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Perancangan Model Bisnis Hunian Sewa Semi-Menetap Pada CV. Anugrah Mandiri Di Kota Sorong
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INTISARI

Penelitian ini bertujuan untuk mengidentifikasi model bisnis eksisting, menganalisis kesenjangan antara kondisi perusahaan dan kebutuhan pasar, merancang model bisnis hunian sewa semi-menetap, serta menilai kelayakan implementasinya pada CV. Anugrah Mandiri di Kota Sorong. Penelitian menggunakan pendekatan studi kasus dengan metode kualitatif deskriptif yang didukung analisis keuangan sederhana. Unit analisis berfokus pada pengelolaan 50 kamar kos. Data diperoleh melalui wawancara mendalam terhadap 11 informan yang dipilih secara purposif, observasi lapangan, dokumentasi internal perusahaan, dan data sekunder. Data dianalisis menggunakan analisis konten, Kanvas Proposisi Nilai, Kanvas Model Bisnis, analisis kesenjangan, analisis kelayakan pasar, operasional, manajerial, dan finansial, serta analisis sensitivitas.

Hasil penelitian menunjukkan bahwa model bisnis eksisting masih berorientasi pada kepemilikan aset dan pengelolaan konvensional. Segmen pelanggan belum ditetapkan secara spesifik, proposisi nilai masih berfokus pada penyediaan kamar, saluran pemasaran mengandalkan jaringan konvensional, hubungan pelanggan belum terstandar, kemitraan teknis bersifat insidental, dan pencatatan biaya belum dilakukan secara disiplin per unit. Model bisnis usulan menargetkan pekerja proyek, profesional pendatang, ASN atau pegawai penugasan, tenaga kesehatan, pekerja logistik, dan pelaku usaha. Proposisi nilai yang ditawarkan berupa hunian siap huni, aman, bersih, fleksibel, transparan, dan responsif, yang didukung pemasaran digital, paket sewa jangka menengah dan korporat, standardisasi fasilitas, SOP pelayanan, sistem administrasi, pemeliharaan berkala, serta kemitraan teknis.

Rancangan bisnis dinilai memiliki peluang pasar dan dapat dijalankan secara operasional serta manajerial apabila perusahaan menerapkan pembagian peran dan standar pelayanan secara konsisten. Pada aspek finansial, skenario normal memberikan IRR sebesar 18,73 persen dan *payback period* 4,38 tahun, sehingga dapat digunakan sebagai dasar perencanaan. Skenario optimis digunakan sebagai target kinerja, sedangkan skenario pesimis menjadi dasar mitigasi risiko. Implementasi model bisnis dirancang melalui tahap persiapan, eksekusi, dan evaluasi yang dilengkapi indikator kinerja dan mitigasi risiko. Penelitian menyimpulkan bahwa model bisnis usulan layak dikembangkan dengan tetap memperhatikan tingkat okupansi, kualitas layanan, pengendalian biaya, dan ketertiban pengelolaan.

Kata kunci: Hunian sewa semi-menetap, Kanvas Model Bisnis, Kanvas Proposisi Nilai, Kelayakan bisnis, Kota Sorong, Model bisnis.

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ABSTRACT

This study aims to identify the existing business model, analyze the gaps between the company's current condition and market needs, design a semi-settled rental housing business model, and assess its implementation feasibility at CV. Anugrah Mandiri in Sorong City. This research applies a case study approach using a descriptive qualitative method supported by a simple financial analysis. The unit of analysis focuses on the management of 50 rental rooms. Data were collected through in-depth interviews with 11 purposively selected informants, field observations, internal company documentation, and secondary data. The data were analyzed using content analysis, the Value Proposition Canvas, the Business Model Canvas, gap analysis, market, operational, managerial, and financial feasibility analyses, as well as sensitivity analysis.

The findings indicate that the existing business model remains asset-oriented and conventionally managed. Customer segments have not been clearly specified, the value proposition remains focused on room provision, marketing channels rely primarily on conventional networks, customer relationships are not standardized, technical partnerships are incidental, and costs are not systematically recorded for each unit. The proposed business model targets project workers, incoming professionals, civil servants on temporary assignments, healthcare workers, logistics workers, and business actors. Its value proposition consists of ready-to-occupy, secure, clean, flexible, transparent, and responsive rental housing supported by digital marketing, medium-term and corporate rental packages, standardized facilities, service procedures, administrative systems, scheduled maintenance, and technical partnerships.

The proposed business is considered to have market potential and to be operationally and managerially feasible, provided that the company consistently implements clear role allocation and service standards. Financially, the normal scenario produces an IRR of 18.73 percent and a payback period of 4.38 years, making it suitable as the primary planning basis. The optimistic scenario serves as a performance target, while the pessimistic scenario is used for risk mitigation. The business model is planned to be implemented through preparation, execution, and evaluation stages supported by performance indicators and risk mitigation measures. The study concludes that the proposed business model is feasible for development, subject to the company's ability to maintain occupancy, service quality, cost control, and management discipline.

Keywords: *Business Model Canvas, business model, business feasibility, rental housing, Sorong City, Value Proposition Canvas.*