

ABSTRAK

PERENCANAAN MODEL BISNIS BERKELANJUTAN PT. BIO DUA RIBU DI INDUSTRI REAL ESTAT

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Pandemi Covid-19 memberi dampak negatif bagi banyak negara di dunia salah satunya adalah Indonesia. Selain kesehatan masyarakat, perekonomian juga terdampak hebat. Salah satu sektor yang terdampak negatif adalah real estat. PT. Bio Dua Ribu melihat kondisi pandemi Covid-19 menjadi peluang sekaligus tantangan untuk merancang bisnis di industri real estat. SDM yang mayoritas generasi Z yang dapat menjadi sumber inovasi tim dan jaringan potensi konsumen yang dimiliki oleh *owner* yaitu ASN, TNI, dan POLRI dapat menjadi peluang pasar tersendiri yang dapat dioptimalkan manajemen perusahaan dalam hal pembangunan perumahan untuk melayani profesi tersebut. Melihat hal tersebut, peneliti tertarik untuk melakukan penelitian yang bertujuan untuk menganalisa sekaligus mengkaji rancangan model bisnis berkelanjutan PT. Bio Dua Ribu di industri real estat sehingga ke depan bisa menjadi fondasi dari manajemen PT. Bio Dua Ribu dalam menjalankan bisnis di industri real estat yang diawali pada saat kondisi perekonomian suatu negara yang mengalami resesi akibat pandemi Covid-19 atau faktor eksternal lainnya dengan mempertimbangkan aspek ekonomi, sosial, dan lingkungan supaya terciptanya bisnis yang berkelanjutan.

Model bisnis berkelanjutan ini ditulis dalam *The Triple Layered Business Model Canvas*. Model bisnis ini dapat mengeksplorasi lebih dalam hal model bisnis, bukan hanya dari aspek ekonomi, namun aspek sosial dan lingkungan sehingga terciptanya keberlanjutan inovasi. Perencanaan bisnis PT. Bio Dua Ribu di industri real estat direncanakan selama tiga tahun dengan *pilot project* Bio 2000 Residence Gadingan. Proyeksi keuangan dari perencanaan proyek tersebut menghasilkan nilai investasi yang layak, karena menghasilkan waktu pengembalian modal awal atau Payback Periode (PP) selama 1,5 tahun, NPV yang positif yaitu Rp1.081.053.229,41, dan IRR atau tingkat pengembalian investasi sebesar 25% dengan menggunakan skema *most likely*, sehingga dapat disimpulkan perencanaan model bisnis berkelanjutan ini berdampak positif bagi perusahaan, namun tetap diperlukan pengontrolan kinerja menggunakan KPI.

Kata Kunci : *The Triple Layered Business Model Canvas*, Analisa Kelayakan Bisnis, Real estat, dan Perumahan

ABSTRACT

THE SUSTAINABLE BUSINESS MODEL PLANNING OF PT. BIO DUA RIBU IN THE REAL ESTATE INDUSTRY

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The Covid-19 pandemic has brought various negative impacts to many countries in the world, one of which is Indonesia. In addition to public health, the economy is also badly affected. One sector that was negatively affected was the real estate industry. PT. Bio Dua Ribu considers the Covid-19 pandemic as an opportunity as well as a challenge to develop its business in the real estate industry. Human resources, the majority of which are Generation Z, which can be a source of team innovation and a network of potential consumers owned by the owner, namely civil servant, army, and police can be a separate market opportunity that can be optimized by company management in terms of housing development to serve the profession. For this particular reason, the researcher considers that it is important to conduct a research that aims to analyze as well as examine the design of the sustainable business model of PT. Bio Dua Ribu in the real estate industry. The results of this study are expected to be the foundation for the management of PT. Bio Dua Ribu in developing its business in the real estate industry, especially during this difficult economic condition where Indonesia is experiencing a recession due to the Covid-19 pandemic, or other external factors by considering economic, social, and environmental aspects in order to create a sustainable business.

This sustainable business model is explained in The Triple Layered Business Model Canvas. It does not only explain the business models from the economic aspect, but also from the social and environmental aspects so as to create sustainable innovations. In the real estate industry, PT. Bio Dua Ribu plans to pilot Bio 2000 Residence, Gadingan project in three years. The financial projection of this project planning is expected to generate a decent investment value of an initial payback period (PP) of 1.5 years, a positive NPV of IDR 1,081,053,229.41, and an investment rate of return (IRR) value of 25 % by using the most likely scheme. Therefore, it can be concluded that this sustainable business model planning has a positive impact on the company, but it is still necessary to control its performance using the KPIs.

Keywords: The Triple Layered Business Model Canvas, Business Feasibility Analysis, Real Estate, and Housing