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Analysis of the Implementation of a Quality Management System in Improving Marketing of the Agung Sedayu Group Property

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Abstrak

Penelitian ini bertujuan untuk menganalisis penerapan sistem manajemen mutu (SMM) dalam rangka peningkatan pemasaran properti yang dilakukan oleh Agung Sedayu Group (ASG). Metode penelitian yang digunakan adalah deskriptif kualitatif dengan memberikan pemahaman tentang realitas kompleks dalam melakukan penelitian terhadap perusahaan properti ASG. Hasil penelitian menunjukkan bahwa penerapan SMM oleh ASG memberikan dampak positif terhadap pemasaran properti. Penerapan prinsip-prinsip SMM seperti fokus pada kepuasan pelanggan, peningkatan efisiensi proses, dan peningkatan kualitas produk telah meningkatkan reputasi perusahaan di mata konsumen. Sertifikasi ISO dan kepatuhan terhadap standar kualitas internasional telah memberikan kepercayaan tambahan bagi calon pembeli properti. Rekomendasi disarankan untuk terus memperkuat komitmen perusahaan terhadap QMS, meningkatkan pelatihan dan kesadaran karyawan, serta memperkuat kolaborasi antar departemen untuk memastikan kesinambungan dan perbaikan berkelanjutan dalam upaya pemasaran properti.

Kata Kunci : Sistem Manajemen Mutu, Pemasaran Properti, Efektivitas

Abstract

This research aims to analyze the implementation of a quality management system (SMM) in the context of improving property marketing carried out by the Agung Sedayu Group (ASG). The research method used is descriptive qualitative by providing an understanding of the complex reality of conducting a study of the ASG property company. The research results show that the implementation of SMM by ASG has had a positive impact on property marketing. The adoption of SMM principles such as focusing on customer satisfaction, increasing process efficiency, and improving product quality has improved the company's reputation in the eyes of consumers. ISO certification and compliance with international quality standards have provided additional confidence for potential property buyers. Recommendations are suggested to continue strengthening the company's commitment to QMS, increasing employee training and awareness, and strengthening collaboration between departments to ensure continuity and continuous improvement in property marketing efforts.

Key Words: Quality Management System, Property Marketing, Effectiveness

A. Introduction

Quality management or Total Quality Management (TQM) is something that must be done by a company, both on an international, national and local scale. Management itself is the activity of a company or organization to achieve goals that have been designed and prepared by paying attention to certain principles. Certain principles will realize the targets that will be achieved with certain objectives. According to Oey Liang Lee in Tri Setiadi (2015), management is the art of planning, organizing, directing, coordinating and controlling human resources (HR) to achieve a predetermined goal (Setiadi, 2015). One of the standard quality management systems (QMS) that has developed in developed and developing countries is the Quality Management System (QMS) ISO 9001:2015 (Parso et al., 2021). Quality is defined as a principle that a company must achieve with standardization, which is something that is connected to passion and self-esteem. Meanwhile, Edward Sallis stated that quality is related to something different, for example something between good and bad of a product or service. Sallis also explains that quality is a principle that provides assistance to an institution to schedule changes and organize plans in the face of excessive external pressure or things (Sallis, 2012). This quality is expected to be something that fulfills the needs, desires and satisfaction of consumers when purchasing and using a product (Gaspersz, 2008).

From several opinions that have been expressed by experts, the quality management system (QMS) is related to all elements of the management agenda for managing quality. Tom Peters and Nancy Austin explained that the quality of the management system is interrelated with efforts to continuously improve the quality of products and human resources in an organization or company. tasks and employee responsibilities are organized by the leadership of the company or organization, so that quality management can continue to make improvements in various stages, sections and fields in the company or organization (Rothery, 2000). Quality management is a set of tools to make a company or organization experience continuous improvement, which can have a good effect on the company to improve products and human resources. Quality management is a tool to meet the needs, desires and expectations of consumers now and in the future. Quality management is also built based on the concept of teamwork, improving quality, increasing productivity and understanding and paying attention to customer satisfaction of the company or organization (Purnama, 2005).

Therefore, the implementation of a quality management system (QMS) in a company or organization is a very appropriate step to win the competition between market shares with other companies. One of the companies in Indonesia that is the object of research is a company operating in the property sector, the Agung Sedayu Group company is one of the well-known property developers in Indonesia. The property business developed by the Agung Sedayu Group started from a home office contractor business which was simply founded in 1970. With the vision "We are a leading property developer who is a market leader" has made Agung Sedayu trusted by the public and other partner companies, until now Currently, the Agung Sedayu Group has succeeded in building several projects in the Jakarta area, including Mediterranean Golf Hill, Kelapa Gading Square, The City Resort Residences, Cibubur Country, The Boulevard, The Mansion at Kemang, Senayan Residence, Green Mansion, Senayan Golf Residence, Ancol Mansion, Gold Coast Office, Gold Coast Apartment and several other residences, offices and shopping centers.

This quality management also influences the marketing management activities of the company's products. The success of this promotion will increase consumer trust and loyalty, so that consumers will make transactions and become regular customers of the company. Based on this presentation, research was conducted entitled "Analysis of the Implementation of Quality Management Systems in Improving Marketing of Agung Sedayu Group Properties". The focus of this research is analyzing the implementation of quality management in improving property marketing at the Agung Sedayu Group company and analyzing the application of quality management principles such as increasing employee competency, continuous evaluation through customer feedback, and competitive advantage in marketing as well as analyzing the company's management system in improving quality the product. Other results look at the supporting and inhibiting factors for a property when it is marketed. The research location is at the Gold Coast Office (Agung Sedayu Group) Jl. Pantai Indah Kapuk, RT.6/RW.2, Kamal Muara, Kec. Penjaringan, North Jkt, Special Capital Region of Jakarta 14470.

Quality management system

Quality Management (QM) is based on definitions dating back to the early 20th century. For decades, business organizations have identified, explained, and in some cases, standardized (e.g., ISO 9001) their business processes by introducing QMS and implementing/establishing quality management (Stravinskiene & Serafinas, 2020). The quality management system is one of the most effective tools for companies to increase competitiveness. This has been studied long ago by Dr. Edward Deming and Dr. Joseph Juran in his study and practical implementation of quality management and quality thinking in companies 60 years ago. This topic is still very important today because SMM is still effective and scientists are still researching this question (Priede, 2012). Quality has varying definitions from conventional to more strategic. Conventional definitions of quality usually describe the direct characteristics of a product, such as performance, reliability, ease of use, aesthetics, and so on. The strategic definition of quality is everything that is able to fulfill the desires or needs of customers (meeting the needs of customers) (Ronald Simanjuntak & Sinta Suawa, 2014).

Marketing strategy

A strategy by definition is future-oriented. Due to this orientation, the selection of a particular strategy is generally based on various assumptions as used by strategists and strategists who are fully aware that all events and factors influencing the implementation of a strategy can be appropriately considered and calculated (Zuteev, 2021). Marketing strategy is an organization's integrated decision pattern that determines important choices regarding products, markets, marketing activities, and marketing resources in the creation, communication, delivery of products that offer value to customers in exchange with the organization, thereby enabling the organization to achieve certain goals (Morgan, 2012).

Target market strategy identifies how a business connects markets with products. To choose a target market, it is necessary to consider the attractiveness of the segment and the company's business strength resources in a segment. The marketing strategy implementation and management stage must consider and pay attention to effective marketing organization planning, strategy implementation and control as well as the use of information systems for planning and management of marketing strategies (Kristiyanti & Lisda Rahmasari, 2015).

B. Methodology

This research method uses descriptive qualitative methods. According to Sugiyono, (2009), this qualitative method is used to describe and understand the meaning behind visible data. This method is more directed towards descriptive research. In this way, research can describe and provide understanding of the complex realities of strategies and how to implement quality management systems (QMS) in property companies. Therefore, the researcher provides a complex picture and describes the condition of the company, with quality management in improving property marketing Agung Sedayu Group can increase the effectiveness of its property marketing and strengthen its commitment to continuous improvement by encouraging innovation and continuous updates in processes, technology and products. This will help the company to remain competitive and relevant in the dynamic property market, attract more potential buyers and investors, and maintain its leading position in the property industry in Indonesia.

To provide an overview and description of this research, the researcher used data collection methods of primary data and secondary data. Primary data was obtained from interview techniques and direct observation in the field. Secondary data includes a brief profile of the Agung Sedayu Group, HR conditions, marketing management and market size. Interviews were conducted directly by asking questions. For this purpose there were five informants, 1. Property Manager, 2. HRD, 3. Customer Service, 4. Marketing Team and 5. Marketing Team. To obtain accurate data, research instruments or tools such as draft questions are needed according to the objectives of this research. The informant data is in Table 1 below

Table 1. Informant Data

No	Interview Topics	Respondent	Interview result	Conclusion
1	Implementation of a Quality Management System	Property Manajer	The quality management system is implemented through strict standard operating procedures (SOP)	SOPs help maintain company quality and improve property marketing
2	Employee Training and Development	HRD	Employees routinely attend training related to quality management	Training increases employee competency
3	Feedback from Customers	Customer Service	Customer feedback is received and acted upon for improvement	Feedback is a tool for evaluating service quality
4	Competitive Advantage in Marketing	Marketing Team	Product and service quality is a competitive advantage	Quality increases competitiveness in the market
5	Challenges in Implementing Quality Management	Operational Team	Challenges include high costs and resistance to change	Need a change management strategy and appropriate budget allocation

C. Result and Discussion

This research was conducted at the Agung Sedayu Group company which is one of the well-known property developers in Indonesia. The Agung Sedayu Group started as a home office contractor business which was founded simply by Sugianto Kusuma in 1970 with the vision "We are a leading property developer who is a market leader" make Agung Sedayu trusted by the community and other partner companies.

The results of interviews with 5 people who are head offices from each different department are as follows: 1. Property Manager "SOPs help maintain company quality and increase property sales." (Prima, 2024), 2. HRD "Employees regularly attend training related to quality management." (Endang, 2024), Customer Service "Customer feedback is received and followed up for improvement." (Wahyudi, 2024), Marketing Team "Product and service quality is a competitive advantage." (Tantia, 2024), Operational Team “Challenges include high costs and resistance to change”. (Syahdani, 2024). Based on interviews with various parties within the company, the implementation of a quality management system (QMS) has provided various benefits such as increasing employee competency, continuous evaluation through customer feedback, and competitive advantages in marketing. Following the Agung Sedayu Group property marketing data as a result of implementing a quality management system, we can identify several relevant key performance indicators (KPIs). Some indicators that can be used include increased sales, increased customer satisfaction, increased customer loyalty, reduced customer complaints, and increased number of successful projects.

Table 2. Increased Marketing of Agung Sedayu Group properties

Year	Sales (Rp Billion)	Customer satisfaction (%)	Customer loyalty (%)	Customer complain	Number of Successful Projects
2020	500	75	65	150	10
2012	550	80	70	120	12
2022	600	85	75	90	15
2023	650	88	78	70	18
2024	700	90	80	50	20

Based on data from Agung Sedayu Group's property marketing from 2020 to 2024, it continues to increase by presenting the following data:

1. Sales: There is a gradual increase in sales from IDR 500 billion in 2019 to IDR 700 billion in 2023. This shows that the implementation of the quality management system has had a positive impact on the company's sales.
2. Customer Satisfaction: Customer satisfaction increased from 75% in 2019 to 90% in 2023. This shows that better quality products and services have improved the customer experience.
3. Customer Loyalty: Customer loyalty has also increased from 65% in 2019 to 80% in 2023. Satisfied customers tend to be more loyal, which means they are more likely to make repeat purchases and recommend the company to others.
4. Customer Complaints: The number of customer complaints has decreased significantly from 150 complaints in 2019 to 50 complaints in 2023. This shows that the implementation of a quality management system is effective in reducing quality problems and increasing customer satisfaction.
5. Number of Successful Projects: The number of successful projects increased from 10 projects in 2019 to 20 projects in 2023. This reflects that the company successfully completed more projects with high quality standards, which contributed to improving its reputation and competitiveness in the market.

The results of this research are in line with theory (Morgan, 2012) Marketing strategy is an integrated organizational decision pattern that determines important choices regarding increasing employee competency, continuous evaluation through customer feedback, and competitive advantage in marketing offering value to customers in exchange with the organization, thus enabling the organization to achieve certain goals which in turn improve product quality and can improve product marketing.

Barriers to Implementing SMM in Property Marketing for the Agung Sedayu Group Company

Currently, there are obstacles for property company Agung Sedayu Group to implement SMM. Even though a lot has been done since the company was founded until now, the company has not been able to fully implement QMS and the principles contained in it. This company is aware that this obstacle can be overcome if all parties involved in the property company's business activities understand the importance of quality. The obstacles obtained from interview data are:

1. There are many competing property companies currently developing in Jakarta, for example: Sinar Mas Land, PT. Sumarecon Agung Tbk, PT. Paramount Serpong, PT. Pakuwon Jati Tbk, PT. Lippo Karawaci Tbk, PT. Intiland Development Tbk, Ciputra Group, PT. Alam Sutera Reality Tbk, and PT. Agung Podomoro Group.

To overcome the large number of competing property companies, Agung Sedayu Group has implemented several strategic steps:

1. Training and Education: Hold comprehensive training and education programs for all levels of employees about the importance of SSM and how this system can improve performance and quality.

2. Effective Communication: Improve internal communication through various channels to ensure all employees understand the goals, benefits, and can apply SSM in property marketing.
3. Management Support: Ensure full support and commitment from top management to set an example and motivate the entire organization.
4. Change Management: Implement effective change management strategies to reduce resistance and support a smooth transition to the new system.
5. Resource Allocation: Provide adequate resources, including budget and manpower, to support effective SSM implementation.
6. Continuous Evaluation and Improvement: Use a continuous evaluation and improvement approach to adapt and improve the SSM according to emerging needs and challenges.

Analysis of the Implementation of Quality Management in Improving Property Marketing at the Agung Sedayu Group Company

There are eight frameworks and principles in facing property business competition that must be considered and implementing QMS in the Agung Sedayu Group property company: namely improving product quality, customer satisfaction, operational efficiency, compliance with regulations, use of technology and innovation, risk management, competitive advantage and HR training and development.

1. Improved Product Quality: Process Standardization, QMS ensures that all processes in a property project are standardized and follow strict guidelines, which helps produce consistently high quality products. Quality Control: Implementation of strict quality control at every stage of development ensures that the final product is free from defects and meets high quality standards.
2. Customer Satisfaction: Feedback and Continuous Improvement, QMS includes mechanisms for collecting customer feedback and using it to make continuous improvements. This increases customer satisfaction and loyalty. Responsive to Complaints, a good quality management system ensures that customer complaints are handled quickly and effectively, reducing negative impacts and improving the company's reputation.
3. Operational Efficiency: Waste Reduction, QMS helps identify and reduce waste in the construction and project management process, which increases efficiency and reduces costs. Optimized Processes, with standardized and optimized processes, companies can complete projects faster and at lower costs than competitors.
4. Regulatory Compliance: Ensuring Compliance, QMS helps companies ensure that all property projects comply with all applicable regulations and industry standards, avoiding legal sanctions and bad reputation. Good Documentation This system provides complete and accurate documentation, which is necessary for audits and regulatory compliance.
5. Use of Technology and Innovation: Adoption of New Technology, QMS encourages the use of new technology that can improve quality and efficiency, such as Building Information Modeling (BIM) and cloud-based project management. Continuous Innovation, QMS creates a culture of continuous innovation, ensuring the company continues to develop and adapt to market changes.
6. Risk Management: Risk Identification and Mitigation, QMS helps in identifying and managing risks associated with property projects, including construction, financial and legal risks. Error Reduction, with a more controlled and structured process, QMS reduces the possibility of errors that can cause additional costs or project delays.
7. Competitive Advantage: Product Differentiation, Consistent and high quality can be the main differentiator that makes Agung Sedayu Group's property products more attractive compared to competitors. Reputation and Brand Loyalty, Effective QMS implementation increases the company's reputation as a reliable and high-quality developer, which in turn increases customer loyalty.
8. HR Training and Development: Employee Development, QMS includes training and development programs that ensure employees have the skills and knowledge necessary to work effectively and efficiently. Employee Welfare: Creating a supportive work environment and focusing on quality also increases employee welfare and satisfaction, which ultimately increases productivity.

D. Conclusion

Based on the research results explained in the previous chapter, it can be concluded that the implementation of the Quality Management System (SMM) has proven to be able to improve property marketing at the Agung Sedayu Group company and is able to improve various important aspects in property marketing, the implementation of the Quality Management System (SMM) has provided benefits, Improving the quality of products and services, this makes property products more desirable in the market, strengthens customer satisfaction and loyalty, satisfied customers are more likely to return and recommend the company to others reduce customer complaints manage and fix quality problems before they become big problems improve project efficiency and effectiveness Completing more successful projects with high standards, overall the implementation of a quality management system helps Agung Sedayu Group to improve its reputation and competitiveness in the property market, which in turn increases its marketing and business success in a sustainable manner.

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