

INTISARI

Industri Properti di Indonesia masih terus berkembang hingga saat ini, kebutuhan akan bangunan untuk hunian maupun tempat usaha terus meningkat. Menurut data Asosiasi Real Estate Indonesia (REI) Pertumbuhan Bisnis Properti tahun 2014 sekitar 15% - 20%, dan tahun 2015 mencapai 30%. Menurut Price Waterhouse Coopers (PWC) pasar properti di Indonesia diperkirakan bertumbuh sebesar 11,3% secara *agregat* hingga 2021. Melihat situasi pasar industri properti yang terus tumbuh dengan tingkat persaingan yang tinggi dan lingkungan yang sangat menantang, diyakini PT Graha Sarana Duta perlu merumuskan strategi persaingan yang tepat sehingga dapat menghasilkan daya saing produk yang mampu mengantarkan PT Graha Sarana Duta sebagai salah satu pemain bisnis properti yang besar dan diperhitungkan di Jakarta khususnya dan di Indonesia pada umumnya.

Dalam penelitian ini, penulis melakukan identifikasi PT Graha Sarana Duta dalam siklus hidup perusahaan (*Company Life Cycle*), apakah dalam tahap awal (*start-up*) pertumbuhan (*growth*), dewasa (*mature*) atau menurun (*decline*). Selanjutnya dilakukan analisis kondisi lingkungan eksternal industri dan persaingan dalam kegiatan bisnis properti di Indonesia. Melakukan identifikasi keunggulan kompetitif (*competitive advantages*) yang dimiliki PT Graha Sarana Duta, melakukan analisis *value chain* perusahaan dan membuat analisis *building blocks* dalam rangka menetapkan keunggulan kompetitif bagi perusahaan dalam persaingan industri properti. Kemudian pada akhirnya penulis merancang strategi untuk mendapatkan keunggulan kompetitif yang berkelanjutan bagi PT Graha Sarana Duta dengan menggunakan analisis VRIO.

Analisis terhadap siklus hidup perusahaan (*Company Life Cycle*) dilakukan berdasarkan data Pendapatan Usaha, EBITDA dan Laba Perusahaan. Dapat disimpulkan bahwa PT Graha Sarana Duta ada pada tahapan pertumbuhan (*growth*) ditandai dengan grafik ketiga parameter tersebut yang terus meningkat. Dari analisis industri lima kekuatan (*five forces*) dapat disimpulkan persaingan bisnis properti cukup tinggi terutama diantara perusahaan yang menguasai *Landbank* besar dan memiliki keunikan atau keunggulan secara komprehensif dalam produk yang ditawarkan. Melalui analisis rantai nilai (*value chain*) dan *building blocks* ditetapkan keunggulan kompetitif (*Competitive advantages*) yang dimiliki perusahaan adalah ketersediaan *landbank* yang cukup luas dan lokasi yang strategis, dukungan teknologi dan sinergi grup. Dari keunggulan tersebut perusahaan akan dapat menghasilkan keunikan serta differensiasi produk dibanding pesaing. Berdasarkan keunggulan kompetitif yang dimiliki selanjutnya disusun dan dirancang strategi sehingga keunggulan kompetitif yang dimiliki perusahaan akan membuat PT Graha Sarana Duta dapat terus bersaing secara berkelanjutan dan masuk lima besar pelaku industri properti yang diperhitungkan di Jakarta dan di Indonesia.

Kata kunci : *company life cycle, five forces, value chain, building blocks, competitive advantages, sustainable competitive advantage, VRIO, landbank*

Abstract

Nowadays, Property Industry in Indonesia is still growing up. Property needs of housing and business area are developed. According to Asosiasi Real estate Indonesia (REI), the growth of property Business in 2004 year is about 15%-20%, and in 2005 it achieves 30%. Based on PWC. In Indonesia, a property market is approximately has developed aggregately until 2021. Since the situation of property industry market has always developed with tight & high competition in challenging environment, PT Graha Sarana Duta believes that They Need to make appropriate competition strategy in order to give competitive product that can allow PT Graha Sarana Duta to be one of big & promising Property Business company especially in Jakarta and generally in Indonesia.

In this research, the writer has identified Company Life Cycle of PT Graha Sarana Duta include of start-up, growth, mature or decline. Moreover, it has been analyzed about an Industry external environment condition and emulation in property business activities in Indonesia. Furthermore, it has been identified towards PT Graha Sarana Duta competitive advantage & Company Value Chain. Then it make Building blocks analysis in order to establish competitive advantage towards company in competitive property industry. In add, In Order to get incessantly competitive advantages for PT Graha Sarana Duta, the writer devises strategy by using VRION Analysis

The analysis towards company life Cycle has been taken based on operating revenue, EBITDA and operating income. It can be concluded that PT Graha Sarana Duta is in growth level which is indicated by the third graphic of the parameter which has increased continuously. Based on five forces industry analysis, it can be concluded that property business competition seems quite high especially for the company which dominate a big Landbank & has particular or comprehensive advantages in product offered Through value chain analysis and building blocks, competitive advantages of company would be influenced by the availability of large Land bank, strategic location, and technology support and group synergy. As the advantages mentioned above, the company would gain particular and different product from its competitor. Based on competitive advantages of PT Graha Sarana Duta, it is designed and planned the strategy to make PT Graha Sarana Duta becomes sustainable competitive and becomes five big promising property industry company in Jakarta and in Indonesia

Key Words : company life cycle, five forces, value chain, building blocks, competitive advantages, sustainable competitive advantage, VRIO, landbank