EVALUASI KELAYAKAN FINANSIAL DAN PERANCANGAN STRATEGI OPERASIONAL PADA USAHA WISATA RONGSOK DEPOK

Marieke Zenianti

ABSTRAK

Wisata Rongsok Depok merupakan usaha ritel barang bekas dan *refurbished* multikategori yang menghadapi tantangan berupa fluktuasi penjualan bulanan, biaya *overhead* yang besar dan bersifat tetap, serta *Break Even Point* yang relatif tinggi terhadap omzet. Penelitian ini bertujuan mengevaluasi kelayakan finansial usaha, mengidentifikasi faktor yang memengaruhi arus kas, serta merumuskan strategi pengembangan usaha menggunakan SWOT-AHP. Metode penelitian meliputi analisis arus kas, perhitungan *Net Present Value* (NPV), *Payback Period* (PP), *Break Even Point* (BEP), dan *Minimum Attractive Rate of Return* (MARR), analisis sensitivitas kenaikan biaya *overhead* sebesar 5%, 10%, dan 15%, serta analisis SWOT yang diprioritaskan menggunakan *Analytic Hierarchy Process* (AHP). Hasil penelitian menunjukkan usaha layak dijalankan dengan NPV Rp1.047.054.181 dan *Payback Period* 6,71 bulan. Seluruh skenario kenaikan biaya *overhead* tetap menghasilkan NPV positif dan *Payback Period* yang relatif cepat, meski pada skenario 15% NPV menjadi Rp870.566.157 dan *Payback Period* memanjang menjadi 7,92 bulan. Hasil SWOT-AHP menempatkan perusahaan pada Kuadran I Grand Strategy Matrix (X = 0,81; Y = 0,29), menjadikan strategi *Strengths-Opportunities* (SO) sebagai prioritas utama, berfokus pada pengembangan produk *refurbished* bernilai tambah, perluasan pasar, dan pengendalian biaya *overhead* guna mendukung pertumbuhan usaha berkelanjutan.

Kata Kunci: Kelayakan finansial, analisis sensitivitas, SWOT-AHP

EVALUATION OF FINANCIAL VIABILITY AND DESIGN OF OPERATIONAL STRATEGIES FOR WISATA RONGSOK DEPOK BUSINESS

Marieke Zenianti

ABSTRACT

Wisata Rongsok Depok is a multi-category retail business dealing in used and refurbished goods that faces challenges such as fluctuations in monthly sales, high fixed overhead costs, and a relatively high break-even point relative to revenue. This study aims to evaluate the business's financial viability, identify factors affecting Cash Flow, and formulate business development strategies using the SWOT-AHP method. The research methods include Cash Flow analysis, calculations of Net Present Value (NPV), Payback Period (PP), Break-Even Point (BEP), and Minimum Attractive Rate of Return (MARR), sensitivity analysis of overhead cost increases of 5%, 10%, and 15%, as well as a prioritized SWOT analysis using the Analytic Hierarchy Process (AHP). The results indicate that the business is viable, with an NPV of Rp1,047,054,181 and a Payback Period of 6.71 months. All scenarios involving increases in overhead costs still yield a positive NPV and a relatively short Payback Period, although in the 15% scenario, the NPV drops to Rp870,566,157 and the Payback Period extends to 7.92 months. The SWOT-AHP results place the company in Quadrant I of the Grand Strategy Matrix (X = 0.81; Y = 0.29), making the Strengths-Opportunities (SO) strategy the top priority, focusing on the development of value-added refurbished products, market expansion, and overhead cost control to support sustainable business growth.

Keywords: *Financial feasibility, sensitivity analysis, SWOT-AHP*