



INTISARI

Industri properti digital di Indonesia berkembang dalam lingkungan eksternal yang dinamis, dipengaruhi kebijakan pemerintah yang mendorong kepemilikan hunian, pertumbuhan ekonomi, serta perubahan demografi yang meningkatkan kebutuhan terhadap platform pencarian properti. Pasar juga ditandai dengan dominasi portal besar yang memiliki *traffic* tinggi, namun ruang pengembangannya masih terbuka lebar karena permintaan pasar belum sepenuhnya terakomodasi oleh platform yang ada. Dari sisi internal, Sentra Properti berada pada posisi awal sebagai pendatang baru yang belum memiliki basis pengguna, suplai listing, dan fondasi operasional yang kuat, sehingga membutuhkan strategi masuk yang lebih terarah dan inovatif. Penelitian ini disusun untuk merancang rencana bisnis Sentra Properti dalam konteks tersebut, dengan dua pendorong utama: dominasi pemain besar di industri portal properti dan kelemahan awal platform yang belum memiliki *traffic* maupun *supply* iklan. Agar mampu bersaing, Sentra Properti membutuhkan diferensiasi yang memberikan nilai tambah bagi agen dan pencari properti. Metode yang digunakan adalah pendekatan kualitatif deskriptif yang diperkaya survei kuantitatif. Validitas data diperkuat melalui triangulasi dan *member*. Hasil menunjukkan bahwa agen menghadapi biaya promosi tinggi, kompetisi listing yang ekstrem, dan kualitas *leads* yang tidak stabil, sementara pencari properti mengeluhkan ketidakakuratan informasi dan duplikasi *listing*. Sentra Properti dapat masuk melalui fitur *verifikasi listing*, antarmuka sederhana, serta model biaya yang lebih adil. Analisis finansial memperlihatkan kelayakan dengan NPV positif Rp211.856.790, IRR $\pm 19\%$, dan *payback period* 3,8 tahun. Rencana aksi setahun diarahkan untuk membangun *supply* dan *demand* secara bertahap melalui stabilisasi produk, akuisisi agen awal, integrasi *FaceDex*, serta pemasaran terukur.

Kata kunci: Platform Properti Digital, Rencana Bisnis, Kompetisi Pasar, Akuisisi Pengguna, Kelayakan Finansial



ABSTRACT

“The digital property industry in Indonesia is developing within a dynamic external environment, influenced by government policies that encourage home ownership, economic growth, and demographic shifts that increase the demand for property-search platforms. The market is also characterized by the dominance of major portals with high traffic, yet substantial room for growth remains because existing platforms have not fully accommodated overall market demand. Internally, Sentra Properti is positioned as a new entrant without an established user base, listing supply, or strong operational foundation, requiring a more targeted and innovative market entry strategy. This study was conducted to design a business plan for Sentra Properti within this context, driven by two main factors: the dominance of major players in the property portal industry and the platform’s initial weaknesses of lacking both traffic and advertising supply. To compete effectively, Sentra Properti must pursue differentiation that delivers added value for agents and property seekers. The research employed a descriptive qualitative approach supported by quantitative survey data. Data validity was strengthened through triangulation and member checking. The findings indicate that agents face high promotional costs, intense listing competition, and unstable lead quality, while property seekers reported inaccurate information and duplicated listings. Sentra Properti can enter the market by offering listing verification features, a simplified interface, and a more equitable pricing model. The financial analysis demonstrates feasibility with a positive NPV of IDR 211,856,790, an IRR of approximately 19%, and a payback period of 3.8 years. The one-year action plan focuses on gradually building supply and demand through product stabilization, early agent acquisition, FaceDex integration, and targeted marketing efforts.”

Keywords: Digital Property Platform, Business Plan, Market Competition, User Acquisition, Financial Feasibility.