SUMMARY

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Indonesia’s population growth is quite high every year, resulting in the need for housing and property. Especially in big cities where land is increasingly dense, vertical housing is the right solution. In addition, many investors are channeling their funds into the property investment sector, it is enough that we know that investment property is indeed a safe form of investment, because prices will continue to be higher following interest and inflation rates.

At present the company has decreased growth in almost all aspects of the growth ratio except the liability aspect which still increased to 41.07% in 2017. This increase is due to the number of projects that have been groundbreaking in that year. In the aspect of income, it experienced a big decrease from 25%, 99% to -5.64% or in YoY decreased by -121.69%. The decline in income also has an impact on the ratio of gross profit growth and net profit indirectly experiencing a decline. Declining income was due to the company’s focus in 2017 to add working capital to make investments in the form of land and buildings so as to increase the ratio of equity growth which is quite high.

Companies with existing business strategies are still expected to provide better and maximum performance. For this reason, the use of the Canvas Business Model is expected to have a positive impact. This study aims to identify the business model run by PT XYZ at this time by using the nine elements Business Model Canvas (BMC) approach and SWOT analysis. Identify internal and external factors that affect the company’s business model at PT XYZ and formulate a new business model and determine strategic priorities in each business element.

The determination of strategy priorities is carried out by the pairwise comparison method in determining alternative strategies such as the development of tread house products and maximizing property development on own land by 0.22 so that there is no additional capital expenditure other than the existing one. In addition, to determine segmentation, companies must expand market segments by targeting the lower middle class because a number of young people need affordable housing at 0.33. Maximizing existing human resources and good recruitment in accordance with the procedure of 0.28 and the comparison of advanced and sustainable developers by 0.18. The result is that the Company’s strategy is dominated by strategies for each element of SO (Strength & Weakness) 14 strategies, WO (Weakness & Opportunity) 10 Strategies and ST (Strength & Threat) 3 Strategies.

Key words: SWOT analysis, business model canvas, business model development, property