
PT Leads Property Services Indonesia's Communication Strategy For Increasing Client Interest Through WhatsApp

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Abstract

This study aims to analyze the communication strategy implemented by PT. Leads Property Services Indonesia in increasing client interest through WhatsApp in the context of marketing communications and the challenges faced in implementing this communication strategy. The theory used in this study is the communication strategy in influencing customers according to Arifin (2016). The method used is a qualitative approach with descriptive analysis. The approach is to understand the context and meaning in depth through an interpretative process. Data were obtained through in-depth interviews with three informants. The results of the study indicate that PT. Leads Property Services Indonesia uses communication strategies including understanding the audience through internal and external data approaches. Compiling messages with capabilities studies regarding the company profile, types of services, track records and case studies. Communication methods are canalizing, informative, and persuasive. The media for delivering messages are verbal and non-verbal. The role of communicators is based on experience to increase client trust. Utilization of the WhatsApp feature to build two-way communication with clients. Challenges encountered in implementing this communication strategy included dealing with new clients, property site visit requirements, clients seeking only initial information, WhatsApp data storage not being automated, and employees lacking expertise. However, these challenges were successfully addressed, and WhatsApp proved effective as a communication platform in increasing client engagement.

Keywords: Client Interests, Communication Strategy, Marketing Communication, Whatsapp Social Media.

INTRODUCTION

Various aspects of life, including marketing communication strategies, have undergone significant changes due to the rapid development of Information and Communication Technology (ICT). Social media has evolved from a platform for sharing personal moments and facilitating social interaction into a highly influential tool for digital business strategies. In Indonesia, WhatsApp dominates the instant messaging landscape, creating substantial opportunities for business communication strategies. WhatsApp has evolved into a strategic communication platform that is widely utilized by individuals and communities to promote products and deliver services in real time. Its speed and informal nature enable businesses to enhance customer engagement and improve communication efficiency.

According to the *World Population Review* (July 2025), approximately 112 million Indonesians used WhatsApp in 2024, an increase from 84.8 million users in 2021. Indonesia also ranks among the top ten countries worldwide in terms of WhatsApp users. This widespread adoption has positioned WhatsApp as one of the most promising marketing communication tools for implementing effective marketing communication strategies (Figure 1).

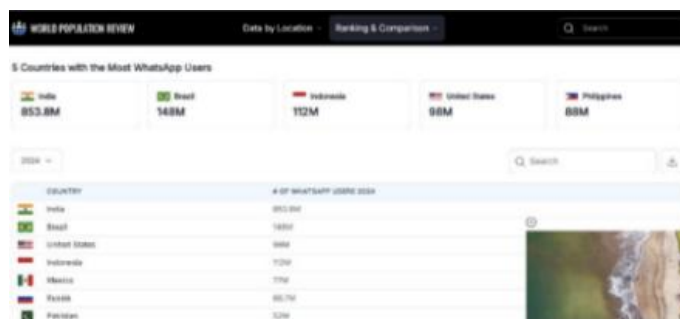


Figure 1. WhatsApp Users by Country, 2025

Source: (*World Population Review*, 2025)

To achieve effective communication between companies and customers, a digital marketing communication strategy is a crucial aspect. Arifin (2016) argues that a communication strategy consists of a series of actions and decisions designed to ensure that messages are effectively conveyed to the target audience. Cangara (2019) further explains that the objective of a communication strategy is to disseminate messages and influence audiences through informative and persuasive communication. In the marketing context, an effective communication strategy helps organizations build long-term relationships with customers and enhance customer loyalty.

Social media, particularly WhatsApp, plays a significant role in marketing communication strategies by strengthening and expanding audience engagement through various interactive activities. WhatsApp serves as an effective promotional tool through features such as *personal chats* and *WhatsApp Status*, enabling businesses to establish more intimate and personalized communication with customers.

Client testimonials are highly influential in shaping a company's reputation. Fandy Tjiptono states that client satisfaction is an emotional and evaluative response that arises after customers use a product or service. This evaluation occurs when customers compare the actual performance of a product or service with their expectations. Satisfaction is achieved when performance meets or exceeds expectations, whereas dissatisfaction arises when performance falls short of expectations.

In the property industry, communication with clients extends beyond merely providing information; it also involves building trust and understanding clients' psychological needs. Property consultants frequently encounter challenges such as changes in clients' property management plans and the difficulty of consistently meeting evolving client expectations. Consequently, property consultants must possess strong communication skills and the ability to adapt quickly to different client personalities and changing demands. An effective communication strategy is therefore essential for strengthening client trust and maintaining long-term business relationships.

Digital marketing communication is not solely about delivering messages but also about ensuring that communication between the company and its clients is persuasive, engaging, and capable of motivating clients to take action. Based on this perspective, it is important to identify effective communication approaches that can successfully attract and maintain client interest.

PT Leads Property Services Indonesia, a property services company, has adopted WhatsApp as one of its primary business communication platforms. The company actively utilizes WhatsApp to attract prospective clients and promote its services. In an increasingly competitive property market, the company must effectively communicate its unique value proposition through well-designed communication strategies to attract and retain clients.

RESEARCH METHODS

This study employed a descriptive qualitative approach. According to John W. Creswell (2016:4), this approach focuses on exploring the meanings that individuals or groups construct regarding a particular phenomenon through the interpretation of data. The study did not employ a *mixed-methods* approach because it was not intended to test hypotheses quantitatively. The research

activities involved examining, describing, and simplifying various situations and conditions based on empirical data collected directly from the research site.

Data Collection Techniques

Data collection was conducted based on Creswell's qualitative research approach using three primary techniques:

Semi-structured in-depth interviews were conducted to obtain comprehensive information regarding the company's communication strategy. Informants were selected through purposive sampling based on their relevant knowledge and experience. The informants included the Director of PT Leads Property Services Indonesia, the Director of PT Citra Jaya Propertindo, and a Marketing representative from PT Intiland Development Tbk. The selection criteria included individuals holding strategic positions in the marketing division and actively utilizing WhatsApp as a business communication medium.

Observation was conducted systematically to examine communication activities carried out through WhatsApp, including the use of *email marketing* as a follow-up communication channel. The observations also focused on the utilization of WhatsApp features such as business profiles, greeting and automated messages, message statistics, contact labels, communities, and voice calls to support continuous communication with clients.

Document analysis was carried out by collecting company documents, including *capability studies*, business proposals, proposal approval documents, and other supporting documents. These documents were used to strengthen the findings obtained from interviews and observations while providing contextual information regarding the company's communication strategy.

Data Processing Techniques

According to Hibatullah (2018), data processing was conducted through an interpretative approach involving two main stages. The first stage consisted of organizing and preparing data obtained from interviews, observations, and documents. The second stage involved thoroughly reading the entire dataset to gain an initial understanding of the emerging themes and patterns.

Data Analysis Techniques

Data analysis was conducted interactively throughout the research process (Statistika, 2021). Based on the qualitative data analysis model proposed by Matthew B. Miles and A. Michael Huberman, as cited in Sugiyono (2016), the analysis consisted of three stages: (1) data reduction, involving the selection, simplification, and refinement of relevant data; (2) data display, in which the reduced data were organized and presented systematically to facilitate interpretation; and (3) conclusion drawing and verification, aimed at ensuring that the findings were valid, accurate, and trustworthy.

Data Validation Techniques

The trustworthiness of the data was established through source triangulation by comparing findings obtained from interviews, observations, and documentation to enhance the validity and consistency of the research data. The triangulation process involved comparing observational findings with interview results, comparing responses among different informants, and cross-checking the findings with supporting documents. The informants represented three different perspectives: the company, the client's marketing representatives, and clients who were directly involved in the communication process.

The research was conducted at PT Leads Property Services Indonesia, located in the Indonesia Stock Exchange Building, Tower 1, 26th Floor, Jl. Jend. Sudirman Kav. 52–53, Senayan, Kebayoran Baru, South Jakarta, Indonesia. The research process consisted of preliminary observation, research design preparation, data collection, data analysis, and report preparation. Data validation was further strengthened through participant confirmation (*member checking*), re-examination of the raw data, and source triangulation. The research findings are presented narratively, supported by direct quotations from participants and evidence obtained through field observations.

RESULTS AND DISCUSSION

This section discusses the research findings obtained through interviews, observations, and document analysis conducted to address the research problem, namely the communication strategy of PT Leads Property Services Indonesia in increasing client interest through WhatsApp. Observations were carried out to identify and select relevant sources of information.

During the field observations, the researcher identified the first informant, the Director of PT Leads Property Services Indonesia. The informant provided information regarding the company's profile and business activities, supported by several electronic documents, including the company's *capabilities study*, work orders, and other supporting documents. The observations revealed that PT Leads Property Services Indonesia communicates with its clients primarily through WhatsApp and email. The second informant was the Director of PT Citra Jaya Propertindo, one of PT Leads Property Services Indonesia's clients for the management of the Serenia Hills residential property. The third informant was Ms. Ratna Yunita, Marketing Representative for Serenia Hills from PT Intiland Development Tbk., the holding company of PT Citra Jaya Propertindo.

The informants were selected purposively because they possessed the knowledge, experience, and characteristics relevant to the research objectives. The selection criteria included: (1) individuals holding strategic positions within the company, particularly in the Property Management Marketing Division; and (2) individuals who actively conduct business communication through WhatsApp.

Further observations indicated that the company relies heavily on WhatsApp as its primary communication platform with clients. WhatsApp is considered highly efficient because it provides convenience and flexibility in delivering information. The observations also showed that, after establishing communication through WhatsApp, PT Leads Property Services Indonesia sends price quotations to prospective clients as part of its communication strategy.

According to Arifin (2016), an effective communication strategy is influenced by five key elements: understanding the target audience, designing the communication message, selecting the communication method, choosing the communication media, and determining the role of the communicator.

Accordingly, this study applies these five communication strategy elements while also identifying the challenges encountered during their implementation.

Communication Strategy

Communication Strategy (Understanding the Audience)

Regarding the audience identification aspect of the communication strategy, the researcher obtained information through an interview with Josep Wijaya, Director of PT Leads Property Services Indonesia, who served as the first informant. He stated:

"Our database comes from internal sources such as the office, retail, and research divisions. External data come from associations, friends, professional networks, incoming phone calls, and client referrals." (Interview, December 8, 2025).

Based on the interview findings, the process of identifying prospective clients is carried out through two approaches:

1. Internal databases, obtained from the office, retail, and research divisions, which provide information regarding promising new property opportunities and existing clients who are considered suitable for follow-up communication.
2. External databases, obtained through property developers, professional associations, business networks, and personal relationships. These parties frequently inform the company about new projects. In addition, external data are obtained from individuals who contact the company directly by telephone or through referrals from existing clients.

After obtaining the client database, the company initially communicates with the General Affairs (GA) department, which is responsible for property operations. The subsequent communication process consists of:

1. Introducing the company and sending the *capabilities study*.
2. Continuing communication through WhatsApp with the client's marketing representative, who has direct contact with the property owner. WhatsApp enables real-time communication through text messages, multimedia, and voice calls without additional charges, provided that an internet connection is available.
3. Receiving feedback from property owners regarding the consulting services required for their properties.

When identifying target audiences, the company also classifies prospective clients based on the services required. The first informant explained:

"Our services primarily include property management, property assessment (audit), and technical support." (Interview, December 8, 2025).

Based on the findings, the communication strategy of PT Leads Property Services Indonesia can be analyzed using Anwar Arifin's audience identification theory, which emphasizes that communication strategies should be formulated by considering the characteristics and circumstances of the target audience.

The study concludes that the company's audience identification strategy has been effective through the utilization of both internal and external databases. After obtaining prospective client information, initial communication is conducted by telephone, targeting the General Affairs (GA) department. The findings indicate that this strategy has successfully generated new clients while establishing effective communication with both clients and prospective partner companies.

Furthermore, the company's marketing communication activities have effectively identified target clients consistent with its marketing objectives. The positive responses received from prospective clients have contributed to strengthening the company's image and enhancing positive perceptions of its services.

Communication Strategy (Message Design)

Regarding message design, the first informant explained:

"The capabilities study is sent to clients so they can understand the services we offer, our value proposition, and the risks associated with non-compliance with applicable standards." (Interview, December 8, 2025).

Based on the interview results, the first step in designing communication messages to increase client interest is to send the company's capabilities study. This document is intended to provide prospective clients with a comprehensive understanding of the company, the services offered, the added value that the company can provide, and the potential risks that may arise if property management is not carried out in accordance with established standards and regulations.





Figure 2. Capabilities Study
 Source: PT. Leads Property Services Indonesia, 2025

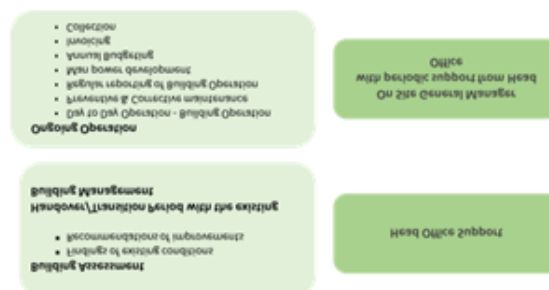


Figure 3. Scope of Services (Service Types)
 Source: PT. Leads Property Services Indonesia, 2025

The second factor in a communication strategy is message development. According to Arifin (2016), this process emphasizes determining the theme and message content, oriented towards generating audience attention. In developing a message, there are certain criteria, as explained by Wibrium in Onong Uchjana: the message must be able to capture the attention of the communication target. In line with this, the message delivered by marketing communications to increase client interest is realized by sending a capability study containing the company profile and information regarding the types of services. The message delivered must use symbols that refer to the shared experience between the communicator and the recipient.

In this context, both marketing communications and the client have a shared understanding of the type of service required. Based on the results obtained, the message is conveyed well, resulting in clients responding via WhatsApp. The WhatsApp platform has a significant influence on clients or potential clients because it has a significant advantage in establishing ongoing and high-quality communication between the company and the client. Social media such as WhatsApp is used as a public space to express ideas and shape opinions because WhatsApp allows for the rapid dissemination of information and interaction, as well as the formation of communities.

Communication messages need to be able to generate the company's needs as the recipient while simultaneously providing alternative solutions to meet the client's needs. Based on research results, this strategy was deemed successful because clients responded directly to requests for price quotes. Communication messages were delivered in a relevant and tailored manner, based on the situation and conditions of the recipient's location, thus encouraging the desired response. Based on the research results, the communicator's response was realized through the delivery of appropriate and competitive price offers tailored to the client's needs.

In the message development process, there are two forms of message presentation: one-sided (one-sided) and both-sided (two-sided). Based on interviews, marketing communications employs a both-sided approach in delivering messages, explaining the advantages and limitations or potential risks. This approach has been proven to increase client interest, as demonstrated by positive client responses to the messages. The following is an excerpt from an interview with the first informant, Josep Wijaya:

"The strategy for developing messages is to understand the client's needs, explain the differentiation from other companies, and then prove it over time. The messages delivered are both positive and negative" (Interview, December 8, 2025).

Regarding message content, Marhaeni Fajar explained that there are two forms of message presentation: one-sided and both-sided. Based on the research findings, the communication employed a both-sided approach, conveying service information in a balanced manner, highlighting the advantages and disadvantages of the services offered. The results showed that the message content was tailored to client needs, emphasizing the company's differentiation, and demonstrated through consistency and implementation over a specific period. Through the information provided, clients had the opportunity to ask more in-depth questions, allowing them to provide input and solutions tailored to their needs. The benefits gained from this process can increase client engagement with the company.

The role of marketing communications in achieving company goals is realized through the implementation of a messaging strategy. The goal of creating service differentiation and building a positive image can be effectively achieved through the delivery of a capabilities study. Messages to clients should showcase the company's strengths, such as experience, achievements, and the creation of an accurate and informative company profile. This has been proven to increase client engagement, as demonstrated by a client of PT. Leads Property Services Indonesia. The following is an excerpt from an interview with the second informant, Gatot Wicaksono.

"Usually, we first assess the company's track record, and when they present, they listen attentively to us as clients. The submitted company profile is then cross-checked and evaluated, ultimately leading to a decision to collaborate" (Interview, November 23, 2025).

Communication Strategy (Determining Methods)

Regarding communication strategy factors related to determining message delivery methods, based on implementation and presentation aspects, researchers obtained an explanation based on an interview with the director of PT. Leads Property Services Indonesia, Josep Wijaya, the first informant. The following is an excerpt from the statement:

"We use individual WhatsApp to send messages, followed by formal channels via email. The content of the messages is communicated using a capabilities study. Delivery must be careful; in addition to WhatsApp, it is accompanied by chat because it serves as an indicator of communication continuity" (Interview, December 8, 2025).

Based on the interview results, in determining message delivery methods from an implementation aspect, PT. Leads Property Services Indonesia uses WhatsApp as the primary communication channel. The WhatsApp application used for communication activities is not WhatsApp Business, but rather a personal WhatsApp account. Sending messages via WhatsApp, in addition to mobile phones, can also be done via desktop and web versions. Mastering various platform features is not only an added value but also an important foundation for increasing productivity, creativity, and efficiency in communication.

From a message delivery perspective, this is done through a capabilities study. The types of services provided include technical aspects, setup, strata unit handover, building assessment, ongoing operations, additional services (concierge, valet service, function hall, VIP security services, strata title, training, events).

Track Record – Residential – Housing Estate

LEADS PROPERTY SERVICES

Jakarta and Greater Area

	Serenia Hills 3,800 units South Jakarta		Wisteria 621 units East Jakarta
	The Riviera at Puri 500 units Tangerang		Premier Estate 3 364 Units Bekasi
	Premier Estate 2 320 units Bekasi		Premier Mansion 110 units North Jakarta
	The Wiladatika Residence 80 units East Jakarta		Green Bestari Park 50 Ha Tangerang

Figure 4. Types of Property Services

Source: PT. Leads Property Services Indonesia, 2025

Based on interview results, this study examines PT. Leads Property Services Indonesia's communication strategy for increasing client engagement via WhatsApp, specifically determining effective communication methods to ensure messages are well-received and drive increased client engagement. The following is an interview with the director of PT. Leads Property Services Indonesia, conducted by Josep Wijaya, the first informant:

"First, we need to understand the client's type, and then identify their problems. The capability study is made as engaging as possible, with clear message content and a focus on experiences. They usually ask for discounts or additional services. Pricing policies can be offered to existing clients. If the client is satisfied, they will provide a work order or cooperation agreement" (Interview, December 8, 2025).

Based on these interviews, the communication strategy for determining effective methods involves responding quickly when clients request a price quote. Marketing communications respond promptly to messages, ensuring optimal delivery and encouraging increased client engagement. This fosters a sense of value in clients because questions and concerns are promptly addressed, contributing to increased client satisfaction. After quickly and accurately compiling a capabilities study, it is then sent to the client via WhatsApp. The message should include the company profile, organizational structure, types of services offered, a summary of the client's properties, proposed fees, track record, and case studies.

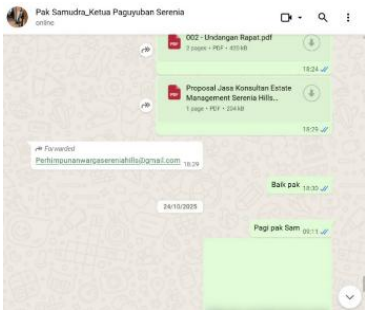


Figure 5. Sending a Capabilities Study via WhatsApp

Source: PT. Leads Property Services Indonesia, 2025

According to clients of PT. Leads Property Services Indonesia, the price quotation requested by the client must be made immediately to increase interest. Based on an interview with Ratna Yunita, a marketing representative at Serenia Hills, PT. Intiland Development, the third informant, she said:

"All marketing needs for consumers have been prepared, so marketing has the tools. Everything is ready, such as brochures and price lists. So when consumers request them, they can send them immediately." (Interview, November 17, 2025).



Figure 6. Request for Marketing Price Quotation from PT. Intiland Development, Tbk.
Source: Marcomm PT. Intiland Development, Tbk., 2025

After the capabilities study was submitted, the client proposed a discount or additional services. Strategically determining the communication method with the client was a crucial step in increasing client interest. The discount was offered because Serenia Hills is a long-standing client with whom they have established a working relationship. The offer of the discount or additional services received a positive response from the client, who immediately prepared a Cooperation Agreement (PKS) document to submit to PT. Leads Property Services Indonesia.



Figure 7. Proposal Offer
Source: PT. Leads Property Services Indonesia, 2025

Contrary to the opinions of PT. Leads Property Services Indonesia clients, price offers tend to receive a positive response if the product being offered is of high quality and well-known to the public. Consumers no longer demand discounts because consumer interest has already been established. A third informant explained that "Serenia Hills consumers are looking for homes, not developers looking for customers, because on average, they are repeat buyers and are already familiar with Intiland products and the company's reputation" (Interview, November 17, 2025).



Figure 8. Price Offer
Source: Marcomm PT. Intiland Development, Tbk.

Communication via WhatsApp demonstrates the success of the communication method strategy. Success is marked by the client's decision to use the service through the issuance of a Work Order (SPK) or Cooperation Agreement (PKS) sent via WhatsApp message. If the communication method implemented is ineffective or fails, the service collaboration at Serenia Hills cannot be continued. Therefore, marketing communications needs to determine the appropriate communication method for interacting with clients. Discounts and additional services are offered differently to each client, taking into account whether the client is a long-standing client or has established a good working relationship with the company.

The third factor in the communication strategy is the method chosen. According to Anwar Arifin, the message delivery method is reviewed from two main aspects: the method of implementation and the form of the message delivered. The implementation aspect emphasizes the method of delivery, regardless of the message content. The research results show that messaging is primarily delivered using WhatsApp. The second aspect is reviewed from the perspective of the statement, which relates to the form and content of the message delivered. The research results indicate that PT. Leads Property Services Indonesia conducted a capability study.

The choice of communication method needs to be adjusted to the form of the message being conveyed, the condition of the audience, the availability of facilities, and cost considerations. Arifin (2016) stated that effective communication methods can be measured through six main indicators. Of the six indicators of effective communication methods, three indicators have been successfully implemented. One of them is the canalizing communication method, an approach in which the communicator first understands the conditions and characteristics of the communicant, then adjusts the message formulation and communication method based on that understanding. This approach aims to ensure the message is well received by the communicant, thus allowing for adjustments to be made according to the communicator's objectives. Based on the research results, the client submitted a request for a capabilities study, which was then responded to by sending a capabilities study accompanied by an appropriate and good price offer. In addition, an informative communication method was also applied, namely an effort to influence the audience by providing objective explanations based on facts and data. Based on the research results, when the client requested a discount and additional services, marketing communication responded by offering a discount that suited the client. The final communication method applied was the persuasive method, namely an effort to influence the communicant through a persuasive approach. Based on the research results, marketing communication offered the best price adjustments and explained additional services that could be provided according to the client's needs. This approach ultimately convinced clients to use the service, as evidenced by the issuance of a Cooperation Agreement (PKS) document.

The role of marketing communications in achieving company goals is realized through the implementation of a communication strategy with the primary goal of increasing sales. This goal is achieved through the implementation of a marketing mix, including service offerings, price offers, discounts, and additional services to clients.

Communication Strategy (Media Selection)

In determining communication media, PT. Leads Property Services Indonesia uses personal communication channels, namely WhatsApp and email. This is as explained in an interview with the director of PT. Leads Property Services Indonesia, Josep Wijaya, the first informant:

"So far, WhatsApp has been quite effective. More than 50% of requests can be resolved due to the immediate response, especially since WhatsApp provides a date and time for responses. Messages are still sent via email because it is more official and recorded. After sending emails, sometimes some are not received, so we always confirm via WhatsApp as a precaution" (Interview, December 8, 2025).

Based on the interview results, regarding the communication strategy for selecting media for conveying messages to clients, PT. Leads Property Services Indonesia uses WhatsApp as the primary medium, from sending capability studies containing company profiles and service types to sending SPKs (Work Orders) or PKS (Cooperation Agreements). Everything is done via WhatsApp, as it is a

very convenient medium for fast communication. PT. Leads Property Services Indonesia also utilizes email as an alternative communication medium, both in the initial and ongoing stages of interacting with clients. Generally, General Affairs (GA) does not provide a direct WhatsApp contact, so email serves as a communication medium for sending documents. Clients often request that documents be sent via email.

In addition to using social media to interact with clients, PT. Leads Property Services Indonesia also communicates directly through face-to-face meetings and site visits to gain a deeper understanding of client needs in preparing a capabilities study. Site visits are considered important because the company can directly assess the client's conditions and situation, allowing for further discussions related to proposal development if further discussions are needed. Companies with no prior experience generally communicate directly through initial visits, which aim to provide an explanation of the company profile and services, as well as to discuss and negotiate the proposal.

To achieve communication objectives, media should be utilized not only as a communication channel but also as a focus on the communication method. Message delivery encompasses both verbal and nonverbal communication. Verbal messages are expressed through the use of words through social media platforms like WhatsApp and email. Meanwhile, nonverbal messages are conveyed through body language during direct communication, particularly during the initial stages of the visit. This information was obtained from an interview with the director of PT. Josep Wijaya, Lead Property Services Indonesia, as the first informant:

"More verbal explanations are used because I present directly to clients of various types, so I can gauge their responses directly. Nonverbal communication is also used to send documents in the form of images and videos to clients." (Interview, December 8, 2025)".

The fourth factor in communication strategy is media selection. According to Anwar Arifin, media selection relates to the method of conveying a message through a particular medium, as viewed from the language of the message, both verbal and nonverbal. Based on research findings, the choice of messaging media includes both verbal and nonverbal forms of communication. Verbal communication is manifested through the use of written messages using the social media platform WhatsApp, and nonverbal communication through body language or facial expressions in direct communication. Understanding how WhatsApp works and its key features can be leveraged to achieve success in today's highly competitive property business. WhatsApp features include profiles, greetings and away messages, message statistics, contact labels, community features, and voice calling. By understanding how to use WhatsApp, operations can be further improved and the strength of engagement strategies with clients or potential clients can be strengthened.

Based on research findings, nonverbal communication is realized through initial visits to clients to convey information related to the capabilities study.

The role of marketing communications in achieving company goals is realized through the implementation of a communication media selection strategy. Channels used to interact with clients include WhatsApp and email. This strategy is considered effective because the established communication can build a consistent company image, accelerate business processes, and Increase efficiency in conveying information.

WhatsApp is more convenient to use than other social media platforms because it's more direct. A second informant explained, "I'm more comfortable using direct social media platforms because messages are received more immediately" (Interview, November 23, 2025).

Communication Strategy (Role of the Communicator)

In a communication strategy, the role of the communicator is crucial. Marketing communication can be considered a successful communicator because communication with clients can increase their interest in purchasing services. Experience is one of the factors contributing to the success of this communication. Furthermore, determining a communication strategy to build communication skills is also crucial to building client trust and sustaining ongoing partnerships or establishing new ones. The

following is an interview with the director of PT. Leads Property Services Indonesia, Josep Wijaya, the first informant:

"I created the capabilities study, with approval from the CEO. After approval, I sent it to the client. Based on the general understanding that clients ask for contact information, I believe the capabilities study successfully increased client interest because they immediately requested a price quote" (Interview, December 8, 2025).

The fifth factor in a communication strategy is the role of the communicator. According to Anwar Arifin, the communicator plays a crucial role in successful communication. The first important factor in conveying a message that a communicator must possess is expertise in communication skills. Based on the research results, the communication used to convey the message can be considered successful, as more clients are purchasing services. Second, trustworthiness, which is the ability to build trust with clients, is crucial. Based on the analysis, marketing communications is considered successful in building client trust, resulting in a willingness to collaborate. Clients also increased thanks to the role of marketing communications in attracting interest and building client trust. This trust encourages clients to exchange information regarding service purchases, thus opening up opportunities for communication with other new clients.

Based on the discussion above, the five factors in developing a communication strategy theory have a significant influence. The research findings indicate that factors including audience identification, message development, method selection, media selection, and the role of the communicator have been addressed and implemented effectively. These five factors have been proven to increase client interest in purchasing services. Success is also inseparable from the use of WhatsApp; without its support, the communication strategy implemented would not have been optimal in establishing communication with clients.

The role of marketing communications in achieving company goals is realized through the implementation of the communicator's role strategy. This is reflected in the formation of client loyalty, namely the client's commitment to re-establishing cooperation. Thus, marketing communication succeeds in conveying communication messages effectively and carrying out its role as a communicator in accordance with the stated objectives.

Challenges of PT. Leads Property Services Indonesia in Implementing a Communication Strategy

After understanding PT. Leads Property Services Indonesia's communication strategy in understanding the audience, developing messages, determining methods, selecting media, and the role of the communicator, one of the objectives of this study was also to identify the challenges faced in implementing this communication strategy. Arifin (2016) stated that a communication strategy is a series of decisions and actions taken to achieve effectiveness in conveying a message to the audience. Based on the results of the study at PT. Leads Property Services Indonesia, the challenges faced in increasing client engagement via WhatsApp are as follows:

Communication Strategy (Getting to Know the Audience)

A challenge in implementing a communication strategy in getting to know the audience is when dealing with new clients. Clients' understanding of the company is not yet in-depth, so they may not have complete information. Client mapping before communicating is crucial because communication strategies for conveying messages to new and existing clients are certainly different. Initial communication is carried out intensively. After the client demonstrates comfort, a more in-depth explanation of the company is continued to ensure more effective communication. The following is an interview with the director of PT. Leads Property Services Indonesia, Josep Wijaya, the first informant:

Clients are interested because they know their needs can be addressed. There are several companies like Leads in the market. A communication plan must be mapped out first, establishing communication intensively, and communicating gradually. The type of service remains the same, but the communication results are different" (Interview, December 8, 2025).

Communication Strategy (Creating Messages)

The challenge in implementing a communication strategy is crafting messages. Messages via WhatsApp are sometimes only informative, allowing for a deeper understanding of the company's services according to the client's needs. Understanding clients involves more than just delivering messages; surveys are also needed to understand their actual situation. Furthermore, the company can provide service recommendations tailored to the client's needs and help clients understand the benefits they will receive. This makes messaging more effective because it can increase client interest.

Communication Strategy (Determining Methods)

The challenge in implementing a communication strategy is determining the methods, namely that communication via WhatsApp is limited to initial information gathering.

"The company introduced itself, sent a capabilities study, and negotiated pricing, but there was no further confirmation. The first informant explained that "there's no 100% certainty there will be a next step. The capabilities study was sent and pricing was negotiated, but we couldn't contact them afterward" (Interview, December 8, 2025).

Communication Strategy (Media Selection)

Challenges in implementing the communication strategy in selecting media include technical constraints such as data storage not being directly identified, as data must be transferred to a drive first to track conversation history. The main obstacle occurs when changing devices. In comparison, with email, data backup is easily done through the account, while with WhatsApp, this cannot be done directly. The following quote from the director of PT. Leads Property Services Indonesia, Josep Wijaya, the first informant, is as follows:

The problem is that sometimes it's difficult to find messages on WhatsApp because we don't know the source of the data, so we have to transfer them to a drive first. "If you use email, you just enter it and log in. That's not possible with WhatsApp." (Interview, December 8, 2025).

Clients also face technical challenges using WhatsApp. A second informant explained that "using WhatsApp often results in low battery, slow network, and slow internet access" (Interview, November 23, 2025).

Communication strategy in the role of communicator.

The challenge in implementing a communication strategy in the role of communicator is when a client's message is received by a team from PT Leads Property Services Indonesia via telephone or through client referrals, where the team lacks communication skills. This results in the client canceling the service purchase because the team is unable to build client trust in the company.

CONCLUSION

Based on research into PT. Leads Property Services Indonesia's marketing communication strategy for increasing client engagement through WhatsApp, it can be concluded that the strategy implemented has proven effective in increasing client engagement through WhatsApp. This is evident in the company's success in identifying its audience through internal data approaches, such as office, retail, and research divisions, as well as external data, such as developers, associations, friendships, and relevant environments.

Initial communications were conducted via telephone, WhatsApp messages, and email, including a capabilities study, and received a positive response from clients. Clear messaging regarding the company profile, organizational structure, types of services offered, a summary of the client's properties, proposed fees according to the services required, as well as information on the company's track record and case studies proved effective, especially when clients utilized the voice call feature to obtain more in-depth information. A canalizing, informative, and persuasive communication method was successfully implemented through a strategy of offering discounts and additional services to existing clients. This strategy encouraged clients to purchase services, which were then followed up through a Work Order (SPK) or Cooperation Agreement (PKS) via WhatsApp.

Furthermore, the choice of communication media, whether verbal through text messages, telephone calls, and email, or non-verbal through in-person visits or site visits, contributes to the effectiveness of this strategy in building client trust. The success of the communicator's role in implementing this strategy is reflected in the increased demand for services through extended partnerships and the establishment of new partnerships stemming from recommendations from previous clients.

This demonstrates that the communication conducted by PT. Leads Property Services Indonesia's marketing communications plays a significant role in increasing client engagement. Challenges in implementing this communication strategy include new clients' lack of understanding of the company, the need for site visits to create effective messaging for clients, WhatsApp messages being used only for initial information seeking, data storage in the WhatsApp application not being automated, and employees lacking communication skills, which impacts client trust in purchasing services. However, these challenges can be successfully addressed, and WhatsApp is an effective communication platform in increasing client engagement.

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