ABSTRACT

Supermal Karawaci ("SK") is a shopping mall located in Lippo Karawaci, Tangerang a western part of Jakarta. Being redeveloped after the riot in May 1998, which burned and destroyed several parts of the mall, the biggest area mall in Jakarta in trying return back in business.

However, the market development in the shopping mall has increased dramatically. New entrants are coming into the market together with their new services and major tenants, which will be the main key selling point of the majority mall management in Jakarta.

SK is also facing increasing competition from its new competitors. Supported with growing of residential area nearby the Karawaci area, many new shopping malls were built. Slowly but sure, these new shopping malls are eating the market share previously enjoyed by the SK.

Compared with other mall, which have a clear targeting and positioning, SK currently employs a wide range of business segments. SK serves from the lower segment up to the high-segment and does not have a focus target market. This condition caused many problems for SK.

Facing this current situation, SK’s management is considering to redefine its market segmentation, targeting and positioning to retain and develop its position to be a market leader in the mall sector.

This research will discuss the proposed new marketing strategy for SK “Toward family leisure shopping mall – mall of excitement” as the key strategic initiatives performed by SK’s management in order to face the current competition in the shopping mall industry.

Keywords: marketing strategy, segmentation, targeting, positioning, shopping mall, family leisure shopping mall

TABLE OF CONTENTS
CHAPTER 1 INTRODUCTION ...............................1

1.1 Our Understanding Of The Project .........................1

1.1.1 An Overview Of Supermal Karawaci ......................1

1.1.1.1 Background Of The Project ..............................1

1.1.1.2 SK’s New Owner Profile – Rodamco-Asia NV ..........2

1.1.1.3 Lippo Karawaci Township ...............................3

1.1.1.4 Big Population Catchments of Supermal Karawaci ....5

1.1.1.5 Market Potential Area Of Supermal Karawaci .........7

1.1.2 Supermal Karawaci Mission And Core Values ..........8

1.1.2.1 Mission Statement ............................................8

1.1.2.2 Core Values ....................................................8

1.1.3 Supermal Karawaci Mall Components ..................9

1.1.4 Supermal Karawaci Major Current Tenants ..........10

1.2 Problem Definition .................................................11

1.3 Important Of This Project .........................................12

1.4 Goals And Objectives ..............................................13

1.5 Scope Of Work ......................................................14

CHAPTER 2 LITERATURE REVIEW ............................15

2.1 Defining of Shopping Center .................................15

2.2 Defining Marketing ................................................17
4.1.3 Current SK’s Marketing Strategy Performance .........................56
4.1.4 SK’s Business Model .............................................................60
4.2 Marketing Diagnostics ..............................................................61
  4.2.1 SWOT Analysis .................................................................61
  4.2.2 Porter 5 Forces Analysis ......................................................64
  4.2.3 Competitors and Historical Market Survey Analysis .............67
  4.2.4 Proposed Solutions For SK’s New Marketing Strategy ..........76
4.3 Test/Refine Preliminary Solutions/Scenarios .........................79
  4.3.1 Research Model (to test/refine preliminary solutions/scenarios) ....79
  4.3.2 Preliminary Solutions Testing Results ...................................80
  4.3.3 Proposed Recommendation For SK’s New Marketing Strategy ...86
4.4 Propose New Marketing Strategy ..............................................87
  4.4.1 Perceptual Mapping Analysis ..............................................87
  4.4.2 New Integrated Marketing Strategy For SK .........................88
  4.4.3 Creating New Image – Re-branding Efforts ..........................91
  4.4.4 Risk Factors Analysis ......................................................92
4.5 Implementation Plan & Evaluation ............................................93
  4.5.1 Communication & Promotional Plan ....................................93
  4.5.2 Marketing Events Plan ....................................................95
  4.5.3 Tenant Mix Strategy .......................................................97
  4.5.4 Performance Measurement Plan .......................................99

CHAPTER 5 CONCLUSION AND FURTHER RECOMMENDATIONS .......100
REFERENCES .................................................................................102
BIBLIOGRAPHY .............................................................................103
CURICULUM VITAE