



ABSTRAK

Penelitian ini bertujuan menyusun rencana bisnis proyek HEEZA, yaitu pengembangan perumahan berkelanjutan yang mengintegrasikan efisiensi energi, pengelolaan lingkungan, dan kemudahan akses transportasi publik. Latar belakang penelitian ini berangkat dari meningkatnya kebutuhan hunian di Jabodetabek, keterbatasan lahan di Jakarta, serta meningkatnya kesadaran masyarakat terhadap hunian ramah lingkungan dan terjangkau. Penelitian difokuskan pada proyek di Kelurahan Kukusan, Kecamatan Beji, Kota Depok, yang memiliki lokasi strategis antara Jakarta dan Depok dengan akses tol dan transportasi umum yang memadai.

Penelitian dilaksanakan pada tahun akademik 2025 menggunakan metode kualitatif deskriptif, melalui wawancara mendalam terhadap calon pembeli rumah dan karyawan developer properti, serta kajian literatur. Analisis dilakukan dengan kerangka *Porter's Five Forces* untuk memetakan persaingan industri, Peta Empati untuk memahami preferensi konsumen, dan Kanvas Model Bisnis (BMC) untuk merancang strategi bisnis adaptif berbasis keberlanjutan.

Hasil penelitian menunjukkan bahwa proyek HEEZA memiliki keunggulan kompetitif melalui lokasi strategis, kualitas bangunan yang unggul, penerapan prinsip keberlanjutan, dan fleksibilitas pembiayaan. Analisis kelayakan finansial mengindikasikan proyek ini layak dikembangkan, ditunjukkan oleh nilai NPV positif, IRR di atas tingkat diskonto, dan periode pengembalian yang singkat. Risiko pasar berupa potensi unit tidak terjual dapat diminimalkan melalui strategi alternatif penjualan kavling siap bangun. Secara keseluruhan, rencana bisnis ini layak secara finansial, sosial, dan ekologis sebagai model pengembangan perumahan berkelanjutan di kawasan urban Indonesia.

Kata Kunci: Rencana Bisnis; Perumahan Berkelanjutan; Kanvas Model Bisnis; Kota Depok.



ABSTRACT

This research aims to develop a business plan for the HEEZA project, a sustainable housing development that integrates energy efficiency, environmental management, and convenient access to public transportation. The study is motivated by the increasing demand for housing in the Greater Jakarta (Jabodetabek) area, the limited availability of land in Jakarta, and the growing public awareness of environmentally friendly and affordable living concepts. The research focuses on a housing project in Kukusan Subdistrict, Beji District, Depok City, which is strategically located between Jakarta and Depok, supported by direct access to toll roads and public transportation networks.

The study was conducted during the 2025 academic year using a qualitative descriptive method, through in-depth interviews with prospective homebuyers and property developer employees, complemented by a literature review. The analysis employed three main frameworks: Porter's Five Forces to map industry competition, the Empathy Map to explore consumer preferences, and the Business Model Canvas (BMC) to design an adaptive business strategy based on sustainability principles.

The findings indicate that the HEEZA project possesses competitive advantages through its strategic location, high construction quality, application of sustainable housing principles, and flexible financing schemes. The financial feasibility analysis demonstrates that the project is viable, as reflected by a positive Net Present Value (NPV), an Internal Rate of Return (IRR) exceeding the discount rate, and a short payback period. Market risks, such as potential unsold units, can be mitigated through an alternative ready-to-build lot sales strategy. Overall, the business plan is considered financially, socially, and ecologically feasible, representing a potential model for sustainable urban housing development in Indonesia.

Keywords: *Business Plan; Sustainable Housing; Business Model Canvas; Depok City.*