

INTISARI

Penelitian ini bertujuan merancang inovasi produk berbasis limbah kulit pada Kenandy Leather Journal sebagai upaya memperluas pasar dan meningkatkan proposisi nilai perusahaan di tengah meningkatnya perhatian konsumen terhadap keberlanjutan. Kenandy Leather Journal menghadapi dilema strategis berupa keterbatasan varian produk, pasar yang stagnan di segmen korporat dan oleh-oleh, serta akumulasi limbah kulit yang belum dimanfaatkan. Penelitian ini menggunakan pendekatan multi-metode berurutan, diawali eksplorasi kualitatif melalui wawancara dan observasi, kemudian dilanjutkan analisis kuantitatif melalui survei terhadap 50 responden potensial, dimana 42 orang lolos kriteria *purposive sampling*.

Analisis Kanvas Proposisi Nilai digunakan untuk mengidentifikasi kebutuhan, harapan, dan kekhawatiran konsumen generasi muda. Temuan penelitian menunjukkan bahwa konsumen menginginkan produk yang memiliki nilai sosial dan lingkungan, desain yang unik, serta kualitas material yang terjamin. Data tersebut diintegrasikan dengan wawasan proses inovasi dari studi kasus Pala Nusantara, sehingga menghasilkan rancangan inovasi produk berupa Leather Pocket Essentials, produk modular kecil dari limbah kulit yang memiliki nilai estetika dan narasi keberlanjutan.

Kelayakan finansial dianalisis melalui estimasi arus kas berdasarkan asumsi realistis mengenai kapasitas produksi awal, struktur biaya, harga jual, CAPEX, OPEX, dan tingkat diskonto. Hasil perhitungan menunjukkan nilai NPV positif, IRR diatas tingkat diskonto 10%, dan *payback period* dalam rentang yang dapat diterima, sehingga inovasi dinilai layak secara finansial. Penelitian ini berkontribusi secara praktis bagi UMKM kriya kulit dalam mengoptimalkan limbah serta menunjang inovasi berbasis nilai, dan secara teoritis memperkuat penggunaan Kanvas Proposisi Nilai dalam konteks perancangan produk berkelanjutan.

Kata kunci: inovasi produk, limbah kulit, kanvas proposisi nilai, ekonomi sirkular, kelayakan finansial.

ABSTRACT

This study aims to design a circular-economy-based product innovation utilizing leather waste at Kenandy Leather Journal as an effort to expand its market reach and strengthen the company's value proposition amid the growing consumer attention to sustainability. Kenandy Leather Journal faces a strategic dilemma characterized by limited product variations, a stagnant market concentrated in corporate and souvenir segments, and an accumulation of unused leather offcuts. This research employs a sequential multi-method approach, beginning with qualitative exploration through interviews and observations, followed by quantitative analysis through a survey of 50 potential respondents, of which 42 met the purposive sampling criteria.

The Value Proposition Canvas was used to identify the needs, expectations, and concerns of younger consumers. The findings indicate that consumers seek products with social and environmental value, unique designs, and assured material quality. These insights were integrated with innovation process learnings from the Pala Nusantara case study, resulting in the design of a product innovation called Leather Pocket Essentials—a small modular leather-waste product with aesthetic value and an embedded sustainability narrative.

Financial feasibility was assessed through cash-flow estimation based on realistic assumptions regarding initial production capacity, cost structure, selling price, CAPEX, OPEX, and discount rate. The analysis shows a positive NPV, an IRR exceeding the 10% discount rate, and a payback period within an acceptable range, indicating that the innovation is financially viable. Practically, this study contributes to leather-craft MSMEs by demonstrating ways to optimize waste and pursue value-driven innovation, while theoretically reinforcing the applicability of the Value



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Perencanaan Inovasi Produk berbasis Ekonomi Sirkular pada Kenandy Leather Journal
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Proposition Canvas in sustainable product design contexts.

Keywords: *product innovation, leather waste, value proposition canvas, circular economy, financial feasibility.*