Analysis Of Marketing Strategy In Bsd City

Surya Budiman [1] ; Ratna Septiyani [2] ; Intan Baiduri [3] ; Nur Fajri [4]
Graduate Program, Master of Management Study Program, Pamulang University, Indonesia

dosen00464@unpam.ac.id[1] , ratna.se13@gmail.com[2] , intanbaiduri0215@gmail.com[3],
nurfajri9598@gmail.com[4]

Abstract. This study analyzes the marketing strategy of BSD City, one of Indonesia's largest smart-city–based integrated township developments by Sinar Mas Land. Using SWOT and PESTEL approaches, the research examines strategic factors influencing BSD City's competitive positioning. The results show that BSD City possesses strong internal capabilities—large-scale land bank, strong brand image, and integrated green-smart city facilities—combined with opportunities driven by rising demand for sustainable housing, digital transformation, and economic growth. BSD City is positioned in the aggressive strategy quadrant, indicating that expansion, innovation, and sustainability-driven development are the most suitable strategies.
Keywords: SWOT, PESTEL, smart city, marketing strategy.

INTRODUCTION

The expansion of modern township development in Indonesia has accelerated in recent years, driven by rapid urbanization, digital transformation, and growing demand for sustainable living. BSD City, redeveloped fully by Sinar Mas Land in 2003–2004, has transformed into a national benchmark for smart and integrated township development.

According to recent property market reports (Colliers, 2023; Indonesia Property Outlook, 2024), demand for mixed-use, environmentally friendly, and technology-enabled residential areas has significantly increased. As Kotler et al. (2022) state, an effective marketing strategy must align internal strengths with external opportunities. BSD City exemplifies this through its development of smart infrastructure, green open spaces, and diversified property products.

This study evaluates BSD City's marketing strategy using SWOT and PESTEL frameworks to determine its strategic positioning.

LITERATURE REVIEW

Marketing Strategy in Modern Property Development
Kotler, Kartajaya, & Setiawan (2022) explain that marketing in the digital era requires customer-centric, technology-driven, and sustainability-oriented strategies. Property developers must integrate segmentation, value propositions, digital engagement, and ecosystem creation.
Smart Cities and Green Development
Recent literature emphasizes eco-friendly and technology-enabled urban planning (UN-Habitat,

2022; World Bank Urban Development Report, 2023). Smart city development integrates IoT systems, renewable energy, mobility solutions, and urban sustainability indicators.

Competitive Strategy in the Property Sector

David (2022) explains that competitive advantage is shaped by differentiation and strategic resource allocation. Developers must continuously innovate through smart housing, digital service platforms, and customer experience enhancement.

RESEARCH METHODS

In this study, the research design is complemented by the adoption of SWOT analysis as a strategic framework to systematically assess both internal and external factors affecting the object of study. As noted by Kamarudin (2024), SWOT analysis remains a highly effective method for organizations to conduct strategic planning by identifying Strengths, Weaknesses, Opportunities, and Threats. By integrating SWOT into the methodology, the research gains a structured lens to evaluate underlying conditions and potential external influences, thereby enhancing the robustness of the analysis and supporting more informed interpretation of empirical findings.

A descriptive qualitative and quantitative approach was used. Data were collected from Sinar Mas Land publications (2023–2024), industry reports (Indonesia Property Market Review 2023; Colliers 2023), and academic journals from 2022 onward.

Analytical frameworks include PESTEL, SWOT, and IFAS–EFAS matrices (David, 2022).

RESULTS AND DISCUSSION

A. Pestel Analysis

The PESTEL analysis of BSD City highlights several key external factors influencing its development strategy. From the political and regulatory perspective, the government has implemented various incentives to stimulate property purchasing, accompanied by continued expansion of public infrastructure such as toll roads, transportation networks, and zoning regulations that support urban growth (Kemenkeu, 2023). Economically, Indonesia's post-pandemic recovery has strengthened housing demand, further driven by the increasing purchasing power of the middle class and rising investor interest in property assets (BPS, 2023). Socially, demographic shifts indicate that millennials now dominate the segment of new homebuyers, creating a strong preference toward healthy, sustainable, and modern living environments, in line with broader lifestyle changes reported in recent housing studies (Lamudi Property Report, 2023).

Technological factors also play a significant role, as BSD City continues to adopt smart city innovations such as IoT-based systems, digital payment solutions, and high-speed fiber-optic connectivity, alongside the growing use of proptech platforms and virtual property browsing that enhance customer experience. From an environmental standpoint, increasing ESG expectations and stricter green building standards require developers to incorporate eco-friendly and energy-efficient practices in township development, as mandated by the Green Building Council Indonesia (2023). Lastly, the legal environment demands compliance with more rigorous building permits, land use regulations, and sustainability requirements, ensuring that township projects like BSD City align with national and regional regulatory frameworks.

B. SWOT Analysis of BSD City

Strengths
- Strong brand as part of Sinar Mas Group
- Integrated township with complete facilities
- Adoption of smart city technologies
- Green building initiatives and large open spaces
- Strategic location with multiple toll access points

Weaknesses
- Premium pricing reduces affordability for some segments
- Public transport expansion still in progress
- High initial cost for smart/green technology

- Land disputes and regulatory complexity in large-scale projects

Opportunities
- Growing demand for sustainable and smart housing (2023–2025 trend)
- Economic incentives for property purchases
- Increasing digital marketing efficiency
- Rising trend of mixed-use developments
- Growth of education, health, and digital economy sectors

Threats
- Rising interest rates (Bank Indonesia, 2023–2024)
- High construction material cost inflation
- Intense competition in the Jabodetabek property market
- Regulatory changes affecting zoning and ESG requirements

C. IFAS Analysis (Internal Factors)

Internal Factors	Weight	Rating	Score	Description
Strong brand & resources	0.35	4	1.40	Market leadership
Integrated facilities	0.30	4	1.20	Enhances value proposition
Strategic location	0.20	3	0.60	High accessibility

Internal Factors	Weight	Rating	Score	Description
Innovation (green & smart city)	0.15	3	0.45	Supports differentiation

Total Strength Score = 3.65

Weaknesses

Internal Weakness	Weight	Rating	Score
Premium pricing	0.40	2	0.80
Limited public transport	0.35	2	0.70
High cost of green-smart tech	0.25	2	0.50

Total Weakness Score = 2.00

Total IFAS = 3.65 – 2.00 = 1.65 → Strong Internal Position

D. EFAS Analysis (External Factors)

Opportunities

Opportunities	Weight	Rating	Score
Growing urban demand	0.40	4	1.60
Digital marketing expansion	0.35	3	1.05
Favorable regulations	0.25	3	0.75

Total Opportunities = 3.40

Threats

Threats	Weight	Rating	Score
Rising interest rates	0.45	2	0.90
Rising construction cost	0.35	2	0.70
Competitive market pressure	0.20	2	0.40

Total Threats = 2.00

Total EFAS = 3.40 – 2.00 = 1.40 → Strong External Response

SWOT Cartesian Diagram Position

SWOT Cartesian Chart – BSD City
(Based on IFAS & EFAS Scores)
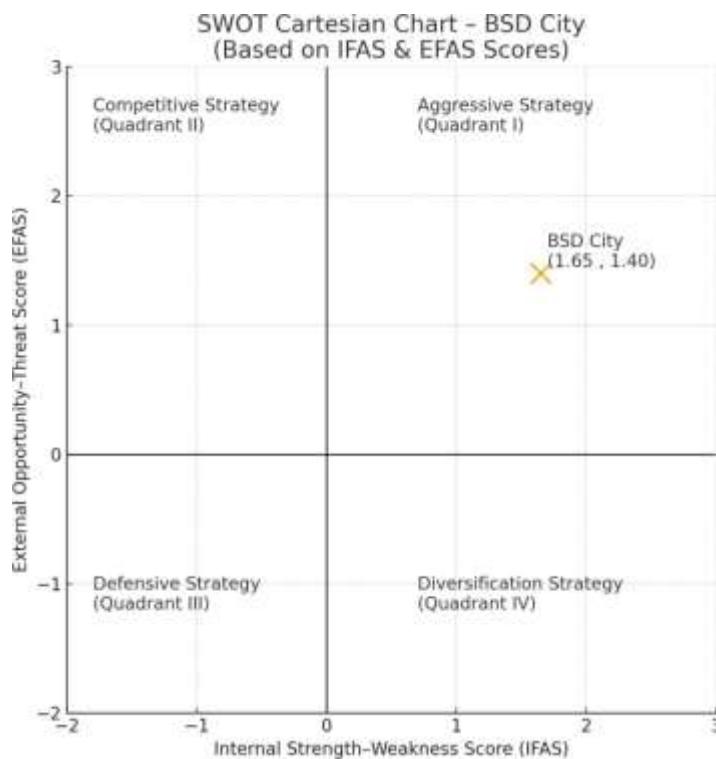
Explanation :

Based on the IFAS and EFAS calculations, the strategic position of BSD City in the SWOT Cartesian diagram is located at the coordinate **(1.65, 1.40)**. This position places BSD City in **Quadrant I**, also known as the aggressive or growth-oriented strategy quadrant. Being in this quadrant indicates that BSD City possesses strong internal capabilities—evidenced by a significantly higher strength score (**3.65**) compared to its weaknesses (**2.00**)—as well as a strong ability to respond effectively to external opportunities, where the opportunity score (**3.40**) surpasses the threat score (**2.00**). These results reflect BSD City's robust internal foundations, such as a strong brand under Sinar Mas Land, comprehensive integrated township facilities, a strategic location with excellent accessibility, and continuous innovation in smart city and green development initiatives.

Externally, BSD City benefits from major opportunities including the rising demand for sustainable and smart housing, increased adoption of digital marketing, and supportive government regulations. The combination of strong internal performance and favorable external conditions positions BSD City in an advantageous situation to pursue expansion-oriented strategies. Therefore, the most appropriate strategic direction includes product and service innovation, market expansion, strengthening digital branding, and accelerating the development of technology-driven and environmentally sustainable facilities. In summary, BSD City's placement in Quadrant I suggests that it is well-positioned to capitalize on its strengths to maximize emerging opportunities, ensuring sustained competitiveness and growth as one of Indonesia's leading integrated township developments.

CONCLUSION AND RECOMMENDATION

BSD City demonstrates a strong strategic position with robust internal capabilities and promising external opportunities. The integration of sustainability principles, digital transformation, and innovative property products strengthens BSD City's competitiveness.
Recommended strategies include:
1. **Strengthening ESG and smart city branding**

2. **Expanding millennial-oriented and compact housing products**
3. **Enhancing digital marketing and virtual sales platforms**
4. **Increasing public transport integration**
5. **Expanding mixed-use and green open space projects**

These strategies align with recent property market findings (2022–2025) and support long-term sustainable growth.

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