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Perancangan Model Bisnis Perusahaan Penambangan Batu Kali CV. Aidis Putra Padang Guci dalam Menghadapi Isu Keberlanjutan
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INTISARI

CV. Aidis Putra Padang Guci (CV. APPG) merupakan perusahaan penambang batu kali skala menengah berbasis keluarga yang telah beroperasi di Sungai Padang Guci, Kabupaten Kaur, Provinsi Bengkulu, sejak tahun 2002. Selama lebih dari dua dekade beroperasi, model bisnis perusahaan masih sepenuhnya berorientasi finansial tanpa mekanisme terstruktur untuk mengelola dampak sosial, membangun hubungan dengan masyarakat, atau memantau dan memitigasi dampak lingkungan secara konsisten, sehingga menciptakan kesenjangan pada ketiga pilar *triple bottom line* (*People, Planet, Profit*). Penelitian ini bertujuan untuk merancang model bisnis berkelanjutan bagi CV. APPG serta menganalisis kelayakan ekonominya, guna memastikan bahwa integrasi dimensi sosial dan lingkungan tidak mengorbankan viabilitas finansial perusahaan dalam jangka panjang.

Penelitian menggunakan pendekatan kualitatif deskriptif dengan strategi studi kasus tunggal (*single case study*), didukung data kuantitatif untuk menilai kelayakan finansial. Data primer dikumpulkan melalui wawancara mendalam dengan tujuh narasumber (pemilik, direktur operasional, manajer operasional, supervisor, kepala dusun, konsumen, dan mitra industri hilir) serta observasi lapangan langsung, dan dilengkapi data sekunder berupa catatan keuangan dan operasional perusahaan. Analisis model bisnis menggunakan kerangka *Triple Layered Business Model Canvas* (TLBMC) dari Joyce dan Paquin (2016) yang mencakup 27 blok pada tiga lapisan (ekonomi, lingkungan, sosial), sedangkan kelayakan finansial dianalisis menggunakan *Net Present Value* (NPV), *Internal Rate of Return* (IRR), dan *Payback Period* (PP) pada tiga skenario (Pesimis, Normal, Optimis).

Hasil analisis kelayakan ekonomi menunjukkan bahwa rancangan model bisnis tersebut layak untuk diimplementasikan pada ketiga skenario, dengan NPV positif, IRR di atas tingkat diskonto 9%, dan periode pengembalian investasi yang wajar, meskipun skenario Pesimis menghasilkan margin kelayakan yang lebih rendah dibandingkan skenario Normal dan Optimis. Penelitian ini dilengkapi dengan rencana aksi implementasi bertahap selama enam bulan, pembagian penanggung jawab sesuai struktur organisasi perusahaan, serta identifikasi dan mitigasi risiko implementasi.

Kata kunci: Kelayakan Ekonomi, Model Bisnis Berkelanjutan, Pertambangan Galian C, *Triple Bottom Line, Triple Layered Business Model Canvas.*

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ABSTRACT

CV. Aidis Putra Padang Guci (CV. APPG) is a family-owned, medium-scale river stone mining company that has been operating in Sungai Padang Guci, Kabupaten Kaur, Bengkulu Province, since 2002. Over more than two decades of operation, the company's business model has remained entirely financially oriented, lacking structured mechanisms to manage social impacts, build community relationships, or consistently monitor and mitigate environmental impacts, thereby creating a gap across all three pillars of the triple bottom line (People, Planet, Profit). This study aims to design a sustainable business model for CV. APPG and to analyze its economic feasibility, in order to ensure that the integration of social and environmental dimensions does not compromise the company's long-term financial viability.

The study employs a descriptive qualitative approach with a single case study strategy, supported by quantitative data to assess financial feasibility. Primary data were collected through in-depth interviews with seven informants (the owner, operations director, operations manager, supervisor, village head, consumer, and downstream industry partner) as well as direct field observation, complemented by secondary data in the form of the company's financial and operational records. The business model analysis employs the Triple Layered Business Model Canvas (TLBMC) framework developed by Joyce and Paquin (2016), which encompasses 27 blocks across three layered (economic, environmental, social), while financial feasibility is analyzed using Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PP) across three scenarios (Pessimistic, Normal, Optimistic).

The economic feasibility analysis shows that the proposed business model design is feasible for implementation under all three scenarios, with positive NPV, IRR above the 9% discount rate, and a reasonable investment payback period, although the Pessimistic scenario yields a lower feasibility margin than the Normal and Optimistic scenarios. This study is further complemented by a phased six-month implementation action plan, an allocation of responsibilities aligned with the company's organizational structure, and the identification and mitigation of implementation risks.

Keywords: *Economic Feasibility, Quarry Mining (Galian C), Sustainable Business Model Canvas, Triple Bottom Line, Triple Layered Business Model Canvas.*