

Strategy for Increasing Business Competitiveness of Green Property

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ABSTRACT: The continued development of the business industry makes the green property company must have a specific strategy to increase competitiveness and provide long-term capacity in the face of competition, especially in Pekanbaru city. This study aims to analyze the state of competition within the industry green property facing the company, analyze the internal and external factors affecting the Company's business development in Pekanbaru, and formulate what the main strategies that can be applied to improve the competitiveness of companies in the city of Pekanbaru. There are some alternative strategies that resulted from the analysis of the IFE, EFE, IE matrix, and SWOT analysis is then performed to select a primary strategy QSPM suggested for the Company. The results showed that the main strategies suggested to the Company in order to increase their competitiveness is to open a new project in Pekanbaru. For further research, researchers suggested to do the counting efficiency and effectiveness of alternative strategies generated.

KEYWORDS: competitiveness strategy, green property, IE matrix, SWOT, QSPM.

1 INTRODUCTION

Triggered by a sharp increase in population and the increasing exhaust gas emissions due to human activities since the industrial revolution made the carrying capacity as well as the balance of nature began to decline, the issue of global warming has become the rationale for the entire scientific disciplines. To overcome the problem of environmental degradation, the first United Nations held a conference on the human environment in Stockholm, Sweden in 1972 that resulted in Stockholm Declaration. This declaration called for poverty reduction and environmental protection. Then in 1987, the United Nations Commission on Environment and Development to discuss environmental issues and development that produces documents Brundtland report that discusses a concept called sustainable development. At a conference held in 2012, Indonesia through the President expressed commitment to implement the green economy. Understanding the Green Economy by UNEP (United Nations Environment Program) is a subsistence economy that produces human progress and social equality, and a significant reduction of the risk environment and ecological scarcity. This commitment is outlined by the Government through the regulation number 61 of 2011 on the National Action Plan for Reducing Emissions of Greenhouse Gases and regulation number 71 of 2011 on the Implementation of Greenhouse Gas Inventory.

Global warming was initially believed to be a result of the greenhouse effect caused by carbon emissions waste processing plant in developed countries. However, some recent research results indicate that the building sector is the largest energy user sectors (over 30%) in the world (Nelson 2008). Increasing the efficiency of the building is believed to reduce the energy requirements by 85% by 2030. Currently, the construction of environmentally friendly is a new paradigm in the property business (green property). This environmentally friendly property development in accordance with the business terminology "Triple Bottom Line" where the business is not only economic benefits (profit) and social (people), but

also benefit the environment (planet). It takes the role of professionals to instill a correct understanding of the concept of green and how these concepts can affect the real estate market.

Indonesia as a developing country continues to show its existence in the global world. Based on data from the Central Bureau of Statistics Indonesia in 2013 is known that economic growth close to 6% and a total GDP of more than 2 trillion USD makes Indonesia in the group of the 20 richest countries in the world GDP of the sector, in terms of GDP squillion Aires countries, and middle-class income countries in the World . Indonesia's economic condition is getting better it makes the flow of investment continues to flow into Indonesia, one of which is an investment in the property sector. Currently not only Jabodetabek (Jakarta, Bogor, Depok, Tangerang, and Bekasi), but the growth of investment outside Java is increasing, one of which is the province of Riau. At the exhibition Real Estate Indonesia, held in 2013, there have been transactions amounted to 60 billion dollars in Pekanbaru (Growth 2013).

The average economic growth of Riau in 2012 into the top five in Indonesia that is equal to 5.01%, beating East Kalimantan and North Sumatra. To scale the province, the city of Pekanbaru is the largest contributor to GDP. It is quite reasonable considering the city of Pekanbaru is the capital of Riau province that economic activity is quite large and is the center of circulation of goods and services. The rate of economic growth and development faster than the big cities, the number of people who continue to grow, as well as high purchasing power is the reason Ciputra Group through PT Ciputra Indah open housing CitraLand and CitraGarden in Pekanbaru. It is expressed as Ciputra Group Managing Director, Aaron Hajadi when launching Housing CitraLand Pekanbaru in March 2011 then.

Ciputra Group is a premium property developer Indonesia, which has had more than 30 years with a reputation as a developer of premium residential area and has received awards both nationally and internationally. In 2013, Ciputra Group has a market share of 11%. Ciputra Group is committed to continually produce the best work by promoting innovation, quality, and satisfactory results with the goal of creating a better life for the people. Ciputra Group invests Rp 105 billion in February, 2011 to build premium quality housing in an area of 22 ha with the concept of "Clean, Green, and Modern" in housing CitraLand Pekanbaru. In July 2012, Ciputra Group rebuild housing CitraGarden Pekanbaru with the concept of The Art of Modern Living. Various facilities, facilities, and infrastructure designed with attention to alignment, sustainability, and added value for the occupants. If assessed using GREENSHIP draft indicators for sustainable region drafted by the Green Building Council Indonesia in November 2013, the Ciputra Group housing in Pekanbaru is included into the Bronze. Although not perfectly into a sustainable region, PT Ciputra Indah has tried and will continue to strive to meet the criteria to differentiate the GREENSHIP with each project built.

Green property development business and competitive conditions described above indicate a need for a special study of the strategies that can be used Ciputra Group, particularly PT Ciputra Indah to improve the competitiveness of companies in order to provide long-term capacity for the company in the face of competition in the property green business Pekanbaru. As known from board DPD REI that similar companies such as General Podomoro Group, Summarecon Group, and Trans Corp will soon open a similar project which will affect business competition green property in Pekanbaru.

2 LITERATUR REVIEW

2.1 GREEN PROPERTY

Green property is a concept of development of energy-saving and environmentally friendly in order to improve the quality of the environment as a result of global warming. Themes include green architecture green property and green building. Green architecture is defined as an environmentally conscious architecture that not only includes the main aspects of the architecture (strong, function, convenient, low cost, aesthetics) but also incorporate environmental aspects of a green building that is energy efficiency, the concept of sustainability, and a holistic approach to the environment. The green principles outlined in green property is not just a building, but to the processing of waste, garbage, installation and management of process water and rain water (Research and Development 2013). While the concept of green property expressed by Erdiono (2009) emphasizes increased efficiency in the use of water, energy, and building materials.

The ratio of utilization of space for the building and its environment should be noticed Coefficient Building Basics (KDB) and Green Elementary coefficient (KDH) ranging 40-70% versus 30-60% awake space for open space that could be utilized green space to breathe and absorb water (Erdiono 2009). The concept of green buildings can be quantified based on ratings through some kind of criteria formulated by the rating agencies green building (Nugroho 2011) through the green certification process. Green Building Council Indonesia (GBCI) is an institution that was founded in 2009. These institutions can issue a certificate for environmentally friendly buildings and an Emerging Member of the World Green Building Council (WGBC), based in Toronto, Canada (GBCI 2014).

2.2 STRATEGIC MANAGEMENT PROCESS

Strategic planning according to Pearce and Robinson (2009) is defined as a set of decisions and actions that resulted in the formulation and implementation of a plan designed to achieve the objectives of a company. David (2007) divides the stage in strategic management into three, namely: (1) Strategy Formulation, (2) Strategy Implementation, and (3) Evaluation Strategy. While Wheelen and Hunger (2012) added the environmental observation in the strategic management process, so that the basic concept of the strategic management process into four basic elements, namely: (1) monitoring the environment (Environmental Scanning), (2) formulation of the strategy (Strategy Formulation), (3) Implementation strategy (Strategy Implementation), and (4) Evaluation and control (Evaluation and Control).

2.3 STRATEGY

The strategy of a company is a unit plan (master plan) which contains about how the company achieves its mission and objectives. There are three types of strategies, namely (1) the corporate level strategy describes the overall direction of the growth of the company and the management of various business and product lines. This strategy must satisfy three main requirements: stability, growth, and savings, (2) business-level strategy is happening at the level of the business unit or product level. This strategy emphasizes on improving the competitive position of products in related industries or market segments of the business units, and (3) the functional level strategy is the approach used in the functional level to achieve corporate objectives and business units by maximizing resource productivity (Wheelen and Hunger 2012).

2.4 INDUSTRY COMPETITION ANALYSIS OF PORTER'S FIVE FORCES

Porter (2007) states that the competition in an industry is influenced by five forces, namely: (1) potential new entrants, (2) Competitors who are in the industry itself, (3) The threat of substitute products, (4) The power of buyers, and (5) The power of suppliers. After understanding the model to analyze the company's overall profit, continued to discuss what strategies will be used by the company in order to have a position that is above average. There are three approaches corporate strategy expressed by Porter, the differentiation approach, a comprehensive approach to cost advantages (cost leadership), and focus.

2.5 RESOURCE BASED VIEW

There are two theories of competitive advantage, which is based on the theory of Industrial Organization called outside-in and the resource-based theory (Resource Based View) is referred to as an inside-out. Resource Based View is a view that suggests that the set of resources and capabilities in strategic and structured, it can improve the competitiveness of the organization (Barney 1991). Barney (1991) divides the resources into three, namely the resources of physical capital, human capital resources, and organizational capital resources. Resources shall include all assets, capabilities, organizational processes, firm characteristics, information, knowledge, and so forth which these resources are in control of the company for the implementation of the strategy in order to achieve effectiveness and efficiency. So that the company can have high competitiveness, the resources of the company must have VRIN concept, is Valuable, Rare, Inimitability, and Non-Substitutability.

2.6 SWOT ANALYSIS

SWOT is an acronym of the strengths, weakness, opportunities and threats. This analysis will show the internal factors of the strengths and weaknesses of the company. In addition, this analysis will also show the opportunities that can benefit companies. In David (2009) explained that there are four types of output from the SWOT strategy, namely (1) Strategy SO or force-opportunities, (2) WO strategy or weaknesses-opportunities, (3) Strategy-ST or the threat of force, and (4) Strategy WT or or weakness-threat.

2.7 QUANTITATIVE STRATEGIC PLANNING MATRIX

Quantitative strategic planning matrix or QSPM is a tool that allows the strategist evaluates alternative strategies objectively based on the critical success factors of external and internal previously identified (David 2009). To perform the necessary analysis of data QSPM main factors derived from IFE and EFE Matrix Matrix and alternative strategies from the SWOT Matrix, SPACE Matrix, BCG Matrix, Matrix or IE. However, not all existing alternative strategies should be evaluated by using QSPM. The authors should use a good intuitive judgment to choose which strategy to be analyzed using QSPM.

3 RESEARCH METHOD

3.1 LOCATION AND TIME OF RESEARCH

Location of the study conducted in Housing CitraLand and CitraGarden which is a residential project in the municipality of PT Ciputra Indah Pekanbaru in April-May 2014.

3.2 RESEARCH APPROACH

The study was conducted using descriptive methods (descriptive method) in the form of case studies to describe and address the problems faced by the company and the business strategy undertaken in order to improve the competitiveness of enterprises. The type of data that is required in this study is primary and secondary data. Where the primary data obtained through in-depth interviews and questionnaires with corporate leaders to determine the internal and external factors that influence the PT Ciputra Indah in Pekanbaru. While secondary data collected through the study of literature, researchers drawn from a variety of written documents, internal company reports, news, research libraries, and so forth.

3.3 SAMPLING TECHNIQUES

Intake of informants and respondent performed using sampling techniques without opportunities (non-probability sampling) with determination intentionally (purposive sampling) through expertise judgment approach.

3.4 DATA PROCESSING AND ANALYSIS TECHNIQUES

Data processing techniques in this study is divided into three stages, namely the input stage, matching stage, and the stage of the decision. The input stage is done with descriptive analysis and analysis of industry competition. Phase matching is done with IFE matrix, EFE matrix, IE matrix, and SWOT matrix. Later stages of the decision made by using a matrix QSPM.

4 RESULT AND DISCUSSION

4.1 GENERAL DESCRIPTION

PT Ciputra Development Tbk ("Company") is one of the subsidiaries of Ciputra Group which was founded by Dr. Ir. Ciputra. This subsidiary was first established on 22 October 1981 under the name of PT Citra Habitat Indonesia. Over time, on December 28, 1990 changed its name to PT Ciputra Development until today. In 1994, the Company made an Initial Public Offering and listed on the Indonesia Stock Exchange (IDX). Until now, the Company has seven subsidiaries with more than 50 projects spread across 28 major cities in Indonesia, one of which was in Pekanbaru.

The first project in Pekanbaru was opened in February 2011 with the name of a collaborative CitraLand Pekanbaru (JV) between PT Ciputra Indah which is a subsidiary of PT Ciputra Development Tbk with a local company PT Wahana Nusantara. The motto that carried CitraLand Pekanbaru, namely Clean, Green, and Modern. Then in July 2012 PT Ciputra Indah cooperation with local company PT As is Peace opened a new project in Pekanbaru Pekanbaru CitraGarden name is the concept of The Art of Modern Living.

Vision, mission and philosophy of the Company are a reflection of the vision, mission, and philosophy held by the Group. This is done so that the Company has a direction and a purpose similar to what is owned by the Group. The vision is to "Develop a business group properties with superior spirit and full of innovation, thereby creating added value in providing a better life for the community and provide prosperity and welfare for all stakeholders". To achieve this vision, the Company has the mission of "Being at the forefront of the real estate business to be the most superior, professional and profitable, thus becoming the first choice for consumers, into the workplace of the most interesting and challenging for employees, becoming the most profitable investment for shareholders and be a real blessing for the people and the homeland "with the philosophy upheld by the Company are Integrity, Professionalism and Entrepreneurship.

4.2 INDUSTRY COMPETITION CONDITION BASED ON 5 FORCER'S PORTER

Industry competition analysis was conducted to determine the variables that affect the level of competition that exists in the industry today and understand the changes that will be faced by the company strategy in order to maximize profits. Of each variable are the parameters set forth in the form of a questionnaire that is then filled by each respondent to then

calculate weights, rating, and the scores of each of the variables that exist. The results of analytical assessment of industrial competition Companies can be seen in Table 1.

Table 1. Industrial Analysis of Assessment Results

No	Variable	Score	Information	Ranking
1	Threat of new entrants	1,77	Weak	5
2	Threat of substitute products	2,04	Moderate	3
3	Threat of inter-company	2,13	Moderate	2
4	Bargaining power of suppliers	2,17	Moderate	1
5	Bargaining power of buyers	2,03	Moderate	4

4.3 RESOURCE BASED VIEW

Resources based view to see that the resources are more valuable, rare, difficult to imitate, and hard to replace a significant source on improving competitive advantage. Resources owned by the Company, both of assets, capabilities, organizational processes, firm characteristics, information, and knowledge are in control of the company for the implementation of the strategy in order to achieve effectiveness and efficiency. Here is a descriptive presentation Company resource when viewed from the theory of competitive advantage through resources based view approach:

1. Valuable

Company resources are considered valuable in improving the competitiveness of capital is very large and the absence of debt. These competencies are considered valuable because it can create value for the company by exploiting opportunities and neutralize threats in the external environment in order to build housing that is comfortable, safe, and also able to improve the social status of the consumer.

2. Rareness

Currently the Company is the only developer who developed the concept of green housing. This is what makes the company has a competitive advantage, especially in Pekanbaru.

3. Inimitability

Another competence that makes the company has a competitive advantage is the relationship between top management and employees, work culture, as well as the brand owned by Ciputra Group. This competence is very difficult to imitate by competitors because it has a unique historical, ambiguous, and the nature of social complexity. Internal and external relationships and work culture in which the Company made into a very comfortable working environment thus improving the performance of the Company.

4. Non-substitutability

Resources owned by the Company are related to one another and cannot be exploited separately. This makes it difficult to imitate competitors of the Company's strategy as a whole should mimic the resources owned by the Company.

If seen from the above presentation, the Company included into the slow cycle of resource or resources durable. This is due to the company's brand has been trusted and known to the public, superior human resources, organizational a trusted resource, and physical resources are tested quality.

4.4 IDENTIFICATION OF EXTERNAL FACTORS

Identification of external factors was conducted in order to identify and evaluate trends and events that are beyond the control of the company. This can facilitate the identification of the company's management to determine strategies to exploit opportunities and avoid threats. The identification is done by using PESTEL analysis approach consisting of: (1) Aspects of Politics, Government, and Law, (2) Economic Aspects, (3) Social Aspects, Cultural, Demographic, and Environmental, and (4) Aspects of Technology.

In Table 2 are presented the results of assessment of external factors (EFE) as seen from the aspect PESTEL which gained a total assessment of external factors of 2.65. The total score indicates that the company's response to the use of the opportunities and avoid threats included in the medium category. When viewed in terms of opportunities, variables that

provide the greatest opportunity are of the political and legal aspects of the situation conducive in Pekanbaru in particular. While the variables that pose the greatest threat is the legislation that limits the widespread ownership of land.

Table 2. Results of The Assessment of External Factors

No	Factor	Importance Rate	Quality	Rating	Quality * Rating
Opportunity					
1	The conveniences of licensing	5	0,09	2	0,17
2	Political and legal situation that is conducive	5	0,09	4	0,34
3	Economic growth of Riau	4	0,07	4	0,28
4	A lot of population	3	0,05	2	0,10
5	Number of communities	4	0,07	2	0,14
6	No housing in strategic locations that have large land	4	0,07	3	0,21
7	The development of technologies related to facilities and management	3	0,05	2	0,10
Threat					
1	BI Circular Letter on interest rates for home investment	4	0,07	1	0,07
2	Recent legislation limiting the widespread ownership of land	5	0,09	4	0,34
3	Dependence on agricultural products income	5	0,09	2,5	0,22
4	Negative news quickly spread	4	0,07	4	0,28
5	Not yet usual live within the housing	3	0,05	2	0,10
6	Peat land conditions	4	0,07	3	0,21
7	Green property maintenance high costs	5	0,09	1	0,09
The total value of EFE		58	1,00		2,65

4.5 IDENTIFICATION OF INTERNAL FACTORS

Identification of the Company's internal factors do research by identifying strengths and weaknesses of the company in order to face the competition of business. The identification is done by using tools such as questionnaires filled out by the company's internal leadership deemed competent to understand and with reference to the financial aspects, management, human resources, and technology. The total score is obtained by a score of 3.03 which indicates that the internal condition of the company in a strong state. The results can be seen in Table 3.

Table 3. The results of the analysis of internal factors

No	Factor	Importance Rate	Quality	Rating	Quality * Rating
Strength					
1	Capital supported by group	5	0,11	3,5	0,39
2	Low employee turnover	5	0,11	3	0,33
3	Support from top management	5	0,11	4	0,44
4	HR performance is very loyal, kind, honest, expert.	5	0,11	4	0,44
5	Applying the pile foundation layer of geotextile	4	0,09	3	0,27
6	Implementing Management Information Systems	5	0,11	4	0,44
Weakness					
1	Long financial application procedure	3	0,07	2	0,13
2	Long working lives cause costly salary	3	0,07	2	0,13
3	Shortage of managerial-level employees	2	0,04	2	0,09
4	The internet connection is not stable	4	0,09	2	0,18
5	Lack of technological development on peat	4	0,09	2	0,18
The total value of IFE		45	1,00		3,03

4.6 MATRIKS IE

After assessment of internal factors (IFE) and external (EFE) of the company, it can be seen a grand strategy suitable to be applied to map the Company with a total value of IFE and EFE matrix into IE.

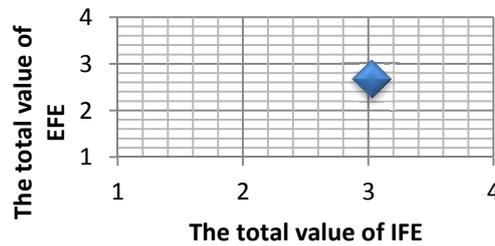


Fig. 1. Results of IE matrix analysis

The total value of IFE obtained in the category of strong internal position, that is equal to 3.03 and the total value of EFE in the category of moderate external position with a value of 2.65. From Figure 1, it is known that the Company entered into the fourth quadrant cells, which grow and cultivated (grow and build). The strategies that can be used in this position are: (1) intensive strategies such as market penetration, market development, and product development, or (2) Integrative to do with forward integration or horizontal integration.

4.7 SWOT ANALYSIS

SWOT analysis tools used by researchers for the development of a strategy based on the strengths and weaknesses of the company and take advantage of opportunities and avoid threats. SWOT analysis is divided into four types of strategies, ie strategies SO, WO strategy, strategy ST, and WT strategy. Retrieved three strategies SO where this strategy utilizes the company's internal strengths to take advantage of external opportunities that exist, namely (1) differentiation, (2) Open a new project, and (3) Optimization of Research and Development division. The second strategy is WO strategies aimed at improving internal weaknesses by taking advantage of external opportunities, namely (1) Recruiting new employees in managerial level, (2) Improve the quality of human resources, and (3) Optimizing the use of technology. The third strategy is the strategy of ST in which this strategy using the power of a company to avoid or reduce the impact of external threats, namely (1) edu-promotion of environmental issues and the role of green property, (2) Provide an alternative home for facilitating consumer payments that are not considered bankable to take out mortgages, (3) Selecting a location conducive project development, and (4) Conduct a contract with a contractor or supplier of material required in order to stay awake quantity, quality, and continuity. The fourth strategy is a strategy WT where this strategy is a defensive tactic aimed to reduce internal weaknesses and avoid external threats, namely (1) Improve the quality of the relationship with customers and prospective customers in, and (2) the capacity, planning and finance in order to finish on time .

4.8 ALTERNATIVE STRATEGIES QSPM ANALYSIS RESULTS (QUANTITATIVE STRATEGIC PLANNING MATRIX)

SWOT analysis generates multiple options strategies that can be adopted by the Company in order to improve competitiveness in the business industry green property. Then the researchers conducted an analysis QSPM to choose which strategy is considered to be the most relevant and optimized to be applied in the Company. The strategies included in the questionnaire QSPM is a strategy that has been chosen intuitively by researchers from the previous stage. Then the researchers asked respondents to assess the Score Attractiveness each strategy. Once assessed by the respondents, the researchers then calculated the Total Attractiveness Score (TAS) by adding all TAS on each proposed strategy. Strategies that have a total value of highest TAS is the best strategy to be implemented.

The choice of strategy QSPM included in the analysis are:

1. Strategy A: Differentiation. Both in terms of concepts, quality, service, technology, materials, design, and facilities.
2. Strategy B: Open a new project in order to increase market share.
3. Strategy C: Creative promotion. Doing edu-promotion that not only did the introduction of the product but also increase knowledge about green property community and raise public awareness of the importance of harmony with nature.
4. Strategy D: Improving the quality of relationships with prospective customers and consumers. Through personal approach, is expected to foster a sense of comfort, trust, and have.

QSPM assessment results show that the strategy that gets the highest score with a value of 6.65 is a strategy TAS B, where the Company is advisable to open a new project. Strategy B aims to increase market share in order to improve the competitiveness of the Company. This strategy is also in accordance with the suggestions generated from the IE matrix, which is grown and cultivated with market penetration, market development, or product development. The second strategy A strategy is suggested by TAS value of 6.39 where the Company made a good differentiation of the concept, quality, service, technology, materials, design, and facilities offered. Differentiation used as value-added and a differentiator with a similar product that is expected to improve the competitiveness of the Company. The third strategy is the strategy suggested C with TAS value of 5.53 is a creative promotion. The increasing demand competitor company to increase promotion. Promotion is an attempt by the company to communicate the existence and value of the product to prospective customers (Mardian 2011). Companies need to do marketing to promote the education, which increased public awareness on environmental issues and the role of green property to increase the function of the environment as well as a wide range of consumer benefits green property.

Application of alternative strategies produced QSPM not have an adverse effect or change the Company's current policy is that alternative strategies can be adopted easily by the Company. The results of this study also support and prove to the company that opened a new project is the right choice in order to improve the competitiveness of the Company in the business industry green property in Pekanbaru. Researchers suggest to the Company to immediately take further action in order to finalize the concept and realization of the strategy within 1 year. This is done in anticipation of increased competition in the industry peers green property when opening a similar project in Pekanbaru. Expected in 2015, the Company has opened a new project in order to meet the needs of the community will Pekanbaru business centers and trade is the concept of green.

5 CONCLUSION

Based on the results of research conducted, it is known that the conditions of competition in an industrial environment conducive Pekanbaru green property where there is no obstacle factors to obtain high scores. The factors that are considered to be a threat is the bargaining power of suppliers because of the number of suppliers of goods in accordance with the specifications are still a few who were in Soweto and was still a little subtitusinya goods. The results of the analysis of external factors indicate that the political aspects, 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. In addition to giving the highest odds, political aspects, government, and law also became the highest threat because of their extensive local regulations limit the ownership of land. The internal factor analysis indicate that aspects of human resources and technology are the main strengths of the Company. In addition to being a major force, technological aspect is also an aspect that became a major drawback for the Company due to the limited power network and internet connection instability in Pekanbaru that disrupt the management information system applied Company. Obtained from various analysis QSPM most optimal strategy to be applied by the Company, the strategy opens a new project. This strategy is expected to increase the market share of the Company to increase the Company's competitiveness in industrial green property in Pekanbaru.

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