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Evolusi Model Bisnis Dalam Ekspansi Multi-Cabang Og Shoes Care
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INTISARI

Penelitian ini bertujuan untuk menganalisis evolusi model bisnis OG Shoes Care dalam proses ekspansi multi-cabang serta mengkaji kelayakan ekonomi dan strategi pengembangan usaha pada cabang ketiga. Penelitian ini menggunakan pendekatan kualitatif dengan strategi studi kasus pada UMKM jasa perawatan sepatu OG Shoes Care . Data dikumpulkan melalui wawancara, observasi, dan dokumentasi, kemudian dianalisis menggunakan pendekatan deskriptif-interpretatif dengan kerangka *Business Model Canvas, Value Proposition,* dan *Lean Startup*.

Hasil penelitian menunjukkan bahwa OG Shoes Care mengalami evolusi model bisnis secara bertahap dari layanan cleaning sederhana menjadi layanan multi-jasa yang mencakup *repair, repaint*, dan perawatan berbagai produk. Evolusi tersebut didorong oleh perubahan kebutuhan pelanggan, perkembangan pasar, serta kemampuan perusahaan dalam melakukan inovasi layanan dan ekspansi cabang. Implementasi pendekatan *Lean Startup* menunjukkan bahwa pengembangan usaha dilakukan melalui siklus *build–measure–learn* sehingga mampu meminimalkan risiko ekspansi.

Dari aspek ekonomi, hasil analisis kelayakan menunjukkan bahwa model bisnis cabang ketiga dinyatakan layak berdasarkan nilai NPV yang positif, IRR yang lebih tinggi dari tingkat diskonto, serta Payback Period yang relatif cepat. Selain itu, strategi pengembangan usaha yang meliputi standarisasi operasional, digitalisasi layanan, penguatan SDM, serta mitigasi risiko menjadi faktor pendukung keberlanjutan usaha. Dengan demikian, OG Shoes Care memiliki potensi untuk berkembang secara berkelanjutan dalam industri jasa perawatan sepatu di Indonesia.

Kata kunci: Ekspansi Bisnis, Kelayakan Usaha, *Lean Startup*, Model Bisnis, OG Shoes Care

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ABSTRACT

This study aims to analyze the evolution of the business model of OG Shoes Care This study aims to analyze the evolution of the business model of OG Shoes Care in the process of multi-branch expansion and to examine the economic feasibility as well as development strategies for its third branch. This research employs a qualitative approach with a case study strategy on the footwear care MSME, OG Shoes Care . Data were collected through interviews, observations, and documentation, and analyzed using a descriptive-interpretative approach based on the Business Model Canvas, Value Proposition, and Lean Startup frameworks. The findings show that OG Shoes Care has undergone a gradual evolution of its business model, shifting from a simple shoe cleaning service to a multi-service business that includes repair, repaint, and care for various products. This evolution is driven by changes in customer needs, market development, and the company's ability to innovate services and expand branches. The implementation of the Lean Startup approach demonstrates that business development follows the build–measure–learn cycle, which helps minimize expansion risks. From an economic perspective, the feasibility analysis indicates that the third branch business model is viable, as shown by a positive NPV, an IRR higher than the discount rate, and a relatively short Payback Period. In addition, development strategies such as operational standardization, service digitalization, human resource development, and risk mitigation contribute to the sustainability of the business. Therefore, OG Shoes Care has strong potential for sustainable growth in the footwear care service industry in Indonesia..

Keywords: Business Model, Business Expansion, Feasibility Study, Lean Startup,

OG Shoes Care