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# Sustainable Strategy Planning in the Property Industry at PT. Mitra Rajamor Prima

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## Abstrak

Artikel ini mengembangkan rencana strategis berkelanjutan berbasis data untuk PT. Mitra Rajamor Prima (MRP), pengembang properti skala menengah di Sumatera Utara, Indonesia. Dengan mengintegrasikan Resource-Based View (RBV), PESTEL, evaluasi faktor internal-eksternal (IFE/EFE), analisis SWOT, matriks IE, dan QSPM, penelitian memberikan kerangka pengambilan keputusan yang komprehensif. Data primer dikumpulkan dari 30 responden purposive (manajemen, karyawan, konsumen, dan mitra perbankan) dan ditriangulasi dengan dokumen perusahaan. Hasil menunjukkan skor IFE 3,69 dan EFE 3,72, menempatkan MRP pada kuadran Grow & Build. Ringkasan QSPM menunjukkan prioritas strategi: eco-branding & ESG alignment, inovasi perumahan hijau yang terjangkau, dan pemasaran digital berbasis VR/BIM. Kontribusi artikel ini adalah template metodologis yang aplikatif bagi pengembang skala menengah.

**Kata kunci:** Industri property; strategi berkelanjutan; RBV; QSPM; PESTEL; SWOT

## Abstract

This paper develops a data-driven, sustainable strategic plan for PT. Mitra Rajamor Prima (MRP), a medium-scale property developer operating in North Sumatra, Indonesia. Combining Resource-Based View (RBV), PESTEL scanning, Internal and External Factor Evaluation (IFE/EFE), SWOT synthesis, IE matrix positioning, and Quantitative Strategic Planning Matrix (QSPM) prioritization, the study provides a comprehensive decision framework. Primary data were collected from 30 purposively selected respondents (management, employees, customers, and banking partners) and triangulated with company documents. Results show an IFE score of 3.69 and an EFE score of 3.72, placing MRP in the Grow & Build quadrant. QSPM ranking (summary) identifies eco-branding and ESG alignment, affordable green housing innovation, and digital marketing (VR/BIM-enabled) as top priorities. The paper contributes an applied methodological template for medium-sized developers and offers actionable operational recommendations for implementing sustainable projects.

**Keywords:** Property industry; sustainable strategy; RBV; QSPM; PESTEL; SWOT

## 1. Introduction

The Indonesian property sector remains a vital engine of economic activity, contributing to construction output, employment and capital formation (World Bank; national statistics—BPS). Yet, the industry is subject to complex risks: cyclical demand, raw material price volatility, regulatory uncertainty, and rising expectations for sustainability and digital services. Medium-sized developers like PT. Mitra Rajamor Prima (MRP) are especially exposed due to limited capital buffers and dependence on local land banks. Practically, these companies must translate internal capabilities into marketable, sustainable offerings while managing regulatory and operational constraints.

This study addresses a knowledge and practice gap: how to operationalize multiple analytical frameworks into a cohesive, quantifiable strategic decision process for medium-sized developers. Specifically, the research objectives are:

1. To evaluate MRP's internal and external strategic position using IFE and EFE matrices;
2. To synthesize strategic options via SWOT and locate the firm in the IE matrix;
3. To prioritize strategies using QSPM and recommend concrete implementation steps.

The contribution is twofold. First, methodologically the paper demonstrates integration of RBV, PESTEL and QSPM into a single decision path. Second, practically it supplies prioritized, implementable strategies for medium developers pursuing sustainable growth.

## 2. Literature Review

### 2.1 Literature Review

Strategic management literature underscores the importance of aligning internal resources with external opportunities (Barney, 1991; Grant, 2013). RBV argues that durable competitive advantage derives from resources that are valuable, rare, inimitable and organized (VRIO). In property development, such resources may include landbank quality, access to green financing, managerial capabilities, and digital marketing platforms (Bektas & Low, 2018).

PESTEL analysis complements RBV by revealing macro-level constraints and enablers (political/regulatory, economic, socio-cultural, technological, environmental, legal). Studies on sustainable development in real estate show that green products often gain premium absorption rates in targeted segments and improve access to concessional finance (Eccles et al., 2014; Pereira et al., 2019).

SWOT remains a practical bridge between analytic diagnosis and strategy formation. The literature also supports using quantitative priority-setting tools (e.g., QSPM) to make transparent and reproducible strategic choices (David & David, 2016). Recent empirical studies on mid-sized developers emphasize digital marketing and ESG positioning as high-impact levers for market differentiation (Mahardika et al., 2024; Hsu et al., 2019).

### 2.2 Conceptual Framework

The study applies a three-stage decision framework:

1. **Input (Diagnostics):** PESTEL scanning and RBV-based inventory produce a set of external opportunities/threats and internal strengths/weaknesses. These are quantified into EFE and IFE matrices (weights and ratings).
2. **Matching (Synthesis):** IFE and EFE scores are combined into a SWOT synthesis and plotted on the IE matrix to indicate strategic posture (Grow/Build, Hold, Harvest/Exit).
3. **Decision (Prioritization):** Candidate strategies are evaluated using QSPM; Total Attractiveness Scores (TAS) produce an ordered list of actions.

Visually, the conceptual model (Figure 1) can be represented as:

[ PESTEL + RBV ] → [ IFE / EFE matrices ] → [ SWOT / IE matrix ] → [ QSPM ] → [ Strategic priorities & Implementation Plan ]

This framework ensures analytical transparency (weights, ratings, TAS) and provides managers with clear decision rules for selecting strategies.

## 3. Research Methodology

### 3.1 Design and Sample

The research follows a descriptive–quantitative design. Thirty purposive respondents were selected: 10 company staff (management and operations), 10 customers (recent buyers/booking clients), and 10 banking/finance partners. Company documents (sales records, financing agreements) were used to triangulate responses.

### 3.2 Data collection

Structured questionnaires and semi-structured interviews collected perceptions on internal capabilities and external conditions. Items were constructed from established frameworks (Rangkuti, 2018; David & David, 2016) and pre-tested with two external experts for face validity.

### 3.3 Analysis

The study computed IFE and EFE matrices (weight × rating), summarized in aggregate scores (IFE = 3.69; EFE = 3.72). SWOT synthesis produced candidate strategic alternatives. QSPM was constructed to compare four strategic options quantitatively. The most salient strategies (top 3 TAS) were extracted for detailed discussion and implementation guidance.

## 4. Results and Discussion

### 4.1 IFE and EFE summary

The calculated IFE (3.69) suggests above-average internal strength: MRP exhibits operational competence in project management, access to KYG financing, and a usable landbank. The EFE (3.72) indicates favorable external dynamics—demand for affordable housing, policy incentives for green building, and growing digital channels.

#### 4.2 IE matrix interpretation

With both IFE and EFE >3.5, MRP sits in the Grow & Build quadrant. This positioning supports an aggressive growth and product development posture, focusing on expanding product offerings and market reach while investing in capability upgrades.

Table 1. QSPM summary

Strategic Alternative	Description (one-line)	TAS (summary)	Priority
Eco-branding & ESG alignment	Brand differentiation through certified green features and ESG reporting	6.25	1
Affordable green housing innovation	Develop cost-effective green construction and modular designs for MBR segments	5.90	2
Digital marketing (VR/BIM sales)	Integrate virtual tours and BIM-based visualisation to accelerate absorption	5.35	3
Strategic partnerships	Supply-chain contracts and bank collaborations for green financing	5.10	4

#### 4.3 Implementation implications

For each priority strategy the firm should define pilot projects, KPI dashboards, budget envelopes and timelines. For example, implement a 12–24 month pilot of an eco-affordable cluster (20–50 units) with defined energy-efficiency metrics, marketing conversion targets, and supplier contracts that stabilise material costs.

### 5. Conclusion, Recommendations and Implementation Roadmap

#### 5.1 Conclusion

PT. Mitra Rajamor Prima possesses a favorable strategic position based on diagnostic analysis (IFE=3.69; EFE=3.72). The combined framework (RBV+PESTEL+QSPM) identifies eco-branding/ESG, affordable green housing innovation, and digital marketing as priority strategies that are both actionable and aligned with sustainability goals.

#### 5.2 Recommendations

- 1. Short-term (0–12 months):** Initiate a flagship eco-affordable pilot project; design an eco-brand identity; develop a VR-based sales demo for existing inventory.
- 2. Medium-term (12–36 months):** Scale pilot results through partnerships with banks for green mortgages; introduce supplier contracts for green materials; integrate ESG reporting into corporate communications.
- 3. Organizational enablers:** Invest in HR training for green construction techniques and digital sales, and appoint a sustainability lead to coordinate cross-functional tasks.

**5.3 Implementation roadmap (high-level).** Define project charters, KPIs (absorption rate, reduction in unit energy use, cost per sqm), quarterly reviews, and a governance board including a bank liaison for finance facilitation.

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