

INTISARI

Persaingan di sektor properti berbasis *Transit Oriented Development* (TOD) semakin meningkat seiring dengan optimalisasi sistem transportasi publik di kawasan perkotaan. PT XYZ sebagai perusahaan yang bergerak di sektor properti dan memiliki aset strategis di sekitar simpul transportasi khususnya kereta api menghadapi tantangan dalam mengoptimalkan pemanfaatan aset di sekitar stasiun sebagai produk properti yang kompetitif.

Penelitian ini bertujuan untuk mengidentifikasi faktor internal dan eksternal yang memengaruhi daya saing PT XYZ di sektor properti berbasis *Transit Oriented Development* serta merumuskan strategi bersaing yang direkomendasikan. Penelitian menggunakan pendekatan kualitatif melalui wawancara mendalam terhadap lima narasumber internal perusahaan, dengan analisis menggunakan matriks *Internal Factor Evaluation* (IFE), *External Factor Evaluation* (EFE), dan *Quantitative Strategic Planning Matrix* (QSPM). Hasil penelitian menunjukkan bahwa PT XYZ memiliki skor IFE sebesar 2,8655 yang mencerminkan kondisi internal pada tingkat sedang, dengan kekuatan utama berupa kepemilikan aset strategis berbasis TOD dan dukungan induk perusahaan, serta kelemahan pada keterbatasan kewenangan pengelolaan aset dan kompleksitas pengambilan keputusan. Dari sisi eksternal, skor EFE sebesar 2,6506 menunjukkan kemampuan perusahaan merespons peluang dan ancaman berada pada tingkat moderat, dengan peluang utama berupa dukungan kebijakan pengembangan kawasan TOD dan kebutuhan kawasan terpadu berbasis transportasi publik, serta ancaman berupa tingginya intensitas persaingan industri properti. Berdasarkan hasil analisis QSPM, strategi bersaing yang direkomendasikan difokuskan pada penguatan aspek fundamental perusahaan melalui optimalisasi pengelolaan aset TOD, penyempurnaan proses pengambilan keputusan strategis, serta penguatan sistem pendukung bisnis dan kapabilitas sumber daya manusia.

Kata Kunci: Strategi bersaing, Industri properti, *Transit Oriented Development*, IFE, EFE, IE, SWOT, QSPM

ABSTRACT

Competition in the property sector based on Transit Oriented Development (TOD) has intensified along with the optimization of public transportation systems in urban areas. PT XYZ, as a company operating in the property sector and owning strategic assets around transportation nodes, particularly railway stations, faces challenges in optimizing the utilization of assets surrounding stations into competitive property products.

This study aims to identify internal and external factors influencing the competitiveness of PT XYZ in the TOD property sector and to formulate recommended competitive strategies. The research employs a qualitative approach through in depth interviews with five internal key informants. Data were analyzed using the Internal Factor Evaluation (IFE) matrix, External Factor Evaluation (EFE) matrix, and Quantitative Strategic Planning Matrix (QSPM). The results indicate that PT XYZ achieved an IFE score of 2.8655, reflecting a moderate internal condition, with key strengths including ownership of strategic TOD assets and support from the parent company, while major weaknesses relate to limited authority over asset management and the complexity of decision making processes. From an external perspective, an EFE score of 2.6506 suggests a moderate capability in responding to opportunities and threats, with major opportunities arising from government policy support for TOD area development and increasing demand for integrated urban areas supported by public transportation, while the primary threat stems from the high intensity of competition in the property industry. Based on the QSPM analysis, the recommended competitive strategy focuses on strengthening the company's fundamental aspects through optimizing TOD asset management, improving strategic decision making processes, and enhancing business support systems and human resource capabilities.

Keywords: *Competitive strategy, Property industry, Transit Oriented Development, IFE, EFE, SWOT, QSPM*