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license**PLATFORM CAPITALISM AND UNEVEN DIGITAL
TRANSFORMATION: ORGANIZATIONAL
CONSTRAINTS IN SOCIAL MEDIA–BASED PROPERTY
MARKETING IN INDONESIA****Mohammad Mutohar^{1*}, Fajar Pasaribu¹**¹Universitas Muhammadiyah Sumatera Utara, Jalan Kapten
Muchtari Basri No.3, Medan 20238, Indonesia*Correspondence E-Mail: toharmohamadst@gmail.comDOI: <https://doi.org/10.30598/baileofisipvol3iss3pp849-865>**ABSTRACT**

This study examines platform capitalism and uneven digital transformation in social media–based property marketing in Indonesia, focusing on organizational constraints that shape marketing practices. While digital transformation is often framed as a linear path to efficiency and increased sales, this study argues that in the Global South it is inherently uneven, mediated by platform logics and internal organizational limitations. A qualitative descriptive approach was employed through in-depth interviews, observations, and document analysis involving key informants from a property company in North Sumatra. Data were analyzed using an interactive model supported by triangulation. The findings show that social media platforms function not only as promotional tools but also as market infrastructures mediating early interactions between firms and consumers. Visual content operates as symbolic capital shaping consumer perception and engagement. However, digital marketing effectiveness is constrained by limited human resources, inadequate content production, and the absence of an integrated Customer Relationship Management system, resulting in fragmented implementation. This indicates that digital transformation remains partial and uneven at the organizational level, reinforcing dependence on platform algorithms. This study contributes by reconceptualizing digital marketing as a platform-mediated social practice and identifying organizational constraints as a key locus of digital inequality. It recommends strengthening digital capacity, integrated systems, and community-based digital literacy to support inclusive and sustainable development.

Keywords: Organizational Constraints, Platform Capitalism, Property Market, Social Media Marketing, Uneven Digital Transformation

INTRODUCTION

The rapid expansion of digital technologies has profoundly reshaped social, economic, and organizational life, particularly in developing contexts where digital infrastructures are evolving unevenly. In the business sector, this transformation is most visible in the shift from conventional, face-to-face marketing toward digitally mediated interactions facilitated by social media platforms and algorithmic systems. Rather than merely accelerating communication, digitalization has reconfigured how markets are constructed, how value is communicated, and how relationships between producers and consumers are negotiated (Appel et al., 2020; Barney

et al., 2021; Grewal et al., 2020). In Indonesia, where internet penetration continues to grow alongside the diffusion of mobile technologies, social media platforms have become central to everyday economic practices, including in sectors traditionally characterized by high-value, trust-based transactions such as property marketing (Ery Suryanti et al., 2025; Nopriadi & Yuliana, 2026; Payne & Frow, 2017). This transformation, however, is neither linear nor evenly distributed. It unfolds through complex interactions between global platform infrastructures and localized organizational capacities, producing uneven outcomes across firms and regions.

The property sector represents a particularly significant site for examining these dynamics. As a key contributor to national economic growth, the industry generates substantial multiplier effects across construction, finance, and labor markets (Makri et al., 2021a, 2021b; Susanto & Izazi, 2024). At the same time, it is increasingly embedded in digital ecosystems where visibility, engagement, and consumer trust are mediated by platforms such as Instagram, TikTok, and Facebook. These platforms not only function as channels of promotion but also as infrastructures of interaction that shape how potential buyers encounter, evaluate, and relate to property offerings (Dehyadegari et al., 2025; Pangarkar et al., 2023; Silalahi et al., 2022). The growing reliance on digital platforms has altered consumer behavior, with prospective buyers now engaging in extensive online searches, comparing properties, and forming perceptions long before direct contact with developers occurs (Hati et al., 2025; Zakiy & As'ad, 2026). In this context, the ability of property firms to produce compelling digital content and maintain continuous engagement becomes crucial for competitiveness.

Yet, beneath this apparent shift toward digital efficiency lies a more complex reality. The adoption of social media-based marketing strategies often exposes organizational vulnerabilities, particularly in firms operating within resource-constrained environments. PT. Sachio Imagination Real Estate, for instance, has actively utilized social media platforms to promote its housing projects, including Pesona Imperium and Pesona Sukaraya City. While these efforts have contributed to increased visibility and lead generation, they also reveal persistent challenges related to inconsistent content production, limited digital skills among staff, and the absence of integrated customer management systems. These challenges are not merely technical shortcomings but reflect deeper structural issues tied to organizational capacity and the broader dynamics of digital transformation in the Global South.

Existing scholarship on digital marketing has largely emphasized efficiency, optimization, and performance outcomes, often framing social media as a neutral tool that enhances market reach and consumer engagement (Alam et al., 2024; Chang & Amalina, 2026; Razak et al., 2026). Studies in this domain frequently adopt quantitative approaches, measuring the impact of digital strategies on sales performance or consumer behavior (Suandi et al., 2025; Wibowo et al., 2022). While such perspectives provide valuable insights, they tend to overlook the social and structural dimensions of digital transformation, including how power, inequality, and institutional constraints shape the adoption and effectiveness of digital practices. More recent contributions from digital sociology and platform studies have begun to address these limitations by

conceptualizing platforms as active agents that mediate economic interactions and extract value through data-driven mechanisms (Dean et al., 2022; Ozdemir et al., 2026; Taufik Syamlan et al., 2026). These studies highlight how platform capitalism reorganizes markets by privileging visibility, engagement metrics, and algorithmic ranking systems.

At the same time, research in economic sociology has long emphasized that markets are not autonomous entities but socially embedded structures shaped by networks, institutions, and cultural meanings (Agarwal et al., 2024; Al-Qaysi et al., 2023; Hanita et al., 2024). From this perspective, the rise of digital platforms can be understood as a reconfiguration of market relations, where value is increasingly constructed through symbolic representations and mediated interactions. In the context of property marketing, this implies that images, videos, and narratives disseminated through social media are not merely informational but performative, actively shaping consumer perceptions and aspirations (Junaidi et al., 2026; Kurniasari et al., 2026; Prasojo et al., 2025). Complementing this, studies on uneven development have demonstrated that technological change often reproduces or even intensifies existing inequalities, particularly in regions with limited institutional capacity and infrastructural support (Amni et al., 2026; Susiang et al., 2026). These insights are particularly relevant for understanding digital transformation in the Global South, where disparities in access, skills, and organizational readiness remain significant (Adam et al., 2022; Muchtar et al., 2025; Sembada & Koay, 2021).

Despite these advances, a closer reading of the literature suggests that the intersection between platform capitalism, organizational capacity, and digital marketing practices in the property sector remains underexplored. Much of the existing work either focuses on macro-level analyses of digital economies or micro-level assessments of marketing effectiveness, leaving a conceptual gap in understanding how these dynamics unfold within organizational settings. In particular, there is limited attention to how internal constraints, such as human resource limitations, fragmented management systems, and inconsistent content production, interact with platform logics to shape marketing outcomes. It is within this intersection that the present study situates itself, offering a perspective that brings together insights from digital sociology, economic sociology, and Global South studies.

By approaching digital marketing as a socially embedded and platform-mediated practice, this study implicitly advances a different way of understanding transformation, one that foregrounds the unevenness of digital adoption as it is experienced and negotiated within organizations. Rather than treating constraints as mere operational challenges, they are understood here as constitutive elements of digital transformation itself, shaping how firms engage with platforms and how markets are formed. This perspective allows for a more nuanced account of digital inequality, one that moves beyond access to technology and considers the organizational conditions that enable or limit meaningful participation in digital economies.

In line with this orientation, the study aims to analyze how social media-based marketing practices are constructed within a property firm in Indonesia, to identify the forms of organizational constraints that shape these practices, and to examine how such constraints

interact with the broader logics of platform capitalism. Through this analysis, the research seeks to contribute to a more grounded and context-sensitive understanding of digital transformation in the Global South, highlighting the ways in which global digital infrastructures intersect with local organizational realities. Ultimately, this approach not only deepens theoretical discussions on digital markets but also offers practical insights for developing more inclusive and sustainable strategies in the face of ongoing technological change.

RESEARCH METHOD

This study uses a qualitative approach with a descriptive method (Khan et al., 2022; Pusparini et al., 2025). The approach was chosen because the research aims to gain a deep understanding of the application of digital marketing strategies through social media by PT. Sachio Imagination Real Estate, as well as describing the actual conditions in the field. This research does not aim to test hypotheses or produce quantitative data, but to comprehensively describe the phenomenon that occurs.

This research was carried out in a marketing office PT. Sachio Imagination Real Estate located in North Sumatra, with a research period lasting several months until the necessary data was considered adequate. The focus of the research lies on the company's digital marketing activities, while the determination of informants is carried out purposively, which is selected based on direct involvement in marketing and sales activities. The main informants in this study include Marketing Managers, who are responsible for formulating marketing strategies and managing sales teams, and Public Relations, who play a role in conveying information about housing projects, promos, or company activities to the public through social media, websites, or mass media.

The data in this study consists of primary data and secondary data. Primary data was obtained through in-depth interviews with informants, observations of digital marketing activities, and field recordings. Meanwhile, secondary data was sourced from company documents, such as sales reports, social media content archives, and various literature relevant to the research topic. Data collection was carried out through three techniques, namely interviews, observations, and documentation. Interviews were used to explore information related to marketing strategies, obstacles faced, and the effectiveness of social media use. Observation was carried out by directly observing promotional activities and interactions with consumers, while documentation was used to complete data in the form of sales reports and company digital archives.

Data analysis is carried out interactively using the Siddiq et al. (2025) model which includes three stages, namely data reduction, data presentation, and conclusion drawing and verification. Data reduction is carried out by focusing on relevant information, then the data is presented in the form of a descriptive narrative so that it is easy to understand. The final stage is the drawing of conclusions accompanied by verification to ensure the accuracy and consistency

of the data. The credibility of the data is maintained through triangulation of sources and techniques. Source triangulation is carried out by comparing information from Marketing and Public Relations Managers, while technical triangulation is carried out by comparing the results of interviews, observations, and documentation, so that the data obtained can be scientifically accounted for.

RESULTS AND DISCUSSION

Social Media as Market Infrastructure: Beyond Promotional Function

Research on digital marketing strategies through social media in PT. Sachio Imagination Real Estate produced several key findings obtained through interviews, observations, and documentation. In general, companies have utilized digital platforms as the main means of marketing activities. The use is focused on social media such as Instagram, TikTok, and Facebook, which are used to introduce residential products, convey information related to prices and facilities, and establish communication with potential consumers.

Based on the results of the interview with the Marketing Manager, the digital marketing strategy is carried out through the presentation of various types of content that are tailored to the needs and interests of potential consumers. The content uploaded includes photos of the progress of house construction, customer testimonials who have made purchases, educational content related to the process of applying for a Home Ownership Credit (KPR), as well as promotional materials such as light installment programs and discounts. Furthermore, the informant said that content in the form of short videos, such as reels on Instagram and TikTok, is considered more effective in attracting attention and increasing the interest of potential consumers compared to content in the form of photos or text. This shows that the use of dynamic visual formats has an important role in increasing the effectiveness of the company's digital marketing strategy.

Public Relations as the second informant stated that social media has a very significant role in increasing the number of leads. Based on their experience, most potential consumers first find out about the company's housing project through social media platforms. Interest usually arises after potential consumers see content that displays the progress of development, thus encouraging them to contact the company through direct message (DM) or WhatsApp number available on the upload. The leads obtained are then followed up by the Marketing Manager through further communication, such as providing additional information, to the stage of location surveys and the purchase negotiation process. This shows that social media not only functions as a means of promotion, but also as a starting door in the process of converting potential consumers into buyers.

Although social media has proven to be effective in generating leads, this study also found a number of significant obstacles, especially in the marketing aspect. One of the main problems lies in the limited number of marketers who have special competencies in the field of digital

marketing. The unfocused role causes the existing team to have to concurrently perform tasks, ranging from strategizing, content creation, to managing social media accounts. This condition results in digital marketing activities not running consistently, especially when the team prioritizes field activities such as consumer follow-ups and location surveys.

In addition, limitations in supporting facilities are also an obstacle in producing optimal content. The content creation process still relies on simple devices such as personal mobile phones and has not been supported by more professional production equipment or concepts. This has an impact on the visual quality and attractiveness of the content produced, so that it is not fully able to compete in the midst of high digital marketing competition in the property industry.

On the other hand, the company does not yet have a structured Customer Relationship Management (CRM) system. Lead data from social media is still recorded manually through WhatsApp, so follow-up to potential consumers is often inconsistent and has an impact on low sales conversion rates. Marketing managers also stated that the lack of neat recording makes it difficult for companies to monitor and evaluate the effectiveness of digital marketing strategies.

To strengthen these findings, sales documentation data From November 2025 to March 2026 indicate variations in sales performance based on the marketing methods used.

Table1 Sales Performace Based on Marketing Methods (November2025-March 2026)

Marketing Method	Closing
Marketing Agency	6
Flyer Door to Door	1
Instagram & Facebook Ads	3
TikTok Content & Live	13
Total	23

Source: Sales Documentation Data of PT. Sachio Imajinasi Real Estate (2025–2026)

Sales documentation data shows the sales performance of PT Sachio Imajinasi Real Estate from November 2025 to March 2026 based on several marketing methods, namely marketing agency, flyer distribution, social media advertising, and TikTok content and live. The results show that TikTok content and live are the most effective methods because they generate the highest leads and closing. Marketing agencies are quite stable, while social media ads have low conversions. Meanwhile, spreading flyers is the least effective method because it rarely results in closing. In general, digital marketing is more effective than conventional methods.

Based on the results of observations of the company's social media accounts, it can be seen that when companies regularly upload content, especially in the form of short videos and customer testimonials, the level of interaction such as likes, comments, and direct messages has increased significantly. On the other hand, when the intensity of uploads decreases, the interaction from the audience also decreases significantly. These findings show a strong relationship between the consistency of digital activity and the number of leads generated.

Overall, the results of this study show that social media plays an important role in attracting the interest of potential consumers and increasing sales PT. Sachio Imagination Real Estate. However, the implementation of this strategy is not fully optimal because there are still several obstacles. The obstacles faced include limited marketing personnel, inadequate content production facilities, and the lack of an integrated lead management system.

Visual Content as Symbolic Capital in Digital Property Marketing

The results of the study show that the implementation of digital marketing strategies through social media at PT. Sachio Imajinasi Real Estate has a positive impact on increasing the number of leads and sales. However, these results do not fully reflect optimal success as the company is still in the transition stage to an integrated digital marketing system. Digital transformation should not only be seen from the use of platforms, but also from the ability to manage strategies in a systematic, consistent, and data-based manner (Anwar, 2026; Mursid & Wu, 2022; Poan et al., 2022).

Conceptually, the strategy implemented has led to a value-based marketing approach, which is an effort to create and convey value to consumers (Esquivias et al., 2025; Saputro et al., 2025). This can be seen from content such as development progress, mortgage education, and customer testimonials. However, these approaches are still informative and have not shown strong differentiation. In a competitive property industry, companies need to build a unique position in the minds of consumers as a form of competitive advantage (Ali & Rafdinal, 2026; Anggadwita et al., 2024; Mohammed et al., 2025).

In terms of consumer behavior, short video content has proven to be more effective than static content because it can increase audience engagement (Mady et al., 2025; Nouria & Ayari, 2024; Ratnasari et al., 2023). However, this effectiveness depends on the quality, narrative strength, and consistency of publications. In this study, limitations in content production and planning show that the use of social media is not optimal.

Social media plays a role as the initial stage in the customer journey, especially in attracting consumer attention and interest. However, weaknesses can be seen in the conversion and customer relationship management stage. The absence of a structured Customer Relationship Management (CRM) system causes follow-up to potential customers to be less than optimal, even though the integration between acquisition and customer relationship management is very important in increasing sales (Taecharunroj & Pattaratanakun, 2023; Yudha et al., 2025).

In addition, the limitation of human resources in the field of digital marketing is the main obstacle. The competitive advantage of a company is greatly influenced by the quality and capability of its resources, especially in the face of the dynamics of an increasingly competitive business environment (Karyani et al., 2024; Pratiwi et al., 2025; Rofiqo, 2026). Conditions where one team performs various functions cause marketing activities to be inconsistent and have an impact on low audience engagement.

Limited production facilities also affect the visual quality of content. In the property industry, visualization has an important role in building consumer perception and trust. Low-quality content can reduce the credibility of the company, so improving production quality is important (Han et al., 2025; Pahrudin et al., 2026; Timur et al., 2025). In terms of platforms, TikTok's dominance as the media with the highest conversions shows a shift in consumer behavior towards more interactive and real-time media, in line with social commerce trends (Amalia & Gunawan, 2023; Suhartanto et al., 2022; Usman et al., 2022). However, reliance on a single platform is also risky if it is not balanced with the diversification of marketing strategies.

Finally, consistency in uploading content has been proven to have a direct effect on the level of audience interaction. This shows that the success of digital marketing is not only determined by strategy, but also by the consistency of its implementation. Overall, even though the strategy implemented has yielded positive results, companies still need to improve managerial, technical, and strategic aspects so that the implementation of digital marketing can run more optimally and sustainably.

Algorithmic Dependence and the Restructuring of Marketing Agency

The findings of this study reveal that the adoption of social media-based marketing in the property sector is increasingly shaped by what can be described as algorithmic dependence, a condition in which organizational strategies are closely aligned with, and often constrained by, the operational logics of digital platforms. Rather than functioning as neutral channels of communication, platforms such as Instagram, TikTok, and Facebook actively structure visibility, engagement, and ultimately market access through algorithmic systems that prioritize certain types of content, interaction patterns, and temporal rhythms. In this context, marketing practices are no longer solely determined by internal organizational planning, but are continuously negotiated in response to opaque and dynamic algorithmic environments.

Empirical data from interviews and observations indicate that marketing decisions within the studied company are significantly influenced by platform-specific metrics such as reach, impressions, and engagement rates. An informant (initials M.R.), who serves as a Marketing Manager, explained that “content planning is not only based on what we want to communicate, but also on what the platform ‘likes’,” referring to the need to follow trending formats, optimal posting times, and popular audio-visual styles. This reflects a broader shift in which marketing rationality is increasingly externalized, moving away from internally defined strategic goals toward compliance with platform-driven indicators of success. As a result, content production becomes oriented toward algorithmic optimization rather than purely informational or persuasive objectives.

This dependence is further reinforced by the platform's role in filtering and amplifying content. Observational data show that posts with similar informational value can produce vastly different outcomes depending on their alignment with algorithmic preferences, such as the use of short-form video, high-frequency posting, or interactive features. A Public Relations officer

(initials S.A.) noted that static images, although informative, “rarely reach a wide audience unless supported by paid promotion,” while short videos tend to generate higher organic visibility. Such patterns illustrate how platform architectures privilege specific forms of representation, effectively shaping not only how products are presented but also how market value is communicated and perceived.

In this sense, platforms operate as gatekeepers of digital markets, controlling the conditions under which visibility and engagement are distributed. This gatekeeping function introduces a new layer of power asymmetry, where companies, particularly those with limited resources, must adapt to platform rules without having the capacity to influence them. The absence of transparency in algorithmic operations further complicates this relationship, as firms are required to continuously experiment and adjust their strategies based on incomplete knowledge. As highlighted in the field data, marketing teams often rely on trial-and-error approaches, monitoring performance metrics and modifying content accordingly, rather than implementing long-term, stable strategies.

Theoretically, this phenomenon can be understood through the lens of algorithmic governance, where algorithms act as regulatory mechanisms that shape social and economic practices by defining what is visible, relevant, and valuable (Fauziah et al., 2026; Hudaefi & Beik, 2021; Juhaidi et al., 2026). In the context of property marketing, algorithmic governance manifests in the prioritization of engagement-driven content, thereby influencing not only marketing tactics but also the broader construction of consumer attention. At the same time, the concept of platform power underscores how digital platforms consolidate control over market infrastructures, positioning themselves as indispensable intermediaries in economic transactions (Ahmed et al., 2026; Wahyudin et al., 2026). This dual dynamic, governance through algorithms and control through infrastructural dominance, reconfigures the agency of market actors.

Consequently, what emerges is a form of platform-dependent agency, in which the capacity of organizations to act strategically is conditioned by their ability to interpret and respond to algorithmic signals. Agency is not entirely diminished, but it is restructured, becoming contingent upon alignment with platform logics. This has important implications for organizational autonomy. While companies may retain formal control over their marketing strategies, in practice, their decisions are increasingly shaped by external algorithmic criteria. As observed in this study, this often leads to a homogenization of content, where firms adopt similar formats and styles in an effort to remain competitive within the same algorithmic ecosystem.

Moreover, the reliance on algorithmic visibility creates vulnerabilities, particularly for organizations with limited digital capabilities. Without dedicated teams, advanced analytics, or integrated customer management systems, firms struggle to systematically interpret performance data and translate it into effective strategies. This reinforces a cycle of dependence, where success becomes contingent not only on understanding the market but also on navigating the complexities of platform infrastructures. In this regard, algorithmic dependence is not merely a technical issue but a structural condition that shapes the possibilities and limitations of digital

transformation in the property sector.

Organizational Constraints and Fragmented Digital Transformation

The empirical findings of this study indicate that the implementation of digital marketing within the property sector is not only shaped by external platform dynamics but is also deeply constrained by internal organizational limitations. These constraints manifest in multiple forms, including limited digital competencies among staff, insufficient content production infrastructure, the absence of integrated customer management systems, and inconsistencies in content dissemination. Rather than representing isolated technical issues, these limitations collectively point to a broader condition in which digital transformation unfolds in a fragmented and uneven manner at the organizational level.

Interviews with key informants reveal that the company's digital marketing activities are largely managed by a small team with overlapping responsibilities, resulting in a lack of specialization and strategic focus. A Marketing Manager (initials M.R.) acknowledged that "we are still learning by doing, and most of the team does not have a formal background in digital marketing," highlighting the limited depth of technical and analytical skills available within the organization. This situation affects not only the quality of content produced but also the ability to interpret platform analytics and translate them into effective strategies. In practice, digital marketing decisions tend to rely on intuition and short-term adjustments rather than systematic planning, reflecting a gap between technological adoption and organizational readiness.

This limitation is further compounded by the lack of adequate facilities for content production. Observational data indicate that the creation of promotional materials, particularly video content, which is favored by platform algorithms, often depends on basic equipment and ad hoc processes. A Public Relations officer (initials S.A.) explained that "we try to follow trends like short videos, but we do not always have the tools or time to produce high-quality content consistently." As a result, the company struggles to maintain a steady flow of engaging content, which in turn affects its visibility and engagement levels on social media. The inconsistency in content production reflects not only resource constraints but also the absence of a structured content management system that could support long-term planning and coordination.

Another critical issue identified in the study is the absence of an integrated Customer Relationship Management (CRM) system. While social media platforms facilitate initial contact with potential customers, the follow-up process remains largely manual and fragmented. Leads generated through online interactions are not systematically recorded or tracked, leading to missed opportunities and inefficient communication. As noted by M.R., "sometimes we receive many inquiries, but it is difficult to manage them all properly without a system." This lack of integration between marketing and customer management functions limits the company's ability to convert interest into actual sales, undermining the overall effectiveness of its digital strategy.

The cumulative effect of these constraints is evident in the inconsistency of marketing performance. Although social media activities have contributed to increased visibility and lead

generation, the absence of organizational coherence prevents these gains from being fully realized. Content is produced irregularly, engagement fluctuates, and follow-up processes are often delayed or incomplete. This results in what can be described as a partial or fragmented form of digital transformation, where certain elements of digitalization are present but not fully integrated into a cohesive system. The organization, in this sense, operates in a transitional state, adopting digital tools without achieving the structural alignment necessary for sustained effectiveness.

From a theoretical perspective, this condition aligns with the concept of uneven digital transformation, which emphasizes that the adoption of digital technologies is rarely uniform and is often shaped by disparities in resources, capabilities, and institutional support (Astuti et al., 2024; Hanifasari et al., 2024; Supriani et al., 2025). In the context of this study, unevenness is not only visible at the macro level between regions or countries but is also embedded within the internal dynamics of the organization itself. The gap between the potential offered by digital platforms and the organization's capacity to utilize them effectively creates a form of internal digital inequality, where access to technology does not automatically translate into meaningful use.

At the same time, the notion of organizational digital capability provides a useful lens for understanding these challenges. Digital capability refers not only to the availability of technological tools but also to the skills, structures, and processes that enable organizations to integrate and leverage these tools strategically (Alfarizi & Herdiansyah, 2024; Fachrurazi et al., 2023). The findings of this study suggest that the company's digital capabilities remain underdeveloped, particularly in terms of human resource competencies, system integration, and strategic coordination. Without these capabilities, digital transformation remains superficial, characterized by isolated initiatives rather than systemic change.

Importantly, the fragmented nature of digital transformation observed in this study should not be interpreted as a failure, but rather as a reflection of the broader structural conditions in which organizations operate. In contexts such as Indonesia, where digital adoption is accelerating but institutional and organizational capacities are still evolving, such fragmentation may represent a transitional phase. However, without deliberate efforts to strengthen internal capabilities and align organizational processes, this condition risks becoming a persistent limitation rather than a temporary stage.

CONCLUSION

This study demonstrates that social media-based property marketing in Indonesia is not merely a technical strategy for increasing sales, but a socially embedded practice shaped by the interplay between platform logics and organizational capacities. The findings confirm that digital marketing practices are constructed within a platform-mediated environment in which visibility, engagement, and market access are increasingly governed by algorithmic systems, thereby

repositioning social media as a critical infrastructure of market formation rather than a neutral promotional tool. At the same time, the unevenness of digital transformation becomes evident at the organizational level, where limited human resources, inadequate content production facilities, and the absence of an integrated Customer Relationship Management system constrain the ability of firms to fully capitalize on digital opportunities. These constraints not only fragment marketing practices but also reinforce dependence on platform dynamics, resulting in a condition where strategic agency is continuously negotiated rather than fully controlled. In this regard, the study advances an understanding of digital transformation as an inherently uneven and organizationally contingent process, highlighting that access to digital platforms does not automatically translate into effective utilization. By reframing property marketing as a platform-mediated social practice and locating digital inequality within organizational structures, this research offers a nuanced contribution to discussions on platform capitalism and digital transformation in the Global South, while suggesting the need for strengthening internal capabilities as a prerequisite for more sustainable and effective digital engagement.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

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0243

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0489

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