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Inovasi Model Bisnis Strategis untuk Platform Digital Layanan Wisuda Terintegrasi
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ABSTRAK

Pasar layanan wisuda di Daerah Istimewa Yogyakarta memiliki potensi yang besar seiring tingginya jumlah perguruan tinggi, mahasiswa aktif, dan siklus wisuda yang berlangsung sepanjang tahun. Namun, kebutuhan layanan wisuda masih bersifat terfragmentasi, sehingga calon pengguna harus mengatur akomodasi, transportasi, tata rias, dan fotografi secara terpisah, yang menimbulkan *pain point* berupa tingginya *search cost*, beban koordinasi, dan risiko transaksi. Penelitian ini bertujuan merumuskan model bisnis strategis untuk platform digital layanan wisuda terintegrasi, merancang *Minimum Viable Product* (MVP) awal, serta menyusun kerangka validasi awal untuk tahap implementasi berikutnya. Penelitian menggunakan pendekatan *mixed methods* dengan desain eksploratif dan deskriptif. Data dikumpulkan melalui wawancara mendalam, survei terhadap 144 responden dengan 137 responden *valid*, serta kajian literatur. Analisis dilakukan menggunakan analisis konten, statistik deskriptif, analisis VRIO, dan analisis kelayakan finansial. Hasil penelitian menunjukkan bahwa model bisnis yang dirancang berbentuk platform multi-sisi berbasis *asset-light* yang mengintegrasikan layanan akomodasi, transportasi, tata rias, dan fotografi. MVP dirancang sebagai aplikasi web responsif dengan fitur inti katalog layanan, transparansi harga, pemesanan, pembayaran terpusat, pengamanan transaksi, dan koordinasi dasar. Analisis finansial menunjukkan model bisnis layak dijalankan dengan NPV positif, IRR di atas tingkat pengembalian minimum, *payback period* relatif singkat, serta BEP sebesar 114 transaksi per bulan. Penelitian ini menyimpulkan bahwa rancangan bisnis layak secara konseptual dan menunjukkan indikasi kelayakan finansial, dengan catatan bahwa validasi awal operasional tetap diperlukan pada tahap implementasi.

Kata kunci: inovasi model bisnis, layanan wisuda, platform digital, *Business Model Canvas*, *Minimum Viable Product*, kelayakan finansial

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ABSTRACT

The graduation service market in the Special Region of Yogyakarta has strong potential due to the large number of universities, active students, and graduation cycles occurring throughout the year. However, graduation-related services remain fragmented, requiring users to arrange accommodation, transportation, make-up services, and photography separately, which creates pain points in the form of high search costs, coordination burdens, and transaction risks. This study aims to formulate a strategic business model for an integrated digital graduation service platform, design an initial Minimum Viable Product (MVP), and develop an initial validation framework for the implementation stage. The study employs a mixed methods approach with exploratory and descriptive designs. Data were collected through in-depth interviews, a survey of 144 respondents with 137 valid responses, and a literature review. The data were analyzed using content analysis, descriptive statistics, VRIO analysis, and financial feasibility analysis. The findings indicate that the proposed business model takes the form of an asset-light multi-sided platform integrating accommodation, transportation, make-up services, and photography. The MVP is designed as a responsive web application with core features including a service catalog, price transparency, booking, centralized payment, transaction protection, and basic service coordination. Financial analysis shows that the model is feasible, with a positive NPV, an IRR above the minimum required return, a relatively short payback period, and a break-even point of 114 transactions per month. This study concludes that the proposed business model is conceptually viable and shows positive indications of financial feasibility, while initial operational validation remains necessary during implementation.

***Keywords**: business model innovation, graduation services, digital platform, Business Model Canvas, Minimum Viable Product, financial feasibility*