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Rencana Bisnis Sopo Nauli: Gedung Serbaguna Berbasis Kebutuhan Komunitas Batak di Yogyakarta
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ABSTRAK

Industri acara di Indonesia menunjukkan pertumbuhan pesat, namun ketersediaan gedung serbaguna yang mengakomodasi kebutuhan spesifik acara adat masih sangat terbatas. Permintaan terhadap *venue* berkarakter budaya di kalangan komunitas perantau Batak di Yogyakarta terus meningkat, sementara gedung yang tersedia masih bersifat umum. Penelitian ini bertujuan untuk (1) mengidentifikasi kebutuhan spesifik komunitas Batak di Yogyakarta terhadap fasilitas, tata ruang, dan layanan gedung serbaguna untuk penyelenggaraan acara adat, dan (2) merancang bisnis gedung serbaguna bernama Sopo Nauli yang layak secara finansial serta responsif terhadap kebutuhan tersebut. Penelitian ini menggunakan pendekatan kualitatif dengan desain eksploratif dalam kerangka interpretivisme. Data primer diperoleh melalui wawancara mendalam semi-terstruktur dengan lima informan yang dipilih secara *purposive sampling* serta observasi secara langsung maupun tidak langsung. Data wawancara dianalisis melalui pendekatan analisis tematik. Data sekunder diperoleh melalui analisis dokumen.

Hasil penelitian mengidentifikasi kebutuhan spesifik komunitas Batak di Yogyakarta, antara lain kapasitas *hall* yang besar, durasi sewa yang fleksibel, dan fasilitas yang disesuaikan dengan kebutuhan vendor. Berdasarkan kebutuhan tersebut, dibuat rencana bisnis Sopo Nauli yang mencakup rencana pemasaran, rencana operasional, rencana sumber daya manusia, dan rencana keuangan yang responsif terhadap kebutuhan tersebut. Analisis kelayakan finansial menunjukkan rancangan bisnis ini layak dijalankan pada kedua model investasi (sewa tanah maupun beli tanah) di seluruh skenario (pesimis, moderat, dan optimis), dengan NPV (*Net Present Value*) positif, IRR (*Internal Rate of Return*) melampaui WACC 12%, dan *payback period* sekitar 5 tahun pada skenario moderat. Temuan ini menunjukkan bahwa bisnis gedung serbaguna berbasis kebutuhan budaya spesifik yang layak secara finansial dapat menjadi solusi kesenjangan infrastruktur acara adat sekaligus peluang usaha yang menguntungkan.

Kata kunci: gedung serbaguna, komunitas Batak, rencana bisnis, kelayakan finansial, Yogyakarta

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ABSTRACT

The event industry in Indonesia has shown rapid growth, yet the availability of multipurpose venues that accommodate the specific needs of traditional ceremonies remains very limited. Demand for culturally distinctive venues among the Batak diaspora in Yogyakarta continues to rise, while existing venues remain generic. This research aims to (1) identify the specific needs of the Batak community in Yogyakarta regarding facilities, spatial layout, and services of a multipurpose venue for traditional ceremonies, and (2) design a business plan for a multipurpose venue named Sopo Nauli that is financially feasible and responsive to those needs. This research uses a qualitative approach with an exploratory design within an interpretivist framework. Primary data were obtained through semi-structured in-depth interviews with five purposively sampled informants, as well as direct and indirect observation. Interview data were analyzed using a thematic analysis approach, while secondary data were obtained through document analysis.

The findings identify specific needs of the Batak community in Yogyakarta, including large hall capacity, flexible rental duration, and facilities tailored to vendors' requirements. Based on these needs, a business plan for Sopo Nauli was developed, comprising a marketing plan, an operational plan, a human resource plan, and a financial plan responsive to those needs. The financial feasibility analysis shows that the business plan is viable under both investment models (land lease and land purchase) across all scenarios (pessimistic, moderate, and optimistic), with a positive Net Present Value (NPV), an Internal Rate of Return (IRR) exceeding the 12% WACC, and a payback period of approximately 5 years under the moderate scenario. These findings indicate that a multipurpose venue business built around specific cultural needs and proven to be financially viable can serve as a solution to the gap in traditional ceremony infrastructure while also representing a profitable business opportunity.

Keywords: multipurpose venue, Batak community, business plan, financial feasibility, Yogyakarta