

ABSTRACT

HO MELY SURJANI. The Expansion Feasibility of Financial Performance : PT. Duta Pertiwi Tbk In The Period Of Year 1998 – 2000 (mentoring by Mr. Dr. Erman Munzir).

This thesis having goals to test the success of PT. Duta Pertiwi Tbk, subsidiary company of Sinar Mas group, which operated in property sector, the strategic decision of the project expansion was efficient and feasible. The expansion mentioned are the development of 5 (five) commercial project in Jakarta.

As proverb say “Winners continue working while others have stopped; Losers stop working before”, the company took this ultimate decision when another developer didn't move from the economic crisis. In fact, the projects launched got an enthusiasm and positive response from the market which majority comes from the merchant. This succeed is caused of the crisis that create opportunity to a few community caused of *dollar gain* and higher interest rate of deposits. The company that always have demand oriented, grab the captive market as its potential demand. Another key success factor is pre-project selling system carried on by the management and no competitor existence at that time.

The author focuses analysis only at financial aspect by doing feasibility study analysis, ratio and performance analysis, and strategic qualitative analysis contained steps will be done by company for the better financial performance in the future. The investment tools for feasibility study analysis are NPV (Net Present Value), IRR (Internal Rate of Return) and Payback Period. The analysis tool to identify financial performance is operational analysis, human resources management and profitability analysis. Based on feasibility study analysis, all project expansion is feasible because of NPV positive, IRR more than interest rate with payback period between 2 – 8 quarters. The financial performance is also good because the sales increase significantly and cost expenses become more efficient. The resource management is more effective therefore the productivity will be going up. Actually, the profit becomes little decreased cause of foreign currency lost and obligation burden. Finally, company must have commitment to the consumer by carrying on proper delivery, good quality of the building, and also after sales service. All of them will increase the company image. Company must always do optimalization of income from sales, and this success story must be a good example for the next developments. In the mean time, company must very selective to grab the opportunity and always doing innovation and keep maintain the company principles.