

INTISARI

Rumah Subsidi adalah rumah yang dibangun dengan harga terjangkau yang diperoleh melalui skema KPR. Penyediaannya sudah sejak tahun 1970-an diprogramkan oleh Pemerintah Indonesia dan semakin intens di tahun 2015, ketika Pemerintah meluncurkan Program Satu Juta Rumah dimana Pemerintah bekerjasama untuk meningkatkan pengadaan fasilitas KPR Subsidi dengan sejumlah Bank di Indonesia.

PT. Dwi Putri Karya Lestari, pemilik Perumahan Puri Citra Indah, merupakan salah satu pemain yang sudah sejak lama berkecimpung di industri perumahan subsidi di Kotamobagu, Sulawesi Utara, dimana perusahaan menikmati target konsumen yang memadai. Namun ada dua fenomena yang ditemukan pada keadaan perusahaan yang menunjukkan bahwa perusahaan tidak dapat mengkapitalisasi pasar target yang ada. Pertama, kinerja perusahaan secara keseluruhan mengalami penurunan selama beberapa tahun terakhir ini, khususnya pada aspek penjualan. Kedua, perusahaan menghadapi masalah mengenai keberlanjutan usahanya dalam jangka panjang dimana mereka akan segera kehabisan kuota bangun di lokasi perumahan sekarang.

Berdasarkan dua fenomena tersebut diformulasikan dua pertanyaan penelitian, yaitu mengenai tingkat kemampuan bersaing PT. Dwi Putri Karya Lestari saat ini di industri perumahan subsidi di Kotamobagu dan strategi pertumbuhan yang tepat bagi perusahaan untuk mengembangkan bisnis dan memperluas jangkauan pasar. Untuk menjawab pertanyaan tersebut, dilakukan dua jenis analisis, yaitu analisis industri menggunakan kerangka *Porter's Five Forces* dan analisis keadaan bisnis perusahaan menggunakan kerangka *The Grid*. Desain penelitian yang digunakan adalah deskriptif kualitatif, dengan jenis data kualitatif, metoda pengumpulan data berupa wawancara untuk data primer dan observasi, dokumentasi, dan kajian data untuk data sekunder, serta instrumen penelitian berupa wawancara semi terstruktur.

Hasil analisis yang diperoleh menjawab pertanyaan penelitian. Pertama, PT. Dwi Putri Karya Lestari masih memiliki daya saing yang kuat di industri perumahan subsidi di Kota Kotamobagu, dan kekuatan daya saingnya bersumber dari penawaran produk Rumah Subsidi dengan kualitas yang melebihi standar, meskipun terdapat isu pada keterikatan dengan regulasi dan ancaman terhadap pertumbuhan bisnis. Kedua, untuk menanggapi isu pertumbuhan bisnis tersebut, penulis memformulasikan beberapa opsi strategi, yaitu ekstensifikasi lahan, diversifikasi penawaran, dan ekspansi pasar.

Kata kunci: Rumah Subsidi, kemampuan bersaing, strategi pertumbuhan, regulasi, The Grid

ABSTRACT

Subsidized houses are houses built at affordable prices, obtained through KPR schemes. Its provision program has been implemented by the Indonesian Government since the 1970s and became more intense in 2015, when the Government launched the One Million Houses Program where they collaborated to increase the provision of Subsidized Housing Credit facility with multiple Banks in Indonesia.

PT. Dwi Putri Karya Lestari, the owner of Perumahan Puri Citra Indah, is one of the long-time incumbents in the industry of subsidized housing in Kotamobagu, Sulawesi Utara, where they thrive on the adequate target consumer. But there are two issues found in the company's existing condition that shows they haven't been able to properly capitalize the existing target market. First, its performance as a whole has been suffering a decrease for the last few years, specifically in sales. Second, it's facing a problem with the continuity of its business for the long run where they're about to run out of building quota in the current site.

Based on both issues, two research questions were formulated, which are about the current competitiveness that PT. Dwi Putri Karya Lestari has in the subsidized housing industry in Kotamobagu and the right growth strategy for the company to expand its business and broaden their market reach. To answer those questions, two types of analysis were done, which are industry analysis using Porter's Five Forces framework and analysis of the company's existing condition using The Grid framework. The research design used in this is qualitative descriptive, with the data type being qualitative, the data collection method being interview for primary data and observation, documentation, and document review for secondary data, as well as the research instrument being a semi-structured interview.

The result of the analysis answers the research questions. First, PT. Dwi Putri Karya Lestari still possesses a strong competitiveness in the subsidized housing industry, and its strength comes from their offering of subsidized house with a quality beyond the standard, despite the issues found on the bargaining power the regulations has and the threat against their adaptability. Second, to respond to the adaptability issue, a few strategy options were formulated, which are areal extensification, offering diversification, and market expansion.

Keywords: subsidized housing, competitiveness, growth strategy, regulations, The Grid