

The Role of Customer Personas in Determining Digital Marketing Strategy for Office Rental Companies

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ABSTRACT

This study aims to design customer personas as a foundation for developing digital marketing content strategies in an office rental company. A qualitative method was employed through in-depth interviews with a customer, Tenant Marketing staff, a Social Media Specialist, and the company director, with data analyzed using data reduction, data display, and conclusion drawing techniques. The findings indicate that the primary customers belong to the business-to-business (B2B) segment, consisting of business owners, company managers, and business consultants who require practical workspaces, complete facilities, flexible rental systems, and transparent pricing. The study resulted in three main customer personas—founder, branch manager, and business consultant—which can be used as a basis for creating more relevant and customer-oriented digital marketing content strategies.

Keywords: customer persona, digital marketing, content strategy, business-to-business, office rental.

ABSTRAK

Penelitian ini bertujuan untuk merancang customer persona sebagai dasar penyusunan strategi konten digital marketing pada perusahaan sewa kantor. Penelitian menggunakan metode kualitatif dengan teknik wawancara mendalam kepada konsumen, Tenant Marketing, Staff Social Media Specialist, dan Direktur perusahaan yang dianalisis melalui tahap reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa pelanggan utama berasal dari segmen business-to-business (B2B), yaitu pemilik usaha, manajer perusahaan, dan konsultan bisnis yang membutuhkan ruang kerja praktis, fasilitas lengkap, sistem sewa fleksibel, serta transparansi biaya layanan. Penelitian ini menghasilkan tiga customer persona utama, yaitu founder, branch manager, dan konsultan bisnis yang dapat digunakan sebagai dasar dalam menyusun strategi konten digital marketing yang lebih relevan dan sesuai dengan kebutuhan pelanggan.

Kata kunci: customer persona, digital marketing, strategi konten, business-to-business, sewa kantor

INTRODUCTION

In today's digital era, technological developments have experienced very rapid progress and have had an impact on various aspects of human life. One area that has experienced significant changes is the business world, particularly in marketing activities. While previously promotional activities were mostly carried out directly through door-to-door or word-of-mouth methods, now promotions can be carried out more easily through various digital platforms. These technological developments have given birth to various digital media, such as social media, marketplaces, and increasingly sophisticated search engines. In fact, various marketing activities are now increasingly facilitated by the presence of Artificial Intelligence (AI) technology. According to Neil Patel (2020) in Erwin et al. (2023), digital marketing is a marketing effort supported by the use of electronic tools and the internet, encompassing various tactics and channels, such as the use of search engines with SEO and SEM, social media, content marketing, email, and others, to connect with existing and potential customers.

Digital marketing is an effective strategy for increasing brand awareness, supporting promotional activities, and strengthening communication between companies and customers. Amidst increasingly fierce business competition, companies are not only required to understand customer needs and characteristics, but also to be able to keep up with evolving marketing trends to remain competitive. Before implementing a digital marketing strategy, companies need to clearly understand their target market, starting from age, occupation, gender, needs, habits, and preferences, known as customer personas. Through customer personas, companies can determine communication, promotion, and marketing strategies that are more in line with customer characteristics. In addition, customer personas help companies understand the various factors that influence customers in choosing the products or services they need.

Office leasing and coworking space industry, understanding customer characteristics is crucial because each customer's needs tend to be different. Some customers require practical, ready-to-use office space, while others prioritize comfort, amenities, location, and operational efficiency. Furthermore, increasingly flexible work patterns have increased the need for workspaces that support productivity without requiring large-scale office rentals. This situation encourages office leasing companies to continuously evaluate the suitability of their products and services to the needs of their target market.

Office rental company in Surabaya targets business-to-business (B2B) companies and mid-sized enterprises requiring flexible workspace through the serviced office concept. A serviced office provides various operational support facilities, such as internet access, electricity, water, air conditioning, desks, chairs, and other supporting facilities for customers to use. In addition to offering these amenities, the company also prioritizes comfort, convenience, and efficiency as its primary values for customers. To increase brand awareness, the company has utilized various social media platforms, such as Instagram, TikTok, and Threads, to expand its visibility amidst the ever-growing competition in the office leasing industry.

However, in its implementation there are still several obstacles, especially related to understanding the target market to be reached, which has an impact on the preparation of content that has not been able to generate optimal engagement. So far, understanding of customers is still largely based on the company's experience and general observations of the target market. This situation demonstrates the need for a more in-depth mapping of customer characteristics to develop more effective and targeted digital marketing strategies. Therefore, this study was conducted to identify customer characteristics and analyze the role of customer personas in helping companies develop more relevant, targeted, and behaviorally-aligned digital marketing strategies for office rental companies located in Surabaya.

This research was conducted based on the relationship between the concept of customer personas and digital marketing strategies, where customer personas are semi-fictional representations of target customers, structured based on demographic, psychographic, behavioral, needs, and preferences. A clear understanding of customer characteristics makes it easier for companies to determine how information will be delivered.

This information is also used to determine the type of content, marketing messages, digital platform selection, and even the development of calls to action relevant to the target audience. Thus, customer personas serve as the foundation for developing targeted digital marketing strategies.

Based on this framework, this research will focus on the role of customer personas in developing digital marketing strategies. Analysis is conducted by identifying information obtained from relevant sources. This information will then form the basis for designing customer personas, the primary foundation of digital marketing.

THEORETICAL BACKGROUND

2. 1. Customer Persona

According to Salminen et al. (2018) in Gugyh Susandy et al. (2025), a customer persona is a semi-fictional character that represents a group of real customers and is designed to help marketers understand and respond to customer needs effectively. Customer personas also play a role in helping companies understand the needs and preferences of potential customers in more depth (Revella, 2015). Meanwhile, Clarabridge (2020) in Burhanudin (2021) explains that buyer personas generally include aspects of customer preferences, skills, knowledge, needs, and desires.

2. 2. Digital Marketing Strategy

According to Philip Kotler and Kevin Keller (2016), digital marketing is the process of marketing products, both goods and services, that utilizes digital technology, particularly the internet, and is supported by the use of mobile devices, display advertising, and various other digital media. In their definition, Philip Kotler and Kevin Keller explain that digital marketing is a process that involves the use of various digital tools and platforms to harness the power of the internet and other digital media to reach customers in a timely, relevant, personal, and cost-

efficient manner. This definition emphasizes the importance of utilizing digital technology to create more personalized and effective interactions with customers (Kotler et al., 2018; Puriwat & Tripopsakul, 2021).

Meanwhile, Neil Patel (2020) defines digital marketing as all marketing activities supported by the use of electronic devices and the internet, encompassing various marketing tactics and channels such as Search Engine Optimization (SEO), Search Engine Marketing (SEM), social media, content marketing, email marketing, and various other methods to build relationships with existing and potential customers. This definition shows that digital marketing involves a variety of digital strategies and channels to achieve marketing goals. In addition, Neil Patel also emphasized the importance of utilizing various available digital platforms and tools to build strong communication and engagement with target audiences (Sharma & Sharma, 2021).

Laudon and Traver (2021), Maingret (2021), Miles (2021), Turban, Whiteside, King, and Outland (2017), Strauss and Frost (2014), and Taken (2012) explain that e-marketing or internet marketing, also known as digital marketing, is the core of e-business. Through digital marketing, companies can build relationships with customers, better understand their needs, increase product value, expand distribution networks, and increase sales through various digital marketing activities such as search engine marketing, online advertising, and affiliate marketing. Furthermore, Amalia, Widyakto, and Prapti (2021), Rizaldi et al. (2021), and Chaffey and Ellis-Chadwick (2019) state that a digital marketing strategy is needed to provide consistent direction for an organization's online marketing activities so that they can be integrated with other marketing activities and support the achievement of overall business goals. In addition, Chaffey (2020) and Patrutiu-Baltes (2016) argue that digital marketing strategies have many similarities with the objectives of traditional marketing strategies.

According to Sponder and Khan (2021) and Chaffey and Ellis-Chadwick (2019), digital marketing strategies have several important roles, namely:

1. Provides clear direction for the implementation of future digital marketing activities.
2. Involves analysis of the organization's external environment, internal resources, and company capabilities as a basis for developing strategies.
3. Set digital marketing goals that align with the organization's marketing goals.
4. Involves selecting various alternative strategies to achieve digital marketing goals and create sustainable competitive advantages, including determining target markets, positioning, and marketing mix.
5. Helps organizations identify unnecessary strategies and inappropriate marketing tactics.
6. Determining the utilization of resources and organization of the company in supporting the implementation of established strategies.

This research was conducted based on the relationship between the concept of customer personas and digital marketing strategies, where customer personas are semi-fictional

representations of target customers, structured based on demographic, psychographic, behavioral, needs, and preferences. A clear understanding of customer characteristics makes it easier for companies to determine how information will be delivered.

This information is also used to determine the type of content, marketing messages, digital platform selection, and even the development of calls to action relevant to the target audience. Thus, customer personas serve as the foundation for developing targeted digital marketing strategies.

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RESEARCH METHODS

This research uses a qualitative research method with a descriptive approach. According to Hardani et al. (2020) in Hikma (2023), qualitative research is research that aims to understand social phenomena in depth based on the natural conditions of the research object. A descriptive approach was used to describe the phenomenon based on observations and interviews with key informants. This approach was chosen because the researchers wanted to determine whether the company accurately understood the characteristics of its target customers and the digital marketing strategies it employed.

This research was conducted at an office rental company in Surabaya that provides virtual offices, private offices, and meeting rooms. Data collection was conducted through semi-structured interviews with several informants. The informants consisted of five informants: the director, tenant marketing manager, social media specialist staff, tenants, and supporting staff in the form of visitor reviews on Google Reviews .

According to Hardani et al. (2020) in Sholikhah et al. (2026), data analysis techniques are carried out through the stages of data reduction, data presentation, and drawing conclusions. Data reduction was performed by selecting and focusing interview results relevant to the research. The data was then presented in descriptive narrative form and quoted statements to facilitate analysis. The final stage involved drawing conclusions based on the overall information gathered regarding customer behavior patterns, customer needs, and the relationship between customer personas and the company's digital marketing strategy . Then, the analysis results are used to create customer personas that can help companies determine more relevant communication and digital marketing strategies

RESULT AND DISCUSSION

The data analysis in this study involved several stages: data reduction, data presentation, and conclusion drawing. In the data reduction stage, the researcher selected, simplified, and grouped the data from the interviews. Then, in the data presentation, the researcher included

the data obtained. Finally, the researcher provided conclusions based on the interview and analysis results.

Data Reduction

In the data reduction stage, researchers conducted a process of selecting, simplifying, and grouping interview data relevant to the research objectives. From the interviews conducted, information was obtained regarding customer characteristics, customer behavior, customer needs, factors influencing purchasing decisions, and the *digital marketing strategies* used by the company previously. The data used in forming customer personas were grouped into several categories, namely customer demographic characteristics, customer needs and motivations, digital media usage behavior, decision-making factors, and digital content preferences. The data used in determining the company's strategy was based on the media used, the type of content produced, the level of audience engagement, and factors influencing customer engagement. Through the data reduction process, information obtained from the four sources can be focused on findings to support the design of customer personas as a basis for compiling a *digital marketing content strategy* for an office rental company .

Data Presentation

Based on the results of data reduction, several findings were obtained as follows;

1. Customer Characteristics

Interviews with the Director revealed that the company's primary target audience is *business-to-business* (B2B) customers, such as business owners and corporate headquarters requiring branch offices in the Surabaya area. According to the Director, the majority of customers are between the ages of 30 and 50, requiring practical workspaces with comprehensive facilities and affordable prices. This finding was further supported by the Tenant Marketing Manager's statement that potential customers frequently come from MSMEs, corporate branches , and service, legal, and consulting businesses. This suggests that these frequent customers are individuals with active businesses and require workspaces with comprehensive facilities.

2. Customer Needs and Motivations

Based on the interview results, the main customer need is to obtain a workspace that is comfortable, practical, and has transparent costs. The director also stated that the company promotes an *all-in concept* , meaning customers only pay a monthly fee without having to worry about utility costs. This finding is supported by interviews with consumers who stated that affordable prices, complete facilities, a suitable location, and a comfortable work environment were the main reasons for choosing this office rental company in Surabaya. Furthermore, consumers also added that a comfortable work environment and good service were added values that increased their satisfaction.

3. Customer Information Search Behavior

Researchers also found that customers tend to seek information from digital media before making a purchasing decision. Consumers stated that information about Surabaya office rental companies was first found through the OLX platform. Meanwhile, the Tenant Marketing Manager revealed that some customers learned about the company through *Meta Ads* , social media, the company website, *Google Maps* , and recommendations from friends. These findings further reinforce the importance of digital media in building *awareness* and

serving as a primary source of information for potential consumers seeking office rental services .

4. Digital Marketing Content Strategy

Based on interviews with *Social Media Specialist Staff* , the most frequently produced content is *entertainment content* and content that follows trends and aims to generate high *engagement* . However, the tenant marketing manager revealed that the most contributing content was office tours, service explanations, and product information. Furthermore, potential customers who contacted the company via Instagram *direct messages generally inquired about* office availability and pricing. A concern among potential customers was the potential additional costs for the services offered. These findings indicate that customers need information regarding price transparency, facilities, and the benefits of the services they receive.

Drawing Conclusions and Designing Customer Personas

Based on the results of data reduction and data presentation, relatively uniform customer characteristics were obtained so that a customer persona can be compiled that represents the main target customers of the office rental company . This customer persona is designed based on aspects of persona identity such as name , age, and occupation, aspects of persona background such as status and social class, aspects of *paint points* , aspects of needs , and solutions provided by the company to market needs. The following are the results of the customer persona design;

Table 1. Result of Customer Persona Design

Persona 1	
Aspect	Description
Persona Name	Diandra Marsha
Age	28 Years
Work	Founder of Sattka.basic
Background	Fashion business owner with middle market positioning who is currently in the development and scaling stage of his business.
Characteristics	Actively manages branding, content, and customer experience. Uses Instagram and TikTok to find business inspiration, trends, and marketing strategies. Requires a workspace that can function as both an office and a space for content production and live shopping.
Goals	Develop your business efficiently and increase brand credibility through the use of a professional office.
Pain Points	The high cost of renting conventional offices, less flexible lease contracts, and the difficulty of finding an office that has live streaming facilities.
Needs	Ready-to-use office, flexible rental system (monthly), strategic location, and special space for live shopping.
Digital	Instagram and TikTok

Channel	
Content Preferences	Visual content that is aesthetic, informative, and relevant to business needs.
Enterprise Solutions	Providing flexible offices with complete facilities and a dedicated live streaming space to support business development.

Persona 2

Aspect	Description
Persona Name	Jerome
Age	35 Years
Work	Branch Manager
Background	Work at a company with middle to high-end positioning and be responsible for the development of the company's branches.
Characteristics	Focused on a professional company image and operational efficiency. Using Instagram and TikTok to stay up-to-date on business trends, branding, and modern workspace references.
Goals	Get a representative branch office and support the company's professional image.
Pain Points	Difficulty finding a branch office that meets company standards in terms of location, facilities, and building appearance.
Needs	Flexible offices, professional meeting rooms, complete facilities, and a hassle-free rental process.
Digital Channel	Instagram and TikTok
Content Preferences	Content that shows the professionalism of the office, workspace facilities, and meeting rooms.
Enterprise Solutions	Offering flexible offices with a professional appearance and facilities that support the company's operational needs.

Persona 3

Aspect	Description
Persona Name	Raymond Chin
Age	32 Years
Work	Business Consultant
Background	Professionals who help companies develop business strategies and have high mobility in meeting clients.
Characteristics	Prioritize professionalism and first impressions. Actively use Instagram and TikTok to explore business insights, industry trends, and build your

	personal brand.
Goals	Get a professional and flexible meeting room to support meetings with clients.
Pain Points	Having difficulty finding a meeting room suddenly and needing a quiet and comfortable work environment.
Needs	Flexible meeting rooms, complete facilities, and a professional work environment.
Digital Channel	Instagram and TikTok
Content Preferences	Educational, insightful, and real-life experience-based content.
Enterprise Solutions	Providing flexible meeting rooms with complete facilities and a representative work environment.
Source : Processed Observation Data (2026)	

Based on the data analysis, three main customer personas were identified that represent Revio's target customers: business owners looking to expand their businesses, corporate managers looking for professional branch offices , and business consultants seeking flexible meeting spaces. All three personas share common needs : efficiency, flexibility, professionalism, and facilities that support business activities. Therefore, these customer personas can serve as the basis for developing a *digital marketing strategy* that is more relevant to target consumers.

The findings of this study indicate that the development of customer personas based on customer characteristics, needs, behaviors, and preferences serves as an effective foundation for designing digital marketing strategies at PT Revio Mulia Lestari. The resulting customer personas enable the company to identify its target audience more accurately, determine appropriate communication approaches, and develop content that aligns with the needs of each customer segment. Consequently, the company's digital marketing strategy becomes more focused and relevant to its intended market.

These findings are consistent with previous studies, which have reported that customer personas contribute significantly to improving the effectiveness of digital marketing strategies. Earlier research has shown that a comprehensive understanding of customer profiles enables businesses to create more personalized marketing content, enhance customer engagement, and strengthen long-term relationships with their target audience. Therefore, customer personas function not only as a market segmentation tool but also as a strategic reference for decision-making in marketing activities.

However, this study offers a distinct contribution compared to previous research. While many earlier studies primarily examined the application of customer personas in business-to-consumer (B2C) contexts, this research demonstrates their implementation in a business-to-business (B2B) office rental service company. The customer personas developed in this study represent startups, micro, small, and medium enterprises (MSMEs), and corporate clients seeking flexible office solutions. Furthermore, unlike previous studies that generally focused on customer profiling, this research translates the developed customer personas into actionable digital marketing recommendations through a structured content planning strategy. This

practical output provides PT Revio Mulia Lestari with a clear reference for producing targeted digital content and enhancing its marketing effectiveness.

CONCLUSION

Based on the results of research on designing customer personas as the basis for digital marketing content strategies for office rental companies, it can be concluded that the main customers come from the business-to-business (B2B) segment, consisting of business owners, company managers, and professional consultants who are in need of practical, flexible, and professional workspaces and meeting rooms. The analysis results show that customers of office rental companies have several main needs, namely complete office facilities, a flexible rental system, a comfortable work environment, and transparency of service costs. Customers also utilize digital media as a primary source of information in making rental decisions.

Based on data reduction and presentation, this study identified three primary customer personas: the founder, branch manager, and business consultant. They share common concerns: a need for representative office space, meeting room facilities, and a flexible rental system. Furthermore, the three personas share concerns about non-transparent additional costs, limited facilities, and the suitability of services to their business needs. Therefore, comfort, professionalism, completeness of facilities, and cost transparency are crucial factors in the decision-making process.

The research also shows that the most effective content currently is office tours, facility information, service explanations, and content that generates high engagement to build company brand awareness. Meanwhile, office tours, facility information, service explanations, and content that provides a concrete picture of benefits and advantages help potential customers make informed decisions. These findings demonstrate that customers need content that is not only visually appealing but also provides relevant information.

Therefore, the customer persona that has been designed can be used as a basis for developing a digital marketing strategy. Customer personas are useful for helping companies understand their customers' needs, problems, behaviors, and information preferences. Relevant content will be more targeted because it's more relevant to the needs of target consumers.

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