SUMMARY

DEDY GUSWANDI. Strategic Planning PT. Sheilsflynn Asia. Supervised by SAHARA and SETIADI DJOHAR.

Construction industry is a strategic sector that plays an important role in supporting the achievement of national development. Property development is one of the subsectors that is related closely to the construction sector. As we understand there is an increasing demand for property every year, this happens given the increase in the number of population and the better economic development of Indonesia. Landscape architecture consulting services and regional planning as one of the sub-sectors in the field of construction services (UU No. 2/2017), currently has good opportunities to continue growing due to a solid property business development in Indonesia. Landscape architecture consultants now play an important role in every development project spurred by a change of people mindset which now more concerned about the living environment. The needs of nature or designed green area now become a new trend that increases the value of property development.

PT. Sheilsflynn Asia is one of the landscape architectural consultants in Indonesia, a PMA (Foreign Investment) company that was established in 2001. The companies have worked on various types of landscape architecture consulting projects in Indonesia, most of them are Property development, such landscape design for offices, retail, malls, and housing, but also been working in a large-scale master planning for conservation areas (Botanical Garden, Ecology Park) and urban design. A service provided by PT. Sheilsflynn Asia to cover conceptual design and detail construction drawings, and also assistance in the construction tender process and periodic supervision during the construction period in the field. Based on company data in the six years since 2013 – 2018(q3) there was a fluctuation in changes in value and the amount of work done by the company, these fluctuations directly affected the company's income. There were internal and external factors that affected the company. A good plan of business strategy is needed by the company to maintain their existence in the future and to use it as a direction to grow and develop in recent and future competitive market.

The objectives of this research are to identify the influencing factors of PT. Sheilsflynn Asia business, to formulate alternative business development strategies and to recommend the priority strategies that could be applied to the company's business development in facing competition in the landscape architecture consultancy business in Indonesia. The research approach used was a descriptive method with a case study in PT. Sheilsflynn Asia. The research was conducted in March - August 2018. Data used was primary with in-depth interviews and questionnaires and secondary data, with purposive sampling data collection techniques. This study uses descriptive analysis, internal analysis (IFE), external analysis (EFE), IE matrix analysis, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), and QSPM (Qualitative Strategic Planning Matrix).

The result shows that based on the analysis of internal factors using the IFE matrix the company has a score of 2.92 and the analysis of external factors using the company's EFE matrix has a score of 3.17. The position of the company is in
the quadrant II of the IE matrix, which is in the position to grow and build. The Strategy to be taken to optimize the development of PT. Sheilslynn Asia is by applying intensive strategy by conducting market penetration, market expansion, and product development. The strategy formulation of the SWOT Matrix obtained 8 alternative strategies. The findings of this research can be concluded following QSPM results, strategic priority that could be done by the company are 1) increase company promotion to get bigger jobs. 2) Completing company administration documents. 3) Providing service of architectural design, interior design, and graphic design, for the opportunity to get work as a “one-stop consulting services”. 4) Working on government project. 5) Establish a construction division for design and built works. 6) Working on NGO or International Funding projects. 7) build a good relationship with the University to get the best employees through the Student internship program. 8) Reduce operational costs with a cost reduction strategy.

Strategic action plan of PT. Sheilsflynn Asia was following 4 formulated company objectives which reflected company abilities to grow to the future by considering the company’s internal capabilities, towards financial aspects, legal aspects, and human resources. PT. Sheilsflynn Asia is focused on optimization market standing and internal reforms to maintain the existence of the company by updating and completing the company’s administrative documents in 209 and the application of the Cost reduction strategy. The strategy related to the development of the company’s core business is carried out in the 4th and 5th year.

Recommendations for this research are PT. Sheilsflynn Asia represented by professionals within the company to be actively involved in professional organizations of Indonesian Landscape Architects Association (IALI) especially in a discussion of strategic issues relating to Landscape architecture consulting business such as the discourse of design fee standardization and Asia free market for the professional Landscape Architect. PT. Sheilsflynn Asia could act actively providing input related to establishing a standard of landscape design and planning in Indonesia

Key words: landscape architecture consultant, QSPM, SWOT.