

CHAPTER I

INTRODUCTION

This chapter discussed about the trend in property business in Indonesia. This chapter also presents the problem statement, research objectives, and research limitation. This chapter also explains about significance of this study to future researcher, academics, entrepreneur or business, the government, and the other property business in E-adoption marketing.

1.1 Research Background

1.1.1 Property Business in Indonesia

From 2012 and in the middle of 2013, property business sector in Indonesia has a dramatic growth. Since the profit of business developer has highly increased (from 45 companies in the stock exchange, they was an increased of profit up to 50%) and surely, the price of property in Indonesia was increased also. Generally, the price of property in Indonesia was increased almost 30% per year around 2011 and 2013). That's why property business worth to be analyzed (Schreiben, 2013)

Indonesia is currently enjoying rapid economic growth at a time when in general the countries in the world are being hit by the financial crisis, especially the European countries and America. With economic growth of over 6 percent, while Indonesia is including squillionaires country in terms of GDP and the group of the world's 20 richest countries based on GDP. With a total GDP of 1 trillion USD and 3000 USD per capita income of more, making Indonesia entered the middle-class income countries in the world. The flow of foreign investment or foreign direct investment to Indonesia is increasing and is the largest in Southeast Asia. Shortly, Indonesia has a good property industry conditions (Schreiben, 2013).

1.1.2 The E-Adoption and Development of Internet in Indonesia

The second aspect that has also changed in Indonesia and even in the world is the existence of Internet. In Indonesia, the internet users increased dramatically. Today, there are more than 82 million people using internet (Wahyudi, 2012).

Technology is always increased now days, and the growth of technology impacts many different aspects. One of them is in marketing aspect that proved by many communication stuff that created to make communication easier (Goodwin and Stetelman, 2011). Also in business aspect, many entrepreneur compete each other to get customer by using technology. (Goodwin and Stetelman, 2011).

In this Globalization era, the growth of technology impacts promotion activities, like Digital Marketing and Social Media. Business Trend was changed from conventional (offline) marketing to digital marketing (online). Nowadays, Digital Marketing is one of marketing strategies which is more prospective (Goldwin and Stetelman, 2011).

One of business sectors that influenced by internet technology is property business (Goldwin and Stetelman, 2011). Previously the entrepreneur did the old marketing style by door to door or by banner. The example is the apartment, the marketing team will do some offline advertising in newspaper, banner, door to door, etc. But, because of the influence of the communication technology, the marketing strategy of the property business is also improved. The simple influence is they begin to advertise their property product online. One of the examples of a company that already runs the property business via online is www.property.net. This website is owned by Cipitra group. They sell many kinds of property products, like housing, apartment, hotel and the others. They also offer the market place service that they sell others people's property. So, it is just like a broker.

1.1.3 The New Customer Journey

In previous era, people will get the stimulus in buying something, and after they got the stimulus, they will come directly to the store that they get from stimulus and search the information directly to the place, and if they are interest at that things, they will directly in it. But, in this information technology era, there is a ZMOT theory that related to internet source. In simple word, ZMOT is the process of people search the information after they get the stimulus. So, before they come directly to the place, they will search the information first in internet, and this process is called ZMOT.

Figure 1.1 Traditional Mental Model of Marketing



Source: The Zero Moment of Truth Macro Study, 2011

This is the traditional buying step of people.

Figure 1.2 New Mental Model of Marketing



Source: The Zero Moment of Truth Macro Study, 2011

This is the new model of customer journey after the existence of the information technology (Internet).

1.2 Problem Identification

As explained before, there is a changed in customer journey, from the traditional 3 steps of marketing to the modern marketing. So, a business which wants to keep their existence they have to adapt the new model, on the other hand they will collapse if they don't adapt the new model marketing which is called the digital marketing.

The property business must keep their existence because property business is the one of business in Indonesia that has a good contribution such job vacancy, tax which will increase the growth in Indonesia (Hidayat, 2007).

Internet is an easy and effective way to advertise the property business now days, other than that, Internet only needs low capital and easy to access by the people who want to buy or rent the property. Almost all of property business advertised their property in internet, just like Ciputra and Sumarecon group. Because of that reasons, there will be many competitors in this segment. In this case, skills and experience of the property business is very important to process the E-advertising (Property-kita.com, 2015).

From this problem and the situation, researcher will analyze how property business in Indonesia adopting the Internet.

1.3 Research Questions

Based on the Problem background mentioned before, this research paper is aimed to provide understanding of these following obstacles:

1. How does Internet's role in the marketing strategy in property companies?
2. How effective does internet marketing increase marketing performance?

1.4 Research Objectives

Starting by showing the data before, the researcher found that Indonesia is a big country. Also, the property industry is having an important role for Indonesia to support them and absorb more labor to decrease the unemployment rate. Moreover, there's a change in the customer journey from the traditional into the new one so the company should adapt in order to keep the existence in the business world.

So, this research will analyze the e-adoption level of big companies in property industry in keeping the existence. Shortly, the research is focusing to find out how

the big companies use the digital marketing in order to keep their existence and survive in competition.

The result of the research paper could also be used as the recommendation of the other companies on how to adapt in a practical ways to survive in the market.

1.5 Research Limitation

The limitation of this research is that the target respondent is the marketing manager of that business that has busy schedule. It makes the researcher hard to make an appointment for conducting the interview with the respondents.

The timeframe of making this research also happen to be the limitation for the researcher. The research still has one individual study, and other assignment.

This research is limited only focusing on the property industry in Indonesia. The big companies being researched are only 3 big companies.

For the future research, the researchers hope that there will be more researchers which analyze the e-adoption level in the other industries such as the medicine industry, the education industry and so on.

1.6 Definition of Terms

1. E-business: the conduct of business processes on the internet. These electronic business processes include buying and selling products, supplies and services; servicing customer; processing payments; managing production control; collaborating with business partners; sharing information; running automated employee services; recruiting; and more (TechTarget, 2015).

2. ZMOT: which describes a revolution in the way consumers search for information online and make decisions about brands (Lecinski, 2014).
3. Social Media Marketing: social media marketing is a kind of marketing technique which use the online communities, social networks as well as blog marketing and other which also include as the buzz marketing (International Journal of Enterprise Computing and Bting and Business Systems, 2011).
4. GDP: the market value of all final goods and services produced within a county in a given period of time (Brooks, 2014).
5. Globalization: Globalization refers to the emerging of an international network, belonging to an economical and social system (Cuterela, 2012).
6. Digital Marketing: if marketing creates and satisfied demand, digital marketing drives the creating of demand using the power of the internet, and satisfies this demand in new and innovative ways (Stokes, 2014).
7. Social Media: Social media refers to the wide range of internet-based and mobile services that allow users to participate in online exchanges, contribute user-created content, or join online communities (Dewing, 2012).

1.7 Significance of Study

1. For Researchers

This study is one of the requirements for the author or researcher to successfully receive the Bachelor Degree of Business Administration title for the concentration of Entrepreneurship Business.

2. Academic

Hopefully this research may become a reference for the future President University students if they find or discuss a topic that has related with this study. This research

also can be the trigger to do another research for industry in order to improve the quality in itself.

3. Business

To give recommendation marketing strategy which are digital marketing strategy to the other property business that did not adopt the digital marketing yet.

CHAPTER II

LITERATURE REVIEW

2.1 Property Market

Based on Kamus Besar Bahasa Indonesia (KBBI) property is form of land, buildings, and facilities that are an integral part of the land and buildings intended; owned land and buildings. There is a definition of flats in Indonesia, according to UU No.20 Year.2011 about flats article 1 states that flats are high-rise building built an environment that is divided into portion structured functionally, either in horizontal or vertical direction and the units that each can owned and used separately, especially for shelter equipped with shared part, shared stuff, and shared land. However, based on Constitution of Indonesia No.20 Year.2011 about flats article 5 states that the nation is responsible for organizing the flats fostering implemented by government.

In Indonesia, housing is a collection of homes as part of settlements, both urban and rural areas, quipped with infrastructure, facilities, and utilities general as a result of efforts with house livable (UU No.1 Year.2011 about housing and residential areas article 1).

In Indonesia, have known some laws and policy that has relation with property market, that is:

1. Property Tax (PBB)

Arrangements regarding the United Nations contained in Act No. 12 of 1985 on land and building tax as amended by Act No.12 of 1994 on the amendment of Act No. 12 of 1985 on land and building tax (UU PBB). Based on the explanation of Article 3 paragraph (2) of the United Nations, ht United Nations is the most of the country's tax revenues in income which, among

other areas used for the provision of facilities which are also enjoyed by the central government as well as local government. At the beginning of the United Nations is the tax administration process is carried out by the central government and distributed to the entire reception area with a certain proportion. In a further development, enacted Law No. 28 of 2009 on local taxes and levies (Law No.28/2009) in which the entire process of managing the United Nations, particularly the rural as well as urban sectors will be carried out by local governments. United Nations fare rate levied on taxable income amounted to 0.5%. Based on the decree of minister of finance of the Republic of Indonesia Number 362/KMK.04/1999 on provision of land and building tax deduction, as amended by regulation of the minister of finance No. 110/PMK.03/2009 concerning Amendment to decree of the minister of finance No. 363/KMK.04/1999 on the granting of land and building tax deduction, the amount of incentive United Nations is NJKP (taxable sale value) 20% for NJOP (Nilai Jual Objek Pajak) < Rp 1,000,000,000, award NJOPTKP (Taxable value of non taxable), and award reduction due to tax certain conditions that have to do with the subject of taxes and for certain other reason.

2. Tax on Acquisition of Land and Building (BPHTB).

Settings on BPHTB contained in Law No. 21 Year 1997 on import acquisition of land and buildings as amended by Act No.20 of 2000 on the amendment to Law Number.21 Year 1997 on import acquisition of land and building (BPHTB Act).

Pursuant to Article 1 paragraph 1 of law BPHTB, BPHTB imposed on acquisition of land and or building. The BPHTB charged to the buyer (Article 2 (1) and (2) of the Act BPHTB). The amount BPHTB tax rate is 5%.

3. Income Tax on Income from Transfer of Land and Buildings (Income Tax Article 4, Paragraph 2).

The setting of income tax on income from transfer of land and buildings contained in Article 4 paragraph (2) of Law No.7 of 1983 on income tax as amended by Act No.7 of 1991, as amended by Act No.10 1994, as amended by Act No.17 of 2000, as amended by Act No.36 year 2008 regarding fourth amendment of Law Number 7 of 1983 on income tax (Income Tax Act).

Income tax is imposed on income from the transfer of rights to land and or building is 5% of the gross value of the transfer of rights to land or buildings. Income tax on transfer or rights to a House Simple (RS) and the simple Flats (RSS) performed by the taxpayer who engages in conduct on acquisition of land and buildings, is 1% of the gross amount of the transfer value.

4. Value Added Tax (PPN)

The setting of the VAT or PPN contained in Law No.8 of 1983 as amended by Act No.11 of 1994, as amended by Act No.18 of 2000, as amended by Act No.42 of 2009 concerning third amendment Act Law No.8 of 1983 on value added tax on goods and services and sales tax on luxury goods (The VAT Law). Based on the explanation VAT Law, value added tax is a tax on consumption of goods and services in the customers area are changed in increments in each production line and distributions. Customs territory is the territory of the Republic of Indonesia covering land, waters and air space above it, as well as certain places in the exclusive economic zone and continental shelf in which the applicable law governing customs. Value added tax rate is 10% if the transaction value.

There is five types of Property based on Astutik (2012), there are:

1. The land market

The individual property investor who buy a land, then build a house, as well as it is an investment. By buying the land, building, renovating as well as selling the property, then there are two things that will be gained. First, the added value derived from the difference between the prices of land ripe after

being developed at a price of war when the land purchased. Therefore, the land is referred to as the promising investment.

2. Market investment land lot

Developers besides build housing in an area, it also sells the lots to consumers who wants to design their own home. Therefore, it is not usual if the property investor puppets investing in plots of land in the area of housing built by the developer. Not infrequently, the land investor to sell the land back after the price has soared.

3. Property market

Property market such as houses, apartments, shops, and town houses are generally divided into primary and secondary. Both types are sold under the laws and policy of the market demand that is demand and offering. Primary market affected by the price of building materials, mortgage rates and more. In contrast, the secondary market is affected by socio economic conditions, demographic as well as seasonal.

4. Leased property market

Market rental properties that has long term is the house, home, shop, office, town houses, boarding houses as well as apartments. This property usually controlled by the developers, institutional investors as well as individuals. By building and then lease, the investor will get income from property rental, the added value of the difference in land prices as well as the appreciation of property prices. How this investment is also known as active investments.

5. Property market that has goodwill

Business like this is usually done in the hospitality or rental apartments are managed by a dedicated management team. This means that investors not only buying land and building but also all the service. In addition, another rental property business for example villas, service apartments as well as hospital.

In Indonesia, there are some developers that already have all type of property industry. That is Agung Podomoro, Agung Sedayu Group, Bakrieland Development, and Lippo Land Development (Astutik, 2012).

Hidayat (2012) says that the development of property investment in Indonesia each year has increased, this is due to promising property investment as well as investment products have differences with other investments. This condition supported by low interest rates as well as strong demand supported the market in the country to a range of such products (Hidayat, 2012) the example is many investors shifted their funds from deposits to investments in land. Moreover, every year the price of land in Indonesia increased between 15-20% (Hidayat, 2012). This growth influenced by several things including increasing the number of middle class in Indonesia so that the demand for residential dwelling also helped increase (Murtiningsih, 2009).

Hidayat (2012) also argued that there are several reasons why Indonesia used as the location for property investment. Economic and political stability in Indonesia is considered very helpful in creating a climate of foreign investment in Indonesia is increasing (Hidayat, 2012). First, Indonesia government's policy to increase the investments properties, also play a role in increasing investment property in Indonesia (Reiys, 2013). Second, the public demand of the property is still very high (Reiys, 2013). Indonesia's economy grew about 5% in recent years. This is supported by the growth of the real sector, one of which is the construction sector which includes industrial property (Hidayat, 2012). Real sector of the property industry is one indicator of the rise of a country's macroeconomic conditions, especially in Indonesia (Hidayat, 2012). Meanwhile, in countries that are experiencing economic collapse or developing countries such as Indonesia, property development rise quite rapidly marks the start of a significant economic improvement towards a better future (Rafitas, 2005). This improvements characterized by the number of development projects in major cities, especially in Jakarta as well as other major cities, whether they are industrial, residential, commercial or long term

investment that will bring in additional massive foreign exchange for the country as well as provide employment opportunities significant for the people of Indonesia (Hidayat, 2012).

2.2 Marketing Strategy

Marketing is the one of the crucial part in the success of the company or the organization (Dang, 2014). Kotler and Armstrong (2014) Marketing is not just selling and advertising, which people usually think of, marketing of today must be understood in the new sense of satisfying customer needs. Kotler and Armstrong (2014) also argued that marketing is a process by which organization create value for customers as well as build strong customer relationship in order to capture value from customers in return. However, The Chartered Institute of Marketing (2009) states that marketing is a management process that responsible for anticipating, identifying as well as satisfying customer requirements profitability. Moreover, marketing is the activity, set of the institutions as well as the process for communicating, creating, delivering, and exchanging offering that have value for clients, partners, society, and the customers (American Marketing Association, 2013). Basically, marketing can be understood as the process that companies determine their client requirements or their needs and wants as well as satisfy those requirements, and finally obtain the profit (Dang, 2014).

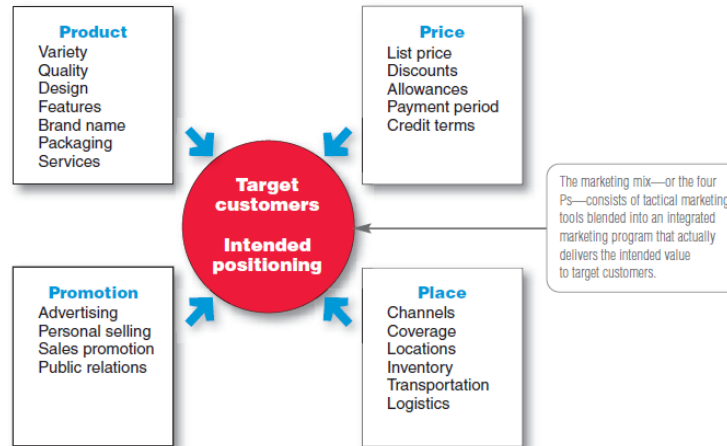
When the companies start the business, after finding the customer needs and wants, first, they must decide the marketing offering, then segment as well as target the market that they plan to serve (Dang, 2014). The organizations are not able to serve as well as satisfy all customers in the same way. Because of that reason, the market must be divided into smaller parts, which include customers who respond in a similar way to a given set of marketing efforts (Dang, 2014). The companies must define the

potential of these parts as well as select one or more to engage, by segmenting as well as targeting the market, the wants and need of target will be served better and easier (Kotler and Armstrong, 2014). The companies must determine where their position is as well as how they differentiate themselves from the rivals in the market (Dang, 2014). After all stage above are completed, means that the company or organization's overall marketing strategy was determined. Then, the company must start to plan the marketing mix specifically, to obtain the company's goals, the marketing mix elements are blended into the integrated marketing program (Kotler and Armstrong, 2014).

2.2.1 Marketing Mix

Marketing is considered as one of the major concepts in modern marketing (Kotler and Armstrong, 2014). They also defined marketing mix as the set of tactical marketing tools that the firm blends to produce the response it wants in the target market. Moreover, marketing mix is a set of controllable variables that the company can use to affect the buyers responses, in simple world, marketing mix support the company going through a variety of the challenge in the market to make proper decisions in affecting customer's demands for the firm's products (Singh, 2012). There are 12 elements in marketing mix in "The concept of marketing mix" by Borden. N. H., in 1964, there are product planning, pricing branding, channels of distribution, personal selling, advertising, promotions, packaging, display, servicing, physical handling, fact finding and analysis. McCarthy, the former marketing professor at the University of Michigan, had chosen the original marketing mix idea of Borden to refine further and grouped the old 12 part into four main elements; product, price, place, and promotions, called the 4Ps as cited in (Dang, 2014).

Figure 2.1 The Four Ps of the Marketing Mix



Source: Kotler and Armstrong (2014)

Products is the first as well as the key part in marketing offering, specifically, in marketing mix, product is anything that can be offered to the market for attention, acquisition, use, or consumption that may satisfy a want or need (Kotler and Armstrong, 2014). Products include tangible objects such as cars, cell phone, or the others with the same tangible attributes. Service, events, places, ideas, or a mixture of these things is also included in products (Dang, 2014). There are three levels in making decisions for any products and services. They are individual products decisions, product line decisions, as well as the product mix decisions (Kotler and Armstrong, 2014). The individual product decisions consist of product quality, branding, packaging and labeling, and product support services (Kotler and Armstrong, 2014). Product line is a group of products when they are closely related. Specifically, products in the product line function in a similar manner as well as have the same customer targets, they are marketed through the same types of outlets or put on the given price range as well (Dang, 2014). And the product mix is the total

number of product lines that a company offers to its customers (Kotler and Armstrong, 2014).

Price is the amount of money charged for a product or services, or the sum of the value that customers exchange for the benefits of having or using the product or service, simply, price is the amount of money that buyer has to pay a product or service that she or he purchased (Kotler and Armstrong, 2014). In this day, pricing is not the most crucial key part in competition by influencing buyer choice as in history, but it still important part in creating customer value as well as building customer relationship (Kotler and Armstrong. 2014). Kotler and Armstrong (2014) also compare the other tolls within marketing mix concept. Price is the only stuff which defined the revenues while the others represent costs. Price is also the point that has the highest flexibility (Kotler and Armstrong, 2014).

In marketing mix, place is the process of moving products from producers to intended user (Marc, 2014). In order to operate as well as manage these processes, the companies must build suitable marketing channel that correspond with the company's objectives (Dang, 2014). Marketing channel is a set of independent organization that help make a product or service available for user or consumption by the consumer or business user (Kotler and Armstrong, 2014).

After planning as well as developing a good product or services, setting a suitable product price, and making it real to customers, the company must communicate their value propositions to customers (Kotler and Armstrong, 2014). The target is to increase the consumer's awareness in terms of their products, leading to the increase in sales, also building brand loyalty (Dang, 2014). The activities and information in the company's promotion also influence the buying decision of customers (Dang, 2014). The promotion mix of the company is the specific blend of promotion tolls that the company users to persuasively communicate customer value as well as build customer relationship (Kotler and Armstrong, 2014).

2.2.2 Marketing Environment Framework

According to Hubeis (2008), the company's strategy is a strategy developed in a business so that the company will survive by changing the distinctive competence into competitive advantage. Michael Porter defined two generic competitive strategies to outperform other firms in a particular industry that is low cost as well as differentiation (as cited in Indris and Primiana, 2015). Moreover, Porter also said that the competitive advantage of companies in a given industry depends on its competitive range power (as cited in Indris and Primiana, 2015). Moore and petty argued that to achieve superior performance companies must make the process of external and internal environment analysis as well as determine the appropriate the competitive strategy (as cited in Indris and Primiana, 2015).

Williams says that the external environment is all events outside the company that has the potential to influence the company (as cited in Indris and Primiana, 2015). The changes in technology and increasing ability to obtain and process information requires the implementation as well as completing responses are more effective and timely (Indris and Primiana, 2015).

Rapid sociological changes that occur in many countries influence the employment, moreover to the desired product properties consumers increasingly varied (Indris and Primiana, 2015). Laws and policies that influenced the government outlined the company's choice of where and how they will try and survive. Company must be alert and aware of the impact of the reality of this environment, so it can be an effective actor in the global economy (Indris and Primiana, 2015). In company that survive strategically, the owner or the manager of the company will look for patterns that can help the understand their external environment, and this may be different from what they expected, it is important for decision makers to gave the understanding of the competitive position of the company as well as accurately (Indris and Primiana, 2015).

The external environment divides into two, the social environment (Societal environment), and the work environment (Task environment) (Wheelen and Hunger, 2012). The social environment is the general powers that are not directly related to the activity-activity organization short term but can and often can influence the long term decisions, these include economic forces that govern the exchange of money, materials, information, and energy; the power of the technology, which resulted in the discovery of problem solving; the power of political law, which allocated power as well as provide coercion and protection laws and rules; the power of sociocultural that set the traditions, values, and customs of indigenous environment (Wheelen and Hunger, 2012). Work environment, including the elements of groups that directly and in turn will be affected by the company. The group consists of associations, special interest group, government, local communities, suppliers, competitors, customers, creditors, and labor (Wheelen and Hunger, 2012).

Internal environment is a corporate environment that is in the organization and usually has specific and direct implications on the company (Hubies and Najib, 2008). According to Indris and Primiana (2015), in internal environment framework, the managers or the owners of companies should look into the company to identify internal strategic factors, that is strengths as well as weaknesses that will determine whether the company is able to take the advantage of existing opportunities while avoiding threats. The analysis of the internal environment of the company includes the capabilities, competencies, and resources held by the company, that is known to approach Resource Based View (Pearce and Robinson, 2013). Wheelen and Hunger (2012) argued that there are many ways to analyze the internal environment. The simplest way to observe as well as analyze the internal environment is through functional analysis. Ansoff argued that the expertise as well as the resources of the company can be set to the appropriate competency profile business function such as marketing, finance, research and development, operations, human resources, information systems as well as the corporate culture (as cited in Indris and Primiana, 2015).

2.3 Marketing Performance

Venkatraman and Ramanujam argued that performance is the final dependent variable in the strategic management literature. Since the performance improvement is at the hearth of strategic management the ultimate aim of the strategic management or marketing models is to explain the organization performance (as cited in Wu, 2003). Dess and Robinson says that there is disagreement as to what criteria as well as the indicators of performance should be employed as well as what characteristics of organization or the other variable are relevant to the study of performance (as cited in Wu, 2003). Gray and Matear also argued that a difficulty in empirical research in the unresolved problem of how to determine the business performance, with a continuing debate over the applicability as well as the reliability of various social measures and organization (as cited in Wu, 2003).

According to Ramanjam, there is no fixed definition of performance in literature. The scope of business performance measure in strategy research (as cited in Wu, 2003). Venkatraman and Ramanjam indicated organizational performance as a broad construct which includes operational performance which is market share, and financial performance which is ROA, and ROI. Performance separated at two categories, financial performance with economic objective and non financial performance with strategic objective. In financial performance there is, revenue growth, profitability, and sales growth. Non financial performance includes product innovation, market share, organizational learning, technological efficiency, and the awareness of the product and the company (as cited in Wu, 2003). However, Venkatraman and Ramanjam indicates that the most strategies focus on business performance at the financial and non financial level performance business because of the difficulty in explaining as well as demonstrating organizational effectiveness, and Venkatraman and Ramanjam suggest that whenever possible measures of both financial performance and non financial performance should be used as the indicators of the company's performance (as cited in Wu, 2003).

2.4 Digital Marketing

El-Gohary (2012) calls for the need to build theory in e-marketing, however while Internet or digital marketing may be considered a field of marketing (Pomirleanu, Schibrowsky, Peltier, & Nill, 2013) the fundamental tenets of marketing hold true regardless of whether it is so-called ‘traditional’ marketing or digital marketing (Alford & Page, 2015; Chaffey, 2010; Wymbs, 2011). Is digital marketing really a new paradigm or a means for returning to what marketing is all about - a customer focus which affords us the opportunity to co-create value for mutual benefit (Vargo & Lusch, 2004, 2008) Rather than focusing on what the technology can do, this paper concentrates on what the business owner can do with the technology in order to be entrepreneurial and innovative and to unlock value which resides in different areas (Chaffey & Patron, 2012). However, Augustini (2014) argued that digital marketing is a broad term that describes a set of marketing process that utilize all available digital channels to promote a product or service or build a digital brand. As the main digital channels, Augustini (2014) consider digital marketing as the Internet, TV, radio, and mobile. This sets internet marketing a subset of digital marketing.

Digital Marketing is needed because without digital marketing, company will miss opportunities and lose business. Formulating a digital marketing strategy will support and help to make informed decisions about the foray into digital marketing arena as well as to ensure that the efforts are focused on the elements of digital marketing that are most relevant to the business (Ryan & Jones, 2009).

2.4.1 Internet Marketing

Internet or online marketing is about delivering a message via internet to real people as well as make them do something. In most cases it is to make them to spend money (Augustini, 2014). Shama Kabani, in his book called “The Zen of Social Media Marketing” says that successful online marketing basically works on a simple framework named ACT, Attract, Convert, and Transform. (Figure 2.2)

Figure 2.2 The ACT Methodology



Source: The Zen of Social Media Marketing, 2013

Attract means to get attention or stand out. The goal of this phase is to get traffic to the website by standing out from others. This happens usually by using social media and search engine marketing. To be remarkable and visible, there are three essential elements needed, the first one is brand (what is your brand? Use one word or phrase), second is outcome (What do you do? Sum it up in one line), and the last is differentiator (How are you different from the competitors? What makes you more special than the others?). (Kabani, 2013).

Convert means converting from strangers into customer or consumers. Main focusing on attracted users who are ideal fit. These people are likely to buy the product as well as spend money. There are two types of conversions. The first one is stranger to consumer. Consumer is a person who is used or consuming the information. This people don't spend money yet, but it is more likely that they will. Consumers are somehow binder with the brand as well as with that they can attract their friends or family and acquaintances to the brand. Second is converting people become paying customers (Kabani, 2013).

Transform is transforming company's successes into attraction tools. There are two key point, the first one is doing a good job as well as provide a perfect service and customer support. Second is spread the word about success with clients. Share their experience of what they achieve through products or services (Kabani, 2013).

2.4.2 Zero Moment of Truth (ZMOT)

Google published e-book called Winning the Zero Moment of Truth in 2011. This e-book introduced new perspective of online marketing as well as defined new center of focus (Augustini, 2014). The IT and internet technologies changed customers as well as their process of marketing decisions (Augustini, 2014). There is a classic mental model in marketing that had three critical moments (Figure 2.3):

1. Stimulus, stimulus is when consumer sees an advertisement for a product as well as gets interested.
2. Shelf, shelf is the first moment of truth, when consumer visits the store where he sees the real product. And the gets the necessary answers to their questions from the employees and necessary information. Finally they buys the product.
3. Experience, this step is when the consumer use the product, is satisfied with it as well as happy with the value of the product. This is the second moment of truth.

The era of the internet brought a significant change to this classic mental model of marketing (Augustini, 2014). New critical condition has emerged between the consumer's first exposure to advertisement as well as the ultimate purchase decision (Augustini, 2014). Google calls the zero moment of truth is that moment when you grab your laptop, mobile phone or some other wired device and start learning about a product or service (or potential boyfriend) you are thinking about trying or buying. From 2011, Google's research showed that average shopper used 10.4 source of information to make a decision. Further it revealed that 84 percent of the shoppers

said that ZMOT is the critical or main moment that shapes their decision (as cited in Augustini, 2014). (Figure 2.4)

Figure 2.3 Traditional 3-Steps Mental Model of Marketing



Source: The Zero Moment of Truth Macro Study, 2011

According to Augustini (2014) ZMOT has some point (Figure 2.4):

1. Happens online and typically starts with a search on Google, Yahoo, YouTube or the others search engine.
2. Happens in real time, at any time of the day through ant type of device whether it is in laptop, personal computer, gadget, or tablet.
3. Is consumer driven, they decides what kind of information that they will consume rather than have it pushed on their by others.
4. Is emotional, the consumer makes emotional investments to find the best solution to satisfy their needs.
5. Is multi way conversation. Stanger, friends, websites, brand, all compete for consumer attention.

Consumers have many choices that they have ever had before as well as they use them to look for information about the companies, their product or services. They trusted third party sources to check the credibility of the company’s as well as the consistency (Augustini, 2014).

Figure 2.4 New Mental Model of Marketing



Source: The Zero Moment of Truth Macro Study, 2011

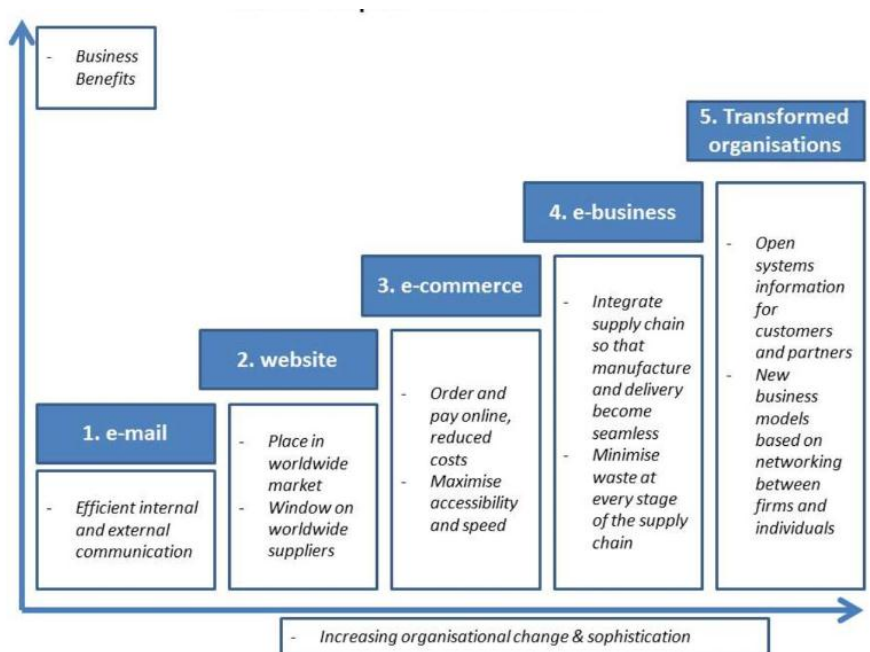
2.4.3 E-Adoption

E-Adoption Ladder is a tools to determine the level of ICT adoption and use in a firm Martin & Matlay (2001) provide a framework called the “Adoption Ladder” to position firms in a five-step ladder. The ladder measures the level of ICT adoption based on two dimensions; *business benefits* and *extent of organizational change and sophistication*. The ladder starts at the most basic level which is *e-mail*, then proceeds to *website*, *ecommerce*, *e-business* and *transformed organization*. (Figure 2.5)

- 1. E-mail** – Basic e-mail communication involves communicating with coworkers in the company and receiving/sending e-mails outside the company.
- 2. Website** – Used for marketing purposes and for suppliers to look for information.
- 3. E-commerce** – Customers are able to order and pay online at all times of the day, higher-level accessibility.
- 4. E-business** – Incorporates a higher level of integration with the company functions together with e-commerce, which involves technical support and other services.
- 5. Transformed organizations** – This highest level of ICT sophistication concerns integration with the firms’ business model and applies mainly to companies using Internet as a platform for their daily business activities.

“The process views firms as starting with the simple use of e-mail for the purpose of text messaging and communication. Further developmental stages build up, step by step, through to the final goal of integrating most if not all internal processes of business through the use of ICT.” (Martin & Matlay, 2001).

Figure 2.5 E-Adoption Ladder



Source: Martin and Matlay, 2001.

E-adoption ladder (Table 2.1) suggest sensible, bite size that allow business to spread risk and cost of ICT investment as well as enables them to achieve maximum return of investment (ROI). It is the method for palling efficient and correct investment in ICT. It allows business to decide what their need now, for the future as well as how to ensure today’s foundation support tomorrow’s improvement (Anukis, 2009).

Table 2.1 E-Adoption Ladder

E-Adoption	
Stage 6	Open systems Integration
Stage 5	Integrate supply chain Management
Stage 4	Sell online
Stage 3	Place in Worldwide market
Stage 2	Efficient Internal collaboration
Stage 1	Efficient Internal and External communications

Source: Adopted from Anukis (2009)

Stage 1 is efficient external communication and efficient internal communications. This seeks to find how the company’s communicate in terms of telephony or IP telephony, faxing, text messaging, email, and instant messaging. Internal communication may also mean communicating with outlying or remote office.

Stage 2 is efficient internal collaboration. How the company works on the projects or process that cross geographic boundaries or cross departmental. Can the company work effectively on, for example is important documents.

Stage 3: Place in the worldwide market to ensure the customers know that the company exist as well as they can easily find the information about the company.

Stage 4 is sells online, sell the products online as well as make the product available to the customers in a format making searching and querying easy to find.

Stage 5 is integrated supply chain management, this stage has an ability to liaise and collaborate with the suppliers electronically. Where possible, systems are automated such that the systems talk to the supplier’s systems automatically.

Stage 6 is open systems integration. Integrate the systems with other, external systems electronically. Make and receive payments to, the example is the employees and the inlands revenue.

2.5 Previous Research

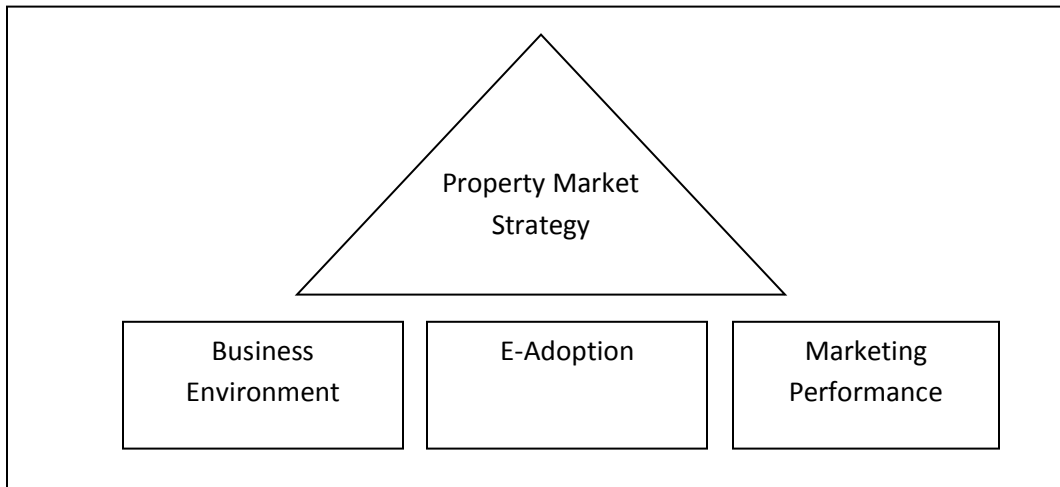
Table 2.2 Past Studies

Author	Title	Research Design	Variables
Michal Augustini (2014)	Social Media and Content Marketing as a part of an effective Online Marketing Strategy	Type of Research: Qualitative Research	Social Media and Content Marketing, Online Marketing Strategy
Jaakola M. (2006)	Strategic Marketing and its	Type of Research:	Strategic Marketing,

	Effect on Business Performance: Moderating Effect of Country specific Factors	Quantitative Research	Business Performance
Shirlee-an Knight & Donna Cross (2012)	Using Contextual Constructs Model to Frame Doctoral Research Methodology	Type of Research: Qualitative Research	Contextual Construct Model, Doctoral Research
Sofyan Indris, Ina Primiana (2015)	Internal and External Environment Analysis on The Performance of Small and Medium Industries in Indonesia	Population: Indonesia Type of Research: Qualitative Research	Internal and External Environment, Marketing Performance, SMES
Chih-Wen Wu (2003)	An Empirical Study of Marketing Environment, Strategy and Performance in the Property Market	Population: Property Market in UK Type of Research: Qualitative Research	Marketing Environment, Strategy and Performance, Property Market

2.6 Conceptual Framework

Figure 2.6 Conceptual Framework



Source: Reconstructed from Jaakkola (2006).

Business environments in different kinds of industries, cultures, as well as countries may deviate from other considerably. For example the rate of technological development high or low (Jaakkola, 2006).

This framework is on how the property company conducts the marketing strategy by following the technological environment using the internet as a marketing tool. That's called e-adoption. E-adoption has five levels, and it will analyze how deep the property companies adopted the internet as their marketing tools. by using internet as the marketing tool, the researcher also analyze the marketing performance of the property company, how efficient the internet help them to increase their marketing performance, and compare the three big property companies in Indonesia how they are implement the internet as their marketing stuff.

2.7 Propositions

The following propositions are taken from the conceptual framework and form the theoretical review:

P1: To analyze how the property companies using internet and e-adoption level of the property companies in industry.

P2: To define the marketing performance of the property business in Indonesia after using the internet as their marketing stuff.

CHAPTER III

RESEARCH METHOD

This research is regarding the e-adoption level of the three big properties in Indonesia (Sumarecon, Ciputra, and Podomoro). This chapter will explain some information how the researcher does the research, such as getting the information and gathering data. This chapter provides the research method, key informants, data collection, case collection, data analysis, cross- case analysis, validity and reliability and the criteria for evaluation used in this research.

3.1 Research Design

Research is such a systematical process by analyzing, gathering, implementing data, and information in understanding such a phenomenon in live (Leedy and Ormrod, 2001). Moreover, Williams (2007) state that this systematic process happens in defining the objective managing data or gathered the information, and communicating the collected information in an established foundational framework as well as in line with the available guidelines. The guideline and framework provide the research along with things needed during the research, how to run the research, and what kinds of the inferences are credible with the data gathered (Williams, 2007).

Samtami (2015) state that there are three types of research method, there are qualitative research, quantitative research, and the mix research method. The qualitative research method refers to concepts, characteristics, meanings, symbols, definitions metaphors, and the description of things (Berg, 2007). However, the quantitative research method refers on a list of numeric data to answer the question

(Samtamim 2015). There are some benefits obtained from the qualitative research method since the data or the information gathered by this method are more informative as well as broader against the quantitative research method (Tewksbury, 2009). And the mixed method research is a the research that the researchers must combine the elements form the quantitative and qualitative research approach in purpose of depth and breadth of understanding as well as corroboration (Johnson et al, 2007).

To construct the study, researcher uses the qualitative method. The qualitative inquiry means to understand what others do as well as say or to “hear, comprehend, get grasp, and catch” what something means (Grant, 2008). The researcher tries to analyze the e-adoption level of marketing in property market in Indonesia.

The researcher uses the qualitative research because it takes only 2-5 informants (Wanger, Rau, and Lindermann, 2010), so it will takes less time more than quantitative research. The information also gets from in depth interviews with the expert (ACAPS, 2012). The other benefit is the information gathered will be more informative against the quantitative research (Tewksbury, 2009).

3.2 Key Informants

Boyce and Neale (2006) define that the key informant in an interview can be understood as when any researcher constructing research as well as interviews a group of persons who are chosen as they may provide relevant information, ideas, as well as insights. Small numbers of people are interviewed in a key informant interview.

According to Ashton, a number of key needed informants usually takes from two until five people, but in most recent research, the researcher have preferred to use only two informants or three main informants (as cited in Wagner, Rau, and

Lindermann, 2010). According to De Clerck, Willems, Timmerman, and Carling (2010), the key informant interviews are usually qualitative interviews those are constructed using such a guide that lists certain topics to be discussed in the interview session. Moreover, the interview is generally constructed informally, that resembles a conversation in a friend zone type. Basically, the researcher takes note. But, if any clarification is necessary, the researcher may goes back to the key informants (De Clerck, Willems, Timmerman, and Carling, 2010).

The primary informants needed to be interviewed as well as selected in an structured way in depth interviews because the informants have a better capacity in understanding of phenomenon in the research. By constructing the interviews, the interviewer may find any necessary insights or provide a perfect and good recommendation to cover the problem in the research. Qualitative research is not depends on the number of the key informants but it is more on how good and relevant of the informants give the explanation to the problem. The interview generally can be finish by using phone call or by face to face conversation (ACAPS, 2012). In this research, the researcher did an in-depth interview with some key informants to enhance this research. The list of key informant is the three big property companies in Indonesia, Sumarecon, Ciputra, as well as Podomoro Group.

1. Mr. Baryadi B. Wijaya

Mr. Baryadi is the marketing manager of PT. Summarecon. It is located in Tangerang, Serpong. He set the marketing strategy as a leader of marketing division in Summarecon.

2. Mr. Arnanda Danuwidjaja

Previously, Mr Danu is the digital marketing trainer in Ciputra Group that located in South Jakarta. Now, Mr. Danu is marketing manager of Ciputra group and focused on digital marketing. It is located in Cibubur. Mr. Danu and marketing team have achieved digital marketing reward in 2013.

3. Mr. Mario Suryajaya

Mr. Mario is the Marketing Executive in PT. Agung Podomoro Land, Tbk. It is located in West Jakarta. Mr. Mario was worked in Podomoro in four years as marketing team of Podomoro.

3.3 Data Collection: Interview

The information for qualitative research can be grouped by the participant observation and non participant observation. It is known as observation form a distance. The observation or the information of the observation can be saved by using recorder, notes, and picture (De Clerk, Willems, Timmerman, and Carling, 2010).

Tshabangu (2012) state that the data collection process description is the important part in every research; since it is not only describe what kind of data which may be gathered as well as how it will be gathered, it is also shows the information from which the conclusions within the study are taken. This research, the researcher will focus on the oral and recorded data which collected form in-depth interviews.

This research takes the primary data to supporting the completion of this research that is directly collected form in-depth informants. The data is collected from the informant in-depth interview, and direct observations to the informant's places. In order to conduct a good in-depth interview, the researcher must at least understand about the good conversation ethics. If the researcher feels those the topic is not good enough, the researcher must identify the interested topic and then return for clarifying the information. In addition, the researcher must stick to the terms, ideas, and the points that the researcher dies not know by creating notes during the interview process. When the interview is still in process, the researcher may revisit the topic. The important element in a semi structured interview is to collect all the needed information. To do this, a good and positive researcher and respondent relationship is also necessary. In this case, Boyce and Neale (2006) stated that in order to keep a

good and positive relationship between the researcher and the respondent, the researcher must not create judgments and arguments about what the informant says in the interview, even the researcher have a strong opinion about the topic, the researcher must not show strong emotions when discussing all of personal arguments or opinions, the researcher must accept when it is being offered.

De Clerck, Willems, Timmerman & Carling (2010) explained that the questions in the interview are in form if a few sentences, the researcher still needs to take notes in the interview to noted the important points even if the interview is being recorded. All of the circumstances are needed to support the researcher in making the interesting research results and it can also support by being a guideline. The researcher can also add some question depend on the situation during the interview (De Clerck, Willems, Timmerman, & Carling, 2010).

This research focused on e-adoption level of the three big property companies in Indonesia, how they implement the e-technology, and how the company's performance by using the internet. The sample is stated to be two until five people (Wanger, Rau, & Lindemann, 2010). The samples are form both female and male who are responsible for marketing. The researcher interviewed three informants in three different days.

3.4 Case Collection

In this point, the researcher uses the qualitative' case study method, so the main assignment of the researcher is to collect some real cases to be discussed in the research. The point of this case study research are generally, fact findings (in the psychological and educational context), diagnostic purpose (in the educational condition), clinical purpose (when dealing with the customers), and the supplying other information (in the follow up work). Guba and Lincoln stated that the case study types as evaluative, factual, as well as interpretative. According to Marino, the

aim of the case study research can be informative, descriptive, and interpretive (as cited in Zucker, 2009).

Kohlbacher (2006) argued that there are some kinds of the case studies and some of them those are mainly used are the instrumental case study that is basically used to provide understanding in the issue. The collective case study that is a research of a number of interested case for investigating some phenomenon as well as the intrinsic case study that is made to collect such insight in case. Kohlbacher (2006) also define that the case study model used depends on the purpose or the point of specific purpose.

3.5 Data Analysis: Cross-case Analysis

Data analysis is the continuing process to fine the meaning so that what has been understood by the researcher may also communicate through the research paper to people. This is a way to process the qualitative data by using the analysis to turn the data into clear and good information. Analyzing the data refers to organize and interrogate the data in a way that allow the researcher to gain some identify a theme, glimpses of pattern, development of explanations, discover relations, generating theories, develop critiques, and interpreting data (Hatch, 2002).

In this research, the researcher used cross case analysis. Cross case analysis is established of a comparison form the collected cases to build certain result. A certain technique called as the pattern matching has been used and stuff for the analytical concern. The template matching technique finds such patterns happening among the cases itself. It could provide results with the dependent variables or independent variables that come from the research framework selection. This is necessary to make sure that a certain pattern is existing and could be adopted to made analytic generalizations; generalizing the results to create a wider theory to be used in the

future. All of research should own a general analytical strategy as guidance on what be analyzed as well as for what reason. However, the analytical technique is depends on the theoretical propositions (Yusof and Urbano, 2012). Certain is when there are no chances to doubt the findings since the conclusions are backed up with evidence.

3.6 Validity and Reliability

Validity is a part of qualitative research associates with whether the outcomes of the research are true and certain. True means when the results of the research are merely accurate in showing the real situation and certain is when there are no chances to doubt the findings since the conclusions are backed up with evidence. There are many way and methods used by the qualitative research to check the validity of the research as well as one of the methods is the triangulation. Triangulation is the method or a way of qualitative research usually adopted for establishing and checking the validity in any research. The triangulation has five kind points; investigator triangulation, data triangulation, theoretical triangulation, methodological triangulation, and the environmental triangulation (Guion, 2002).

In this research, the researcher uses the data triangulation which involves using different sources of information in order to increase the validity of the research. This type of triangulation, where the researchers use different sources, is perhaps the most popular because it is the easiest to implement; data triangulation is particularly well suited for extension given the different groups that have vested in these programs (Guion, Diehl, and Debra, 2008).

CHAPTER IV

ANALYSIS AND INTERPRETATION

In this chapter, the researcher explains three property companies in Indonesia to determine the role of technology in marketing performance and to analyze e-adoption level of each company. This chapter testifies the results as well as the findings taken from the three companies using the cross-case analysis of each case. Below are findings of the research.

Table 4.1 Information Background of Informants

Details	Case 1	Case 2	Case 3
Name of Company	Summarecon	Ciputra	Podomoro
Year Established	1975	1931	1969
Location	Plaza Summarecon Serpong, Tangerang	Ciputra World 1, DBS Tower, Jakarta	Jl. Letjen S. Parman, Tanjung Duren Selatan
Founder	Soetjipto Nagaria	Ir. Ciputra	Salimin Prawiro Sumarto & Anton Haliman

Source: Constructed by Researcher

4.1 Case Analysis

Three different cases are made after the researcher did the interviews the three different property companies. Below, shows the different level of e-adoption of each company.

4.1.1 Case 1 (Summarecon)

Mr Baryadi is the marketing manager of Summarecon. It is located in Plaza Summarecon Serpong, Tangerang. They sold many types of property such as apartment, real estate, cluster, hospital, office, landed houses, commercial building. According to Mr Baryadi, Summarecon has three main projects, and located in Serpong, Bekasi, and Bandung. They set the price depends on the market itself, but it is not completely the only one factors to set the price, they also keep their quality. They also think that without their promotions, whatever how goods their quality, it will not attract people to buy their product. The main strategy of the Summarecon is they keep maintain and keep the quality of their products, and they make their customer satisfy then their customers will do the WOM for them.

4.1.1.1 Property

A. Property Definition

Property is universal, not only houses, apartment but, hospital school, mall, office is also property. In simple word, I think property is a place or building. And property market is how the place or building have a value, and can obtain the profit.

For Mr Baryadi, property is a word which has a universal meaning. And property market is the building or place that can produce generate.

B. Market Share

It's hard to define the market share of the property, because the product is limited, Different with consumer goods that can produce their product in big number. But, we can define the market share transaction in BSD can be 8-10 billion per year.

According to Mr. Baryadi, the market share number is hard to defined, but they can find the transaction of their market share transaction can reach 8-10 billion per year.

C. Tax Contribution

Actually, we as the company don't know exactly about our tax contribution, the one who knows it is taxation. But, we believe that we contribute a big number to help the development in Indonesia from PBB, and NJOP. And if there's a customer bought a new property, there is a tax called PPN and PPH that is for government.

From the company's side, they can't calculate their tax contribution. But they believe that PBB (Pajak Bumi dan Bangunan) and NJOP (Nilai Jual Objek Pajak) as well as their PPN (Pajak Pertambahan Nilai) and PPH (Pajak Penghasilan) can contribute to develop Indonesia.

D. Property Development

In our opinion, the needs of properties in Indonesia are big. Because if we see to the population in Indonesia, it is still more than the house or the estate in Indonesia, and I see government is start to help property market, because the government decrease the interest rate, and our currency is under way to stabile.

Based on the summarecon, they state that the population and the estate are still not balance, because of that reason, summarecon think that the property needs in Indonesia will always increase, and they got the support from the government.

4.1.1.2 Marketing

A. Marketing Channel

For offline channel, Summarecon do the advertising in magazine, exhibitions, partnership, news paper, and they maximize their WOM. We maximize our WOM because we believe there's many people that already feel our product and they will tell their family or friends. Because if we see in this era, people are more trust in their friend than the newspaper for example. And Summarecon also used many agen outside of the Summarecon, means the broker. So, they will promote our product face to face to the people.

For online channel, we have website called explore Summarecon that people can get the information, and we used online register or booking for customers. So, people can register via online. Moreover, we have e-brochure and it will blast into what's app, e-mail, and social media.

B. Marketing Problem

Of course we have marketing problem, the one is our brand new apartment called Mid Town, and we have 7000 customer in that exhibition day. The problem is how we share the information to the 7000 our customers. For that problem, we used the QR code in many place, so people able to scan the QR code to get the information.

Seeing the Summarecon problem, they used the one of digital marketing channel or online marketing to help them to serve the overload customers. Without this stuff, they will confuse how to serve their customers.

4.1.1.3 Marketing Environment

A. Internal Factors

Yes, the internal environment affected to our marketing strategy, the one is the vision and mission of the owner. For example, the Summarecon project, the owner wants to create some new innovation, it definitely affect the marketing strategy. Because different target is also different strategy that we must to used. So it depends on the owner's request.

Mr Baryadi says that the only one internal factor that affected to the marketing strategy is the vision and mission of the owner itself. Because different area we made the project, the significant concept is also different with the other project.

B. External Factors

The external environment also influenced our marketing strategy. The example is this is the technology era, every people looking for information from the internet. Because of that reason, it forced us to use the internet also to gives people the information about our company. So, we must follow the update of the social environment.

As Mr. Baryadi said, Summarecon also feels the external environment of the technology that they must make a online marketing channel as their marketing stuff.

4.1.1.4 Digital Marketing

We have many type of digital marketing such as, radio, tv, and internet. For the radio, we placed our advertising in certain radio channel. For television we advertised our products in Kompas TV, and Metro TV that our target market usually watched. In internet channel, we used one way website, means that our web site is not two way communications yet. The website gives the information about our company and products so the customers will get the information without come directly to our office.

With our commitment as our marketing strategy, we attract people attention, and transform them become our consumer with our commitment. For example we put the oldest property project, and shows them how good the oldest project. So we can prove our commitment to keep maintaining the quality of our products. We believe that is the value and our positions to get the consumers. Moreover, we usually gave the information in our website about our activities such as exhibitions that there's an artist, some discount, and many others.

So, Summarecon usually shows their old project as the example of their products. Not the new one. It is the power of their marketing strategy to get customer attention. In their website also shows so many activity and discount items if the customers read the information, they will get many kind of discount items. They believe it can attract people to read about their information then people become interest to their products and finally buy their product.

4.1.1.5 E-Adoption Ladder

We used the e-mail technology, and we used to blast the information link about our product via email, and we blast the link trough the social media also especially what's app. We also have website, in our website we share about our products, how to booking, online register, activity information, and there is many discount that the reader can get if they open our information site. Last is our YouTube channel that will show the 3d animation of the products. So, people can see about our new products design.

So, as Mr Baryadi said, Summarecon has four internet marketing channel to help their marketing, that is email and social media to do the email and What's app blast, they also have website to share their promotions and information. The last they have YouTube channel to show their product in 3d animation.

4.1.1.6 Marketing Performance

A. Financial Indicators

By using the internet we decrease our cost, for example we not used printed brochure anymore, we used e-brochure. So it will decrease our cost. That is one of the examples. Overall, because we decrease our cost, we can increase our revenue and our profit from 5-10%.

It is hard to define the sales growth by using the internet, because in 2015, property business has a problem and caused by the dollar value, and it will decrease our sales. But, there are some customers that bought our products from our internet channels, from the website, and from email blast. And the customers are in different country. We ever met the customers from Dubai who want to buy our products, and they know from the internet.

By using the internet marketing, Summarecon already increased their revenue and profit by 5-10%. But, because of the 2015 dollar problem, they feel hard to define their sales growth, but Summarecon has many experiences having foreign customers, and it comes from their internet marketing. So, they assume that internet can help them to improve their marketing performance.

B. Non-Financial Performance

By using the internet, we can improve our innovation also, for example is Summarecon usually get new idea from Malaysia developer, Summarecon see the building from the information from the internet. by knowing this situations, we go to the Malaysia to see directly the building and improve the idea in Indonesia. We also got the technological efficiency from the internet, the example is previously we use POS and courier to sent our brochure through the people. But now, we already adopt the internet technology that can make our job become more efficient, and form the internet we can ask the bill of the customers via email. So, we don't need come directly to their home. But, we still will come to them if necessary. We also get more awareness from people even in the other country.

By using the internet, Summarecon feels they improve their innovation of their products by seeing the information first on the internet. Summarecon also got the time and technological efficiency because of the internet. The important thing is they got more channel and awareness from the people from the other country.

4.1.2 Case 2 (Ciputra Group)

Mr. Arnanda Danuwidjaja is a digital marketing trainer in Ciputra group located in Ciputra World 1, DBS Bank Tower Jakarta. He and digital marketing team in Ciputra achieve the social media and digital marketing award in 2013. Ciputra used many facilities in their estate as their strategy. That is sports club, hospital, school, market, food center, etc. So, the people who lived in their estate not necessary to go outside of their hometown to search what they want. All of family needs are available in their estate. Ciputra also has a entrepreneur project to educate people to become entrepreneur. Because Ciputra is the senior or oldest property company in Indonesia, they have many properties in almost every city Indonesia. But, the project they currently doing are in Cibubur, and more focus on build school that concentrate in entrepreneurship program in Surabaya. According to Mr. Danu as the marketing manager, he believed that the promotions are the main activity to sell their products. So, without promotions, people will not know and aware about their products.

4.1.2.1 Property

A. Property Definition

In my opinion, property is all about buildings that can be used and can be used as investment stuff.

Based on Mr. Danu statement, property is about buildings that can be use by the users and also can be use to investors.

B. Market Share

We can't identify property about the market share, because the number of market share is known by the owner itself. But, we have many groups that sell the market share such as, Ciputra Development Tbk, Ciputra Property Tbk, and Ciputra Surya Tbk. And we sell the market share from our agents, and people outside our company, and who can sell our market share, they will get the commissions from Ciputra.

Because the market share of Ciputra is only known by the owner, Mr. Danu can't tell property about the market share. But, Ciputra has many groups and element that already become Tbk companies. Ciputra also sell their market share from agents from their company also from people outside their company.

C. Tax Contribution

In this Mr. Jokowi era, Indonesia push the market of the property because, property market is a big value to increase the economic growth in Indonesia.

According to Mr. Danu, property market has a good contribution to increase economic in Indonesia. In other words, property is support the Indonesia development by its tax.

D. Property Development

In 2015, property market was stuck and decrease but, the increasing of the property price are still good even the economic condition in Indonesia still not stabile. And I see in the future in Indonesia is good because the development of the property price market are definitely increase as our experience. Ciputra also has a good repurtation that makes we have many partnership in many business segment, So, we as property company, optimistic that property business will survive in the future.

So, property companies are still can increase their price even in the crisis condition, like in last year. Ciputra feels that even in crisis in 2015, their price in 2015 are still increase. If property can survive in crisis condition, property company definitely increase and good if in good conditions. Property company also still good in the future because, property is not all about build and sell their product, but do a partnership with other business segment.

4.1.2.2 Marketing

A. Marketing Channel

For offline marketing channel, we made banner, flyer, billboard, and exhibitions in every many kind of mall.

For online marketing channel, we used all of online channel, such as website, SEO, Social media, and e-mail. For social media, we almost used all of social media such as facebook, twitter, instagram, etc.

B. Marketing Problem

We don't have any marketing problem, and we believe and trust that we can compete with our competitors to get customers because, we are the market leader, and Ciputra is the oldest property company. Ciputra is not follower but the founder. So, we already approve to get customers because we are the market leader.

As the market leader, Ciputra don't have any marketing problem, and they feel not hard to get customer, and compete to their competitor, because they already approved that they are the market leader in property market in Indonesia.

4.1.2.3 Marketing Environment

A. Internal Environment

Yes, the internal environment affect is since Ciputra is family business, sometimes the decision of the family owner affect the marketing strategy. The example is they order us to do some new model of digital marketing, it will affect to the marketing strategy because we as marketing team must make a new model of marketing.

The only internal environment is from the owner itself, so the order or the request from the owner like the example that Mr. Danu told that the one factors that the decision of the owner will affect the marketing strategy.

B. External Environment

Yes the most affect is comes from the external environment is from the social environment that people now days are looking for information from the internet, so we as marketing must follow the technological era and force us to use the internet also as the media to gives the information trough the people about our company as well as our products. It is a good affect because, it is improve the marketing to do the marketing strategy and activity.

According to Mr. Danu, Ciputra got the most impact is from technological environment such as internet that force them to use the internet also a their media to

share information and their marketing stuff also to sell their products to the customers but, Ciputra feels that that is a good affect because it made Ciputra improve their marketing and also increase their marketing area.

4.1.2.4 Digital Marketing

We used many kind of digital marketing such as, e-mail, social media, SEO, Google Ads as our digital marketing stuff and we choose these kind of digital marketing by surveying what kind of internet that usually used by the people.

So, Ciputra used all of internet channel as their marketing, they choose the internet marketing channel also from survey from the people's behavior, so they not randomly choose the internet marketing channel.

We attract people by we not only gives only about our product in our e-marketing channel, but we gives tips and trick how to decorate, news, etc. We gives the other news such as the economic growth in Indonesia, that's will make people will not boring to visit our internet channel.

By providing extra content in their internet marketing channel, Ciputra got the customer intention, because they not only gave the information about their products, but, they also share any news in their internet channel, they also gave tips and trick how to build a good decoration. So, people will not boring to visit Ciputra's internet channel.

By providing the other information such as news and tips in our internet channel, people will automatically see also about our product, we promote and gives the good information of our product, for example we gives the information about our estate such as, the area is developed city, have a good access to the other city, have high way, etc. We give prestige to the customers.

So, after Ciputra offer the people many kind of news outside of their products. Then people will visit continually the internet channel, by visiting and seeing the news in Ciputra, they also automatically see also about the products of Ciputra, then they will knows about our products and finally uses our products.

4.1.2.5 E-Adoption Ladder

Yes, for e-mail, we used email blast, we blast the web link of our information through the email, and who click or open the web link will get gift or discount. For example is free donut in Dunkin Donuts.

We also has email as I explained before, we offer about our company, gallery, product, progress of our estate, news, blog, and street view. Street view means that viewing the area or the street of our project. For example in Cibubur, people can access and see the real view of the areas.

Ciputra already become e-commerce, because, Ciputra already has property.net that sell many kind of Ciputra property. So, people can see the property, see the price, and also can do booking payment in that website. Moreover, not only Ciputra, everyone can also put their property in our website and sell into it. Then, Ciputra will get fee from the seller of the property.

In our company also run with online systems. For example our staff can booking car by online in our systems, they can also booking for meeting room. And the pay roll in Ciputra is also already used online system.

From the explanation from Mr. Danu, Ciputra already use e-mail, website, even they also become e-commerce by doing the transaction via online. Moreover, their systems inside the company are also run in online systems.

4.1.2.6 Marketing Performance

A. Financial Performance

After using the internet marketing, our revenue increased very much, the one example is I have project in Pekanbaru, and there are many smoke, forest fires that made people are not possible to see in the location but, by using internet marketing, we got many customers who bought our property in Pekanbaru. Our customer seen our products are in our internet channel.

Ciputra already increased their revenue as Mr Danu said. The simple example is Ciputra project in PekanBaru that has big problem. But, internet helped them to keep sell and advertise their product even the condition is terrible.

For profitability, I can't give the specific number, because it is very dominant but, 30-50% of our profit it comes from our online channel. We indicated this

percentage by asking our customer in every transaction. So, we will ask our customers from what channel that made them knew about Ciputra's product.

Mr. Danu can't give specific number of their profit. But, 30-50% profit of Ciputra are comes from internet marketing. They can indicate this number by asking every customer then they calculate their profit comes from.

B. Non-Financial Performance

By using the internet, it makes our estate are connected, so the security are already online also. All of the houses are connected to our security systems. If there is any problem, our systems will alert the security. It is the example of our products innovation by using the internet. The other innovation is by using internet, we can made our website, and e-commerce that can boost our sales.

Ciputra approve that Internet has improve their product innovation. They made new idea of their products by using the online systems as their standard. They also improve their connection with customers since using the internet as part of their marketing.

Of course our market share also increased but, I as marketing manager don't know about the number of the market share. The number of market share is only known by the head of the company.

After using the internet, the profit and sales of Ciputra are increased. Because of that reason, their market share also will automatically increase. But, Mr. Danu as marketing manager didn't know about the specific number, the number of market share is only known by the head of the company itself.

By using internet we also got the time efficient, cost efficient and communication efficient with our customers. Time efficient is because online advertising is in real time, different with offline marketing that must uses more time to make that. We got cost efficient because online advertising are cheaper than the offline marketing.

Internet also helped very much to us to gained awareness from people the example is in FaceBook we has fan page, and if one person like our fan page, the friends of that person will notice and of course will know our fan page. Moreover, in instagram and twitter, we got followers that can like our post, and same with facebook, the follower of the liker will also get notice and see

our account. So, we believed that internet help Ciputra to gain more awareness.

By using the internet, Ciputra believed that they got more awareness from people. Like the example of Mr. Danu. From the social media, they can gain more awareness from the people.

4.1.3 Case 3 (Agung Podomoro Group)

Mr. Mario Suryajaya is a Marketing Executive in PT. Agung Podomoro Land, Tbk that located in Jl. Letjen .S Parman Kav.28, Jakarta Barat. Mr. Mario already runs his job in Podomoro in four years. One of their strategies is build the University that can earn the good and smart student, and directly hire the good student to work in Podomoro. So, Podomoro will get a good employee that educated in Podomoro itself. Second is Podomoro do exhibition in their owned mall to get free rent place. Podomoro has Grand Madison in Central Park, and in Cimanggis they also have Podomoro Golf View, In Balikpapan they also have estate. The other great project is in Medan, Podomoro build Super Block also like in Central Park Jakarta. Podomoro has all of the target market from low to high. And the prices are depends on the location. For example in Cimanggis, they set the low price because the target market is the employer. However, in Central Park they set the high price because the location is in the city and the location is very strategies. Podomoro feels that their promotions are boosting their sales. In fact, based on Mr. Mario, Podomoro will not get the product awareness from the customers without doing the promotions. Even Podomoro already become a big company, and almost all of people know about Podomoro.

4.1.3.1 Property

A. Property Definition

Property is all about build a building in a land that can be sells and it can produce profit. That's my opinion about property. In Podomoro, we focused on super block. Super block is an area that there is mall, hotel, apartment, office

tower in one area. For example is Central Park. Moreover, we also have some estates.

According to Mr. Mario property is makes a building in a land and also sell it then earns profit from that building. Podomoro has estate and super block that they focused on.

B. Market Share

As marketing executive, I don't know exactly the number of our market share because, that is the owners and the head of the company's job. So, they are that know about the market share. But, I know that we sell the market share from our in house agent.

The market share of Podomoro is known only by the owner and the head of Podomoro. But, Podomoro sell their market share by their agent. Means that the agent are from their company itself.

C. Tax Contribution

Of course property tax helped the country in development because Mr. Jokowi pushed the property market transaction. That means that our President thinks that property tax is help to develop the country.

Mr Jokowi pushing the property market transaction to earn the tax contributions. Because of that reason, property market is contributed very much to develop the country.

D. Property Development

As we can see in last year, property market is drop but, there are factors that made us still optimistic that property development is still good. That is tax amnesty that will run in Indonesia but, tax amnesty still in progress to be in UU. Second, the economic in Indonesia still good because we still number two in ASEAN in property market, and after the tax amnesty is already run, the property market will definitely more increase.

Podomoro optimistic that property development in Indonesia will definitely increase even last year the property market was dropped, the market of property in Indonesia

is still number two in ASEAN. Seeing this tragedy, in worst condition property market still can survive and still number two in ASEAN.

4.1.3.2 Marketing

A. Marketing Channel

For offline channel, we did the exhibition, and promotions in news paper, magazine, and flyer. We usually separate the flyer in every mall.

In online channel we has website, social media which is Facebook, e-mail. We only used Facebook in social media because I that the other modern social media such as Instagram for example, the user of Instagram is only adult and child. It is not related to our target market because, our target market is the people who already success and have a power to buy the property but, we not focused on the online marketing yet. Simply, we just used the online marketing only for formality.

Podomoro used Facebook as their social media marketing because their think the other social media user are not related to their target market. So, they only focused on Facebook as their social media marketing, as well as website and email but, their online marketing are still for formality. So, they not run the online marketing very well and not optimize the online marketing yet.

B. Marketing Problem

Yes we have marketing problem. Like in last year, all of the marketing activity that we do in previous year is not effective anymore because all of property market was dropped.

Podomoro have one marketing problem in last year. All of their marketing strategies that very effective in previous year are not working anymore in last year because of the economic problem in Indonesia. So, they must make a new strategy to face this problem.

We feel not hard to get customers, but challenging because our price level is high and we has our standard to set up the price to keep our quality image but, the others little property competitor that set the low price and located near with our property area.

In this competitive property industry Podomoro feels got the challenge from the little property industry not the big property industry, it because of their little competitor set the low price and located near with Podomoro property.

4.1.3.3 Marketing Environment

A. Internal Factor

There is one internal factor that affected our marketing strategy that is our head department was change, form the senior one into the youngest one. So, the order automatically change also depends on the head of department itself. They order to change the old marketing strategy into the new one.

As Mr. Mario explained, their head of department was change their marketing strategy and forced the marketing team to change the marketing strategy as the order of the head of department.

B. External Factor

The external factor also affected our marketing strategy, like I told before, the economic of Indonesia was dropped, and it forced us to make a brand new strategy to face the problem. Second is internet era, because of social behavior of the people was changing that they search all of the information from the internet. So, we also must follow the changing but, we not optimize the internet marketing yet. But, last week we have a meeting that talk about the internet marketing. We believe that the internet growth is very high, and we plan to do more internet marketing and optimize our internet marketing in 2016.

Podomoro also got the impact from the internet era that forced them to follow the new era but now, they not focused and optimize their internet marketing yet. So, Podomoro's marketing team decide to focused on internet marketing in 2016 as their primary marketing weapon.

Yes, the marketing strategy or the work environment of the other competitor also impact us, like I explain before from our little competitor, they made 60x installment to buy their product then we also must used the 60x installment to face the competitor's strategy.

The other work environment affected the payment strategy of Podomoro. Previously, Podomoro only offer 32x installments but, seeing the competitor's strategy, they must also make the new offer of buying installment from 32x to 60x installment.

4.1.3.4 Digital Marketing

For digital marketing, we used TV, and internet such as e-mail, website, and social media. We choose these digital marketing by seeing the behavior of our target market. Our target market is over 30 years. So, in television we choose the channel that over news that our target usually watch. Then we have Facebook that used by every age. Not only young generations. For website, we used webside because we thing having website is a must in every business now days. In that channel, especially website, we made our website as simple as possible because, an adult usually like to uses the technology that easy to use. So, they don't want to used the complicated one because, it will confuses them. In that website we offer many kind of information that can make people interest to our products. They also can see our development in our website that can made them things that Podomoro is good to the investation.

So, Podomoro used the digital marketing especially for website, they made as simple as possible for adult people. Because they think adult people usually don't understand using the website if the website is complicated. So, they follow the behavior of their target market itself.

4.1.3.5 E-Adoption Ladder

We used e-mail, we used email by blasting the information about our product trough the people, second we have a simple website and there is some information about our history products, and our new products, also the contact for the customer to contact us. Actually, we not become e-commerce, we don't have any e-commerce site to promote and sell our products but, our marketing team put the products of Podomoro in Rumah123.com and Rumahku.com. So, it can be said that Podomoro don't have any e-commerce side yet but, we already used the e-commerce systems by putting our products in the other property-commerce site.

Podomoro already used e-mail as their media to separate the information through the people. Second, they also have website to show and gives the information about their

brand new products and their property history. Last, their marketing team initiates to put Podomoro's products in the e-commerce property site.

4.1.3.6 Marketing Performance

A. Financial Performance

Even internet marketing is not our primary weapon, we still feel that by using the internet marketing will build trust from the customers and automatically it will increase our sales. build trust means that if we do the direct call to the people like the old style, people will not trust that that caller are really from the Podomoro but, by using official email, and website as well as social media, people will trust that there is the real Podomoro product. People can also see our good development in our website that can make the interest then buy our property. After using this internet stuff as our marketing strategy, we calculate that our sales and profit increase from 15-20%.

By using that kind of internet stuff that Mr. Mario explained before, they already increase their sales as well as profit from 10-15% of their profit.

B. Non Financial Performance

Our performance also increase from the non financial segment, first is we can get the new idea by using the internet by seeing the new design from other country, and also by putting our new products idea in internet, people will see and things that our design are not stuck but Podomoro always improve the products. For market share as marketing executive, I can't define about the market share and it known by the owner and the head of the company. Using intent technology also helped us to get time efficient, working efficient, and cost efficient. Time efficient means that we don't need used the brochure as much as before and our cost also will decrease that's the example. We also got more awareness from the customers, we can said that because we usually asking our customer in every contact, and the customers usually said from the website.

From the explanation from Mr. Mario, Podomoro also improve their idea to make new property product and make their customer things that Podomoro is not stuck. Then they also feel that they increase their awareness from the customer by asking in every transaction from what channel that the customer know about our product.

4.2 Cross-Case Analysis

Cross-case analysis is a way in the research process that assists in comparing and finding the similarities as well as differences within events, activities, and process within the case studies. To assist the researcher for conducting the research, any specific interview questions are may used in conducting the research. Using in more than one case is really needed when used the cross-case analysis. The cross-case analysis has also the benefit of allowing the researchers in portraying the combination between factors which may be give contribution to the end results of the case, giving the explanation on why those cases are different and how is it different. It gives the researcher a change to learn from many cases (Christie, Rowe, Perry & Chamard, 2000 as cited in Knight & Cross, 2012).

Comparability is a concept that is developed in addressing such a single case or a cross-case analysis. For the basis of the comparison for the other researcher in doing a research within that field, the comparability is the point where the part if the research are being described and defined. In this research, choosing of cases method used by the researcher is containing of two approaches those are variable oriented approach and case-oriented approach. The variable oriented approach need a high number of cases to be compared, while the case-oriented approach compares a low number of cases but, not less than two. In both approaches, the researcher is responsible for searching comparable cases until they believe that the research needs no further insights or until the concept has been portrayed well. Case-oriented research has ability in allowing the comparison of cases which are very unlike (Khan & VanWynsberghe, 2008).

Table 4.2 Cross Case Analysis

Variables	Case 1 (Summarecon)	Case 2 (Ciputra)	Case 3 (Podomoro)
Marketing			
4Ps			
Product	Landed house, Apartment, Commercial Building, Office, Cluster	Office, Mall, Hospital, Cluster, School, Township	Super Block, Mall, Hotel, Apartment, Office Tower, Estate
Place	Serpong, Bekasi, Bandung, Kelapa Gading	Jakarta, Cibubur, Surabaya	Cental Park, Cimanggis, Medan, Balikpapan
Price	Depends on the location	Depends on the location	Depends on the location
Promotion	Online and Offline	Online and Offline	Online and Offline
Marketing Environment			
Internal Factor	Owner's decisions	Owner's decisions	Owner's decisions
External Factor	Technological, Competitor's environment	Technological, Competitor's environment	Economic, Technological, Competitor's environment
Marketing Channel			

Offline Channel	Newspaper, Magazine, WOM	Banner, Exhibition, Flyer, Billboard	Exhibition, Newspaper, Magazine, Flyer, Brochure
Online Channel	Website, Email	All of internet stuff; Website, Email, SEO, Social Media (Facebook, Twitter, Instagram), Ecommerce	Website, Social Media (Only Facebook), Email
E-Adoption Ladder			
	Email, Website	Email, Website, Ecommerce, E-Business, Transform Organization	Email, Website, Ecommerce
Marketing Performance			
Financial Performance	Gross Profit: increase 5-10% Sales Growth: increase 5-10%	Gross Profit: increase 30-50% Sales Growth: increase 30-50%	Gross Profit: increase 10-15% Sales Growth: increase 10-15%
Non Financial Performance	Improve the new innovation by seeing the	Improve the security system in the estate.	Got new idea by using internet, also got the

	new idea using internet, decrease the cost, and time efficiency	Increase the market share, time, cost, and communication efficiency, got more awareness	awareness from people about the new product, and time & cost efficiency
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Source: Constructed by Researcher

4.3 Interpretation of Result

The researcher has use the cross case analysis to find the similarities or differences from each of property company in Indonesia. By analyzing the E-Adoption level of the company as part as their marketing channel, the researcher found that the marketing of this three companies are almost the same such as their products, promotions as well as the way to set up their price. Marketing environment also affected their marketing strategy, from internal which is the owner's decisions and the most is the technological environment that forced them to follow the internet era. Their marketing channel also has online and offline. But, in this study, the researcher focused on the online marketing. The researcher analyzed that the most online adoption is Ciputra group, second is Podomoro and the last is Summarecon.

Ciputra is the most company that used the internet marketing. They already in transform organization level of the e-adoption ladder. However, Podomoro is in Ecommerce level of e-adoption ladder, and Summarecon is only used until website level.

By analyzing the e-adoption level of each company, the researcher found that the more property company adopted the internet as part as their marketing, the more they will get profit, revenue growth, as well as sales growth. Moreover, the researcher also found that the technology era is a must to be followed and important to implement

inside the marketing. Shorty, the more the property company adopted the internet, the more they will improve their financial as well as non-financial.

CHAPTER V

CONCLUSION AND RECOMMENDATION

In this chapter, the results and outcome of this study will be explained. The conclusion of the study will be taken, followed by the explanation and the suggestion for the further research. This chapter will constitute a brief summary on the content of the research and the outlines of conclusion derived from the analysis and the informed recommendations.

5.1 Conclusion

A case study research strategy was used as well as the instrument used in collecting data for the study involved interviews with the informants. The interviews were administrated to be chosen respondent to collect reliable data and valid data from the informants to earn the information needed. The information were collected to analyze the e-adoption ladder of the property companies in Indonesia and compare the financial performance as well as non-financial performance after implementing internet marketing as part as marketing. The finding's summary is:

1. Each property companies used the internet but, the level is different. Summarecon just use until the second stage of e-adoption ladder which is website, Ciputra already reach the top level of e-adoption ladder that is transformed organization, and Podomoro reach the third stage of e-adoption ladder which is e-commerce.
2. There is different e-adoption level of each property companies in Indonesia. The more the property company use the internet as part as their marketing, the more they will improve their marketing performance such as financial performance and growth as well as the non financial.

5.2 Recommendation

1. For Property Company

It is recommended for the property company in Indonesia to start using the internet marketing and optimize as well as maximize the internet marketing to reach better marketing strategy and marketing performance and earn better financial growth and non-financial

2. For the Future Researcher

It is recommended for the future researcher to dig more about the financial performance and nonfinancial performance after using the internet marketing. It could be the significant number of the financial.

3. For Government

The government should fix the economic problem in last year as soon as possible to maximize the property market because the tax of property has a big contribution to develop Indonesia. Property market can survive in bad economic condition and still contribute for the country. Because of that reason, if the economic is already stabile, property will contribute much more.

Moreover, in order to increase the quality of research, the future research study should be done on the following:

1. The research on another performance indicator using the internet marketing.
2. The research on another informant outside the marketing team. should also earn the information from the finance department, and human resource to achieve more specific performance after using internet marketing.

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APPENDICES

Appendix 1

Interview Questions

Interview Questions

Respondent Profile

1. Name:
2. Position:
3. Company Name:
4. Location of the Company:

No.	Questions	Details
Property Market		
1.	What is property market?	A. What kind of property market do you offer?
2.	How big your company's market share?	A. How do you sell your market share?
3.	How do you find tax or decree is helping in developing this country?	
4.	How about the property development in Indonesia?	A. How do you see the market of this business in the future for Indonesia?
Marketing Strategy		
5.	What is your marketing strategy?	A. How many projects are you currently doing?
		B. Where are they located?
		C. How do you set up the price? Do you have certain target of customers?
		D. Do you do promotions? How do you think promotion's role in boosting the sales?
6.	What kind of marketing channel do you use to sell your product?	A. What do you have for offline marketing channel?
		B. What do you have for Online marketing channel?

7.	Do you have marketing problem?	A. Do you feel it is hard to get customer in this competitive industry?
Marketing Environment		
8.	Does the internal environment influence your marketing strategy?	A. What are the internal factors that affect your marketing strategy?
9.	Does the external environment influence your marketing strategy?	A. What are the social environment influences that effect your marketing strategy?
		B. What are the work environment influences that effect your marketing strategy?
Digital Marketing		
10.	What kind of digital or internet marketing do you used?	A. How do you choose the digital marketing and internet marketing type?
11.	How do you get customer's attention from your internet and digital marketing?	A. How do you attract people?
		B. How do you convert people become your customer?
		C. How do you transform your customer become your consumer?
E-Adoption		
12.	What kind of internet stuff that you used as your marketing?	A. Do you use e-mail? How?
		B. Do you use website? What kind of service available in your website?
		C. Do you already become Ecommerce? How?
		D. Do you use e-business systems? How?
		E. Do you integrate your system with online systems?
Marketing Performane		
13.	How about your financial performance after using internet as part of your marketing?	A. How about your revenue growth?
		B. How about your profitability?
		C. How about your sales growth?
14.	How about your non-financial performance after using internet as part of your marketing?	A. How about your product innovation?
		B. How about your market share?
		C. How about your technological efficiency?
		D. Does the internet help you to gain

		more awareness of your product and your company?
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Appendix 2

Informants Profile

1. Mr. Baryadi B. Wijaya



Mr. Baryadi is the marketing manager of PT. Summarecon. It is located in Tangerang, Serpong. He set the marketing strategy as a leader of marketing division in Summarecon.

2. Mr. Arnanda Danuwidjaja

Previously, Mr Danu is the digital marketing trainer in Ciputra Group that located in South Jakarta. Now, Mr. Danu is marketing manager of Ciputra group and focused on digital marketing. It is located in Cibubur. Mr. Danu and marketing team have achieved digital marketing reward in 2013.



3. Mr. Mario Suryajaya

Mr. Mario is the Marketing Executive in PT. Agung Podomoro Land, Tbk. It is located in West Jakarta. Mr. Mario was worked in Podomoro in four years as marketing team of Podomoro.

