

ABSTRAK

PENGEMBANGAN MODEL BISNIS E-COMMERCE PADA PERUSAHAAN CEVA LOGISTICS INDONESIA

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Kebutuhan akan adanya proses rantai pasokan bagi perusahaan manufaktur melahirkan perusahaan penyedia jasa logistik pihak ketiga. Perkembangan digital memberikan kesempatan bagi perusahaan manufaktur untuk mendistribusikan produknya melalui kanal digital yaitu pelantar *e-commerce* daring. Sebagai pemberi layanan jasa rantai pasokan kepada perusahaan manufaktur, perusahaan logistik pihak ketiga mempunyai kesempatan untuk meluaskan jasanya ke proses bisnis *e-commerce*. Penelitian ini bertujuan untuk merancang pengembangan model bisnis *e-commerce* pada perusahaan logistik pihak ketiga seperti CEVA Indonesia. Secara lebih spesifik, penelitian dilakukan di salah satu klien CEVA Indonesia yaitu Lóreal Indonesia.

Penelitian ini dilakukan secara kualitatif dengan mengambil data primer melalui wawancara dengan karyawan CEVA Indonesia, yaitu Contract Manager CEVA-Lóreal, Business Development Manager, dan Head of Human Capital. Hasil penelitian menunjukkan bahwa CEVA Indonesia khususnya CEVA-Lóreal sudah memiliki kesiapan dalam mengembangkan model bisnis *e-commerce*. Di samping itu masih ada beberapa aspek yang harus dikembangkan hingga model bisnis ini dapat benar-benar diimplementasikan dan menghasilkan keuntungan. Bentuk model bisnis yang akan dikembangkan adalah memperluas kerja sama dengan Lóreal melalui pelantar *e-commerce* untuk menjangkau konsumen akhir Lóreal.

Investasi awal yang dibutuhkan untuk mengembangkan model bisnis ini adalah RP 1.163.125.587,56. Berdasarkan proyeksi keuangan 3 tahun, untuk skenario pesimis didapat proyeksi *Average Rate of Return* (ARR) sebesar 0,94%, *Payback Period* (PP) selama 16 bulan, *Net Present Value* (NPV) sebesar RP 6.937.125.603,23, *Profitability Index* (PI) sebesar 5,96, dan *Internal Rate of Return* (IRR) sebesar 113%. Skenario normal memproyeksikan ARR sebesar 2,24%, PP selama 8 bulan, NPV sebesar RP 13.790.383.788,74, PI sebesar 11,86, dan IRR sebesar 175%. Skenario optimis memproyeksikan ARR sebesar 5,91%, PP selama 4 bulan, NPV sebesar RP 34.319.413.813,42, PI sebesar 29,51, dan IRR sebesar 262%. Dari ketiga skenario tersebut CEVA-Lóreal memilih skenario normal sebagai landasan kelayakan pengembangan model bisnis *e-commerce*.

Kata kunci: model bisnis, *e-commerce*, logistik, rencana bisnis, CEVA Indonesia, Lóreal, *Average Rate of Return*, *Payback Period*, *Net Present Value*, *Profitability Index*, *Internal Rate of Return*

ABSTRACT

E-COMMERCE BUSINESS MODEL DEVELOPMENT AT CEVA LOGISTICS INDONESIA

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The need for a supply chain process for manufacturing companies gave birth to third-party logistics service companies. Digital development provides an opportunity for manufacturing companies to distribute their products through digital channels, such as online e-commerce platform. As a supply chain service provider to manufacturing companies, third-party logistics companies have the opportunity to expand their services to the e-commerce business process. This study aims to design the development of e-commerce business model at third-party logistics companies such as CEVA Indonesia. More specifically, research was conducted at one of CEVA Indonesia's clients which is Lóreal Indonesia.

This research was conducted qualitatively by taking primary data through interviews with CEVA Indonesia employees, namely the CEVA-Lóreal Contract Manager, Business Development Manager, and Head of Human Capital. The result showed that CEVA Indonesia, especially CEVA-Lóreal already had readiness in developing e-commerce business model. In addition, there are still some aspects that must be developed until this business model can truly being implemented and produce profit. The form of the business model that will be developed is to expand cooperation with Lóreal through the delivery of e-commerce to reach Lóreal's end consumers.

The initial investment needed to develop this business model is Rp 1,163,125,587.56. Based on the 3-year financial projection, for the pessimistic scenario the projection of Average Rate of Return (ARR) is 0.94%, with 16 months Payback Period (PP), Net Present Value (NPV) of Rp 6,937,125,603.23, Profitability Index (PI) of 5.96, and Internal Rate of Return (IRR) of 113%. Normal scenario projects shows 2.24% for ARR, with 8 months for PP, NPV of Rp 13,790,383,788.74, PI of 11.86, and IRR of 175%. The optimistic scenario projects an ARR of 5.91%, with 4 months PP, NPV of Rp 34,319,413,813.42, PI of 29.51, and IRR of 262%. Of the three scenarios CEVA-Lóreal chose the normal scenario as a basis for the feasibility of developing an e-commerce business model.

Keywords: business model, e-commerce, logistics, business plan, CEVA Indonesia, Lóreal, Average Rate of Return, Payback Period, Net Present Value, Profitability Index, Internal Rate of Return