SUMMARY

GEIDY TIARA ARIENDI. Strategy of Increasing Business Competitiveness of Green Property. Supervised by ARIEF DARYANTO and BUNASOR SANIM.

Green property is one form of implementation of the green economy, green property which is committed to environmentally friendly development by applying the terminology of the Triple Bottom Line (profit, people, and planet). Global warming was initially believed to be a result of the greenhouse effect caused by carbon emissions waste processing plant in developed countries. Some recent research indicates that the building sector is the largest energy user sector (over 30%) in the World (Nelson 2008). The researchers also believe that the efficiency in the building sector can reduce energy requirements by 85% on 2030. Ciputra Group as one of the largest premium developer in Indonesia also have implemented environmentally friendly development. One of the Ciputra Group's subsidiaries, PT Ciputra Indah have two housing projects in Pekanbaru with the concept of green. If you see green property development business and competitive conditions that exist today where similar companies like Great Podomoro Group, General Sedayu Group, Sumarecon, and Trans Corp will soon open a project in Pekanbaru, there should be a special study of the strategies that can be used Ciputra Group to improve the competitiveness of companies in order to provide long-term ability for the company to face competition in the green property in Pekanbaru.

The special purpose of this study was to: (1) analyze the competitive conditions in the industrial environment green property faced by PT Ciputra Indah in Pekanbaru, (2) analyze the factors affecting the external and internal PT Ciputra Indah in its business development and face industry competition green property in the city of Pekanbaru, and (3) to formulate the main alternative strategies that should be applied by PT Ciputra Indah in its business development and enhancing the competitiveness of the industry the green property in the city of Pekanbaru.

The study was conducted in CitraLand Housing and CitraGarden which is a housing project in the Municipality of PT Ciputra Beautiful Pekanbaru on April-May 2014, research was conducted using descriptive methods (descriptive method) in the form of case studies. Type the required data is primary data and secondary data. Secondary and primary data obtained through interviews, questionnaires, direct observation, and literature. The decision informants and respondents performed using non-probability sampling techniques with purposive sampling of expertise judgement approach. Processing of the data in this study is divided into three phases, namely the input stage, matching stage and the decision stage. Input stage is done by descriptive analysis and analysis of industry competition. Phase matching is done with matrix IFE, EFE matrix, IE matrix, and SWOT matrix. Later stages of the decision made by using matrix QSPM.

Based our research, it is known that the competitive conditions in the industry green property Pekanbaru is quite conducive, where there are no barriers to obtaining a high scores. The variables that need considered in business green property is: (1) The power of supplier bargaining. This variable scored 2.17 and entered into middle category, (2) Threat of competition among existing companies. This variable scored 2.13 and entered into middle category, (3)
Product substitution. This variable scored 2.04 and entered into middle category, (4) The power of buyer bargaining. This variable scored 2.03 and entered into middle category, and (5) The threat of new entrants. This variable scored 1.77 and entered into weak category. Bargaining power of suppliers here becomes a major obstacle because of the number of suppliers of goods in accordance with the specifications and the substitution of goods was still meagre.

The researchers also conducted an analysis of external factors and internal influences in a business development company as well as the industry faces competition green property in Pekanbaru. External factor analysis conducted with reference to: (1) Aspects of politics, government, and law; (2) The economic aspect, (3) The social aspect, cultural, demographic, and the environment; and (4) Technological aspect. The results indicate that aspect of politics, government, and law is an aspect that gives the best opportunity for the Company to expand its business. This is due to the political and legal situation in Pekanbaru very conducive to developing a green property business in particular. The second opportunity is the growth of Riau is very high, especially in Pekanbaru. It is indeed affects the purchasing power of the products offered. In addition to giving the highest odds, aspects of politics, government, and law also became the highest threat because of the laws that limit the widespread ownership of land. Another aspect is that a threat to the social, cultural, demographic, and environmental. Where the number of communities that have a similar background to make the issues very quickly spread, especially negative issues when consumers are less satisfied with the performance of the Company.

The internal factor analysis conducted with reference to the four aspects, that is: (1) The financial aspects, (2) Aspects of management, (3) Aspects of human resources, and (4) Technological aspect. The results showed that the aspect of human resources and technology are the main strengths of the Company. Another aspect is the strength of the financial aspect. Where the company has no debt and has infinite capital supported by the Group. Technological aspects is also an aspect that is becoming a major weakness for the Company due to the limitation of the electric network and internet connection in Pekanbaru instability that disrupts the applied management information systems company.

Having conducted various analyzes, obtained some alternative strategies that can be applied by the Company to increase its competitiveness, that is: (1) Differentiation, (2) Open a new project, (3) Creative promotion, and (4) Improve the quality of the relationship with the consumer and prospective customers. The fourth alternative strategy is then processed using QSPM to choose what is the most optimal strategy to be implemented by the Company. QSPM results show that open a new project is the main alternatives that can be applied to the Company. This strategy is expected to increase the market share of the Company thereby increasing the company's competitiveness in the industry green property in Pekanbaru.

Keywords: green property, competitiveness, IE matrix, SWOT, QSPM