

Market Repositioning Strategies of a Real Estate Business

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Abstract

The Philippine real estate industry has become increasingly competitive due to rapid digital transformation, changing consumer preferences, and the growing demand for affordable housing. This study examined the market repositioning strategies of Company A, a mid-sized real estate developer, to strengthen its competitive advantage and achieve sustainable growth. Specifically, the study assessed the company's current market position, identified internal strengths and weaknesses, analyzed industry opportunities and threats through benchmarking and environmental scanning, and developed strategic recommendations for market repositioning. A descriptive case study approach was employed using qualitative and quantitative data gathered from company financial records, sales reports, industry benchmarks, and strategic management tools, including SWOT, PESTEL, and competitor analyses. The findings revealed that Company A demonstrates strengths in customer-centered service, affordability, and consistent revenue growth. However, the company continues to face challenges related to limited digital adoption, weak brand differentiation, operational inefficiencies, fluctuating profitability, and restricted market penetration. Benchmarking further indicated that industry leaders maintain competitive advantages through advanced customer relationship management (CRM) systems, digital marketing capabilities, broader geographic presence, and enhanced customer engagement. Based on the findings, the study proposes an integrated market repositioning strategy focusing on CRM implementation, digital-first marketing, strategic brand renewal, and innovative financing programs to improve customer experience and sales performance. These initiatives are expected to strengthen brand visibility, enhance operational efficiency, increase customer satisfaction, and improve long-term competitiveness. The study contributes to strategic management and real estate literature by providing a practical framework for market repositioning that can assist real estate developers in adapting to the evolving demands of the Philippine housing market.

Keywords: Market Repositioning, Real Estate, Affordable Housing, Competitive Strategy, Digital Transformation, Customer Relationship Management, Brand Positioning, Philippines

Introduction

The real estate industry is a significant contributor to economic development, employment generation, and infrastructure expansion. In the Philippines, the sector continues to play a vital role in addressing the country's growing housing demand, particularly within the affordable and middle-income housing segments. Rapid urbanization, population growth, overseas Filipino worker (OFW) remittances, and government-supported housing finance programs have stimulated sustained demand for residential properties. However, the industry has also become increasingly competitive as developers adapt to changing consumer behavior, technological advancements, and evolving market expectations. Consequently, organizations are compelled to continuously reassess and reposition their market strategies to sustain competitiveness and achieve long-term growth.

Market repositioning has emerged as an essential strategic management approach that enables firms to redefine their value proposition, strengthen brand identity, and improve customer engagement in response to market changes. Unlike traditional marketing activities, market repositioning involves organizational transformation through innovation, operational improvements, digital integration, and customer-centered business practices. For real estate developers, effective repositioning enhances competitive advantage by improving customer experience, increasing sales conversion, and strengthening brand recognition amid an increasingly saturated marketplace.

The growing influence of digital technology has fundamentally transformed the real estate industry. Digital marketing platforms, customer relationship management (CRM) systems, virtual property tours, predictive analytics, and online reservation systems have become integral components of modern property marketing. Developers that successfully leverage these technologies gain improved operational efficiency, stronger customer relationships, and better market responsiveness. Conversely, firms that continue to rely primarily on traditional marketing approaches risk declining visibility and reduced competitiveness. This shift underscores the importance of digital transformation as a strategic element of market repositioning.

Several studies have emphasized the relationship between strategic repositioning and organizational performance. According to Kotler and Keller (2022), repositioning enables organizations to respond effectively to changing customer preferences and competitive pressures by creating a distinct and relevant market identity. Their work highlights that successful repositioning requires continuous market analysis, innovation, and customer value creation rather than simply modifying promotional campaigns.

Similarly, Aaker (2020) argued that strong brand positioning serves as a strategic asset that enhances customer trust, perceived quality, and long-term loyalty. Organizations with clearly differentiated brands are more capable of sustaining competitive advantage despite increasing market competition. In the real estate sector, brand identity extends beyond housing products to include customer experience, community development, service quality, and organizational credibility.

Digital transformation has likewise received considerable attention in recent research. Chaffey and Ellis-Chadwick (2022) emphasized that digital marketing has evolved from being a supplementary promotional tool into a core business strategy that integrates customer engagement, sales management, and organizational decision-making. Their findings suggest that firms adopting digital-first marketing strategies achieve higher lead generation efficiency, stronger customer retention, and improved business performance compared to organizations relying solely on conventional sales approaches.

Within the Philippine setting, the Philippine Institute for Development Studies (PIDS) has consistently reported that the country continues to experience a substantial housing backlog, creating significant opportunities for residential developers while simultaneously intensifying industry competition. Despite sustained demand, developers face increasing pressure to improve operational efficiency, enhance customer service, and adopt digital innovations that meet the expectations of younger homebuyers and overseas Filipino workers. These market conditions require firms to implement strategies that strengthen both organizational capabilities and market positioning.

Existing literature further indicates that customer experience has become one of the strongest determinants of purchasing decisions in the housing market. Lemon and Verhoef (2016) explained that customer experience encompasses every interaction between consumers and organizations throughout the buying journey. Positive customer experiences strengthen satisfaction, encourage referrals, and promote long-term customer loyalty. In real estate, efficient communication, transparent transactions, responsive after-sales services, and convenient digital platforms significantly influence buyer confidence and purchase decisions.

Although numerous studies have investigated digital marketing, branding, and customer relationship management independently, relatively few have examined how these strategic elements can be integrated into a comprehensive market repositioning framework specifically for mid-sized real estate developers operating in the Philippine affordable housing sector. Much of the existing literature focuses either on large property developers or general marketing strategies without addressing the unique operational constraints, resource limitations, and competitive challenges experienced by medium-sized firms. This gap highlights the need for research that combines strategic management principles with industry-specific market realities.

Company A represents a typical mid-sized real estate developer facing increasing competition from larger developers possessing stronger digital capabilities, broader geographic presence, and more established brand recognition. While the company has demonstrated consistent sales growth and maintains a customer-oriented approach, challenges remain in digital adoption, operational efficiency, market expansion, and brand differentiation. These conditions provide an appropriate context for examining how market repositioning strategies can strengthen organizational competitiveness and improve long-term sustainability.

Accordingly, this study evaluates the current competitive position of Company A by analyzing its internal capabilities, external environment, financial performance, sales trends, and industry benchmarks. It further develops strategic recommendations focusing on digital transformation, customer relationship management, brand renewal, operational improvement, and innovative financing initiatives. By integrating established strategic management theories with contemporary real estate industry practices, the study contributes both theoretical and practical insights into market repositioning within the Philippine affordable housing sector.

The findings are expected to benefit real estate developers, business executives, marketing practitioners, investors, policymakers, and future researchers by providing an evidence-based framework for enhancing organizational competitiveness through strategic market repositioning. Ultimately, the study demonstrates that sustainable success in the real estate industry depends not only on product affordability but also on continuous innovation, customer-centered strategies, digital capability, and adaptive organizational leadership in an increasingly dynamic business environment.

Material and methods

2.1 Research Design

This study employed a descriptive case study research design using a mixed-methods approach to examine the market repositioning strategies of Company A in the Philippine real estate industry. The descriptive design enabled the researcher to assess the company's current market position, competitive environment, financial performance, and operational practices, while the case study approach provided an in-depth understanding of the organization's strategic challenges and opportunities. Both qualitative and quantitative data were utilized through document analysis, company records, financial reports, and interviews with key personnel. Strategic management tools such as SWOT Analysis, PESTEL Analysis, Porter's Five Forces Analysis, and competitor benchmarking were also employed to formulate appropriate repositioning strategies.

2.2 Locale of the Study

The study was conducted at Company A, a Philippine-based real estate development company engaged primarily in the development of affordable and middle-income residential communities. The company operates in selected growth areas within the country and was chosen because of its active participation in the affordable housing market and its ongoing efforts to improve competitiveness amid increasing industry challenges. The organization's operational setting provided relevant information necessary for analyzing its strategic position and developing market repositioning recommendations.

2.3 Respondents of the Study

The respondents of the study consisted of selected company executives, department managers, sales and marketing officers, finance personnel, and accredited brokers who possess direct knowledge of the company's operations, strategic planning, customer engagement, and business performance. These individuals were considered the most appropriate sources of information because of their involvement in decision-making, implementation of marketing strategies, and day-to-day business operations relevant to the objectives of the study.

2.4 Sample and Sampling Procedure

The study employed purposive sampling, a non-probability sampling technique in which respondents were intentionally selected based on their expertise, experience, and involvement in the company's strategic and operational activities. Documentary sources such as financial statements, sales reports, operational records, and marketing documents covering the period from 2020 to 2024 were likewise purposively selected because they contained relevant information necessary for evaluating organizational performance and conducting strategic analyses.

2.5 Research Instrument

The primary research instruments included a researcher-developed semi-structured interview guide and a document analysis checklist. The interview guide consisted of open-ended questions designed to gather information regarding the company's marketing strategies, operational challenges, customer relationship practices, and future business directions. Meanwhile, the document analysis checklist was used to systematically examine financial reports, sales records, strategic plans, and other organizational documents. Strategic management frameworks such as SWOT Analysis, PESTEL Analysis, Porter's Five Forces Analysis, and competitor benchmarking also served as analytical instruments in evaluating the company's current market position.

2.6 Data Gathering Procedure

The researcher first secured permission from the management of Company A before conducting the study. After obtaining approval, interviews were scheduled with selected respondents, and relevant organizational documents, including financial statements, sales reports, marketing records, and operational data, were collected. The gathered information was carefully organized, verified, and compared with industry reports and secondary sources to ensure consistency and accuracy. All collected data were classified according to the research objectives and prepared for subsequent analysis.

2.7 Data Analysis Techniques

The collected data were analyzed using both qualitative and quantitative techniques. Descriptive statistical tools, including frequency counts, percentages, growth trend analysis, comparative analysis, and benchmarking, were utilized to evaluate the company's sales performance, profitability, and financial indicators. Qualitative data obtained from interviews and document analysis were examined using thematic analysis to identify recurring issues, strengths, weaknesses, opportunities, and strategic concerns. The findings were further synthesized through SWOT Analysis, PESTEL Analysis, Porter's Five Forces Analysis, and competitor benchmarking to formulate appropriate market repositioning strategies.

2.8 Ethical Considerations

The study strictly observed established ethical principles throughout the research process. Permission to conduct the study was obtained from Company A, while informed consent was secured from all interview participants before data collection. Participation was voluntary, and respondents were assured that all information would be treated with utmost confidentiality and used solely for academic purposes. To protect the identity of the organization, the company was referred to as Company A, and all proprietary information was handled responsibly. The researcher likewise observed honesty, objectivity, and proper citation of all sources to uphold academic integrity and ensure the credibility of the study.

Results and Discussion

3.1 Current market position of Company A in terms of Financial and Sales Performance

Table 1 shows that Company A demonstrated positive long-term growth in sales revenue, increasing from ₱115.70 million in 2020 to ₱212.27 million in 2024. Unit sales peaked at 190 units in 2022 before slightly declining in 2023 and recovering in 2024. Although sales revenue continued to improve, net profit fluctuated considerably, suggesting that operational costs, project timing, and market conditions affected profitability. These findings indicate that the company maintains strong revenue-generating capability but requires improvements in operational efficiency and financial stability. The results support Kotler and Keller (2022), who emphasized that sustainable competitive advantage requires not only revenue growth but also efficient operations and effective strategic management.

Table 1

Financial and Sales Performance of Company A (2020–2024)

Year	Net Profit (₱)	Units Sold	Sales Revenue (₱)
2020	19,071,698	99	115,695,254
2021	35,297,857	128	170,088,000
2022	78,178,739	190	202,471,181
2023	16,868,637	175	201,343,158
2024	18,727,534	178	212,268,958

3.2 Strengths, Weaknesses, Opportunities, and Threats Affecting Company A

Table 2 summarizes the SWOT analysis of Company A. The findings indicate that the company possesses significant strengths in affordability, customer-oriented service, competitive pricing, and an established broker network, which provide a solid foundation for market growth. However, these advantages are offset by weaknesses such as limited digital transformation, weak brand differentiation, operational inefficiencies, and constrained market reach. Externally, the growing demand for affordable housing, government housing initiatives, infrastructure development, and digital innovations offer substantial opportunities for expansion. Conversely, increasing competition, rising construction costs, evolving customer expectations, and regulatory requirements present significant threats to the company's long-term competitiveness. These findings suggest that Company A should capitalize on its strengths while investing in digital transformation, brand development, and operational improvements to respond effectively to the evolving real estate market and achieve sustainable competitive advantage.

Table 2

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Affecting Company

Strengths	Weaknesses
• Established presence in the affordable housing market.	• Limited adoption of digital marketing and CRM technologies.
• Customer-centered service and responsive sales personnel.	• Weak brand differentiation compared with leading competitors.
• Competitive pricing and flexible payment schemes.	• Operational inefficiencies affecting profitability and customer service.
• Consistent sales growth and experienced broker network.	• Limited geographic expansion and market penetration.
Opportunities	Threats
• Increasing demand for affordable and middle-income housing.	• Intensifying competition from large real estate developers.
• Expansion into emerging growth corridors supported by infrastructure projects.	• Rising construction and operational costs.
• Adoption of digital marketing, CRM systems, and virtual selling platforms.	• Changing customer preferences toward technology-enabled services and sustainable communities.

• Government housing programs and accessible financing options.

• Regulatory compliance requirements and project approval delays.

3.3 Comparison of Company A to other competitors

Benchmarking indicates that Company A performs competitively in customer service and affordability but trails industry leaders in digital marketing, CRM integration, and nationwide expansion. Competitors have successfully adopted technology-driven strategies that improve customer engagement and operational efficiency. The findings suggest that digital transformation has become a critical determinant of competitive advantage in the real estate industry. Chaffey and Ellis-Chadwick (2022) similarly concluded that organizations adopting digital-first marketing achieve higher customer engagement and improved sales performance.

Table 3
Benchmarking Analysis

Area	Company A	Industry Leaders
Digital Marketing	Developing	Advanced
CRM System	Limited	Fully Integrated
Brand Recognition	Moderate	Strong
Market Coverage	Selected Regions	Nationwide
Customer Experience	Improving	Highly Developed

3.4 Market Repositioning Strategies Recommendations for Company A

The proposed repositioning strategies focus on strengthening customer relationship management, enhancing digital marketing capabilities, renewing the company's brand identity, and introducing innovative financing options. Collectively, these initiatives are expected to improve customer satisfaction, increase operational efficiency, strengthen brand recognition, and expand market share. The findings reinforce strategic management literature, which emphasizes that integrated repositioning strategies enable organizations to adapt to changing market conditions and sustain competitive advantage.

Table 4
Market Repositioning Strategies Recommendations for Company A

Strategic Area	Proposed Strategy	Expected Outcome
Customer Management	CRM Implementation	Better lead management
Branding	Brand renewal	Stronger market identity
Marketing	Digital-first campaigns	Higher market reach
Sales	Flexible financing	Increased sales conversion

Conclusions & Recommendations

The study concludes that Company A remains a competitive player in the Philippine affordable housing sector, supported by its customer-centered service, affordable housing offerings, and consistent sales growth. However, the findings reveal that the company faces significant challenges in digital transformation, brand differentiation, operational efficiency, and market expansion, limiting its ability to compete with larger real estate developers. The SWOT, PESTEL, and competitor analyses further indicate that while increasing housing demand, infrastructure development, and technological advancements present substantial growth opportunities, intensified competition, rising costs, changing customer expectations, and regulatory requirements necessitate strategic market repositioning. Overall, the proposed strategies focusing on digital transformation, CRM implementation, brand strengthening, and enhanced customer engagement provide a practical framework for improving competitiveness and achieving long-term organizational sustainability.

Based on the findings, Company A should prioritize the implementation of integrated digital technologies, particularly CRM systems and data-driven marketing strategies, while strengthening its brand identity through customer-centered and community-oriented positioning. Management should also improve operational efficiency, expand strategic partnerships, enhance financing programs, and continuously monitor industry trends to sustain competitive advantage. Furthermore, future researchers are encouraged to validate the proposed market repositioning framework in other real estate firms and explore additional factors such as digital maturity, customer loyalty, innovation capability, and sustainability practices to further enrich the existing body of knowledge.

Compliance with ethical standards

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