marketing initiatives could also enhance brand visibility and customer engagement.

The company faces several external threats that could impact its operations and growth. The intensified competition from both established and new players in the market poses a significant challenge, particularly as competitors adopt more modern marketing strategies. Economic downturns could reduce disposable incomes, directly affecting the affordability of golf, which is often perceived as a luxury activity. Regulatory changes, especially those related to land use and environmental policies, could constrain the company’s development plans. Additionally, environmental challenges,

such as climate change, may adversely affect golf course conditions, requiring costly adaptations to maintain playability and customer satisfaction.

4.2.3 TOWS Matrix

Table 4.3 TOWS Matrix for “PT XYZ”

TOWS Matrix	S	W
O	<p>SO</p> <ol style="list-style-type: none"> 1. Leverage strong brand identity to expand into new market segments (e.g., younger golfers). 2. Utilize financial stability to invest in advanced digital marketing tools and platforms. 	<p>WO</p> <ol style="list-style-type: none"> 1. Invest in digital transformation to overcome limited online presence. 2. Develop targeted campaigns using customer insights to capture emerging market opportunities.
T	<p>ST</p> <ol style="list-style-type: none"> 1. Enhance service offerings and customer experience to differentiate from competitors. 2. Strengthen relationships with key stakeholders to navigate regulatory challenges. 	<p>WT</p> <ol style="list-style-type: none"> 1. Address internal inefficiencies by adopting best practices and technology solutions. 2. Implement a comprehensive risk management plan to mitigate external threats.

The TOWS matrix as table 4.3 is a strategic tool that builds on the SWOT analysis by identifying specific strategies that leverage a company’s strengths and opportunities while addressing its weaknesses and mitigating threats. For “PT XYZ”, the matrix is divided into four strategic categories: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). Each category outlines targeted strategies to enhance the company's market position and address the significant challenges it faces in the competitive landscape of the golf industry.

The SO strategies are designed to leverage the strengths of “PT XYZ” to capitalize on existing opportunities in the market. By using its strong brand identity, the company can effectively expand into new market segments, such as targeting younger golfers who are increasingly interested in golf. Additionally, with its solid financial footing, “PT XYZ” can invest in advanced digital marketing tools and platforms, enhancing its ability to attract and engage customers online.

The WO strategies focus on overcoming the company's internal weaknesses by exploiting external opportunities. The limited online presence of “PT XYZ” can be addressed through significant investments in digital transformation. By improving digital capabilities, the company can enhance its visibility and customer engagement in the increasingly competitive golf industry. Furthermore, developing targeted marketing campaigns based on customer insights will allow the company to better capture emerging market opportunities, aligning with evolving consumer preferences.

The ST strategies aim to use the company's strengths to mitigate potential threats. By enhancing service offerings and focusing on delivering exceptional customer experiences, “PT XYZ” can differentiate itself from competitors, reducing the risk of losing market share. Additionally, the company can leverage its established relationships with key stakeholders to navigate regulatory challenges more effectively, ensuring continued operations and compliance in a complex legal environment.

The WT strategies are focused on minimizing both weaknesses and threats. Addressing internal inefficiencies through the adoption of best practices and technology solutions will improve operational effectiveness and competitiveness. To further mitigate external threats, “PT XYZ” should implement a comprehensive risk management plan that anticipates and addresses potential challenges in the industry, thereby safeguarding the company's long-term success.

4.2.4 VRIO Analysis

Table 4.4 VRIO Analysis for “PT XYZ”

Resource or Capability	Valuable?	Rare?	Costly to Imitate?	Organized to Exploit?	Competitive Implication
Prime Location of Golf Courses	Yes	Yes	Yes	Yes	Sustainable Competitive Advantage
Established Brand in the Golf Sector	Yes	No	Yes	Yes	Temporary Competitive Advantage
Experienced Management Team	Yes	No	No	Yes	Competitive Parity
Innovative Marketing Strategies	Yes	No	No	No	Temporary Competitive Advantage
Customer Loyalty and Relationships	Yes	No	Yes	Yes	Sustainable Competitive Advantage
Comprehensive Service Offerings	Yes	No	No	Yes	Competitive Parity
Advanced Digital Marketing Tools	Yes	No	No	No	Competitive Disadvantage

The VRIO framework as table 4.4 is a strategic tool used to analyze an organization's internal resources and capabilities to determine if they can provide a sustained competitive advantage. The VRIO analysis examines four key aspects: Value, Rarity, Imitability, and Organization. For “PT XYZ”, this framework helps identify the strengths that can be leveraged for long-term success, as well as areas where improvements are necessary.

“PT XYZ”'s golf courses are located in highly desirable regions, which are valuable, rare, and costly for competitors to replicate. The company has effectively organized its operations to exploit these locations, providing a sustainable competitive advantage. The strategic locations attract both local and international golfers, enhancing the company’s market appeal and long-term profitability.

The company has built a strong brand over the years, recognized within the golf sector. While valuable and difficult to imitate, the brand is not rare, as other competitors also have strong brand identities. However, the organization's ability to leverage its brand effectively gives it a temporary competitive advantage. Continued investment in brand development is necessary to maintain and strengthen this position.

The management team of "PT XYZ" brings considerable experience to the table, which is valuable but not rare or difficult to imitate. The company is organized to exploit this capability, leading to competitive parity. To enhance its position, the company may need to focus on unique management practices or innovations that could set it apart from competitors.

Although the company has engaged in some innovative marketing strategies, these efforts are neither rare nor difficult for competitors to imitate. Moreover, the company is not fully organized to exploit these strategies, resulting in only a temporary competitive advantage. To maximize the potential of these strategies, "PT XYZ" must better integrate and capitalize on its marketing efforts.

The company has developed strong customer loyalty and relationships, which are valuable, somewhat rare, and costly for competitors to imitate. "PT XYZ" is well-organized to exploit these relationships, providing a sustainable competitive advantage. Maintaining and expanding this loyalty will be crucial for long-term success.

The company's broad range of services, including golf and hospitality, adds value but is neither rare nor difficult to imitate. The organization is equipped to capitalize on these offerings, leading to competitive parity. To differentiate further, the company could innovate its service offerings to better meet evolving customer demands.

The digital marketing tools currently employed by "PT XYZ" are valuable but not rare or costly to imitate. Moreover, the company is not fully organized to leverage these tools effectively, resulting in a competitive disadvantage. Enhancing the use of digital marketing could improve customer engagement and overall competitiveness.

4.2.5 Integrated Marketing Communication (IMC) Analysis

Table 4.5 IMC Framework Analysis for “PT XYZ”

Component	Current Implementation	Effectiveness	Opportunity for Improvement
Advertising	Limited presence in traditional media; sporadic online campaigns	Moderate	Increase frequency and consistency across channels
Public Relations (PR)	Minimal PR activities; reactive rather than proactive	Low	Develop a comprehensive PR strategy to build and maintain a positive brand image
Sales Promotion	Occasional discounts and membership offers	Moderate	Design more targeted and engaging promotions to drive customer acquisition and retention
Direct Marketing	Inconsistent email marketing campaigns; lack of personalization	Low	Implement a personalized email marketing strategy leveraging customer data
Digital Marketing	Basic social media presence; limited SEO and content marketing efforts	Low	Expand and optimize digital marketing efforts, including content, SEO, and social media
Personal Selling	Relies heavily on in-person interactions	High	Integrate digital tools to enhance personal selling efforts and customer

			relationship management
Event Marketing and Sponsorship	Occasional events; no significant sponsorship activities	Low	Increase participation in industry events and explore sponsorship opportunities to boost brand visibility

The Integrated Marketing Communication (IMC) Framework shown above at table 4.5 is a strategic approach that ensures all forms of communication and messaging are carefully linked together to create a cohesive and consistent brand message. The IMC framework is critical for “PT XYZ” to unify its marketing efforts across various channels, ensuring that all communication strategies work together to reinforce the brand's identity and connect with the target audience effectively.

Currently, “PT XYZ” has a limited presence in traditional media and conducts sporadic online campaigns. The effectiveness of this advertising strategy is moderate but lacks consistency. There is a significant opportunity to improve by increasing the frequency and consistency of advertisements across various channels. By ensuring that the advertising messages are uniform and strategically timed, the company can better capture the attention of its target audience and reinforce its brand message.

The company's PR activities are minimal and tend to be reactive rather than proactive, resulting in low effectiveness. There is a critical need for “PT XYZ” to develop a comprehensive PR strategy that consistently builds and maintains a positive brand image. By actively managing public perceptions and engaging with media outlets, the company can strengthen its reputation and increase brand loyalty.

Sales promotions at “PT XYZ”, such as discounts and membership offers, are used occasionally and yield moderate results. To enhance their effectiveness, the company should design more targeted and engaging promotional campaigns that are aligned with customer preferences and behaviors. These promotions could be integrated with digital marketing efforts to reach a broader audience and drive both customer acquisition and retention.

The company’s direct marketing efforts, particularly email marketing, are inconsistent and lack personalization, leading to low effectiveness. There is a substantial opportunity for improvement by implementing a personalized email marketing strategy that leverages customer data. Tailored messages that resonate with individual customer needs can significantly enhance engagement and conversion rates.

“PT XYZ”’s digital marketing efforts are basic, with a limited presence on social media and minimal investment in SEO and content marketing. This results in low effectiveness. To improve, the company should expand its digital marketing efforts by optimizing content for search engines, creating valuable and engaging content, and enhancing its social media presence. A strong digital marketing strategy can increase online visibility, drive traffic, and foster customer relationships.

The company currently relies heavily on in-person interactions for personal selling, which is highly effective. However, there is an opportunity to integrate digital tools to enhance these efforts. By utilizing customer relationship management (CRM) software and digital communication tools, “PT XYZ” can improve the efficiency and effectiveness of personal selling, resulting in stronger customer relationships and increased sales.

“PT XYZ” occasionally participates in events but lacks significant sponsorship activities, leading to low effectiveness. To boost brand visibility, the company should increase its participation in industry events and explore sponsorship opportunities. Engaging in high-profile events and partnering with relevant organizations can elevate the brand's presence and attract new customers.

4.2.6 Marketing 7P’s Analysis

Table 4.6 Marketing 7P’s Analysis for “PT XYZ”

Element	Current Implementation	Effectiveness	Opportunity for Improvement
Product	High-quality golf courses and facilities; limited additional services	High	Expand service offerings to include more amenities and recreational activities
Price	Premium pricing strategy; limited promotional pricing	Moderate	Introduce flexible pricing options and promotional offers to attract a

			broader customer base
Place	Strategically located courses; limited online booking capabilities	High	Enhance online booking systems and explore new distribution channels
Promotion	Minimal integrated marketing efforts; low digital marketing presence	Low	Develop a comprehensive promotional strategy, integrating both traditional and digital channels
People	Experienced staff; limited customer service training	Moderate	Invest in customer service training and development to enhance the customer experience
Process	Standardized operational procedures; lack of digital integration	Moderate	Streamline processes with technology, focusing on improving customer convenience and efficiency
Physical Evidence	Well-maintained courses; minimal branding elements on-site	High	Enhance on-site branding and create a more immersive brand experience for visitors

The Marketing 7P's framework shown at table 4.6 above expands the traditional 4Ps (Product, Price, Place, Promotion) to include three additional elements: People, Process, and Physical Evidence. This comprehensive approach helps businesses like “PT XYZ” to analyze and optimize their marketing strategies across all aspects of the customer experience. Applying the 7P's framework ensures that the company addresses every critical factor in delivering value to customers and sustaining competitive advantage in the marketplace.

“PT XYZ” offers high-quality golf courses and facilities, which are the core of its product offering. The current product strategy is highly

effective, attracting golf enthusiasts and maintaining a strong reputation in the market. However, there is an opportunity to further enhance the product offering by expanding the range of services available. This could include additional amenities such as wellness centers, fine dining restaurants, or recreational activities that appeal to a broader audience. By diversifying its services, the company can increase customer satisfaction and attract a wider demographic.

The company employs a premium pricing strategy, which is effective in positioning “PT XYZ” as a luxury brand. However, the strategy's effectiveness is moderate due to the limited use of promotional pricing. To improve, the company could introduce more flexible pricing options and targeted promotional offers. These could include seasonal discounts, bundled packages, or loyalty programs that cater to different customer segments, making the offerings more accessible while maintaining a premium perception.

The golf courses are strategically located in prime areas, which contributes to the high effectiveness of the place strategy. However, the company's online booking capabilities are limited, which restricts customer convenience. Enhancing the online booking system and exploring new distribution channels, such as partnerships with travel agencies or online booking platforms, could improve accessibility and attract more customers. Expanding the place strategy would ensure that potential customers can easily access and book services, enhancing overall customer satisfaction.

Currently, “PT XYZ” has minimal integrated marketing efforts and a low digital marketing presence, resulting in low effectiveness. The company has a significant opportunity to develop a comprehensive promotional strategy that integrates both traditional and digital marketing channels. This could include a mix of advertising, public relations, social media marketing, and content marketing that consistently conveys the brand message. An effective promotional strategy will increase brand awareness, attract new customers, and engage existing ones.

The company benefits from having experienced staff, which contributes to a moderate level of effectiveness in the people aspect. However, there is a need to invest in customer service training and development to further enhance the customer experience. By focusing on improving staff interactions with customers, the company can ensure that every customer touchpoint is positive and reinforces the brand's premium image. Enhanced customer service can lead to higher customer satisfaction, repeat visits, and positive word-of-mouth referrals.

“PT XYZ” has standardized operational procedures, which provide consistency but lack digital integration. The process effectiveness is moderate, as there is room for improvement in streamlining operations with technology. By implementing digital tools for reservations, payments, and customer relationship management (CRM), the company can enhance customer convenience, improve efficiency, and reduce operational costs. A focus on process improvement will ensure that the company meets the evolving expectations of tech-savvy customers.

The company’s golf courses are well-maintained, which positively impacts the physical evidence aspect of the marketing mix. The current strategy is highly effective in providing a quality experience to customers. However, there is an opportunity to enhance on-site branding elements and create a more immersive brand experience. This could include branded merchandise, thematic décor, and other elements that reinforce the brand’s identity. By creating a strong physical presence, “PT XYZ” can leave a lasting impression on visitors and strengthen brand loyalty.

4.3 DISCUSSION

In examining the marketing strategies of “PT XYZ”’s marketing strategies using several theoretical frameworks, including the Marketing 7P’s, Integrated Marketing Communications (IMC) Framework, SWOT analysis, TOWS matrix, PESTLE analysis, and VRIO analysis. Each of these frameworks provides insights into the company’s current operations, strengths, weaknesses, opportunities, and threats, as well as areas for improvement in marketing and brand positioning.

The application of the Marketing 7P’s framework reveals that “PT XYZ” has a strong product offering with high-quality golf courses, yet it is limited by its minimal promotional efforts and underdeveloped digital presence. The premium pricing strategy positions the brand as a luxury offering but could benefit from more flexible pricing and targeted promotions to attract a broader customer base. Furthermore, the process and people elements highlight the need for digital integration and enhanced customer service training to improve customer experience and operational efficiency. Addressing these aspects through a comprehensive marketing strategy can elevate the company’s market position.

The IMC Framework analysis underscores the need for a more cohesive and integrated approach to marketing communications at “PT XYZ”. The current minimal efforts in both online and offline promotion limit the company’s reach and brand visibility. By adopting a more integrated marketing approach, which includes a mix of traditional

advertising, digital marketing, social media engagement, and public relations, the company can create a consistent and compelling brand narrative. This will not only attract new customers but also deepen engagement with existing ones, thereby driving brand loyalty and repeat business.

SWOT and TOWS analyses highlight that while “PT XYZ” possesses significant strengths, such as its established reputation and strategic location of golf courses, it also faces notable challenges. The company’s outdated marketing strategies, lack of innovation in service offerings, and limited digital engagement represent significant weaknesses. These weaknesses, coupled with external threats such as increased competition and changing consumer preferences, necessitate a strategic overhaul. By leveraging its strengths and addressing weaknesses through strategic opportunities—like expanding digital marketing efforts and introducing innovative services—the company can mitigate threats and sustain its competitive edge.

PESTLE and VRIO analyses provide further context to the external environment and internal resources of “PT XYZ”. The PESTLE analysis indicates that economic factors, such as rising disposable incomes and increased interest in leisure activities, are favorable, yet the company has not fully capitalized on these trends. Additionally, technological advancements offer opportunities for digital transformation, which have been underutilized. The VRIO analysis confirms that while the company has valuable and rare resources, such as prime real estate and brand reputation, these are not fully exploited due to the lack of organizational focus on innovation and digital integration.

In conclusion, the comprehensive analysis of “PT XYZ”’s marketing strategies reveals several critical areas for improvement. The findings indicate a strong need for the company to modernize its marketing approach by integrating digital marketing, enhancing customer service, and innovating its service offerings. By addressing these issues through the strategic application of the Marketing 7P’s, IMC, and other analytical frameworks, “PT XYZ” can better position itself to thrive in the increasingly competitive and dynamic market environment.

CHAPTER V

CONCLUSION, IMPLICATION, LIMITATION, AND RECOMMENDATION

5.1 CONCLUSION

Based on the comprehensive analysis of “PT XYZ”, several key conclusions have been drawn regarding the company’s strategic direction in marketing, digital engagement, customer segmentation, and brand identity. To maintain a competitive edge in the increasingly crowded golf course management and property development sectors, “PT XYZ” must focus on innovating and differentiating its marketing strategies. By leveraging its unique assets, such as premium locations and high-quality facilities, the company can create exclusive experiences and value propositions that are difficult for competitors to replicate. Personalized customer experiences, the integration of advanced technologies like AI for predictive analytics, and the exploration of new partnership opportunities can further enhance the company’s market differentiation.

In terms of digital marketing, “PT XYZ” needs to adopt comprehensive digital strategies to effectively engage with the evolving tech-savvy consumer base and enhance brand visibility. This includes implementing robust content marketing strategies, utilizing social media platforms for targeted outreach, and employing SEO and SEM techniques to strengthen the company’s online presence. Additionally, leveraging data analytics to understand consumer behavior and preferences will enable more personalized and relevant marketing campaigns. The integration of CRM systems and automated marketing platforms can streamline customer interactions and drive higher engagement.

Accurate customer segmentation is also crucial for “PT XYZ” to develop targeted marketing campaigns that foster engagement and loyalty. By employing advanced segmentation techniques based on demographic, psychographic, and behavioral data, the company can better understand the diverse needs and preferences of its customer base. This approach allows for the creation of highly tailored marketing messages and offers that resonate with specific segments, ultimately enhancing customer satisfaction and loyalty. Data-driven marketing tactics, such as predictive modeling and personalization, can further optimize these campaigns and ensure they have maximum impact.

Establishing and maintaining a strong, distinctive brand identity is another essential aspect for “PT XYZ”. The company must focus on articulating a clear brand message that highlights its core values, such as luxury, exclusivity, and exceptional service. This brand identity should be consistently reflected in all marketing materials, digital content, and customer interactions. Additionally, investing in brand storytelling and experiential marketing can create emotional connections with the audience, reinforcing brand loyalty and differentiation in the marketplace.

In conclusion, “PT XYZ” must adopt a multi-faceted approach to address the challenges identified in the analysis. By innovating its marketing strategies, embracing digital marketing, accurately segmenting its customer base, and strengthening its brand identity, the company can maintain its competitive edge and achieve sustained growth in the dynamic and competitive golf course management and property development sectors.

5.2 IMPLICATION

5.2.1 For The Organization

“PT XYZ” should prioritize modernizing its digital marketing strategies to better align with the evolving preferences of consumers. The company's current online presence is limited, which hinders its ability to reach a broader and more diverse audience. By investing in a comprehensive digital marketing plan that includes social media engagement, search engine optimization (SEO), and targeted online advertising, “PT XYZ” can significantly enhance its visibility and appeal, particularly to younger, tech-savvy individuals who are increasingly interested in golf. Additionally, creating engaging online content such as virtual tours, customer testimonials, and interactive booking options will improve customer engagement and conversion rates.

Integrated Marketing Communications (IMC) is essential for “PT XYZ” to establish a consistent and compelling brand image across all customer touchpoints. By implementing an IMC strategy, the company can ensure that all marketing messages—whether delivered through digital channels, print media, or on-site promotions—are aligned with its core values and brand identity. This approach will help strengthen the company's brand equity, making it more recognizable and appealing in the competitive marketplace. The IMC strategy should also include partnerships with premium brands and sponsorships of high-profile events to further enhance brand positioning and reach.

The Marketing 7P's framework offers a comprehensive approach for "PT XYZ" to refine and improve its service offerings. By carefully examining each element—Product, Price, Place, Promotion, People, Process, and Physical Evidence—the company can identify areas for enhancement. This might include revisiting pricing strategies to ensure they remain competitive while reflecting the premium nature of the services offered, optimizing distribution channels for greater customer convenience, and improving the overall customer experience through personalized and high-quality service. Staff training and development should also be emphasized to ensure that employees are well-equipped to deliver the exceptional service that aligns with the company's brand promise.

Innovation is critical for "PT XYZ" to capture emerging market segments and stay ahead of the competition. The company should consider introducing new service offerings that cater to different customer needs and preferences, such as flexible membership options, family-oriented activities, and corporate event packages. Additionally, there is an opportunity to develop eco-friendly and wellness-focused amenities, which would appeal to health-conscious consumers. By diversifying its offerings, "PT XYZ" can attract a broader range of customers, increase its market share, and generate new revenue streams.

Finally, it is crucial for "PT XYZ" to continuously monitor and adapt to market dynamics. The business environment is rapidly changing, and the company must remain agile and responsive to emerging trends, customer preferences, and competitive pressures. Regular market research and customer feedback should inform strategic decisions, allowing the company to adapt its offerings and marketing strategies in real-time. This proactive approach will help ensure the long-term sustainability and growth of "PT XYZ" in Indonesia's competitive golf course management and property development sectors.

5.2.2 For the Industry

The golf course management and property development industry in Indonesia should prioritize the integration of advanced digital technologies to stay competitive in an increasingly digitalized world. This includes the adoption of data analytics tools to better understand consumer behavior, preferences, and trends, which will allow companies to tailor their services and marketing strategies more effectively. By leveraging digital platforms, companies can enhance customer engagement, improve operational efficiency, and create personalized experiences that cater to the specific needs of different customer segments. This technological advancement will

be crucial in attracting the younger generation, who are more inclined toward digital interaction and online convenience.

Another key recommendation is for the industry to embrace sustainability as a core value in both golf course management and property development. As environmental concerns continue to rise globally, integrating eco-friendly practices will not only meet regulatory requirements but also align with the growing consumer demand for sustainable and responsible tourism. This can include adopting green building practices, conserving water and energy, and preserving natural habitats within golf course areas. By positioning themselves as leaders in sustainability, companies in the industry can differentiate their brand and attract environmentally conscious customers, thereby enhancing their market appeal and long-term profitability.

The industry should also focus on diversifying its product offerings to cater to a broader audience. While golf remains the primary focus, there is a growing market for wellness, leisure, and family-oriented activities. Developing complementary services such as spa facilities, fitness centers, and recreational activities for families can create a more holistic and inclusive experience, attracting not only golfers but also their families and non-golfers. Additionally, introducing flexible membership options and pay-per-play models can make golf more accessible to a wider audience, including casual players and tourists.

Collaboration and partnerships within the industry can further drive innovation and growth. Companies should consider forming strategic alliances with hospitality, travel, and technology firms to enhance their offerings and reach new markets. For example, partnerships with luxury hotel chains can provide bundled packages that include accommodation, golfing, and other leisure activities, appealing to high-net-worth individuals and corporate clients. Additionally, working with technology providers can facilitate the development of mobile apps and online platforms that improve customer convenience, such as booking systems, virtual tours, and loyalty programs.

Lastly, the industry must prioritize continuous education and training for its workforce to maintain high standards of service and professionalism. As the industry evolves, so do the expectations of customers. Investing in staff development programs, including customer service training, technical skills enhancement, and leadership development, will ensure that employees are equipped to meet these demands. A well-trained workforce not only

enhances the customer experience but also strengthens the overall reputation of the industry. This commitment to excellence will help Indonesian golf course management and property development companies remain competitive in the global market.

5.2.3 For the Business

To enhance the competitive positioning of “PT XYZ”, the business should prioritize a comprehensive digital transformation strategy. This involves upgrading their online presence through a modern, user-friendly website and active social media engagement. A strong digital platform will allow the company to effectively showcase its offerings, provide a seamless booking experience, and engage with customers in real-time. By leveraging data analytics, the company can gain valuable insights into customer behavior and preferences, enabling them to tailor marketing campaigns and personalize customer experiences. This digital shift is essential for capturing the interest of the younger, tech-savvy demographic that is becoming increasingly interested in golf and luxury real estate.

Another critical recommendation is to diversify the company’s service offerings to appeal to a broader market. “PT XYZ” can expand its product portfolio by integrating wellness and recreational facilities, such as spas, fitness centers, and family-friendly activities, into its golf resorts. This approach will not only attract avid golfers but also their families and non-golfers, providing a more inclusive and comprehensive experience. Additionally, offering flexible membership plans and pay-per-play options will make the company’s services more accessible to a wider audience, including tourists and casual players, which can drive revenue growth.

The business should also invest in sustainability initiatives to align with the growing global emphasis on environmental responsibility. By adopting eco-friendly practices, such as water conservation, energy-efficient technologies, and habitat preservation within their golf courses, “PT XYZ” can position itself as a leader in sustainable golf course management. These initiatives will not only meet regulatory standards but also appeal to environmentally conscious consumers, enhancing the company’s brand reputation and long-term profitability.

Building strategic partnerships is another key recommendation for the business. “PT XYZ” should explore alliances with luxury hotels, travel agencies, and technology firms to create bundled offerings and reach new markets. For example, collaborating with high-end hotel chains can result in attractive package deals that include accommodation, golfing, and other

leisure activities. Partnerships with technology providers can help in developing mobile apps that facilitate bookings, offer virtual tours, and create loyalty programs. These collaborations can enhance customer convenience and expand the company's market reach.

Finally, "PT XYZ" should prioritize continuous staff development to maintain high service standards and operational excellence. Investing in employee training programs focused on customer service, technical skills, and leadership development will ensure that the workforce is well-equipped to meet evolving customer expectations. A highly trained and motivated staff is crucial for delivering a superior customer experience, which in turn strengthens the company's brand and competitive advantage. By focusing on these strategic areas, "PT XYZ" can sustain its growth and solidify its leadership in the Indonesian golf course and property development market.

5.2.4 For the Customer

For the customers of "PT XYZ", it is essential to understand the value and benefits that the company's offerings bring to their leisure and lifestyle needs. The company should aim to educate its customers on the unique experiences provided by its golf resorts, which go beyond just golfing. By highlighting the comprehensive range of amenities, including wellness centers, gourmet dining, and luxurious accommodations, customers can better appreciate the holistic lifestyle experience that "PT XYZ" offers. This understanding will help customers make more informed decisions when choosing a destination for relaxation and recreation.

Customers are encouraged to engage more actively with the company's digital platforms to take full advantage of personalized offers and promotions. "PT XYZ" customers can benefit from exclusive online deals, early access to events, and loyalty rewards by subscribing to newsletters and following the company's social media channels. This engagement also provides customers with up-to-date information on new services, upcoming events, and special promotions tailored to their preferences, ensuring they maximize their experience with the company.

It is also recommended that customers explore the flexible membership and service options available at "PT XYZ". Whether through annual memberships, pay-per-play packages, or bundled service offerings, customers can find options that best suit their usage patterns and budget. By exploring these flexible arrangements, customers can enjoy the premium facilities of the resorts while managing their expenses more effectively.

Understanding and utilizing these options can lead to a more satisfying and cost-effective experience.

Furthermore, customers should consider taking advantage of the company's personalized services and tailored experiences. "PT XYZ" offers customization options for events, from private tournaments to corporate retreats, allowing customers to create unique and memorable experiences. Engaging with the company's concierge services and event planning teams can help customers tailor their visits to meet specific needs, ensuring a higher level of satisfaction and value.

Finally, customers are encouraged to provide feedback and engage in dialogue with "PT XYZ" to help the company continuously improve its services. By participating in surveys, sharing reviews, and communicating preferences directly, customers can contribute to the refinement of the company's offerings. This active involvement will not only enhance the customer experience but also ensure that the company evolves in line with customer expectations and market trends, ultimately leading to better services and a more enjoyable experience for all patrons.

5.3 Project Limitations

This project has several inherent limitations that should be acknowledged to provide a balanced perspective on the findings and recommendations. One of the primary limitations is the reliance on secondary data sources, which may not fully capture the most recent developments or emerging trends within the golf and leisure industry in Indonesia. While every effort was made to use the most up-to-date information, the rapidly changing market dynamics mean that some insights may have evolved since the data was collected. This limitation could affect the accuracy and applicability of the strategic recommendations provided.

Another limitation is the scope of the analysis, which focused primarily on "PT XYZ" and a select group of competitors within Indonesia. This narrow focus means that the findings may not be fully generalizable to the broader global golf and resort industry, where different market conditions, consumer behaviors, and competitive landscapes may apply. Consequently, the strategies suggested in this project may need to be adapted if applied in other regional or international contexts.

The project also faced constraints related to time and resources, which limited the ability to conduct more extensive primary research, such as in-depth interviews with key stakeholders or comprehensive customer surveys.

While secondary data and literature review provided valuable insights, primary research could have enriched the analysis by providing firsthand perspectives from customers, employees, and industry experts. The absence of this primary data limits the depth of understanding of certain aspects of customer behavior and preferences, as well as the internal challenges faced by the company.

Additionally, the project's focus on digital marketing and innovation strategies might overlook other important areas, such as operational efficiency, human resource management, or financial performance, that could also significantly impact the company's success. While these areas are acknowledged as important, the project's emphasis on marketing strategies means that other potential avenues for improvement have not been explored in detail. This could lead to an overemphasis on marketing solutions at the expense of a more holistic approach to business improvement.

Finally, the dynamic nature of the digital marketing landscape presents a limitation in terms of the long-term applicability of the recommendations. Digital marketing strategies are subject to rapid changes due to technological advancements, shifts in consumer behavior, and evolving regulatory environments. As a result, the recommendations provided in this project may need to be revisited and updated regularly to remain relevant and effective. This limitation underscores the importance of continuous learning and adaptation in the company's strategic planning process.

5.4 Recommendation

In light of the limitations encountered during this project, several suggestions for future research projects are recommended to build upon and expand the findings of this study. First, future research should consider incorporating more extensive primary data collection methods, such as interviews, focus groups, and surveys with a diverse range of stakeholders, including customers, employees, and industry experts. This would provide richer, firsthand insights into the perspectives and experiences of those directly involved with "PT XYZ", thereby enhancing the depth and accuracy of the analysis.

Another valuable direction for future research is to broaden the scope of the study to include a comparative analysis of "PT XYZ" with similar companies operating in different regions or countries. By examining how other golf course and resort operators navigate similar challenges and opportunities in diverse markets, future studies could identify best practices

and innovative strategies that could be adapted to the Indonesian context. This comparative approach would also help to contextualize the findings and provide a more global perspective on the industry's evolution.

Future projects could also explore the intersection of digital marketing strategies with other critical business functions, such as operations, finance, and human resources. By adopting a more integrated approach, researchers can provide a holistic understanding of how digital marketing initiatives can be aligned with broader organizational goals and how they can be effectively supported by other areas of the business. This would ensure that future recommendations are not only focused on marketing but also take into account the company's overall operational and financial health.

Additionally, as the digital marketing landscape continues to evolve, future research should focus on emerging technologies and trends that could significantly impact the industry. Areas such as artificial intelligence, augmented reality, and data analytics present new opportunities for enhancing customer engagement and personalizing marketing efforts. Investigating how "PT XYZ" could leverage these technologies to stay ahead of the competition and meet the changing expectations of customers would be a valuable contribution to the company's strategic planning.

Lastly, future research should consider longitudinal studies that track the implementation and outcomes of the strategic recommendations over time. This approach would allow for the assessment of the long-term effectiveness of the strategies proposed in this project and provide insights into how they may need to be adjusted in response to changing market conditions or company performance. By continuously monitoring and evaluating the impact of these strategies, future projects can help ensure that "PT XYZ" remains agile and responsive to the dynamic challenges of the industry.

REFERENCES

- Akhtar, W., & Sultan, M. (2023). *VRIO analysis framework in project management (PM): Comprehensive approach*. International Journal of Business and Management Invention (IJBMI), 12(2), 57-72. <https://doi.org/10.35629/8028-12025772>
- Bitner, M. J. (1990). *Evaluating service encounters: The effects of physical surroundings and employee responses*. Journal of Marketing, 54(2), 69-82.
- Bitner, M. J. (1992). *Servicescapes: The impact of physical surroundings on customers and employees*. Journal of Marketing, 56(2), 57-71.
- Bitner, M. J., & Berry, L. L. (1981). *Service marketing is different*. Business Horizons, 24(3), 24-29.
- Berry, L. L. (1980). *Services marketing is different*. Business Horizons, 23(3), 24-30.
- Booms, B. H., & Bitner, M. J. (1981). *Marketing strategies and organization structures for service firms*. In J. Donnelly & W. George (Eds.), *Marketing of Services*. American Marketing Association.
- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital marketing: Strategy, implementation and practice*. Pearson UK.
- David, F. R. (2009). *Strategic management*. Jakarta: Salemba Empat.
- Dobrović, Ž., & Tomičić Furjan, M. (2020). *SWOT analysis in the strategic planning process - Meta-modelling approach*. IEEE 10th International Conference on Intelligent Systems (IS). <https://doi.org/10.1109/IS48319.2020.9199983>
- Ekhlassi, A., Maghsoodi, V., & Mehrmanesh, S. (2012). *Determining the integrated marketing communication tools for different stages of customer relationship in the digital era*. International Journal of Information and Electronics Engineering, 2(5), 761-765.
- Fitriani, E. (2022). *TOWS analysis on Recissbar to increase its competitiveness*. Revista CEA, 8(16), 1876-1890. <https://doi.org/10.22430/24223182.1876>

- Hill, C. W. L., Jones, G. R., & Schilling, M. A. (2014). *Strategic management theory: An integrated approach* (11th ed.). *Cengage Learning*.
- Iberaheem, M. (2023). *The role of business analysis in strategic planning: Discussing how business analysis contributes to the strategic planning process in businesses*. *East Asian Journal of Multidisciplinary Research*, 2(7), 2709-2730.
- Kapferer, J.-N. (2012). *The new strategic brand management: Creating and sustaining brand equity long term* (5th ed.). Kogan Page Publishers.
- Khabib, M., & Sembel, I. H. R. (2021). The influence of digital communication on farmers and field activity with brand awareness as a mediating variable to sales effort in PT Bayer Crop Science Indonesia. *International Journal of Business, Economics and Law*, 24(2), 39-47.
- Kotler, P., & Keller, K. L. (2016). *Marketing management* (15th ed.). Pearson.
- Kotler, P., Kartajaya, H., & Setiawan, I. (2017). *Marketing 4.0: Moving from traditional to digital*. Wiley.
- Lee, H., Kim, M. S., & Park, Y. (2012). *An analytic network process approach to operationalization of the five forces model*. *Applied Mathematical Modelling*, 36(4), 1783-1795.
- Miles, M. C., Richardson, K. M., Wolfe, R., Hairston, K., Cleveland, M., Kelly, C., Lippert, J., Mastandrea, N., & Pruitt, Z. (2023). *Using Kotter's change management framework to redesign departmental GME recruitment*. *Journal of Graduate Medical Education*, 15(1), 98–104. <https://doi.org/10.4300/JGME-D-22-00191.1>
- McCarthy, E. J. (1960). *Basic marketing: A managerial approach*. Richard D. Irwin.
- Panjaitan, S. D., Sembiring, C. F., & Malau, M. (2023). *The influence of product marketing communications through the use of brand ambassador and brand image on the purchase decision of Scarlett Whitening*. *Fundamental Management Journal*, 8(2), 118-137.

- Paramadita, S., & Hidayat, D. (2022). *Industry competitiveness analysis using Porter's Five Forces: Indonesian multi-industry study case*. *ARBITRASE: Journal of Economics and Accounting*, 3(2), 317-322. <https://doi.org/10.47065/arbitrase.v3i2.465>
- Poniwatie, A., Noviandari, I., Kusumo, R. B., & Pratama, D. J. (2022). *SWOT analysis in improving marketing strategies in Circle K Gunawangsa Surabaya*. *International Journal of Economics, Business and Accounting Research (IJEBAR)*, 6(1), 648. Retrieved from <https://jurnal.stie-aas.ac.id/index.php/IJEBAR>
- Porter, M. E. (1979). *How competitive forces shape strategy*. Harvard Business Review.
- Porter, M. E. (1980). *Competitive strategy: Techniques for analyzing industries and competitors*. The Free Press.
- Porter, M. E. (2007). *Competitive strategy*. Jakarta: Kharisma Publishing Group.
- Pulizzi, J. (2014). *Epic content marketing: How to tell a different story, break through the clutter, and win more customers by marketing less*. McGraw-Hill Education.
- Ro. (2022). *Increasing interest in golf among millennials during the pandemic*. Media Indonesia. Retrieved from <https://mediaindonesia.com/peminat-golf-di-kalangan-milenial-meningkat-selama-pandemi>
- Rus, & Har. (2016). *Increasing interest in golf*. Berau Post. Retrieved from <https://prokal.co/berau-post/peminat-golf-semakin-meningkat>
- Ryan, D. (2016). *Understanding digital marketing: Marketing strategies for engaging the digital generation*. Kogan Page Publishers.
- Saleh, M. Y. S., & Miah, S. (2019). *Marketing concepts and strategies*. Makassar: Legitimate Media.
- Schultz, D. E., & Schultz, H. F. (2003). *IMC: The next generation—Five steps for delivering value and measuring financial returns*. McGraw Hill Professional.

- Schumpeter, J. A. (1934). *The theory of economic development: An inquiry into profits, capital, credit, interest, and the business cycle*. Harvard University Press.
- Surianugraha, W., Syaikat, Y., & Rachmina, D. (2020). *Gap analysis and strategy of PT. Transportasi Jakarta in improving its services performance*. Indonesian Journal of Business and Entrepreneurship (IJBE), 6(2), 146. <https://doi.org/10.17358/ijbe.6.2.146>
- Tuten, T. L., & Solomon, M. R. (2018). *Social media marketing*. Sage.
- Wu, K. J., Tseng, M. L., & Chiu, A. S. F. (2012). *Using the analytical network process in Porter's Five Forces analysis: Case study in the Philippines*. Procedia - Social and Behavioral Sciences, 57, 1-9. <https://doi.org/10.1016/j.sbspro.2012.09.165>