

Social Media Communication Strategy of Shoji Land in Building a Positive Image on TikTok and Instagram

Keefe Thaniel Tjiuwanto, Ido Prijana Hadi, Astri Yogatama

Program Studi Ilmu Komunikasi, Universitas Kristen Petra

ABSTRACT

The rapid growth of social media has driven brands like Shoji Land, a Japanese-themed real estate company, to build a positive image through platforms like TikTok and Instagram. Despite presenting aesthetically pleasing visuals, Shoji Land faces public criticism regarding smoke pollution, leaking houses, and delayed unit handovers. This study explores the gap between the ideal image and consumer reality by analyzing Shoji Land's social media communication strategy using a descriptive qualitative method and case study approach. The findings highlight a structured strategy across three stages: planning (media, visuals, content, and crisis anticipation), implementation (team-based promotional content and personal crisis responses), and evaluation (public feedback and internal coordination). TikTok is used for emotional storytelling, while Instagram showcases brand visuals. Key strategies include consistent visual identity, cultural narratives, and adaptive crisis management. This research underscores the importance of integrated, cross-platform communication in shaping brand reputation in the digital era.

Keywords: *communication strategy; social media; brand image; TikTok; Instagram*

INTRODUCTION

In the modern digital era, social media platforms have evolved beyond simple communication tools, emerging as key drivers in shaping public perception and influencing consumer behavior. The unprecedented growth of platforms such as Instagram, TikTok, Facebook, and others has transformed the way brands engage with their audiences, offering unprecedented opportunities for direct interaction, emotional engagement, and brand-building. As of today, social media has become a critical space for companies seeking to craft and communicate their identities, differentiate themselves from competitors, and form lasting relationships with their target audiences. In this context, social media is not merely a space for marketing, but rather a comprehensive strategic tool that encompasses branding, promotion, crisis management, and consumer relations.

Shoji Land, a Japanese-themed real estate company located in Sidoarjo, East Java, Indonesia, has embraced social media as a pivotal part of its communication strategy. The brand utilizes Instagram and TikTok two of the most popular platforms globally as primary channels for building a positive brand image and establishing its identity as a developer of culturally themed properties. Shoji Land specializes in offering a unique "Japanese Living Space" concept, which blends traditional Japanese architectural elements with modern, minimalist designs. The brand presents itself as offering more than just a place to live, but rather an immersive cultural experience that combines beauty, harmony, and tranquility. Through visually appealing posts and short-form video content, Shoji Land crafts a narrative that portrays a serene, aesthetically pleasing living environment that appeals to potential buyers seeking not just a home, but an entire lifestyle.

The company's content on Instagram focuses on high-quality images and videos that highlight the beauty of the homes, garden designs, and surrounding environments. On TikTok, Shoji Land produces short, engaging videos that feature stories about its properties, the lifestyles they promote, and the serene atmosphere they offer. These platforms serve as perfect mediums for the company to showcase its unique value proposition an aspirational, peaceful, and exclusive living space that differentiates it from other property developers in the region. The use of social media to project this image reflects Shoji Land's strategic approach to creating a distinct brand identity in the competitive real estate market.

However, despite the visually appealing and culturally rich content shared on social media, the brand has encountered significant challenges in managing its image. Public complaints about the quality of the properties such as issues related to smoke pollution from nearby burning, water leakage in homes, and delays in unit handovers have surfaced on social media platforms and in private customer communications. These issues have created a gap between the brand's idealized representation on social media and the reality experienced by some of its customers. Complaints about the physical condition of the properties, environmental concerns, and construction delays have caused frustration among residents and potential buyers, leading to a tarnishing of the brand's reputation.

Interestingly, Shoji Land's response to these complaints has primarily been confined to private communications, where it addresses concerns through direct messages and moderates negative comments on public posts. This approach reflects a crisis management strategy that focuses on managing the brand's public narrative rather than engaging in open, public discussions. While this strategy may be effective in limiting the visibility of negative feedback, it also raises questions about the brand's transparency, responsiveness, and ability to manage public relations during a crisis. Shoji Land's choice to focus on maintaining a serene and harmonious image, while dealing with negative feedback privately, points to a tension between the brand's desired public image and the challenges it faces in managing consumer dissatisfaction.

This disconnect between the carefully curated image projected through social media and the reality of consumer experiences highlights a key area of interest in the field of

strategic communication. The case of Shoji Land demonstrates how brands in the digital age must navigate the complexities of maintaining a positive image while addressing real issues faced by consumers. The company's strategic communication efforts are not limited to promoting its properties but also extend to crisis communication and reputation management. Shoji Land's use of social media platforms to maintain a consistent visual and narrative identity, while simultaneously managing criticism and concerns, reflects the evolving nature of brand communication in the digital landscape.

The role of social media in shaping brand identity has been well-documented in communication and marketing literature. Studies have shown that social media offers brands an opportunity to build emotional connections with consumers, increase brand awareness, and influence purchasing decisions (Hanna, Rohm, & Crittenden, 2011). However, the digital age also brings about challenges, particularly in the realm of reputation management. The immediacy and reach of social media mean that any crisis or negative feedback can quickly escalate, potentially damaging a brand's image. For Shoji Land, the tension between its idealized online persona and the reality faced by consumers underscores the importance of crisis management strategies in maintaining a positive brand image.

Moreover, the challenges Shoji Land faces are compounded by its relatively new presence in the market compared to established competitors such as Ciputra's Citra Garden or Citra Harmoni. These established brands have already built strong reputations and trust within the community, which gives them an advantage in managing consumer expectations and navigating potential crises. Shoji Land, on the other hand, must work harder to establish its credibility and build trust among a more skeptical audience. The company's communication strategy, therefore, must be dynamic, responsive, and capable of adapting to both the opportunities and risks posed by social media platforms.

This research aims to investigate how Shoji Land uses social media communication strategies to build and maintain a positive brand image in the face of public scrutiny and customer dissatisfaction. The study will examine the strategic stages of planning, implementation, and evaluation used by the company to manage its social media presence. By analyzing Shoji Land's use of Instagram and TikTok, this research will explore how the brand integrates visual storytelling, cultural narratives, and crisis management strategies to engage its audience and build trust. Furthermore, this study will contribute to the understanding of how digital communication strategies can be adapted and implemented to effectively manage brand reputation in an era where transparency, consumer engagement, and crisis response are paramount.

LITERATURE REVIEW

Communication strategy is very important to achieve the goals that have been set (Effendy, 1990; 2004). This concept is not just a guide, but also includes practical techniques that are vital for its implementation. The main purpose of communication is to provoke positive changes in the audience, which emphasizes the need for a strong strategy so that the

message can be conveyed comprehensively, especially to spread information or products quickly. According to Liliweri (2011), five core communication strategies are announcing, motivating, educating, informing, and supporting decision-making, where each has an important role for different communication purposes.

In the context of Shoji Land, the communication strategy acts as a guiding structure that ensures consistency between its brand vision rooted in Japanese aesthetics and the ever-evolving expectations of its target audience. By integrating cultural narratives, emotional resonance, and strategic media placement, the brand successfully aligns internal values with external perception, positioning itself not just as a housing developer but as a lifestyle brand.

Social Media Communication Strategy

Social media communication strategy is the planning and management of regular digital interactions to achieve organizational goals, such as building a brand, disseminating information, and increasing audience engagement (Hari et al., 2024; Tasente, 2023). The core of this strategy is to create and manage relevant, engaging, and data-driven content, and distribute it in an optimal way to maximize its impact (Γ.A. & H.T., 2024; Hari et al., 2024). This strategy effectively promotes direct interaction and builds trust and engagement, which are essential for building strong relationships between public institutions. Combining this strategy with broader marketing and communication goals, plus continuous monitoring of public views, is essential to adapting to the ever-changing digital world (Tasente, 2023; Shvelidze et al., 2024). However, some of the issues that must be faced are maintaining message consistency, ensuring digital capacity and ethics to reduce misinformation or hoaxes (Ikhsano & Stellarosa, 2023), and allocating adequate resources (Loureiro, 2023).

Image Theory

According to Richard Dyer (1982), *images are socially constructed; meaning that images are not merely reflections of reality, but also play a role in shaping identity and conveying certain meanings through media that will be consumed by others*. In line with this view, Frank Jefkins (1995) explains that *corporate image is a personal perception formed in the minds of the public, which they get from various forms of communication*. Jefkins distinguishes between planned images (the result of strategic communication efforts) and unplanned images (arising from uncontrollable factors). Both are very important in a responsive social media environment. Building a successful image, as demonstrated by parties using consistent visual representations and stories (e.g., cultural differentiation, emotionally touching content), can build not only awareness, but also trust and loyalty. Therefore, strategic management at all communication touchpoints is crucial to building a strong and resilient brand image.

Communication and Social Media Platforms

According to David Berlo (1960), *communication is basically the process of sending and receiving information through media, which involves four main parts: source (sender), message, channel, and recipient*. Social media platforms, as explained by Van Dijk and Boyd (cited in Nasrullah, 2015), are digital containers that facilitate user activities, collaboration, and exchange of messages in visual, audio, and written forms from a distance. Instagram is known as the main platform for sharing photos and videos, equipped with features that increase user interaction and content appeal. TikTok has a format in the form of short videos. The two main benefits of the TikTok application are ease of use and a variety of content categories (Pratama & Muchlis, 2020; Aji, 2020). Because the TikTok application allows dynamic participation and wide audience reach, applications such as TikTok and Instagram are important components of contemporary communication strategies.

Crisis Communication Theory

Coombs (2007) developed the Situational Crisis Communication Theory (SCCT), which categorizes crises into three types: victim, accidental, and preventable. Based on this classification, organizations must choose appropriate response strategies, including:

- **Deny:** Rejecting the crisis or disassociating the brand from it (used in victim scenarios).
- **Diminish:** Minimizing the perceived damage or company responsibility.
- **Rebuild:** Taking responsibility and offering compensation.
- **Bolstering:** Reminding the public of the organization's good deeds or positive past actions.

METHODOLOGY

In this study, we explore how Shoji Land builds their brand image through digital communication on TikTok and Instagram. We use a qualitative research method that is descriptive in nature, similar to studying a case in depth. We chose this qualitative method because it is most appropriate for exploring complex things such as how users become interested (user engagement), the meaning behind the symbols used, or how they tell stories. All of these are essential to understanding Shoji Land's social media communication strategy.

The methods applied in this study allow us to examine Shoji Land holistically. This method allows us to identify the interconnections between various elements, from customer response, platform selection, internal planning, to the content creation process. In this study, interviews were conducted with people who are part of the Shoji Land digital communication team, including the creative team, marketing managers, and multimedia directors. The goal was to understand what they wanted to convey through their brand story and why they chose certain strategies. In addition, we also closely observed all content on Shoji Land's official Instagram and TikTok accounts for three months. Through our observations, we found various patterns in user interactions, cultural symbolism, emotional nuances, and visual motifs used.

We performed data reduction, data display, and conclusion drawing according to Miles and Huberman's (1994) interactive model. We categorized the results using thematic codes according to the theoretical framework (e.g., brand image formation, emotional storytelling, and strategic planning). We used triangulation by comparing interview findings with observations of social media content, to build credibility and create a holistic understanding of Shoji Land's communication approach.

RESULTS AND DISCUSSION

Strategic Content Planning and Brand Alignment

In building a positive brand image through social media, content planning and direction serve as a critical initial stage. Shoji Land does not produce content randomly; instead, it follows a structured and well-planned process to ensure that every message aligns with the brand identity and intended communication goals. Through this approach, the company ensures that the content published is purposeful, consistent, and aligned with the brand image it aims to project in the eyes of its audience.

Promotional Planning Strategy on TikTok

Shoji Land designs its social media strategy by adapting content to the characteristics of each platform and the specific promotional goals. For TikTok, the company targets Generation Z by producing relatable content featuring viral music, casual language, and trend-based formats. This aligns with Sheila's statement:

"We use TikTok to target Gen Z. So the content must be relatable using viral music and casual language."(Sheilla)

Such an approach reflects a strategic communication model grounded in audience segmentation, as outlined by Freberg (2018), who emphasizes the importance of platform-specific strategies tailored to audience behavior. Shoji Land leverages TikTok not just for information dissemination but as an emotional bridge to connect with younger audiences. The use of trending audio, informal tone, and short-form storytelling allows the brand to appear more authentic and in tune with Gen Z's media consumption habits.

Moreover, this strategy aligns with Liliweri's (2011) theory of communication, particularly the motivational and educational functions. TikTok content is designed not only to promote the Japanese-themed housing concept but also to influence how audiences perceive the lifestyle and emotional value of the product. By using approachable language and engaging narratives, Shoji Land helps potential buyers see beyond the physical product and connect with the idea of a tranquil, aesthetic living experience.

"Shoji Land wants to show that living here is not just about the house, but about the vibe. That's why our TikToks often use storytelling with emotional narratives." (Faradilla)

This quote reflects the brand's affective communication strategy, where emotional storytelling is used to humanize the brand. Rather than focusing solely on product features, Shoji Land presents narratives that highlight mood, culture, and lifestyle framing its offerings as aspirational experiences.

In conclusion, Shoji Land's TikTok strategy demonstrates a thoughtful integration of audience-centric messaging, emotional storytelling, and platform adaptation. It exemplifies how brands can use social media to build a positive image through communication that is both strategic and emotionally resonant.

Promotional Planning Strategy on Instagram

Shoji Land strategically uses Instagram to reinforce its brand image through visual consistency and aesthetic presentation. As a highly visual platform, Instagram allows the company to emphasize elegance and exclusivity by curating a consistent color palette, layout, and thematic design across its feed.

“Instagram is more about brand image. We design the colors and theme of the feed carefully to make it look neat and elegant, because that's our visual branding.” (Sheila)

This reflects a symbolic communication strategy, aligning with Liliweri's (2011) view that messages can be delivered nonverbally through color, design, and layout. Shoji Land's Instagram feed functions as a visual narrative that subtly communicates brand values without relying solely on text.

The approach also corresponds with Freberg's (2018) theory of social media communication, which highlights visual consistency and brand aesthetic as essential to building a strong digital presence. By presenting Japanese-inspired architecture and serene lifestyle visuals, Shoji Land transforms its Instagram into a visual portfolio that distinguishes it from competitors.

In essence, Shoji Land's Instagram strategy is not just about posting attractive content it is a deliberate effort to build a coherent, emotionally resonant brand identity through structured and consistent visual storytelling.

Crisis Management Planning Strategy on TikTok

Shoji Land applies a preventive approach to crisis communication by reviewing all content before it is published. As stated:

“We have a content review process. Anything that's sensitive or could trigger negative speculation usually gets revised or isn't posted at all.” (Neeya)

This reflects a proactive risk communication strategy aligned with Situational Crisis Communication Theory (SCCT) by Coombs (2007), particularly the pre-crisis stage, which involves identifying potential issues and preparing responses before a crisis occurs. By filtering content that could unintentionally provoke victim or accidental crises, Shoji Land

demonstrates awareness of the importance of message control in maintaining a positive image.

This content screening also serves as issue management, preventing small problems from escalating in the fast-paced digital environment. It shows that Shoji Land not only reacts to crises but also implements structured preventive measures to sustain brand reputation on platforms like TikTok and Instagram.

Crisis Management Planning Strategy on Instagram

Shoji Land adopts a subtle yet strategic approach to crisis management on Instagram, prioritizing visual consistency while minimizing public exposure to negative issues.

“Our Instagram feed is really important. If there’s a problem or negative comment, we handle it via Story or DM, so the feed stays positive and aesthetic.” (Sheila)

This illustrates a clear separation between public-facing spaces (feed) and private communication channels (DMs and Stories). The approach aligns with Coombs’ **Situational Crisis Communication Theory (SCCT)**, particularly the **diminish strategy**, where organizations address minor or indirect issues in ways that avoid amplifying the crisis. Shoji Land opts for non-public responses to preserve its visual brand narrative while still engaging with feedback.

From a social media communication perspective, this strategy also reflects Freberg’s (2018) emphasis on **strategic writing and content curation**, especially on platforms like Instagram that function as visual brand portfolios. By shifting crisis responses to Stories or direct messages, Shoji Land maintains feed aesthetics without ignoring audience concerns.

In essence, Shoji Land demonstrates how crisis communication and brand image management can be integrated, balancing transparency and narrative control to uphold a positive image in a competitive digital environment.

Implementative Strategy in Building Shoji Land’s Brand Image on Social Media

Following the planning and direction stages, Shoji Land proceeds to implement its communication strategy through various forms of content on social media. This implementation involves translating pre-developed ideas into visual, narrative, and interactive materials published on platforms such as TikTok and Instagram. Through this process, Shoji Land aims to present a consistent, relevant, and engaging brand image while fostering emotional connection with audiences. The ultimate goal is to strengthen positive public perception and enhance brand loyalty in the digital landscape.

Implementation of Promotional Strategy on TikTok

Shoji Land employs an emotional and aesthetic approach in its TikTok content strategy, as reflected in the following statement:

“We make content like ‘imagine if you lived in Shoji Land’, using viral music and calm, poetic narration.” (Faradilla)

This illustrates the brand’s emphasis on creating imaginative, emotionally resonant narratives rather than simply presenting product features. By inviting audiences to envision a peaceful lifestyle, Shoji Land builds an emotional connection that supports its brand image.

The strategy aligns with Freberg’s (2018) concept of Strategic Writing for Social Media, which highlights the power of storytelling in fostering audience engagement. The use of hypothetical narratives like “imagine living in Shoji Land” opens emotional space for connection, enhanced by the use of trending music to boost reach and relevance.

This also reflects Liliweri’s (2011) theory of affective communication, which suggests that effective messaging must appeal not only to reason but also to emotion. Shoji Land leverages this by delivering calm, poetic content that creates mood, evokes feeling, and embodies the brand’s values of tranquility and harmony.

In essence, Shoji Land uses TikTok not merely for product promotion, but as a platform to shape emotional experiences demonstrating a mature, human-centered communication strategy that strengthens positive brand perception.

Implementation of Promotional Strategy on Instagram

Shoji Land positions Instagram as a curated visual portfolio to reflect brand professionalism and aesthetic identity, rather than a space for informal engagement.

“On Instagram, we appear more serious. It’s more like a portfolio neat and beautiful.” (Faradilla)

This illustrates the brand’s strategic use of Instagram to convey exclusivity, elegance, and visual harmony. Shoji Land carefully designs its feed to showcase Japanese architecture, peaceful environments, and consistent visual themes reinforcing its desired brand image.

This approach aligns with Freberg’s (2018) theory on **platform-specific strategy**, which emphasizes that Instagram demands visual consistency in layout, color, tone, and graphic elements. By treating the platform as a digital portfolio, Shoji Land ensures that every post contributes to a cohesive brand narrative.

Additionally, Liliweri (2011) highlights the importance of tailoring messages to media characteristics, noting that nonverbal elements such as color, composition, and design also function as strategic messages. Shoji Land’s Instagram feed thus serves as a nonverbal communication channel that enhances perceptions of quality and exclusivity.

In conclusion, Shoji Land’s visual strategy on Instagram demonstrates deliberate brand image management. It reflects a thoughtful integration of form and message, showing how aesthetic curation can play a vital role in shaping positive audience perception.

Implementation of Crisis Management on TikTok

Shoji Land adopts a perception-based strategy in responding to negative feedback on TikTok. Instead of directly addressing criticism regarding external issues (e.g., waste smoke), the company posted calming, aesthetic content portraying peaceful home life:

“When someone mentioned the smoke, we didn’t respond defensively. We posted a video of the bedroom with the narration: ‘imagine waking up to birdsong and the scent of wood.’” (Dilla)

This reflects a bolstering strategy under Coombs’ (2007) Situational Crisis Communication Theory (SCCT), specifically a reminding approach highlighting positive brand values in the face of a victim crisis. The brand shifts focus from the issue to emotionally appealing imagery, avoiding escalation.

It also demonstrates symbolic communication, as Liliweri (2011) describes using imagery, emotion, and indirect messaging to influence public perception. Shoji Land’s narrative fosters a calm, idealized lifestyle, steering audience attention away from controversy without appearing evasive.

Implementation of Crisis Management on Instagram

Shoji Land’s Instagram crisis management emphasizes calm, private communication for issues such as technical complaints:

“If there’s a complaint about leaking roofs or similar, we move the conversation to DM so the project team can handle it. We just make sure the tone stays calm.” (Dilla)

This approach reflects a diminish strategy in SCCT, appropriate for low-responsibility technical issues. By redirecting complaints to Direct Messages, the brand avoids public exposure while maintaining customer care.

Aligned with Liliweri’s (2011) principles, this strategy emphasizes message control and emotional moderation, avoiding public conflict and maintaining a peaceful communication tone. The social media team serves as a bridge, ensuring the issue is addressed without harming the brand’s public image.

Evaluation of Shoji Land’s Social Media Communication Strategy in Building a Positive Brand Image

The evaluation of Shoji Land’s social media communication strategy reveals a comprehensive and structured approach that extends beyond content creation into ongoing message control, audience engagement, and internal coordination.

Evaluation of Promotional Strategy on TikTok

Shoji Land conducts a structured evaluation process for its TikTok content, not only focusing on digital performance metrics but also on message alignment with brand values. As Neeya stated:

“Before uploading, we always evaluate the content to ensure there’s nothing that could backfire on the Shoji Land community.” (Neeya)

This reflects a preventive and strategic approach to content review that goes beyond reactive responses. The evaluation process begins as early as pre-production and involves cross-divisional collaboration, including input from the project and marketing teams, to ensure that every post aligns with both technical feasibility and brand identity.

This strategy aligns with Liliweri’s (2011) communication theory, which highlights feedback and internal message control as essential components of communication effectiveness. In this context, the revision or removal of potentially problematic content represents noise reduction to preserve audience perception. Similarly, Freberg (2018) emphasizes the importance of performance analytics and public feedback in adjusting content direction. Shoji Land actively monitors engagement and comments to measure message impact and refine future communication.

Sheila further affirmed this:

“If the content doesn’t match Shoji Land’s image, we evaluate it afterward. The project team might suggest a takedown or replacement.” (Sheila)

This demonstrates strategic brand alignment and shows that Shoji Land treats TikTok not only as a promotional channel but also as a brand perception tool that demands consistency, collaboration, and active content management.

Evaluation of Promotional Strategy on Instagram

“On Instagram, we appear more serious. It’s more like a portfolio neat and beautiful.” (Dilla)

This statement reflects Shoji Land’s strategic positioning of Instagram as more than just a promotional tool—it is a curated digital showcase designed to visually communicate the brand’s core values and identity. Unlike TikTok, which allows for casual, emotionally resonant storytelling, Instagram is treated as a formal visual asset that conveys professionalism, elegance, and exclusivity. The platform’s grid format, aesthetic expectations, and user behavior inform how Shoji Land develops and evaluates its content. Each element color palette, image composition, typography, tone, and photographic style is carefully considered to align with the brand’s overarching narrative of calm, Japanese-inspired living.

Visual consistency is a key component of Shoji Land’s brand image strategy on Instagram. Rather than posting content reactively or sporadically, the brand follows a deliberate visual direction that mirrors its architectural design and cultural concept. Content is planned and curated to maintain a coherent flow that reinforces a sense of luxury, serenity, and harmony. This practice is not limited to the marketing or social media team alone; project division leaders and brand managers are directly involved in approving visual elements, ensuring that every published image contributes meaningfully to the collective impression of the brand. Such collaboration reflects a cross-departmental commitment to brand integrity and message discipline.

From a theoretical perspective, this approach aligns with Liliweri's (2011) concept of symbolic communication, which emphasizes that messages are not only conveyed through words but also through visual and nonverbal cues. The strategic use of space, symmetry, colors, and even negative space on Instagram becomes part of an implicit communication process that influences how audiences interpret the quality, credibility, and exclusivity of a brand. Instagram, in this sense, is not just a medium it is a symbolic stage where brand identity is constructed and negotiated through imagery.

This visual branding effort is further supported by Freberg's (2018) theory of platform-specific communication strategy, which asserts that effective digital communication requires an understanding of the technical, cultural, and aesthetic dynamics of each platform. On Instagram, content must not only be visually compelling but also contextually appropriate for a highly curated, aspirational audience. Freberg emphasizes that elements such as brand coherence, visual rhythm, and consistency in aesthetic voice are essential in building long-term engagement and credibility. Shoji Land exemplifies this by ensuring that its visual portfolio reflects high production standards, thematic consistency, and alignment with brand positioning as a premium real estate development.

In essence, Shoji Land's Instagram evaluation strategy demonstrates a mature and methodical approach to visual communication. It illustrates how the brand balances creativity and control to cultivate a digital identity that resonates with its target market. By continuously refining its visual storytelling and maintaining strict quality standards, Shoji Land reinforces not only its image as a developer of exclusive, Japanese-themed housing but also its broader reputation as a professional and trustworthy brand in the digital era.

Evaluation of Crisis Management Strategy on TikTok

Shoji Land adopts a cautious, narrative-driven strategy in handling crisis situations on TikTok a platform known for its rapid content dissemination and high potential for virality. Unlike traditional responses that may directly confront negative commentary or accusations, Shoji Land relies on calm, aesthetically driven narratives that aim to subtly shift public perception and reinforce a sense of brand integrity. As Neeya explained:

“Before content goes up, we assess its potential impact. We prefer calm clarifications that still support the brand image.” (Neeya)

This quote underlines Shoji Land's commitment to content moderation as a preventive measure rather than a reactive tactic. Each piece of content undergoes a review process that evaluates not only visual and textual elements, but also the potential emotional or reputational response from the public. This strategic layer of quality control reflects an awareness that in the digital landscape, perception can quickly become reality and that managing tone and message direction is critical for sustaining a brand's credibility.

The communication strategy employed by Shoji Land aligns closely with Situational Crisis Communication Theory (SCCT) developed by W. Timothy Coombs (2007), which asserts that an organization's crisis response should be based on the public's attribution of

responsibility. In many cases faced by Shoji Land, such as community complaints regarding external environmental issues (e.g., smoke from nearby burning), the brand is not directly responsible. SCCT categorizes such events as victim or low-responsibility crises, where the most appropriate strategies include bolstering reminding stakeholders of the brand's strengths and diminish minimizing the perceived severity or association with the issue.

Shoji Land's use of soft, imaginative content such as videos that portray peaceful morning scenes or emphasize the aesthetic and emotional qualities of its homes illustrates a form of reminding strategy within the bolstering category. Rather than deny or confront the complaint, the brand redirects the narrative toward what it wants the public to associate with: tranquility, nature, and aspirational living. This technique not only avoids inflaming public tension but also reaffirms the brand's intended image without direct conflict.

Additionally, Shoji Land engages in comment moderation, selectively filtering interactions that could escalate or derail the communication space. While this is not intended to silence criticism, it is used to ensure the digital environment remains constructive and aligned with the brand's communication tone. According to Liliweri (2011), effective communication during sensitive situations includes not just message creation but also managing the emotional climate in which the message is received. By keeping the tone calm and avoiding provocation, Shoji Land creates a safer space for brand interaction while still acknowledging the need for accountability and transparency.

From a technical perspective, Shoji Land's strategy demonstrates a high level of literacy in platform behavior. TikTok's algorithm favors engagement and emotional intensity, making it risky for brands to participate in defensive or argumentative exchanges that could rapidly escalate into viral controversies. Instead, Shoji Land chooses to guide perception gently, relying on emotional resonance and visual appeal strategies that are not only consistent with its brand image but also effective in reducing the spread of negative sentiment.

Ultimately, the evaluation of Shoji Land's crisis communication on TikTok illustrates a sophisticated understanding of both strategic theory and platform dynamics. By balancing emotional appeal with content discipline, and public interaction with internal review processes, the brand has established a model of crisis response that is measured, human-centered, and aligned with long-term reputation goals. This integrated approach underscores the role of narrative framing, symbolic imagery, and audience psychology in the modern practice of social media-based crisis management.

Evaluation of Crisis Management Strategy on Instagram

Shoji Land leverages Instagram's two-way communication features comments and DM's to monitor public sentiment around emerging issues such as construction quality or environmental concerns. Dilla noted:

"We act as the frontline for complaints. We respond politely and redirect issues to the project division." (Dilla)

Shoji Land avoids public rebuttals on the Instagram feed and instead addresses concerns privately through Direct Messages. This reflects deal privately or diminish strategies under SCCT for issues considered victim or accidental crises, where the organization bears limited direct responsibility.

The communication team serves as a filter, while the technical team handles resolution showcasing internal coordination and role clarity. Liliweri (2011) supports this approach, stressing that crisis communication must be calm, non-provocative, and respectful to ensure controlled messaging. Maintaining a neutral yet empathetic tone in public-facing messages also preserves brand image while ensuring accountability.

Overall, Shoji Land's Instagram crisis strategy is deliberate and disciplined, balancing transparency, audience engagement, and brand protection through structured, low-exposure channels.

CONCLUSION

This study examined Shoji Land's social media communication strategy in building a positive brand image on TikTok and Instagram by employing a descriptive qualitative approach and case study method. The research highlights that Shoji Land's strategy is implemented through a structured framework consisting of three main stages: planning, implementation, and evaluation. Each of these stages reflects the brand's ability to adapt to the unique dynamics of each platform while maintaining consistency with its core brand identity one that is inspired by Japanese aesthetics, exclusivity, and emotional appeal.

In the planning stage, Shoji Land demonstrates strategic foresight by segmenting its audience and designing communication tailored to platform-specific behavior. TikTok content is crafted to resonate with Gen Z through relatable, light, and trend-sensitive storytelling. The brand employs casual language, viral music, and emotional narratives to create an immersive experience that evokes the feeling of living in a peaceful, elegant environment. On the other hand, Instagram is utilized as a curated visual portfolio that showcases Shoji Land's architecture and residential atmosphere. The brand's visual branding strategy on Instagram emphasizes coherence in tone, color, composition, and content structure creating an impression of professionalism and premium value.

During the implementation stage, Shoji Land actively applies these strategies into promotional and crisis content across both platforms. On TikTok, promotional content is presented through imaginative storytelling that encourages audiences to envision their lives in a Japanese-themed home. The brand avoids hard-selling techniques and instead focuses on emotionally engaging narratives to strengthen brand attachment. Meanwhile, on Instagram, the implementation emphasizes high-quality visuals, thematic alignment, and minimal textual content reinforcing the brand's aesthetic positioning.

In terms of crisis communication, Shoji Land's approach is subtle, narrative-based, and symbolically driven. Instead of issuing public rebuttals or reactive defenses, the brand relies on content that refocuses audience attention toward positive brand associations. For

instance, when faced with environmental complaints or criticism, Shoji Land responds by uploading serene, aesthetically calming content rather than engaging in direct public clarification. On Instagram, crisis issues are redirected to private messages (DMs), where the brand can manage communication in a controlled environment without compromising its public image. This reflects a practical application of Coombs' Situational Crisis Communication Theory (SCCT), particularly the diminish and bolstering strategies that are suited to victim or accidental crises.

The evaluation stage shows that Shoji Land does not treat content publication as a one-time event, but as a cyclical process involving internal review, audience feedback, and ongoing adjustment. Content is evaluated both before and after publication. Internally, the project and marketing teams collaborate to ensure that each piece of content aligns with brand values and avoids misinterpretation. Externally, the team monitors audience engagement, responses, and comment sections to detect potential misalignment or emerging issues. Content deemed unsuitable or misaligned may be revised or taken down. This evaluation strategy is consistent with Freberg's (2018) emphasis on performance-based adjustments and strategic writing that must evolve with audience behavior.

The findings of this study affirm that Shoji Land integrates theoretical principles of communication into its real-world digital practices. From Liliweri's (2011) notion of symbolic and affective messaging, to Coombs' (2007) crisis communication frameworks and Freberg's (2018) platform-specific strategies, Shoji Land applies these theories not only as academic concepts but as operational guidelines. The brand's ability to maintain message consistency, emotional resonance, and visual harmony across platforms demonstrates a high level of communication literacy and organizational alignment.

In conclusion, Shoji Land's social media communication strategy exemplifies how a brand can build and sustain a positive image through integrated, platform-aware, and emotionally intelligent messaging. The brand's success lies not only in producing attractive content, but in its capacity to manage perception, address crisis delicately, and reinforce its values through every digital interaction. This research highlights the importance of continuous evaluation, collaborative communication management, and adaptive storytelling in building strong brand identity in today's dynamic and participatory media environment.

REFERENCES

- Aji, H. (2020). *TikTok dan Gen Z: Strategi konten dalam era digital*. Jakarta: Media Nusantara.
- Belch, G. E., & Belch, M. A. (2018). *Advertising and promotion: An integrated marketing communications perspective* (11th ed.). New York, NY: McGraw-Hill Education.
- Coombs, W. T. (2007). *Ongoing crisis communication: Planning, managing, and responding* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- Cutlip, S. M., Center, A. H., & Broom, G. M. (2006). *Effective public relations* (9th ed.). Upper Saddle River, NJ: Pearson Education.

- de Chernatony, L. (2001). *From brand vision to brand evaluation: The strategic process of growing and strengthening brands*. Oxford: Butterworth-Heinemann.
- Dyer, R. (1982). *Stars*. London: British Film Institute.
- Effendy, O. U. (1990). *Ilmu, teori dan filsafat komunikasi*. Bandung: Citra Aditya Bakti.
- Ertz, M. (2024). Co-creation and marketing strategy in the era of digital content. *Journal of Consumer Research*, 31(1), 77–91.
- Feldman, D., & Feldman, B. (1985). The effect of a telethon on attitudes toward disabled people and financial contributions. *Journal of Rehabilitation*, 51(2), 42–50.
- Freberg, K. (2018). *Social media for strategic communication: Creative strategies and research-based applications*. Thousand Oaks, CA: SAGE Publications.
- Giannini, G. T. (2010). *Marketing public relations: A marketer's approach to public relations and social media*. Upper Saddle River, NJ: Pearson.
- Gobé, M. (2009). *Emotional branding: The new paradigm for connecting brands to people* (Revised ed.). New York, NY: Allworth Press.
- Grunig, J. E., & Hunt, T. (1984). *Managing public relations*. New York, NY: Holt, Rinehart and Winston.
- Hari, R., Siregar, M. A., & Utami, D. (2024). Digital storytelling and brand resonance in social media: A qualitative exploration. *Journal of Digital Communication and Culture*, 12(1), 55–70.
- Hasbullah, F., Mansyur, S. H., & Anraeni, S. (2023). Analisis metode profile matching penentuan skala bisnis retail pada calon pelaku usaha. *Jurnal Informasi dan Teknologi*, 5(2), 97–108. <https://doi.org/10.37034/jidt.v5i2.329>
- Ikhsano, R., & Stellarosa, M. (2023). Managing digital communication ethics in Indonesia. *Journal of Media and Society*, 14(3), 201–215.
- Izhaan, M., Lestari, R., & Hanum, R. (2024). Consulting strategies in social media branding: A client-case approach. *International Journal of Marketing Strategies*, 19(1), 34–48.
- Jefkins, F. (1995). *Advertising* (4th ed.). Harlow: Pearson Education.
- Kapferer, J.-N. (2012). *The new strategic brand management: Advanced insights and strategic thinking* (5th ed.). London: Kogan Page.
- Keller, K. L. (2013). *Strategic brand management: Building, measuring, and managing brand equity* (4th ed.). Upper Saddle River, NJ: Pearson.
- Keegan, B. J., & Rowley, J. (2017). Evaluation in social media marketing: A framework and case study. *Journal of Marketing Analytics*, 5(1), 1–11.
- Kotler, P., & Keller, K. L. (2006). *Marketing management* (12th ed.). Upper Saddle River, NJ: Pearson.
- Lewis, M. C., Laskin, R. L., & Court, D. C. (2010). Interdepartmental collaboration and strategic alignment in complex marketing organizations. *Journal of Business Strategy*, 31(2), 34–42.
- Liliweri, A. (2011). *Strategi komunikasi*. Jakarta: Prenadamedia Group.
- Loureiro, S. M. C. (2023). Digital brand communities: Resources and trust management.

-
- European Journal of Digital Marketing*, 7(3), 103–122.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook* (2nd ed.). Thousand Oaks, CA: SAGE Publications.
- Mosley, R. W. (2007). Customer experience, organisational culture and the employer brand. *Journal of Brand Management*, 15(2), 123–134.
- Nasrullah, R. (2015). *Media sosial: Perspektif komunikasi, budaya, dan sosioteknologi*. Bandung: Simbiosis Rekatama Media.
- Pratama, B., & Muchlis, M. (2020). Strategi komunikasi pemasaran melalui aplikasi TikTok pada era digital. *Jurnal Komunikasi*, 14(2), 119–134.
- Puzakova, M., Kwak, H., & Rocereto, J. F. (2013). When humanizing brands goes wrong: The moderating role of brand type. *Marketing Letters*, 24(4), 469–481.
- Schmitt, B. H. (1999). *Experiential marketing: How to get customers to sense, feel, think, act, relate*. New York, NY: Free Press.
- Soemali, T. (2015). Strategi komunikasi brand dalam membangun citra produk properti. *Jurnal Komunikasi dan Pemasaran Properti*, 2(1), 1–12.
- Solomon, M. R. (2017). *Consumer behavior: Buying, having, and being* (12th ed.). Boston, MA: Pearson.
- Strategic planning. (2023). In *Social Media Dictionary*. Retrieved from <https://www.socialmediadictionary.com/strategic-planning>
- Tarleton, J., & Tesar, G. (2015). Strategic branding for real estate businesses in emerging markets. *International Journal of Emerging Markets*, 10(3), 348–366.
- Tasente, T. (2023). Social media strategy and audience behavior in visual platforms: A case of Instagram and TikTok. *International Journal of Communication Studies*, 17(2), 98–114.
- Thorson, E., & Moore, J. (1996). *Integrated communication: Synergy of persuasive voices*. Mahwah, NJ: Lawrence Erlbaum Associates.