

EVALUASI KELAYAKAN FINANSIAL DAN PERANCANGAN STRATEGI BISNIS MENGGUNAKAN METODE *BUSINESS MODEL CANVAS*, SWOT, DAN TOPSIS PADA UMKM MASTER DONAT

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ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi kelayakan usaha baru UMKM Master Donat berdasarkan aspek finansial dan strategi bisnis yang diterapkan. Metode penelitian mencakup beberapa tahapan, yaitu: identifikasi struktur biaya usaha, analisis kelayakan finansial, perancangan strategi bisnis melalui pendekatan *Business Model Canvas* (BMC), analisis SWOT, dan metode pemeringkatan menggunakan *Technique for Order Preference by Similarity to Ideal Solution* (TOPSIS), serta analisis sensitivitas terhadap perubahan harga bahan baku dan harga jual. Analisis struktur biaya terdapat biaya tetap, rincian biaya variabel dan biaya investasi yang bervariasi setiap tahun. Evaluasi finansial pada kondisi dasar menunjukkan bahwa usaha layak untuk dijalankan, meskipun terjadi kerugian pada tahun kelima, yang masih dapat ditutupi oleh arus kas. Analisis sensitivitas dengan parameter kenaikan harga bahan baku dan penurunan harga jual masing-masing 15%, 20%, dan 25% menunjukkan bahwa usaha tetap layak secara finansial, kecuali pada skenario penurunan harga jual sebesar 25% yang menyebabkan usaha menjadi tidak layak, dan kerugian pada tahun ke 4 dan 5. Strategi yang diterapkan UMKM Master Donat saat ini berfokus pada kualitas produk, pelayanan, dan pengelolaan operasional. Untuk memperkuat bisnis, disarankan pengembangan strategi berbasis inovasi produk berbahan baku premium untuk menjangkau segmen milenial dan gen Z, serta ekspansi pasar melalui partisipasi aktif dalam bazar kuliner.

Kata Kunci: *Business Model Canvas*, SWOT, TOPSIS.

FINANCIAL FEASIBILITY EVALUATION AND BUSINESS STRATEGY DESIGN USING THE BUSINESS MODEL CANVAS, SWOT, AND TOPSIS METHODS FOR THE UMKM MASTER DONAT

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ABSTRACT

This study aims to evaluate the feasibility of the new business venture UMKM Master Donat based on financial aspects and the business strategies applied. The research method involves several stages, including: identifying the business cost structure, conducting a financial feasibility analysis, designing business strategies using the Business Model Canvas (BMC) approach, SWOT analysis, the ranking method using the Technique for Order Preference by Similarity to Ideal Solution (TOPSIS), and sensitivity analysis of changes in raw material and selling prices. The cost structure analysis includes fixed costs, details of variable costs, and investment costs that vary from year to year. The financial evaluation under baseline conditions indicates that the business is feasible to run, despite experiencing a loss in the fifth year, which can still be covered by cash flow. Sensitivity analysis using parameters of raw material price increases and selling price decreases of 15%, 20%, and 25% shows that the business remains financially feasible, except under the scenario of a 25% decrease in selling price, which renders the business unfeasible and results in losses in years four and five. The current strategy implemented by UMKM Master Donat focuses on product quality, service, and operational management. To strengthen the business, it is recommended to develop strategies based on product innovation using premium raw materials to target millennial and Gen Z segments, as well as expand the market through active participation in culinary bazaars.

Keywords: *Business Model Canvas, SWOT, TOPSIS.*