

**DIGITAL MARKETING STRATEGY ANALYSIS  
“LAGOON AVENUE MALL” TOWARDS SDG 5 TARGET  
(Case Study at Lagoon Avenue Mall Sungkono Surabaya)**

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**Abstract:** This research focuses on analyzing the digital marketing strategy implemented by Lagoon Avenue Mall Sungkono Surabaya to achieve the SDG 5 target, which focuses on women's empowerment. By using a qualitative approach, this research aims to explore and understand in depth the strategies that have been implemented by Lagoon Avenue Mall internal parties in order to increase sustainable development by strengthening the role of women in this context. Primary data for this research was obtained through in-depth interviews with internal parties at Lagoon Avenue Mall Sungkono Surabaya as well as parties from the community or event organizers who had collaborated in organizing events at the mall. By combining internal and external perspectives, this research produces a comprehensive understanding of the digital marketing strategies that have been implemented as well as the challenges faced by Lagoon Avenue Mall in achieving SDG 5 goals. The results of the analysis show that although Lagoon Avenue Mall Sungkono Surabaya has implemented several successful strategies, such as targeting specific market segments and focusing on developing events in malls, there are still several areas that require improvement. For example, a lack of precision in defining target audiences and evaluating campaign performance can reduce the effectiveness of their marketing efforts. Apart from that, less interesting content and low user engagement are also obstacles in achieving marketing goals. Other challenges include administrative issues related to rental contracts, uncertainty about the non-financial benefits of collaboration, and competition with other malls or events in the area. This research provides valuable recommendations for Lagoon Avenue Mall Sungkono Surabaya to improve their digital marketing strategy to support the achievement of SDG 5 targets, especially regarding women's empowerment. By improving existing strategies and overcoming the challenges faced, it is hoped that Lagoon Avenue Mall can be more effective in contributing to sustainable development and achieving the goals set in the SDG agenda.

**Keywords:** 7P Digital Marketing, Digital Marketing Strategy, Mix Marketing.SDG 5, Social Media, Women's Empowerment.

## **INTRODUCTION**

Today, women are still considered a vulnerable group who often experience various problems, such as education, poverty, survival, social conflict, violence and political empowerment. This does not only happen in

Indonesia, but also in other countries throughout the world. Based on the 2021 Global Gender Gap Report, Indonesia is ranked 101st out of 156 countries with gender gaps. This gap is measured through 4 (four) indicators, namely economic participation and

opportunities, educational attainment, health and survival, and political empowerment.

This illustrates that realizing gender equality is very relevant to economic development, not just a matter of morals and justice. Even though in this instant era and everything can change quickly, this era of emancipation can make women strategic actors in society development. Not only development in villages, but also national development that can change the lives of Indonesian people to become better and more prosperous. Therefore, SDG (Sustainable Development Goals) 5, namely sustainable development based on gender inclusion and women's empowerment, was established by the United Nations (United Nations). World leaders officially ratified the Sustainable Development Goals Agenda as a global development agreement, one of which was Indonesia. With the theme "Changing Our World: The 2030 Agenda for Sustainable Development", the SDGs, which contain 17 Goals and 169 Targets, are a global action plan for the next 15 years (valid from 2016 to 2030), to end poverty, reduce inequality and protect the environment. SDGs apply to all countries (universally), so all countries have a moral obligation to achieve the SDGs Goals and Targets.

Apart from that, there is a Women's Economic Productivity Improvement Program (PPEP) from the Ministry of Women's Empowerment as a priority to improve women's quality of life. With this support, as time went by, women began to rise and succeeded in proving that their existence was worthy of being taken into account. The intelligence and expertise of Indonesian women, in particular, can no longer be underestimated because they have contributed to development. One example is the role of women in efforts to improve the economy and community welfare. In Indonesia, the role of women in the economy is becoming more significant day by day. In the Medium, Small and Micro Enterprises (MSME)

sector, 53.76% of the actors are women and 97% of the workers are women. Meanwhile, the contribution of MSMEs to the national economy is 61%. In the investment sector, women contribute 60%. This note was conveyed by the Minister of Finance (Menkeu) Sri Mulyani Indrawati at the national seminar "Sharia Economics and Finance" which was held in conjunction with the commemoration of Kartini Day, Wednesday, April 21 2021 in Jakarta.

In Indonesia, one of the cities that contributes to women's empowerment is the city of Surabaya. The city of Surabaya has received the Anugerah Parahita Ekapraya (APE) award from the Ministry of Women's Empowerment and Child Protection (Kemen-PPPA) of the Republic of Indonesia (RI). This award category is the highest manifestation and appreciation given by the Ministry of PPPA for the innovation of the City of Surabaya in implementing gender mainstreaming. This award is given based on the Decree of the Minister of PPPA RI Number 66/2021. Not only that, the city of Surabaya also won the women-friendly region and child-friendly city (KLA) awards again in 2023 in the main category from the Indonesian Ministry of Women's Empowerment and Child Protection (PPPA). This is the sixth award in a row and this year Surabaya received the highest score in Indonesia. This is proof of the commitment of the people of Surabaya to create a city that cares for women and children.

If we look at the Gender Development Index at the Surabaya City Central Statistics Agency in 2021, human development achievements at the district/city level in East Java are quite varied. It can be seen in the following image.

The HDI at the district/city level ranges from 62.80 (Sampang Regency) to 82.31 (Surabaya City). The city of Surabaya with an HDI of 82.31 ranks first among districts and cities in East Java. The HDI value is also above the East Java HDI value of 72.14.

Based on the IPG for the City of

Surabaya in the 2018-2021 period, it fluctuated, but still shows an increase from the latest data in 2020 to 2021, explained in the following figure. The IPG of Surabaya City in the period 2018-2021 fluctuated from 93.57 in 2018 to

93.60 in 2019, 93.58 in 2020 and 93.90 in 2021. The IPG fluctuation during this period was due to fluctuations several indicators in the IPG components which include health, education and decent living.

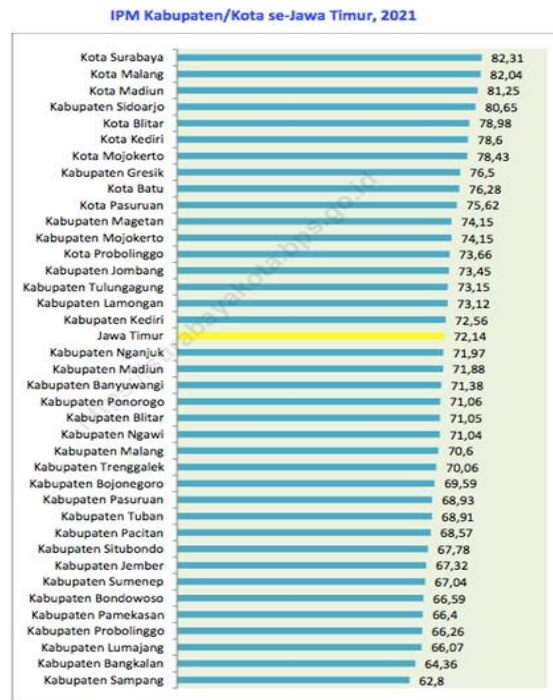
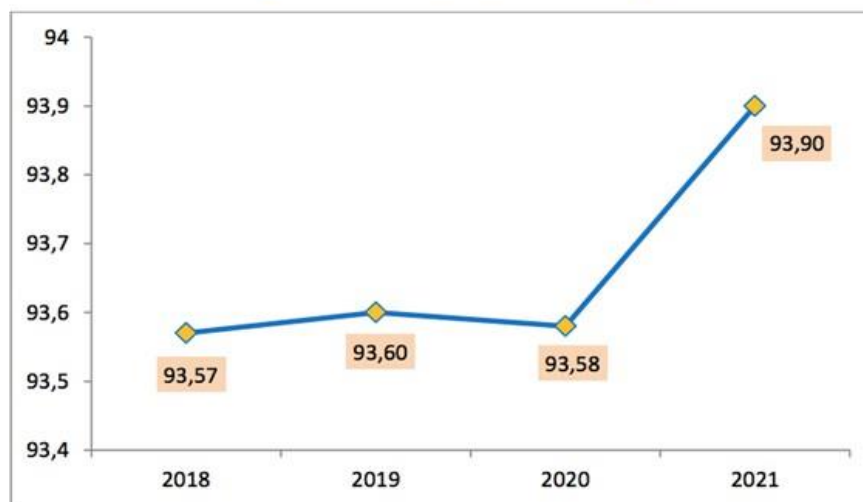


Figure 1. HDI of Regencies/Cities in East Java, 2021  
 Indeks Pembangunan Gender (IPG) Kota Surabaya, 2018-2021



Sumber: BPS Kota Surabaya  
 Figure 2. Surabaya City Gender Development Index (IPG), 2018-2021

As time goes by, the Gender Development Index (IPG) achievement improvement index increased from 91.67 in 2021 to 92.08 in 2022 and the East Java Province Gender Empowerment Index (IDG) indicator of 74.42 in 2022 compared to 72.36 in 2021 is an achievement. Meanwhile, the Gender Inequality Index (IKG) decreased from 0.460 in 2021 to 0.440 in 2022. The lower the IKG, the better.

It can be concluded that gender equality in East Java is quite good, women's involvement in the local economy, and economic digitalization are the main issues during the G20. Therefore, apart from all the fields that women should be able to work in, so far women have been able to prove their participation in the development process. All relevant stakeholders only need to provide wider opportunities to women so that their contributions can be more optimal.

One of the stakeholders in business that provides opportunities for women's empowerment and at the same time increases interest in business competition in the shopping center (Mall) line is the PP Properti Company. During the 2020 pandemic, a shopping center

or shopping center emerged in recent years which was considered a place for business competition to compete for market share among other shopping centers which were increasingly present in Surabaya. Shopping Centers or shopping centers have become one of the places most in demand by the public. One of them is a mall and edutainment that was born during the 2020 pandemic, namely Lagoon Avenue Mall Sungkono. This mall is a subsidiary of the leading state-owned company PT PP (Persero) Tbk. However, during the pandemic, as a sector that is very dependent on people's purchasing power and the development of the national economy, this business sector was greatly impacted by the Corona Virus Disease 2019 (CoVID-19) pandemic which has been widespread since the end of 2019. The physical distancing policy was then systematized through Social restrictions by the Indonesian government must be implemented, even though this is also dragging the economy towards degradation. So that Lagoon Avenue Mall Sungkono as a Mall and Edutainment experiences an impact on visitor interest. It can be seen based on the following image.



**Figure 3 Comparison of Traffic Ending Lagon Avenue Mall Sungkono in 2022 and 2023**

In the post-pandemic era, Lagoon Avenue Mall Sungkono faces challenges with a decrease in visitor visits in 2022, but experiences a significant increase in 2023. In overcoming changing market dynamics, marketing strategies are crucial to ensure company growth and sustainability. STP (Segmenting, Targeting, and Positioning) is the basis of marketing strategy, as well as being the main key in increasing the number of visitors. Determining this strategy determines success because it directs the company to better understand market segmentation needs and choose the most relevant target market.

In carrying out marketing strategies, Lagoon Avenue Mall needs to understand the concept of marketing mix. The Digital Marketing dimension of sales is part of the marketing mix known as 7P, namely Product, Promotion, Places, Physical Evidence, People, and Process. According to [Kotler and Armstrong \(2012:62\)](#), the marketing mix is a good marketing tool within a company, which the company is able to control so that it can influence the response of the target market. So companies can easily inform, persuade and remind consumers and increase visitors, in this case done digitally regarding the events they are holding. All of these elements are closely related and influence each other in achieving marketing success.

This is also supported by the results of previous research conducted by Jessica Artanti and her colleagues, as documented in the IAIC Transactions on Sustainable Digital Innovation (ITSDI) Journal, Vol. 3 No. 2 in 2022. This research indicates that, in the midst of very tight business competition, all companies, whether operating in the product or service sector, have the same goal, namely to survive and develop. Responding to continuously developing business dynamics, companies are required to be more innovative in presenting products that can captivate customers. Analysis in the journal confirms that business progress is not only related to product competition, but also to

the company's ability to innovate. The success of a product in maintaining market share depends on the innovation implemented by the company. Without innovation, the risk of products being abandoned by consumers increases, because the market continues to be filled with new products that meet customer expectations. This research also highlights the critical role of customers in assessing and demanding products. Customers are not just passive consumers, but are increasingly critical of the value they receive from a product. The idea that failure to meet customer expectations can lead to loss of trust and purchase interest is a central point in this research. Thus, a deep understanding of marketing strategies and fulfilling customer expectations is the main key to the sustainability and success of a company.

The advantage is that currently, the property and real estate industry in Surabaya, especially those related to shopping centers or malls, is showing rapid development. This is proven by the existence of four other shopping centers which are estimated to be completed by 2025. In 2023, for example, there will be Samanea (Capital Square) developed by Greenwood Sejahtera covering an area of 8,500 m<sup>2</sup>, as well as Pakuwon City Mall (East Coast Center 3) which developed by Pakuwon with an area of 36,920 m<sup>2</sup>. Meanwhile in 2024, the Lagoon Avenue Dharmahusada project developed by PP Properti covers an area of 12,545 m<sup>2</sup> is scheduled for completion, and in 2025, Citraland CBD Mall developed by Ciputra Surya Tbk with an area of 36,000 m<sup>2</sup> will become one of the new mall projects.

The growth of the mall industry is supported by several factors, including economic growth, urbanization, changes in lifestyle, as well as various choices of facilities and comfort such as large parking lots, children's play areas, beauty centers, fitness centers, and holding special events such as discounts, concerts and exhibitions. However, the mall industry in Surabaya is also faced with a number of challenges. Intense competition,

traffic and parking problems, rising operational costs, the impact of the pandemic, and competition from online shopping are some of the obstacles that need to be overcome. In this context, Lagoon Avenue Mall Sungkono Surabaya needs to develop appropriate and innovative strategies to overcome these challenges, ensuring its continuity and relevance amidst the dynamics of the property and real estate industry.

Therefore, an appropriate marketing mix strategy is needed, the Product element requires Lagoon Avenue Mall to present products and services that suit the needs of market segments, while Promotion requires involving effective marketing and promotional efforts to increase visitor awareness and interest. In the Places element, strategic placement and efficient distribution are key, while Physical Evidence refers to creating an attractive and comfortable physical environment. The People element includes employee training to provide friendly and professional service, and Process involves managing the transaction process and the overall visitor experience.

So far, there are many strategies and tactics being implemented by various mall industries today, especially in Surabaya. However, of the various malls in Surabaya, only Lagoon Avenue Mall Sungkono and Pakuwon Mall are actively marketing digitally and have very strategic locations and have a lot of visitor interest. The very significant difference between Lagoon Avenue Mall Sungkono and Pakuwon Mall is the market segmentation, market target and placement of the mall, which can be seen in the table as follows.

Marketing strategy according to ([Kotler and Armstrong, 2012: 72](#)) is a marketing logic where the company hopes to create value for customers and achieve profitable relationships with customers. A marketing strategy is a plan that outlines a company's expectations of the impact of various marketing activities or

programs on the demand for its product or product line in a particular target market. Companies can use two or more marketing programs simultaneously, because each type of program such as advertising, sales promotion, personal selling, customer service, or product development has a different influence on demand.

Therefore, a mechanism is needed that can coordinate marketing programs so that the programs are in line and integrated synergistically. However, until the post-pandemic period, companies must continue to grow (growth) so they must expand the market and be adaptable, adapting to the shift in society's habits towards digital. At the same time helping the national target of SDG 5 implemented by the government regarding the use of technology in empowering women. There are several marketing mix efforts carried out by the company in order to increase sales and market share, namely by optimizing Digital Marketing.

Digital marketing (Digital Marketing) plays a very important role in this era of digitalization. According to [Kotler and Keller \(2016\)](#), digital marketing is a promotional activity carried out for a brand or product using electronic (digital) media. Digital marketing also provides benefits in interactive and integrated marketing which facilitates interaction with producers, market intermediaries and potential customers. On the one hand, digital marketing makes it easier Business people monitor and provide all the needs and desires of prospective customers and potential customers can also search for and obtain product information simply by browsing cyberspace, which is often called social media, to simplify the process of achieving information in making purchasing decisions based on the results of information searches.

Social media also has a positive impact on the marketing mix. Through social media, companies can give an identity to the brands they market to help spread messages



by persuading and communicating easily, quickly and precisely. One way is through Instagram media and websites, shopping centers or shopping malls utilize digital technology to increase visitors and provide relevant information according to what customers need. So that the information displayed will be interesting and easily reach potential customers. According to a survey by the Indonesian Internet Service Providers Association (APJII), internet penetration in Indonesia has reached 78.19 percent in 2023 or 215,626,156 people out of a total population of 275,773,901 people.

Business competition through social media is increasing. Social media has proven itself capable of being an effective marketing medium. According to a Hootsuite report, by 2022, approximately 83% of marketers in their survey reported having some level of confidence in the returns generated from investing in social media. By 2023, the number of marketers who believe in the effectiveness of social media will increase to 96%. Only marketers will be more selective in choosing the social media platforms they will use.

One of the strategies used to build brand awareness and interest among visitors to Lagoon Avenue Mall Sungkono is through social media, namely Instagram and TikTok, as well as organizing events that are more inclined towards women's empowerment. Several series of events have been held by Lagoon Avenue Mall Sungkono for more than a year, namely ; CSR program "Raise Funds for Cianjur" in the form of ponfit whose market is women, East Java Duta Pustaka Grand Final, Lagoon Fest Day (Kids Talent Perform, Healthy Activity, Kids Competition, Music Performance), Fun Line Dance, Christmas Ride, Family Workout , Christmas Around The world, DPD Katalia Meeting in East Java, Cupcakes Decorating Competition, Zumba, Inline Skate, Wushu, Karate, Studio Putri Ayu, Ponfit, Pushbike, Taichi, Education Talkshow

IGTKI with Kidzania, My Talented Girls, Convocation IGTKI Surabaya , WWW Festival (International Woman Day), Sharing Knowledge on Solo Bun Techniques, Mother & Child Bread Decorating Competition, Batak Singing Competition, Nippon Bashi Japan Festival, Spirit of Giving, Stage 2 Selection Selection of East Java Environmental Ambassadors, Cheerleading, Yoga, Yoga Pregnant Women, and Modeling.

From the description of the event held by Lagoon Avenue Mall Sungkono, the target market is women and children, so that various individuals, communities and organizations will contribute to implementing concrete evidence of the SDG 5 women's empowerment program which can attract traffic to mall visitors, especially women. The success of an event is largely determined by the effectiveness of the marketing mix strategy from digital marketing. Selecting the message that will be conveyed to the target audience and the media that will be used to achieve the target requires a planned strategy.

Based on this background, researchers are interested in conducting research with the title "Digital Marketing Strategy "Lagoon Avenue Mall Sungkono" Towards SDG Target 5".

## RESEARCH METHODS

The approach used in this research is a qualitative approach. This research uses a qualitative approach with descriptive delivery, namely trying to describe a symptom, event, incident that is happening at the moment so that it becomes the focus of attention and describes it as it really is. The method used is the case study method with interviews ([Creswell, 2013: 4-5](#)).

Based on the explanation above, the researcher chose to use a research strategy that was considered appropriate, namely a single case study strategy.

**Table 1 Differences between Lagoon Avenue Mall Sungkono and Pakuwon Mall**

Lagoon Avenue Mall Sungkono	Pakuwon Mall
The location is between West and Central Surabaya and has the nickname "lifestyle mall" with skylights and floating cafes. This mall focuses more on general market segmentation, however	The location is in West Surabaya and has the nickname "Supermal" as the largest mall in Indonesia and has a rooftop area, convention center, ballroom and multifunctional atrium. This mall has no segmentation
Specifically for families such as young mothers and children as well as communities, the most events held focus on women and mall children	Special markets, accommodating people of various ages and genders
The mall focuses on families by providing family-friendly activities and facilities or targets professional groups by organizing networking events and relevant promotions. Offers a mall and edutainment concept, with the main focus on KidZania as the core business of the mall and education for women, apartment residents in the mall, and children	Targeting Pakuwon Mall involves election groups of consumers who have the potential to become loyal or returning customers contribution significant to mall income. The data shows that Pakuwon Mall is included in the list of 10 malls in Indonesia with the highest number of visitors, 375,920 visitors. This mall's strategy is to focus on being a world-class shopping center
Lagoon Avenue Mall can position himself as a shopping center focused on empowering women and supporting SDG 5. This position can cover emphasis on product and service offerings	Pakuwon Mall holds various events to attract visitor interest and utilize digital technology through the Pakuwon Lifestyle application. Pakuwon Mall also often organize various events such as concerts,
Support Woman in various aspects of life, as well as organizing events and campaigns highlighting gender equality issues. By holding various events to attract visitor interest and take advantage technology digitally through digital marketing, namely social media, in collaboration with Event Organizers And KOLs (Influencers)	Promotion show in person, or a company meeting Because be equipped with Convention Center, Ballroom and multifunctional Atrium.

## RESULTS AND DISCUSSION

Analysis of digital marketing strategies in improving sustainable development (SDG 5) empowering women was carried out using a qualitative approach, looking at internal and external factors. These two factors were used as research subjects, using triangulation of data from the Lagoon Avenue Mall Sungkono internal team, mall collaboration partners, and expert opinion.

The internal team at Lagoon Avenue Mall Sungkono has a digital marketing strategy

that is supported by the three triangulators. Triangulator is a partner who collaborates with malls in various activities. They justify digital marketing strategies implemented by internal teams and provide valuable contributions in determining effective strategies. Opinions from experts or experts who have a deep understanding in their field are also taken into consideration in developing this strategy.

A qualitative approach is used to understand in depth how digital marketing strategies can support sustainable



development, especially in terms of women's empowerment. By involving various parties involved in digital marketing strategies, this research can provide more holistic and comprehensive insight into understanding the impact of digital marketing strategies on sustainable development.

This is supported by previous research references regarding Traveloka's digital marketing strategy analysis, according to (Agustin, 2023) showing that the use of digital media can help companies carry out their marketing functions efficiently and effectively. This indicates that digital marketing strategies can be one of the keys to success in improving sustainable development, including in terms of empowering women.

### **Segmenting, Targeting, Positioning**

After conducting internal interviews, the Lagoon Avenue Mall Sungkono internal team implemented a digital marketing strategy by formulating the target market using the Segmenting, Targeting and Positioning (STP) method. They also develop a marketing mix or 7P marketing mix which includes Product, Price, Promotion, Place, People, Process and Physical Evidence.

Lagoon Avenue Mall Sungkono carries out market segmentation targeting the middle to upper class, with a focus on families, especially young mothers and children, as well as residents of surrounding apartments. This mall positions itself as an exclusive and elegant family shopping and entertainment destination with a semi-outdoor concept called Lagoon, with consistent branding as "Your Lifestyle Mall" which reflects elegance, simplicity and minimalism. The target market for this mall includes young children, teenagers and adults, with a focus on a family-oriented concept, but has not yet carried out special segmentation for digital empowerment of women.

This mall also follows the flow of feedback received on social media, especially Instagram and TikTok, which shows that this

mall is suitable for events that appeal to teenagers. Lagoon Avenue Mall Sungkono's digital marketing position is focused on event promotion rather than tenants, but still uses promotions that suit their target market. This mall has standards for posting on social media that are clean, simple and elegant, with angles, colors and posts arranged in such a way as to give an elegant and exclusive impression.

In the context of Sustainable Development Goal 5, which emphasizes women's empowerment, Lagoon Avenue Mall Sungkono can deepen market segmentation to include digital women's empowerment strategies. Even though there is no specific segmentation for women's empowerment, this mall has great potential to utilize its digital platforms, such as Instagram and TikTok, to empower women through content that is inspiring, educational, and supports women's roles in the family and society. With a more specific approach to women's empowerment, this mall can have a greater positive impact on society and the surrounding environment, in line with SDG 5 goals. This is supported by previous research references on Women's Empowerment through Digital Media, according to (Nisha, 2017) shows that internet access provides opportunities for women to be active in the digital space. Internet exposure also plays a role in building women's self-confidence and increasing social inclusion. This digital transformation is changing the way society interacts, increasing economic opportunities, and reducing unfair barriers to growth for internet users, especially women.

### **Marketing Mix (Marketing Mix)**

After determining the market segment, market target, and market position, the Lagoon Avenue Mall internal team plans a marketing mix which includes 7 variables (product, price, place, promotion, people, physical evidence, and process), as follows:

## 1) Products

Lagoon Avenue Mall Sungkono has a product marketing mix strategy that not only aims to promote their products and services, but also to support Sustainable Development Goal (SDG) 5, namely the empowerment of women and children. This mall specifically considers individual interests and preferences in promoting its events, so as to attract the participation of women and children in activities held at the mall. Lagoon Avenue Mall Sungkono carries a unique and effective product marketing mix strategy, which not only offers products in the form of physical goods, but also services and facilities tailored to event needs. In an interview with Mas Shafry, an event organizer who collaborates with the mall, it was revealed that Lagoon Avenue Mall Sungkono offers various types of services including venues, stages, sound systems, banners, tables and chairs for free or at affordable costs.

The uniqueness of this mall product marketing strategy lies in the right targeting focus. They not only promote events in general, but also take individual interests and preferences into account. This can be seen from advertisements that are tailored to user preferences, such as renting co-working space and other facilities. With this approach, Lagoon Avenue Mall Sungkono is able to attract the interest of event organizers who want to adapt their products to specific market needs.

Apart from that, the good service from Lagoon Avenue Mall Sungkono is also rated positively by partners and visitors. The friendliness and humility of the mall staff, as expressed by Mrs. Arina, Poundfit Sidoarjo Community Coordinator, makes customers feel comfortable and satisfied working with this mall. He also added that he was

interested in holding an event at Lagoon Avenue Mall Sungkono because of the good location and view.

Featured products such as KidZania, community events and special events also receive a warm welcome from visitors and the local community. Mrs. Rere, Mama Support Mama Community Coordinator & Mama Anak Makin Semer Community Coordinator (MAMS) by Traveloka Xperince, said that Lagoon Avenue Mall Sungkono is very good at accommodating various kinds of events. This strengthens the mall's image as an ideal place for community events and activities.

In terms of digital marketing, Lagoon Avenue Mall Sungkono has succeeded in utilizing social media, especially Instagram, as an effective means to promote their products and increase interaction with consumers. Support from Mas Sony, a digital marketing expert, strengthens the impression that this mall has good awareness in distributing customer mapping based on their behavior. With this unique and effective product marketing mix strategy, Lagoon Avenue Mall Sungkono remains relevant and competitive in the market.

Thus, Lagoon Avenue Mall Sungkono is not only a place to shop and relax, but also a place to support the empowerment of women and children in various aspects of life.

## 2) Price

In the context of moving towards SDG target 5, namely women's empowerment, the pricing strategy implemented by Lagoon Avenue Mall Sungkono can be interpreted as a step that supports sustainability and women's economic empowerment. By providing free support to Event Organizers, this mall provides an opportunity for women

involved in the events industry to be able to access the necessary facilities without having to pay high costs. This is in line with the principle of women's economic empowerment, where women are given equal opportunities to participate in economic activities without excessive financial barriers.

However, prices that are too high can be a barrier to women's participation in community events. This can reduce women's opportunities to be actively involved in social and economic activities. Therefore, it is important for Lagoon Avenue Mall Sungkono to consider the balance between economic profits and women's empowerment in pricing.

Apart from that, the adaptation strategy in pricing suggested by Mas Sony can also be an effective step in supporting women's empowerment. By being flexible in setting prices based on an agreement that benefits both parties, Lagoon Avenue Mall Sungkono can build strong relationships with the community and support activities that contribute to women's empowerment.

Overall, the pricing strategy implemented by Lagoon Avenue Mall Sungkono can be considered a positive step towards SDG 5 target, namely women's empowerment. By providing equal opportunities for women to be involved in economic and social activities, this mall can be an agent of positive change in advancing women and achieving gender equality.

### 3) Place

In the context of women's empowerment, which is one of the targets of Sustainable Development Goal (SDG) 5, the placement strategy implemented by Lagoon Avenue Mall Sungkono Surabaya has a significant impact. Based on findings from interviews with research subjects and

triangulators, product or service placement via digital platforms and collaboration with other parties have expanded the promotional reach of this mall. The use of digital platforms, such as Instagram, to promote events and mall facilities has helped create awareness and interest among the public, including women, to visit this place.

Distribution via digital platforms allows information about events, products and services at this mall to spread quickly and widely. This can help increase public awareness, including women, about the activities or offers at the mall. In this way, women can more easily access information and take advantage of the opportunities offered by malls to increase their involvement in economic and social activities.

In addition, a placement strategy that highlights the advantages of the Lagoon Avenue Mall Sungkono venue, such as good outdoor views and flexibility in providing space for various types of events, also makes a positive contribution. This can be seen from the positive responses from visitors and parties involved, who stated that this mall is seen as a suitable place to hold events, meetings and other activities. Placement or distribution strategies also contribute to creating an inclusive and women-friendly environment. The existence of comfortable and private facilities, such as places for small meetings or places to relax, can strengthen women's role in social and economic activities. This is in line with SDG goal 5 which aims to empower women and achieve gender equality.

Thus, the placement and distribution strategy carried out by Lagoon Avenue Mall Sungkono Surabaya can be considered successful in supporting SDG 5 related to women's empowerment. Through an emphasis on the use of digital

platforms and good content adjustments, this mall can be an example of how the right marketing strategy can make a positive contribution to achieving sustainable development goals related to women's empowerment.

#### 4) Promotion

Promotion is an important element in the marketing strategy to achieve the Sustainable Development Goal (SDG) 5 target regarding women's empowerment. In the context of Lagoon Avenue Mall Sungkono Surabaya, findings shows that digital promotions, especially through social media such as Instagram, are an effective strategy in increasing awareness about events and products or services offered by this mall. However, there is still a lack of exposure to women's empowerment events held at the mall.

The importance of digital promotions in increasing awareness about mall events and products was also highlighted by triangulator, Mas Shafry, who stated that support from tenants helps increase awareness about events and tenants in the mall. Apart from that, promotional strategies that focus on events and promo types that are of interest to partners, such as discount promotions on boba drinks, also make a positive contribution to the effectiveness of this digital mall promotion.

However, improvements in promotional strategies are still needed to overcome the lack of exposure to women's empowerment events. This can be done by increasing the promotion of women's empowerment events in a more focused and intensive manner through social media and other digital platforms. Promotional content adjustments also need to be made to better highlight the benefits and added value of women's empowerment events held at this mall.

Apart from that, the importance of proper target market segmentation in

promotions was also highlighted by expert opinion, Mas Sony. According to him, promotions specifically for women, such as events for pregnant women, can be an effective strategy in reaching the right audience. Thus, increasing exposure to women's empowerment events can help Lagoon Avenue Mall Sungkono Surabaya in achieving SDG 5 targets related to women's empowerment.

#### 5) People

Human resource factors are an important key to a company's progress. The role of digital staff or teams is very vital in designing and implementing digital marketing strategies, aiming to ensure the effectiveness of these strategies in achieving company goals. A major focus is also placed on engaging customers through digital platforms, with the aim of understanding their needs and preferences to increase interaction and engagement. Apart from that, the company also prioritizes involving employees and customers in achieving Sustainable Development Goal 5 (SDG 5) by creating programs that support the empowerment of women and children.

In the research subject's account, People Lagoon Avenue Mall Sungkono's strategy pays great attention to involving customers through digital platforms as the main focus in understanding their needs and preferences. This is reflected in the mall's willingness to serve and accommodate customer needs and desires well. Through friendly and responsive interactions, the mall is able to provide a satisfying experience for customers, thereby building stronger and more sustainable relationships.

The research subjects also explained that Lagoon Avenue Mall Sungkono really pays attention to women's empowerment through programs that involve employees and customers in

achieving SDG 5 goals. This is reflected in the many events held by this mall that are related to women and children. In his explanation, the research subject emphasized involving employees and customers in achieving SDG 5 goals. This is something that stands out for this mall because there are many events about women.

However, in its implementation, there are several obstacles faced by this mall in meeting the expectations and needs of its partners and visitors. One of them is the limited frequency of participation in regular events due to other communities collaborating with the mall, which makes it difficult for some communities to enter and participate regularly. This shows the need for adjustments and improvements in marketing strategies and collaboration with communities to be more inclusive and provide wider opportunities for various communities to participate.

Apart from that, restrictions on collaboration with the community regarding purchasing food outside, even though renting space for free, is also one of the complaints expressed by the mall's business partners (EO). This shows the need to increase the flexibility and services provided by this mall to its partners to make it more profitable and easier for participating partners.

From a digital marketing perspective, the importance of having a clear identity in delivering messages by internal teams and being effective in marketing strategies was also highlighted. This can have a positive impact on consumer awareness, ROI, and engagement with consumer movements. Thus, the statement shows the importance of considering unique and differentiated services as part of a marketing strategy, as well as the importance of understanding and forming a strong identity to differentiate

oneself from competitors and create a memorable customer experience.

#### 6) Process

Lagoon Avenue Mall Sungkono's digital marketing process has undergone a significant transformation, especially in supporting Sustainable Development Goal (SDG) 5 related to women's empowerment. This process involves a series of steps that are related to each other and convert input into output (input). These aspects include internal operations, customer service, event planning, tenant management, logistics that support mall operations, as well as security and cleanliness. In the context of collaboration in creating events with Lagoon Avenue Mall Sungkono, various aspects related to the internal process of collaboration to support the community in holding more events and adapting to digital changes are the main highlights. Lagoon Avenue Mall is active in communicating with the community and adapting marketing content to the characteristics of their venue. This helps increase awareness about the Lagoon among the community and potential visitors.

In carrying out business processes, the digital marketing strategy used by Lagoon Avenue Mall Sungkono has had a positive impact on empowering women and the community. Although it still needs improvement, especially in terms of word of mouth promotion, Lagoon Avenue Mall has taken quite effective steps. They share community-generated content, such as videos and photos, that showcase the beauty of their venues, and increase engagement with the community and visitors through content that follows popular trends. This helps expand the customer base and increase the marketing success of the mall.

In facing the challenge of increasing tenants and enlivening the mall so that it is

not empty, Lagoon Avenue Mall needs to continue to innovate and develop a clear identity and Unique Selling Point (USP). This USP can be emphasized in every event held, by highlighting uniqueness in services, buildings, decorations, and so on. In this way, Lagoon Avenue Mall can continue to maintain its appeal and become a destination that visitors will remember. By understanding customer trends and behavior, and using USP as promotional material, Lagoon Avenue Mall can increase its marketing success and support SDG 5 regarding women's empowerment.

#### 7) Physical Evidence

Physical Evidence at Lagoon Avenue Mall Sungkono plays an important role in creating a positive experience for customers, especially women, in the context of empowerment and appropriate targeting. In its digital marketing strategy, this mall emphasizes the physical appearance of the products or services offered to customers. Physical Evidence is focused on creating unique and attractive product images for users digitally, especially through the internal branding team.

The branding of Lagoon Avenue Mall Sungkono is focused on being an event mall, which provides an attractive venue for various events, which is the main factor in attracting visitors. The elegant image and more focus on venues for events rather than places to hang out, makes this mall position itself as an attractive event destination for visitors. The advantage of having a good outdoor view, which is suitable for photoshoots or pre-wedding activities, is the main attraction that makes Lagoon Avenue Mall different from other malls in the surrounding area.

However, there is also a highlight that the branding of this mall is still overshadowed by Kidzania and its lack of

tenants, which is a consideration for Event Organizers or communities to organize events or collaborate with Lagoon Avenue Mall. Limited tenancies are quite an influential factor in the positioning of this mall, so there are still challenges in creating strong and attractive branding for visitors.

In building their digital physical evidence, Lagoon Avenue Mall also ensures customer involvement in the digital realm. Through collaboration with communities and event organizers, this mall is active in supporting the Sustainable Development Goals (SDG) 5 initiative, which focuses on increasing the empowerment of women and children. With a marketing strategy that focuses on the use of social media, especially Instagram, Lagoon Avenue Mall has succeeded in creating a positive experience for female customers, both through information about tenants and events at the mall, as well as reflecting the values and identity of Lagoon Avenue Mall.

Thus, it is important to pay attention to physical evidence in creating a positive experience for customers, especially women, by focusing on the right targeting, treating them well, and creating an experience that can make customers fall in love with the mall.

Effectiveness of Digital Marketing Strategy Lagoon Avenue Mall Sungkono According to Target (SDG 5) Women's Empowerment.

In the context of the effectiveness of Lagoon Avenue Mall Sungkono's digital marketing in increasing community awareness and engagement regarding women's empowerment issues in accordance with SDG 5, several aspects were found, namely first, collaboration with the community and using community-generated content to promote their venues can increase awareness of Lagoon among



the community and potential visitors. This shows that Lagoon is active in communicating with its target audience and uses strategies that are relevant to the characteristics of their venue.

This mall not only seeks to locally increase the presence and active role of women in the economy and society in its environment, but also reflects a deep commitment to the principles of Sustainable Development, especially SDG 5. Integration of the characteristics, importance, strategies and goals of sustainable development in context Women's empowerment in this mall is concrete proof of how local activities can be in line with a larger global agenda.

Women's empowerment at Lagoon Avenue Mall Sungkono is reflected in its support for micro, small and medium enterprises (MSMEs) managed by women. This strategy not only reflects the importance of gender equality (SDG 5), but also supports women's emancipation in economic participation. Malls prioritize support for MSMEs in general regardless of gender.

In an effort to achieve gender equality, the Mall creates an inclusive social environment and supports women's participation in decision making and social transformation. The research subject statement and triangulator show that the Mall has an inclusive and collaborative approach in encouraging gender equality and women's empowerment in various aspects of social, economic and political life.

Malls also respond quickly to important moments such as Mother's Day by inviting related brands or EOs to collaborate to hold seminars or workshops that are beneficial for women. However, there has been no significant innovation in the context of women's empowerment, with events and content still remaining in

existing patterns without any significant changes or innovations in supporting women's empowerment.

In an effort to empower women, Lagoon Avenue Mall Sungkono collaborates with various communities, including Dukuh Pakis District, in holding various activities that support women's economic and social empowerment. Through this collaboration, there is a process of involving individuals/communities in collective enlightenment and organizing, as well as creating a more open space for movement and recognition of local initiatives, as well as supporting women's participation in decision making.

This is supported by a previous research journal by Monga (2018) which is an important reference in understanding Women's Empowerment in the Digital Realm. The results of this research confirm that digitalization is real evidence of the development of information technology. This transformation provides an equal contribution to all levels of society, not limited to certain groups. Within the Information Technology (IT) sector, benefits of equal magnitude are available to men and women. Digitalization is even considered a very effective tool for women in fighting discrimination, improving welfare, and encouraging equal participation, which is an important condition for their recognition in society and shaping the future of their communities.

Second, the importance of innovation in digital marketing content to attract visitor interest and make the community want to collaborate further. Even though there has been no significant innovation, efforts to follow content trends that are currently popular can help increase community engagement and involvement regarding the issue of women's empowerment.

Third, collaborating with influencers or KOLs and increasing mall branding through tenants can also have a positive impact on awareness and engagement. Although still a work in progress, Lagoon's progress in terms of advertising and promotions looks positive, showing that they are continuing to develop in terms of digital marketing.

However, there is still room for improvement in adapting digital marketing strategies. Support from the community and collaboration with EO has been an added value, but needs to continue to be developed to achieve a wider level of awareness and involvement in women's empowerment issues in accordance with SDG 5. In addition, a more in-depth evaluation of the digital marketing strategy that has been carried out can help Lagoon Avenue Mall Sungkono to continue to improve and increase its effectiveness in achieving women's empowerment targets in accordance with SDG 5.

#### **Supporting and Inhibiting Factors in Efforts to Increase the Empowerment of Women and Children**

Internal and external factors can support or hinder efforts to increase the empowerment of women and children (SDG 5), which is the basis for sustainable development. To better understand this, researchers have compiled a SWOT analysis table.

#### **Community Collaboration and Events**

Lagoon Avenue Mall actively collaborates with various communities, including those focused on women's empowerment, such as Junior Chamber International (JCI) and the Indonesian Women Entrepreneurs Association (IWAPI). This creates a collaborative atmosphere that supports the activities held at the mall, providing added value for visitors and providing positive exposure to

the brand.

#### 8) Support from Digital Media

Lagoon Avenue Mall collaborates with various media, both online and offline, to increase brand exposure and attract the interest of the wider public. Collaboration with this media helps in expanding promotional reach and strengthening brand image. Previous research by [Fradillah Iqmar, et al \(2017\)](#), shows that digital inclusion and its supporting systems have a significant relationship to women's empowerment. Thus, this support factor from digital media can not only improve the brand image of the mall and the wider community, but also has the potential to specifically empower women in the context of digital marketing.

#### 9) Consistency in Social Media Postings

Lagoon Avenue Mall has certain standards for the design and style of social media posts, creating a clean, simple and elegant brand image. This consistency helps in building a recognizable brand identity and increases appeal to their followers.

#### 10) Flexible Segmentation Approach

Lagoon Avenue Mall uses a flexible segmentation approach in designing their digital marketing strategy. They adjust their approach based on the needs of specific segments, such as the use of ads on YouTube after establishing the right tenancy mix.

#### 11) Venue that Represents the Mall

Lagoon Avenue Mall has a representative venue with a good view, becoming a selling point that attracts visitors and strengthens the mall's image as a suitable place for various activities.

#### 12) Coordinated Team

The Lagoon Avenue Mall marketing team has effective coordination and communication. Each team member has clear duties and plays a role in ensuring the smooth running of every event and promotional activity.

#### 13) Role of Content Creator

Their content creators help build event portfolios and ensure the availability of engaging content for use in marketing. This improves the quality of published content and increases appeal to their followers.

#### 14) Utilization of Databases for Future Strategy

Lagoon Avenue Mall collects data from previous events to be used in developing future marketing strategies. This data can also be used to interest other brands in collaborating or investing with them. Can also be used as a database for social media Ads.

This supporting factor was also conveyed in a previous research journal reference ([Widodo, 2022](#)) which stated that Influencer Marketing is related to Digital Marketing; Social Media is also still related to Digital Marketing; and E-Commerce related to Digital Marketing. Apart from the 3 exogenous variables that influence the endogenous variables, there are still many other supporting factors, including the Video Advertising, Email Marketing and Content variables.

#### 15) Targeting and Evaluation

Lack of accuracy in determining the target audience and evaluating campaign performance can hamper the effectiveness of marketing strategies at Lagoon Avenue Mall Sungkono. If the

targets set are not achieved or are not suitable, then the marketing strategy needs to be evaluated and improved.

#### 16) Evaluate Content and User Engagement

Evaluation of less interesting content and low user engagement can hinder the success of marketing campaigns at Lagoon Avenue Mall Sungkono. Uninteresting content or inappropriate music can cause users to lose interest. Low user engagement can also reduce the effectiveness of a campaign.

#### 17) Administration and Rental

Administrative problems related to rental contracts and management approval for Lagoon Avenue Mall Sungkono can become obstacles in collaborating with other parties. Uncertainty regarding the non-financial benefits of collaboration can also complicate the negotiation and agreement process. In a journal which was a reference in previous research regarding the analysis of Buka Lapak's marketing strategy (according to [Jessica, 2022](#)), it was stated that there were still several strategies that needed to be improved, including price strategies because price was still a sensitive issue, especially for buyers who were sensitive to price.

#### 18) Competition with other events or malls

Competition with other events or malls is an inhibiting factor for Lagoon Avenue Mall Sungkono to carry out its digital marketing strategy, especially when there are similar events taking place at the same time, which can reduce the effectiveness of marketing efforts. This requires the marketing team to always monitor the competitive situation and maintain the availability of information about competitive events.

**Table 2. SWOT analysis**

Strengths	Weakness
<ol style="list-style-type: none"> <li>1. Collaboration with communities and institutions such as Junior Chamber International (JCI) and the Indonesian Women Entrepreneurs Association (IWAPI), which supports CSR activities and women's empowerment.</li> <li>2. Collaboration with online and offline media to increase brand exposure.</li> <li>3. Consistency in social media posts with design and style standards that create a clean, simple and elegant brand image.</li> <li>4. Flexible segmentation approach to adapt marketing strategies to the needs of specific segments.</li> <li>5. Representative venue with good views, collaboration area between indoor, outdoor and semi-outdoors.</li> </ol>	<ol style="list-style-type: none"> <li>1. Evaluation is less precise in targeting and content performance, causing a mismatch between the expected target visitors and the results achieved.</li> <li>2. Lack of user engagement due to lack of interest in the content presented.</li> <li>3. Administrative and rental issues that can hinder collaboration with other parties.</li> <li>4. Competition with other events or malls can reduce the effectiveness of marketing strategies.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Increase involvement users with more interesting content and trending music.</li> <li>2. Utilize data from previous events to develop strategy marketing in the future.</li> <li>3. Organizing more effective collaboration with other parties through a more structured and measurable approach.</li> </ol>	<ol style="list-style-type: none"> <li>1. Competition with other events or malls which can reduce interest and participation public regarding the activities being held.</li> <li>2. Uncertainty regarding non-financial benefits from collaboration with other parties.</li> <li>3. Inability to respond quickly and to changing market and consumer trends appropriate.</li> </ol>

**Table 3. IFAS and EFAS Analysis**

	IFAS	Strength (S)	Weakness (W)
EFAS	Opportunity (O)	<p>SO Strategy</p> <ol style="list-style-type: none"> <li>1. Community Collaboration by leveraging relationships with JCI and IWAPI to hold joint events, attract visitors, And strengthen brand image.</li> <li>2. Optimize online and offline to increase brand exposure through coverage of events and activities at the mall and reach a wider target market.</li> </ol>	<p>WO Strategy</p> <ol style="list-style-type: none"> <li>1. Do evaluate and improve targeting and content more carefully regarding advertising targeting and social media content for make sure that they in accordance with the interest And target market needs, so can improve user engagement.</li> <li>2. Optimizing Usage data from previous events for understand visitor references and behavior, and use it For develop more interesting and relevant content, and design more marketing strategies effective in period front.</li> </ol>
		<p>TO Strategy</p> <ol style="list-style-type: none"> <li>1. Reinforce a consistent and recognizable brand identity through clean, simple and elegant social media posts, to remain engaging interest of followers in the middle competition with malls or other events.</li> <li>2. Collaboration diversification by looking for collaboration opportunities with other parties outside the media and community For overcome administrative and rental obstacles, so that can expand the partnership network And reach a wider target market. (tenancy mixing)</li> </ol>	<p>TW Strategy</p> <ol style="list-style-type: none"> <li>1. Monitoring Competition with monitor activities and events organized by malls or other events around the same area in anticipation competition Which might influence community interest and participation, And adapt marketing strategies to stay relevant and interesting.</li> <li>2. Develop abilities to respond market changes and trend consumers more quickly and precisely through use data and analysis Which more effective, as well as with have a more flexible team and deep adaptive designing marketing strategy responsive.</li> </ol>

**Table 4 Supporting Factors for the Digital Marketing Strategy of Lagoon Avenue Mall Sungkono**

No	Supporting factors	Analysis
1.	CollaborationCommunity and Events	Collaboration strategies with various communities, especially those related to women's empowerment, are a smart step in building positive engagement with the community. Through this collaboration, Lagoon Avenue Mall not only supports local events but also strengthens their image as a center that cares about community needs.
2.	Support from Digital Media	Collaboration with the media helps malls to gain wider exposure among the community by helping share event posters from the community. This is important for increase brand awareness and attract interest of potential visitors. Media support can also help in building a positive reputation and credibility. Lagoon Avenue Mall usually uses online portals or media partners such as JPNN, and if it passes through Jawapos, @eventsuroboyo @infosuroboyo
3.	Consistency in Posting Social media	Consistency in the style and design of social media posts helps in building a strong and easily recognizable brand identity. The use of certain standards creates a clean and elegant image, which can attract attention and maintain the interest of followers. Lagoon Avenue Mall uses calmdown tones to make it clearer, simple and elegant and post one post a day.
4.	Segmentation Approach which is flexible	Lagoon Avenue Mall Sungkono's flexible segmentation approach to adapt their marketing strategy according to the needs and preferences of specific segments. This is important because each market segment may have characteristics and different preferences.
5.	Venues which represents the mall	Judging from the availability of the Lagoon Avenue Mall Sungkono venue, it is representative with a semi-outdoor view and there is a Lagoon. This not only enhances the visitor experience but also creates a positive impression of the mall as an attractive and worthy place to visit.
6.	Team Which Coordinated	The Lagoon Avenue Mall marketing team has effective coordination and communication. Each team member has clear duties and plays a role in ensuring the smooth running of the team every event and promotional activity.
7.	Role Creator Content	Their content creators help build event portfolios and ensure the availability of engaging content for use in marketing. This improves the quality of published content and increases appeal to their followers. In this case it is Mas Raja.
8.	Database Utilization For Future Strategy	This mall collects data from previous events to be used in developing future marketing strategies. This data can also be used to attract old customers to hold events again to collaborate or invest with them.



**Table 5 Factors Inhibiting Digital Strategy**

No	Obstacle factor	Analysis
1.	Targeting and Evaluation	One of the main obstacles to Lagoon Avenue Mall Sungkono is the lack of accuracy in determining the target audience and the lack of evaluation of campaign performance. Without proper targeting, marketing efforts may not reach the desired audience, leading to wasted resources and time. Insufficient performance evaluation can cause difficulty in identifying weakness and repair needs.
2.	Evaluate Content and User Engagement	Evaluation of content that is less interesting and low user engagement is another obstacle in the marketing strategy of Lagoon Avenue Mall Sungkono. Content that is not interesting or does not match the target's interests can reduce the effectiveness of the campaign. In addition, low user engagement can be a sign that the content presented does not meet expectations or not interesting to the audience.
3.	Administration and Rent	Administrative issues related to rental contracts and management approval can be a barrier in operate collaboration with other parties. Uncertainty regarding the non-financial benefits of collaboration can also complicate the negotiation and agreement process. This was conveyed by the triangulators who previously wanted to collaborate again but then didn't dealing, not doing so or choosing another location.
4.	Competition with Events or Other Malls	Competition with other events or malls, especially when there are similar events taking place simultaneously, can interfere with the effectiveness of marketing efforts. This requires the marketing team to always monitor the competitive situation and maintain the availability of information about competitive events. This difficulty in dealing with competition can reduce the impact of marketing efforts Lagoon Avenue Mall Sungkono.

### The Most Important Digital Marketing Strategy Emerges

No	Informant	Marketing strategy (Product)	Analysis
1.	Mr Shafry	"... the first time with Lagoon, the offers and facilities provided were still in the form of a venue that could be given for free. Collaboration, stage, sound system, after that it was just the same banner, sis, with tables and chairs, so it was still standard. For digital products, it was just sharing posters from EO never mind."	From sentence Whichconveyed by Mas Shafry, it appears that the supporting factors in terms of products are the availability of facilities and the strategic location of Lagoon Avenue Mall for holding events. This includes offers of free venues, stages, sound systems, and banners. This shows that in the product aspect, Lagoon Avenue Mall has an advantage withprovide the facilities support for events.
2.	Rere's mother	"It's been very effective anyway sis if according to me, Because he really does want to work together again with Lagoons Yesterday just right Anniversary my community, only Not yet dealing it's really done free rent, But they no allow buy food in outside, there That right it's really a bit like that, can't and which we can't get it worth it that's it."	Mother Rere state for product effectiveness Lagoon Avenue Mall inside interesting cooperation events, although There is a number of imitations in matter food tenant offers which is a little.
3.	Mother Rina	"I That First that collaboration time I was at that time join the event Which There is What that's it his name Projects sight if no problem the pound fit too anyway There is Which a number of Sunday before my event, after that it was like me I'm interested, okay? Here, I'll try using it make pounds fit, keep going I'll try to contact him Mas Tariq is the same as Mas Bayu that's it anyway"	Mother Rina convey experience that he came first program or as customer on service Lagoons Avenue Mall before he interested to collaborate.

No	Informant	Marketing strategy (Place)	Analysis
1.	Mr Shafry	"From facet nice outdoors the view Lagoons compared other malls."	Mas Shafry said that Lagoon Avenue Mall has a nice or interesting outdoor view compared to with other malls in the vicinity. This shows that view or the outdoor environment at Lagoon Avenue Mall is considered to have added value or attraction which stands out.
2.	Rere's mother	"It's good, since yesterday the WWWFest event was on top, they also gave signs, then the security guard also let you know and there was a receptionist who that's helpful too."	Mrs. Rere considers the environment and facilities of Lagoon Avenue Mall, including the services of the security and reception staff.
3.	Mother Rina	"My location is okay, bro, because the venue is also okay like that right"	Mrs. Rina discussed that the location was okay for an event.

No	Informant	Marketing strategy (Place)	Analysis
1.	Mr Shafry	"Internally, they were quite helpful when I made the event before, so the marcomm was like a friend, so he was always updating posters, updating competitions, what needed help."	Mas Shafry said that he had a positive experience with Lagoon Avenue Mall internally, especially the team marcomm. This shows that the collaboration between Mas Shafry and the internal team went well and the internal Lagoon team proved to be responsive, helpful and focused on details in supporting the event organized by Mas Shafry.
2.	Rere's mother	"...then the security guard also told me and there was a receptionist who was also helpful."	Mrs. Rere considers the environment and facilities of Lagoon Avenue Mall, including the services of security staff and receptionist.
3.	Mother Rina	"...continue the service AlsoThe people are friendly and the people seem nice invited chat like like that like head head that's it like like like manager managers who are like Pak Bayu and Mas Tariq is just like that he humble like like that."	Mrs. Rina said that there isThe ease of communicating with "heads" or "managers" shows the importance of quality communication in the environment the. Ability For communicate in a way being open and relaxed can increase engagement customer and strengthen connection between customers and staff create experience positive for customer like Mrs. Rina.

No	Informant	Marketing strategy (Promotion)	Analysis
1.	Mr Shafry	"It's starting to get busy, so in terms of advertising they also often appear at my place, and so on promotion- promotion Also recovering, so for Nowthey are developing, it is a process the main thing is."	From Mas Shafry's perspective, Lagoon Avenue Mall's digital campaigns, especially on social media, have become more effective, with improvements in terms of promotions and brand awareness.
2.	Rere's mother	"If for the Lagoon community it's really good very yes if according to me,because here is rich in accommodation all events, last rich That I know right There ispoundfit, then there are animals like that, right? that's already good according to me..."	Ms Rere expressed her focus on the community experience at Lagoon Avenue Mall, highlighting the diversity of events and support for local events.
3.	Mother Rina	"Oh no, it's fast they So like I like spread flyer I tagged it in repost fast nge-repost So No waiting for it to arrive like hours like that." "Digital, he'eh usually I promotion, I promote me love like logos Lagoons Keep going I always promote promotion becomes promotion it's like in the area Lagoons there anyway near there." "Hey, Instagram with Tiktok, 2 2 I promote me promote everyone." "Yes, it's effective like often like that's how it is."	Mother Rina consider that media promotion Lagoons Avenue Mall Sungkono is considered effective like in upload in Instagram and TikTok.

The main strategies that emerged from the interviews and observations were Product, Place, People and Promotion. In the main Product strategy, the focus on products includes providing facilities such as free venues for events, which supports sustainable development strategies by creating an inclusive and sustainable environment. In this case, Lagoon Avenue Mall delivers contribute to more sustainable policy change in the management of community facilities. According to [Sumaryadi's](#)

[theory in Mardikanto \(2017: 169\)](#), the sustainable system development generation, which expects changes at the regional and national levels. Through this strategy, it is hoped that policy changes will occur from the regional level to the regional, national and international levels, mainly related to the impact of development that is too exploitative and ignores the preservation/sustainability of development. This is also supported by previous research by [Konopik \(2022\)](#) in the journal "Mastering the

Digital Transformation through Organizational Capabilities: A Conceptual Framework" showing that a perspective on the digital transformation process is important to consider changes in organizational capability needs during the process. As organizations experience change during the transformation process, different capabilities are required at different points in time to support and enable the organization during digital transformation. The conceptual framework developed provides guidance for organizations in developing organizational capabilities throughout the digital transformation process. In this regard, Lagoon Avenue Mall products also provide access and opportunities for women to organize their own events and small businesses in line with the gender equality agenda in development championed by the Ministry of National Development Planning/Bappenas. This is in accordance with the concept according to the Ministry of National Development Planning/Bappenas, gender equality will strengthen the country's ability to develop, reduce poverty and govern effectively.

Thus promoting gender equality is a major part of the development strategy in order to empower people (all people) - women and men - to overcome poverty and improve their standard of living. Economic development opens up many avenues for improving gender equality in the long term.

Furthermore, for the Place strategy, one of the supporting factors for the Sustainable System Development Generation) where the safe and friendly environment at Lagoon Avenue Mall supports women's empowerment efforts by creating an open space for women's participation in various community activities. Apart from that, a comfortable and inclusive location can be a means of building women's capacity and awareness in actively participating in social, economic and political development. This is in line with what was conveyed by [Zakiyah \(2010: 12\)](#), women's empowerment has two characteristics, namely, first, as a reflection of emancipatory interests that encourage society

to participate collectively in development, second, as a process of involving individuals or society in the process of enlightenment and awareness. and collective organizing so they can participate. This finding is also supported by previous research by [Faradillah Iqmar et al. \(2017\)](#) in the journal "The Relationship Between Digital Inclusion And Support System Towards The Empowerment Of Women Online Entrepreneurs". This research shows that digital inclusion and its supporting systems have a significant relationship to women's empowerment.

In the People strategy, Lagoon Avenue Mall's internal team is responsive to the needs of customers, including women, reflecting efforts to organize the community and mobilize local resources to support inclusive development initiatives. According to [Sumaryadi in Mardikanto \(2017: 169\)](#), that the generation is to develop community movements, through community organizing, identifying local problems and needs, as well as mobilizing existing local resources that can be utilized in development. This is supported by [Onny S. Pujono in Khairul Azmi \(2020: 18\)](#), by providing support and opportunities for women to develop their capacity and potential, Lagoon Avenue Mall can become an empowerment center that allows women to actively contribute to economic and social development.

The final strategy, namely Promotion, promotion of community events and small businesses through social media and local campaigns can expand reach and awareness of the initiatives supported by Lagoon Avenue Mall, strengthen community movements and support inclusive economic growth. Through promotions that focus on the success and contribution of women in various fields, Lagoon Avenue Mall can help change the image and perception of society about the role of women in development. This was conveyed according to Haryati (2012: 52), the image of women in the mass media, not only in general mass media, but even in mass media that have a special genre for women, the



image of women still revolves around the following aspects. such aspects. Even though on the one hand it also displays many advances in women who have achieved success in various public spheres which have long been the place of men, the domestic sector is still seen as the main area of women. It could be said that gender bias in the mass media is actually indirectly involved in the role of women themselves who are not supposed to make the press a mass media for self-representation. Previous reference research by [Hamidreza Shahbaznezhad et al. \(2021\)](#) regarding "The Role of Social Media and User Engagement" shows that social media formats and platforms have a direct impact on users' passive and active engagement behavior. This research also found that the effectiveness of social media content on user engagement is influenced by the context of the content, providing a deeper understanding of user engagement and experiences with social media. This shows the importance of understanding the construction of social media engagement behavior through the influence of content type and content context on social media platforms.

Other promotions carried out by Lagoon Avenue Mall in collaboration with other mass media in Surabaya, such as media partners on social media, Jawa Pos and other news portals, as well as M Radio which is one of the tenants at the mall, show the importance of adaptation and innovation in facing environmental changes in conveying information that is relevant and needed by the community, especially women. This collaboration also reflects the mall's efforts to continue to expand reach and awareness of the initiatives it supports, including women's empowerment efforts. This is in line with findings in a previous reference journal by [Ummah \(2021\)](#), which shows that communication outreach through radio communication media is packaged by paying attention to community needs and local wisdom, so that it can be easily accepted and accessed by the community for implementing an inclusive approach in creating

programs, as well as digitalization.

The differences in digital marketing strategies between Lagoon Avenue Mall Sungkono and Pakuwon Mall Surabaya can be seen from several aspects.

influencing the way they both interact with their audience and promote their brand online, as follows:

#### 1. Differences in Mall Image

Lagoon Avenue Mall offers an attractive semi-outdoor view with the presence of a lagoon, creating a unique and environmentally friendly atmosphere that seems elegant and exclusive. This makes the community interested in collaborating because of the view that emphasizes greenery and natural light from skylights. On the other hand, Pakuwon Mall, although large and known as Supermal, may lack natural elements and unique views. Lagoon Avenue Mall is not only a shopping center, but also the main destination for family experiences with Kidzania as the main business attraction. This makes it a pioneer in increasing visitor traffic, while making a real contribution to sustainable development in accordance with SDG 5 Sustainable Development goal.

Lagoon Avenue Mall outperforms Pakuwon Mall in digital marketing strategy with a more attractive approach via the website. They not only promote the mall's branding through aesthetic photos, but also highlight the tenants and facilities available, creating an engaging experience for potential visitors. Apart from that, Lagoon Avenue Mall strengthens its service quality by providing responsive customer service, such as the live chat feature on their website. On the other hand, Pakuwon Mall does not provide similar services, so it lacks in providing an interactive experience to their potential visitors.

#### 2. Applications with Close Targeting and Segmentation

Lagoon Avenue Mall excels in providing the Laves COD application which prioritizes comfort and ease of shopping, especially for residents of nearby apartments. With a direct

delivery service to the lobby security guard and room number, this mall provides a more personalized (exclusivity) and efficient shopping experience. This shows their attention to detail and specific customer needs. Meanwhile, even though Pakuwon Mall has Pakuwon Lifestyle, it may not be as focused as Lagoon Avenue Mall in targeting and adapting segmentation to apartment residents directly.

Apart from that, Lagoon Avenue Mall

also stands out for its many communities and events that focus on women. Their segmentation on social media is also more dominated by women, showing their commitment to strengthening relationships with their main audience. Thus, Lagoon Avenue Mall consistently strengthens its position as a women-friendly destination and supports women's empowerment through various activities and initiatives.

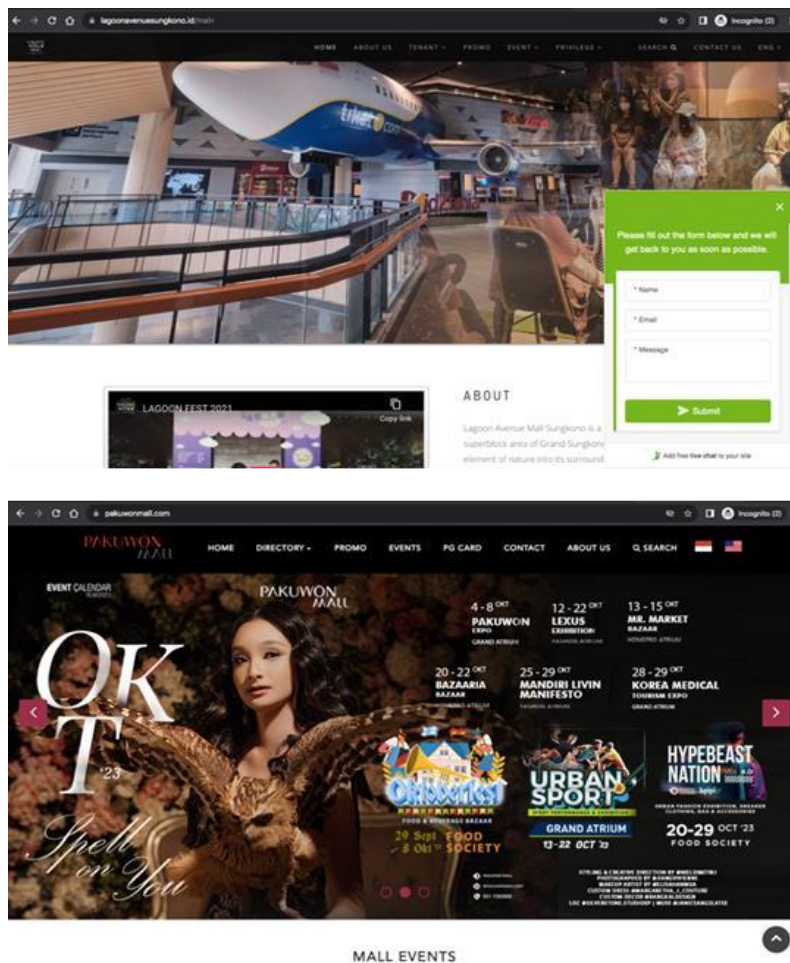
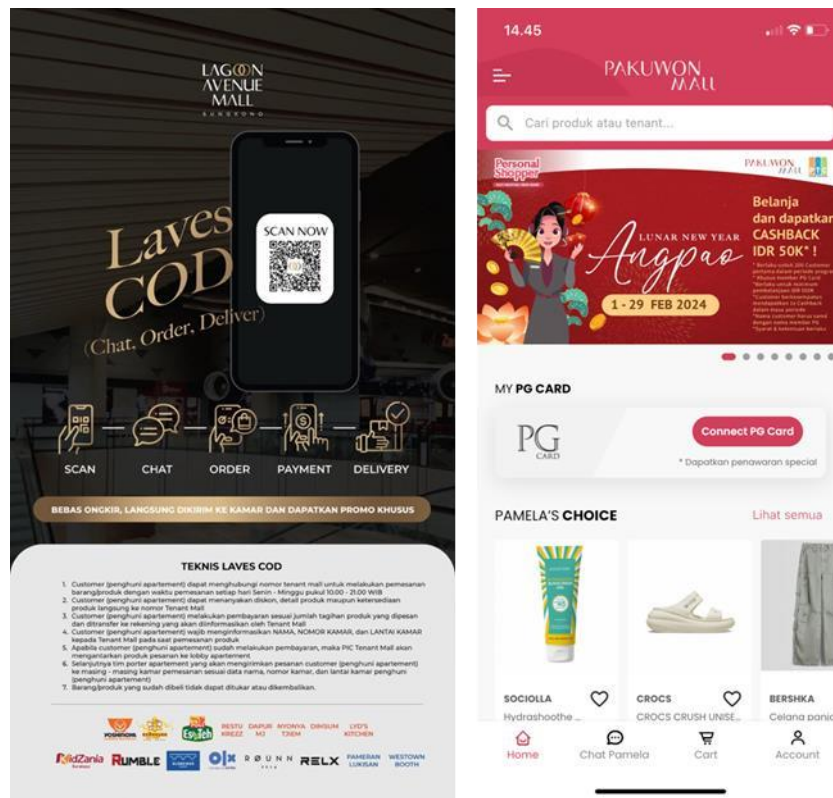


Figure 6. Lagoon Avenue Mall Sungkono and Pakuwon Mall websites



**Figure 7 Applications from Lagoon Avenue Mall Sungkono and Pakuwon Mall Surabaya**

**1. Promotional Differences**

Lagoon Avenue Mall Sungkono excels in its digital marketing approach by displaying links leading to MSME tenants on their Instagram account. This strategy not only promotes tenancies, but also pays special attention to efforts to empower women through partnerships with relevant MSMEs. By displaying products from these MSMEs, Lagoon Avenue Mall not only markets itself as a shopping center, but also as a supporter of local communities and the women's empowerment movement.

Meanwhile, Pakuwon Mall Surabaya may not have a similar approach in its digital marketing strategy. While they may be active on social media and have their own apps, their focus may lean more toward general promotion of the

products and services available within the mall. A lack of emphasis on supporting MSMEs that contribute to women's empowerment may make their digital marketing strategies less differentiated and less attractive to audiences who care about these issues.

**2. Venue Price Differences**

Lagoon Avenue Mall offers collaboration prices that are more affordable compared to other malls. This is an advantage for event organizers or communities who want to collaborate with the mall, because lower costs can save their budget.

Emphasis on Events and Sustainable Development for SDG 5 (Empowerment of Women and Children)

On social media, Lagoon Avenue Mall places more emphasis on promoting sustainable events and activities, especially those related to women's empowerment and achieving Sustainable Development Goal (SDG) 5. This approach reflects their commitment to social responsibility and awareness of important issues in public.

Meanwhile, Pakuwon Mall may promote the products and brands in it more.

Thus, Lagoon Avenue Mall has advantages in atmosphere, shopping services, cooperative prices, emphasis on events, and commitment to social responsibility, which makes it superior to Pakuwon Mall in certain aspects.

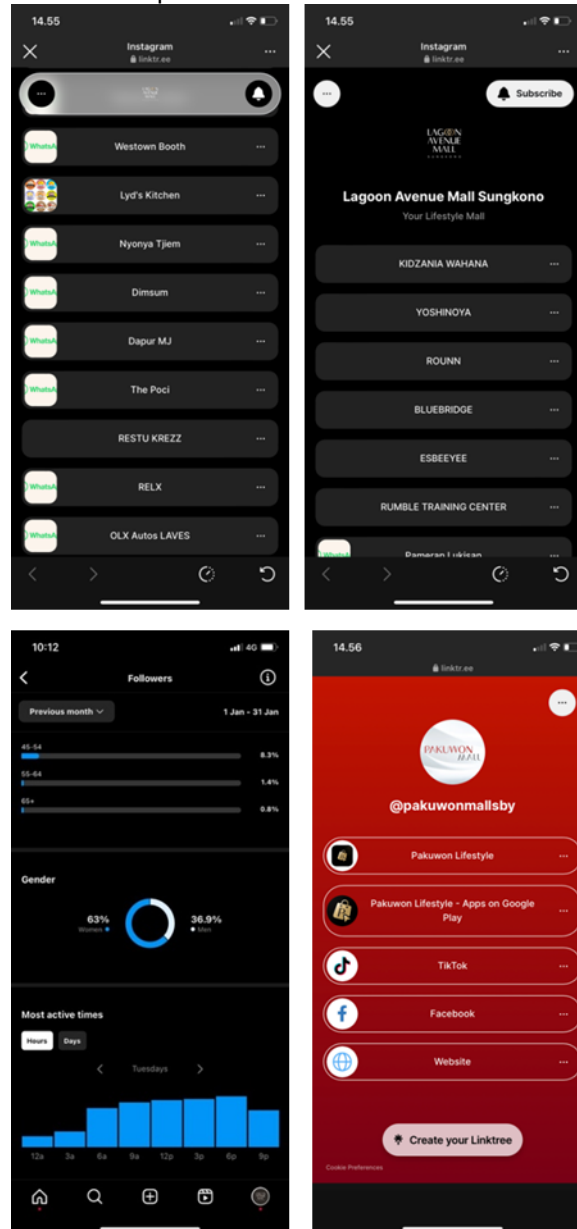


Figure 8. Differences between Lagoon Avenue Mall Sungkono Instagram Social Media Links and Pakuwon Mall Surabaya

## CONCLUSION

In the discussion regarding the analysis of digital marketing strategies to improve sustainable development (SDG 5) empowering women at Lagoon Avenue Mall Sungkono, several points can be concluded, as follows:

Based on the results of interviews and analysis of digital marketing strategies to improve sustainable development (SDG 5), women's empowerment was carried out qualitatively by involving internal and external factors. Lagoon Avenue Mall Sungkono's internal team, mall collaboration partners, and expert opinions are the data sources used in this research. In this case, sustainable development, women's empowerment (SDG 5) is very crucial because it can create sustainable business and continuous evaluation to support the SDG 5 Empowerment of Women and Children program.

In carrying out a digital marketing strategy, Lagoon Avenue Mall targets families, especially young mothers and children, as well as residents of surrounding apartments. This mall positions itself as an "event mall" and exclusive family entertainment with a semi-outdoor concept called Lagoon, with the branding "Your Lifestyle Mall". The mall's digital marketing strategy is focused on promoting events and various activities, with the use of social media, especially Instagram, as the main platform. Although effective, there is still room to improve segmentation specifically for digital empowerment of women.

In developing the marketing mix, malls consider product, price, place, promotion, people, processes and physical evidence. As follows:

1. Products: Lagoon Avenue Mall Sungkono offers various services and facilities to Event Organizers, including semi-outdoor venues and KidZania tenancies. This mall actively uses social media, especially Instagram, to promote their products and increase interaction with customers.
2. Price: Lagoon Avenue Mall Sungkono

emphasizes creating a perception of high value through quality service and positive experiences. Although there are some differences of opinion regarding ticket prices for community events, price agreement has been recognized by various parties involved.

3. Place: This mall positions itself as a place to visit events with the advantage of good outdoor views. Place strategy involves the distribution of products and services via digital platforms as well as collaboration with other parties to expand the reach of promotions via social media.
4. Promotion: Lagoon Avenue Mall Sungkono carries out persuasive promotions through social media, especially Instagram. However, it still needs to improve exposure to women's empowerment events and creating more interesting content.
5. People: There have been several complaints regarding limited collaboration with the community and slow responsiveness from the mall team. Increasing posting frequency and content quality can help in fixing this.
6. Process: There has been an increase in digital marketing strategies and communication with the community. However, there are still challenges regarding responsiveness to the community and more engaging content.
7. Physical Evidence: Lagoon Avenue Mall Sungkono has an elegant image and focuses on providing venues for various events. However, there are still shortcomings regarding the number of tenants and a lack of collaboration with influencers or Key Opinion Leaders in marketing.

Emphasis is placed on increasing digital promotion, interaction with the community, and adaptation to digital changes. However, there are still challenges regarding responsiveness to

the community and more engaging content to increase the effectiveness of marketing strategies.

At Lagoon Avenue Mall Sungkono, the digital marketing strategy is supported by various strong factors. One of them is active collaboration with various local communities and events. By joining partnerships with organizations such as Junior Chamber International (JCI) and the Indonesian Women Entrepreneurs Association (IWAPI), the mall creates a welcoming and inclusive environment for the various activities held within it. Support from digital media is also an important point in their strategy.

Through collaboration with online and offline media, Lagoon Avenue Mall can expand their promotional reach and strengthen their brand image effectively. Not only that, consistency in social media posts is also a strength for their digital marketing strategy. By maintaining distinctive design standards and style, they have managed to build a strong brand identity that is easily recognized by their followers.

A flexible segmentation approach is also a smart strategy, allowing them to adjust their marketing strategy according to the needs of certain market segments, such as using ads on YouTube after establishing the right tenancy mix. Apart from that, Lagoon Avenue Mall has a representative venue and attracts visitors with good views, creating a memorable experience for every visitor. Their marketing team is also well coordinated, ensuring every event and

promotional activity runs smoothly and efficiently. The role of content creators is also very important in enriching the event portfolio and improving the quality of published content. However, even though it has many supporting factors, Lagoon Avenue Mall Sungkono's digital marketing strategy is also faced with several obstacles. One of them is the lack of accuracy in determining the target audience and evaluating campaign (ads) performance. Without proper targeting, marketing efforts can be ineffective and waste valuable resources. In addition, less interesting content evaluations and low user engagement can also reduce the effectiveness of their campaigns. Other things that arise include administrative problems related to rental contracts and management approval which are also obstacles that need to be overcome. Uncertainty regarding the non-financial benefits of collaborating with other parties can also hinder the negotiation and agreement process. Lastly, competition with other events or malls.

It can also disrupt their marketing efforts, especially when there are similar events taking place at the same time. This requires marketing teams to remain alert and responsive to changes in their competitive environment.

Overall, Lagoon Avenue Mall Sungkono has shown readiness in adapting digital strategies, but improvements are still needed in several aspects to increase marketing effectiveness and achieve sustainable development goals related to women's empowerment.

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