

ABSTRAK

Tujuan utama penelitian ini adalah merancang model bisnis baru yang tepat untuk "PT ABC". Tujuan spesifik dari penelitian ini ada tiga. Pertama, menganalisis model bisnis "PT ABC" saat ini sebagai pedoman alternatif pengembangan model bisnis perusahaan. Kedua, merancang model bisnis produk pelatihan Bahasa Jerman, Bahasa Jepang, dan Bahasa Korea Selatan sebagai inovasi produk baru perusahaan. Ketiga, menganalisis kelayakan pengembangan model bisnis baru perusahaan berdasarkan aspek ekonomi dan non-ekonomi. Penelitian ini merupakan penelitian kualitatif dengan metode pengumpulan data melalui wawancara dan survei. Pertanyaan wawancara disusun berdasarkan komponen Kanvas Model Bisnis, sedangkan pertanyaan survei disusun berdasarkan peta empati. Informan wawancara dalam penelitian ini adalah Manajer Umum "PT ABC" dan Manajer Umum "PT XYZ" selaku kompetitor. Responden survei merupakan lima puluh calon pelanggan potensial yang dipilih dengan *purposive sampling*. Data yang diperoleh dianalisis secara kualitatif dan kuantitatif. Analisis data kualitatif dilakukan menggunakan analisis konten, sedangkan analisis data kuantitatif dilakukan dengan menghitung nilai NPV, IRR, dan PP. Hasil penelitian menunjukkan bahwa pengembangan model bisnis "PT ABC" dipicu oleh kebutuhan pelanggan yang berkembang yaitu pelanggan yang menginginkan melanjutkan studi atau bekerja di negara Jerman, Jepang, dan atau Korea Selatan. Bertambahnya kebutuhan pelanggan ini memicu perusahaan untuk memberikan produk baru berupa kelas Bahasa Jerman, Bahasa Jepang, dan Bahasa Korea Selatan. Investasi yang perlu dikeluarkan oleh perusahaan sebesar Rp117.000.000. Berdasarkan analisis kelayakan ekonomi dengan skenario normal, diperoleh nilai NPV sebesar Rp142.434.624, nilai IRR sebesar 35%, dan nilai PP selama dua tahun sebelas bulan, sedangkan analisis non-ekonomi pengembangan model bisnis ini akan memiliki dampak pada aspek sosial, budaya, dan lingkungan. Oleh karena itu, dapat dikatakan bahwa pengembangan model bisnis ini layak dijalankan.

Kata kunci: Pengembangan model bisnis, Bahasa Jerman, Bahasa Jepang, Bahasa Korea Selatan

ABSTRACT

The primary objective of this research is to design an appropriate new business model for "PT ABC." The study has three specific aims. First, to analyze the current business model of "PT ABC" as an alternative guideline for the company's business model development. Second, to design a business model for the German, Japanese, and Korean language training products as new product innovations for the company. Third, to assess the feasibility of developing the company's new business model based on economic and non-economic aspects. This study is qualitative in nature, with data collection methods including interviews and surveys. The interview questions were structured based on the Business Model Canvas components, while the survey questions were based on the empathy map. The interview informants in this study were the General Manager of "PT ABC" and the General Manager of "PT XYZ" as a competitor. The survey respondents were fifty potential customers selected through purposive sampling. The data obtained were analyzed qualitatively and quantitatively. Qualitative data analysis was conducted using content analysis, while quantitative data analysis involved calculating NPV, IRR, and PP values. The findings indicate that the development of "PT ABC's" business model was driven by evolving customer needs, specifically those interested in pursuing studies or careers in Germany, Japan, or South Korea. The increasing customer demand prompted the company to introduce new products in the form of German, Japanese, and Korean language classes. The required investment for the company amounts to IDR 117,000,000. Based on the economic feasibility analysis under normal scenarios, the NPV was found to be IDR 142,434,624, with an IRR of 35%, and a PP of two years and eleven months. Additionally, the non-economic analysis suggests that the development of this business model will impact social, cultural, and environmental aspects. Therefore, it can be concluded that this business model development is viable.

Keywords: Business model development, German language, Japanese language, Korean language