

ABSTRAK

STRATEGI ASTRA PROPERTY SEBAGAI PENGEMBANG PROPERTI BARU DALAM MENGHADAPI KOMPETISI DI SEKTOR PROPERTI INDONESIA

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Sektor properti merupakan salah satu pilihan investasi yang diminati oleh investor. Kecenderungan peningkatan harga properti dari tahun ke tahun merupakan salah satu daya tarik bagi investor untuk berinvestasi. Namun, sektor properti di Indonesia mengalami masa lesu dari tahun 2016-2018. Data Badan Pusat Statistik RI menunjukkan bahwa pertumbuhan ekonomi di sektor *real estate* terus mengalami penurunan yaitu dari 4,69% di tahun 2016, 3,66% di tahun 2017, 3,58% di tahun 2018. Pada tahun 2016, PT Astra International Tbk meluncurkan lini bisnis baru di bidang Properti. Sebagai pendatang baru, kinerja Astra Property masih kalah bila dibandingkan dengan kinerja kompetitor.

Penelitian ini bertujuan untuk mengetahui *attractiveness* industri properti Indonesia, sumber daya dan kapabilitas Astra Property dan untuk merumuskan strategi bersaing Astra Property. Penelitian ini merupakan penelitian studi kasus dengan pendekatan kualitatif deskriptif. Peneliti melakukan analisis lingkungan internal dengan menggunakan analisis *value chain*, *resource based view* dan kerangka VRIO. Untuk analisis lingkungan eksternal menggunakan PESTEL dan Porter's Five Forces. Faktor lingkungan dan eksternal dianalisis dengan menggunakan matriks EFE, IFE dan matriks IE. Perumusan strategi alternatif dilakukan dengan menggunakan matriks SWOT dan pemilihan prioritas strategi bagi perusahaan dilakukan dengan menggunakan *Quantitative Strategic Planning Matrix* (QSPM).

Hasil penelitian menunjukkan bahwa industri properti tidak *attractive* dan Astra Property memiliki sumber daya yang unggul dari pesaing. Berdasarkan hasil analisis QSPM disimpulkan bahwa strategi terbaik Astra Property yaitu strategi pengembangan pasar.

Kata kunci: *industri properti, strategi bersaing, analisis PEST, analisis Porter's Five Forces, resource-based view, VRIO, analisis value chain, matriks IFE, matriks EFE, matriks IE, matriks SWOT, QSPM.*

ABSTRACT

STRATEGY OF ASTRA PROPERTY AS A NEW PROPERTY DEVELOPER FOR FACING COMPETITION IN INDONESIA PROPERTY SECTOR

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The Property sector is one of the attractive investment options for the investors. The trend shows that value of the property tends to increase is one of the attractive point for investors to invest. However, Indonesia property sector was going slowdown lately. It showed from real estate growth data that decrease from 4,97% in 2016, 3,66% in 2017, and 3,58% in 2018. In 2016, PT Astra International Tbk launched a new business line in property. As a new comer, Astra has no experience in this industry before. Business performance of Astra Property is still inferior when compare to other experience property companies.

The purposes of this study are to determine the attractiveness of the Indonesian property industry, Astra Property's resources and capabilities and to formulate Astra Property's competitive strategy. This studi is a case study research with descriptive qualitative approach. The researcher conducted an analysis of the internal environment using value chain analysis, resource based views and the VRIO framework. The external environment analysis conducted by using PESTEL and Porter's Five Forces. Environmental and external factors were analyzed using EFE, IFE and IE matrices. The formulation of alternative strategies was carried out using a SWOT matrix and the selection of strategic priorities for the company is carried out using the Quantitative Strategic Planning Matrix (QSPM).

The results showed that the property industry was unattractive and Astra Property had superior resources than competitors. Based on the results of the QSPM analysis, it was concluded that Astra Property's best strategy was market development strategy.

Keywords : *property industry, competitive strategy, PESTEL analysis, Porter's Five Forces analysis, resource based view, VRIO, value chain analysis, IFE matrix, EFE matrix, IE matrix, SWOT matrix, QSPM*