



## Analysis of Bonjor Sugar Business Feasibility Study in Karyamukti Village (Case Study on Mr. Lukman's MSMEs)

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**ABSTRACT:** Bonjor Sugar is one of the typical preparations from the Gunung Padang Cultural Heritage Site in Karyamukti Village, one of the managers of the Bonjor Sugar Business is Mr. Lukman. As a business that has been running for a long time, Mr. Lukman's business did not test the feasibility of the business he was running. There are several problems related to accessibility, technology, and limited knowledge of human resources. The purpose of this analysis is to test the feasibility of Mr. Lukman's Bonjor Sugar Business. This research uses a mixed or combination research method where data is obtained based on the results of interviews and observations. The results obtained are that there are several aspects that have not been fulfilled. Of the 7 aspects analyzed, only financial, economic and social aspects, as well as environmental aspects are considered feasible.

**Keywords:** MSMEs, Processed Products, Business Risks



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## INTRODUCTION

### Background Statement

MSMEs in Indonesia have become an important part of the economic system in Indonesia because MSMEs are business units that are more numerous than large-scale industrial businesses and have the advantage of accepting more workers and being able to speed up the process ([Wijayanto & Sanaji, 2021](#)).

The growth of MSMEs determines economic growth in Indonesia and contributes greatly to Indonesia's national economic growth. The MSME sector has been promoted and put on the agenda of Indonesia's economic development ([Tambunan, 2019](#)). The resilience of MSMEs was proven during the 1998 economic crisis. During 1997-2006, the number of MSME-scale enterprises reached 99% of the total business units in Indonesia ([Kadarisman, 2019](#)).

The role of MSMEs is very important in national economic development because in addition to providing contribution to national economic growth of the national economy can also create employment in large numbers and encourage export growth ([Faradiba & Musmulyadi, 2020](#)). MSMEs have been labeled as the seedbed of indigenous entrepreneurship as they have provided a

platform for home-grown private enterprises to emerge in generally neglected areas. MSMEs in remote areas as well as in villages usually utilize the resources they have to support their economy.

When compared to other sectors, trade in the culinary sector, namely food and beverages, accounts for a fairly high number of MSMEs. Currently, quite a number of MSME players are engaged in the culinary industry as a business opportunity because culinary is a basic need of the community. For example, Aren Sugar business.

Aren Sugar or brown sugar is a sweetening agent in food or beverages that has been used since a long time ago by the Indonesian people. Aren sugar itself has 2 (two) common processed variations based on its shape, namely in the form of bonjor which is then called Bonjor Sugar and granular form which is called Ant Sugar. Karyamukti Village is one of the villages in Cianjur, West Java. Karyamukti Village is famous for its tourist area, namely the Gunung Padang Cultural Heritage Site. According to information from village officials, it is known that almost 80% of the population work as palm farmers as a side job and do palm sugar processing at their respective homes. The Bonjor Sugar makers in Karyamukti Village still maintain traditional values as the hallmark of their products, starting from the collection of palm sap, processing, to packaging. Bonjor Sugar produced generally consists of 4 (four) pieces commonly called "Gandu". Bonjor Sugar is packaged in dried palm leaves or coconut leaves, which have the shape of an adult's fist and have a hard texture.

Since the beginning of 2020, the coronavirus has spread around the world causing many threats to the sustainable development of the business sector ([Sunarmin et al., 2021](#)). Many MSMEs in the formal sector have closed. It causes business performers and MSMEs workers in the formal sector to shift to the informal sector ([Subawa et al., 2022](#)).

A decrease in consumer demand greatly impacts the service industry, such as wholesale and retail sales, tourism ([Bale et al., 2020](#)). Survey data shows that during the pandemic, 94.69% of businesses experienced a decline in sales. Based on business scale, sales decreased by more than 75%, experienced by 49.01% ultra-micro businesses, 43.3% microbusinesses, 40% small businesses, and 45.83% medium businesses ([Saputra & Rahmatia, 2021](#)).

To survive during this pandemic, a lot of people try to open small businesses and become entrepreneurs. The product sold are also various kinds such as health equipment, food ingredients, food and so on ([Ramadhani, 2021](#)).

The outbreak of the COVID-19 has a very broad impact on businesses in almost all sectors, including MSME's level ([Nurbaiti et al., 2021](#)). There are at least 2 visible effects of COVID-19 on the economy. First, from the health aspect that infected workers become less or even unproductive. The second is the economic impact of efforts to close the public and private sectors including schools and production centers, travel bans and population quarantines ([Adriyanto et al., 2021](#)). This is also experienced by MSME owners in Karyamukti Village, such as Mr. Lukman's Bonjor Sugar business. Nevertheless, Mr. Lukman continues to run his business with the belief that his product is one of the main needs for the kitchen so that consumers will always need it.

Consumers have various characteristics, one of which is consumers who are very picky and careful in choosing products. Of course, this cautious attitude is carried out so that the sacrifices made are

proportional to the products received and in accordance with the needs or desires of these consumers.

This study will refer to several research results that are relevant to the research topic, provide inspiration to raise the topic of research in the MSME sector: (1) Research related to Aren Sugar by [Fikry, Muis & Tangkesalu \(2019\)](#) that analyzing the income and feasibility of Aren Sugar business in one of the villages in Central Sulawesi; (2) Research by Manyati and Mutsau's (2021) indicated the need to expand skills in managing small and medium-sized enterprises in a sustainable manner to overcome the crisis; (3) Research by Ningsih (2020) to determine the feasibility and to determine the development strategy of the small industry sector; (4) Research by [Ramadhanty, Suryana and Aryani \(2020\)](#) regarding the feasibility analysis of the laundry business in terms of various aspects; (5) Research by [Santoso, Permana & Abdullah \(2021\)](#) about Business Environment in Construction Service Industry in DKI Jakarta.

### State of Art

Previous research serves to analyze and enrich the discussion as well as being a differentiator with this research. In this research, 5 national and international journals related to this research topic are included, including:

- 1) Research with the title *Analysis of Income and Feasibility of the Aren Sugar Business in Tomini Village, Tomini District, Parigi Moutong Regency* by [Fikry, Muis & Tangkesalu in 2019](#) in Central Sulawesi, Indonesia regarding the analysis of income and feasibility in the Aren Sugar business where data was obtained through distributing questionnaires and obtained results in the form of net income of IDR 866,856 and showed feasibility based on the R/C value.
- 2) Research with the title *Feasibility Analysis of Full Laundry Business Development in Karawang City Viewed from Market Aspects, Technical Aspects, and Financial Aspects* by [Ramadhanty, Suryana and Aryani in 2020](#) in Karawang City, West Java, Indonesia regarding feasibility analysis on a laundry business that will expand its market. The results obtained are the NPV value of Rp160,138,428; IRR of 63.09%; PP at 2.2 years and experiencing BEP at sales of 16,258 kg. While sensitivity analysis shows that this business is sensitive to a 25.0% decrease in demand, a 21.5% decrease in selling price, a 118% increase in raw material costs, and a 117% increase in labor costs with the risk of new competitors emerging.
- 3) Research entitled *Analysis of the Business Environment in Construction Service Industry in DKI Jakarta, Indonesia* by [Santoso, Permana and Abdullah in 2021](#) regarding business environment analysis using internal and external dimensional factors. The research was conducted using the Structural Equation Model (SEM) with a sample of 370 leaders of construction service companies in DKI Jakarta. The results obtained are that there are two significant dimensions in compiling business environment variables. External factors have 4 significant indicators, namely politics, economics, social and technology. While internal factors have 3 dimensions that are all significant, namely corporate culture, corporate structure, and corporate resources.
- 4) Research with the title *Feasibility Analysis of Different Bedding Materials for Horses* by [Prišenk, et al in 2018](#) which discusses the economic aspects of bedding materials for sports horses or

recreational horses where data is collected with 2 different trials and the results obtained are some types of bedding are better for durability reasons while others are better for economic reasons.

- 5) Research with the title *The Role of Marketing Innovation Mediation on The Influence of Organizational Creativity on Marketing Performance During The Covid-19 Pandemic Study on MSMEs Incorporated in Bojonegoro APMMIK* by [Wijayanto in 2021](#) regarding the effect of organizational creativity on marketing performance with 103 MSME owners as respondents with the SEM testing method. The results obtained are that organizational creativity has a positive and significant effect on marketing innovation which also affects marketing performance.

Table 1  
State of Art

No.	Journal Title and Researcher	Year and Place of Research	Research Methods	Object of Research	Comparisons that Justify the Research Review
1.	<i>Analysis of Income and Feasibility of the Aren Sugar Business in Tomini Village, Tomini District, Parigi Moutong Regency</i>	2019, Indonesia	Quantitative	30 Aren Sugar farmers in Tomini	Calculations on Financial Aspects used as a reference in compiling research
	By : <a href="#">Fikry, Muis &amp; Tangkesalu</a>				
2.	<i>Feasibility Analysis of Full Laundry Business Development in Karawang City Viewed from Market Aspects, Technical Aspects, and Financial Aspects</i>	2020, Indonesia	Qualitative & Quantitative	100 respondents of laundry service users	The aspects contained in the research are used as a reference and source for the preparation of the research
	By : <a href="#">Ramadhanty, Suryana and Aryani</a>				
3.	<i>Analysis of the Business Environment in Construction Service Industry in DKI Jakarta, Indonesia</i>	2021, Indonesia	Quantitative	370 leaders of construction service companies in DKI Jakarta	As a source for theory regarding internal and external factors in the discussion of this research.
	By : <a href="#">Santoso, Permana and</a>				

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[Abdullah](#)

4.	<i>Feasibility Analysis of Different Bedding Materials for Horses</i>	2018, Slovenia	Descriptive Quantitative	2 trials (15 February – 25 March 2016)	As a source and reference for the preparation of research
By : <a href="#">Prišenk, et al</a>					
5.	<i>The Role of Marketing Innovation Mediation on The Influence of Organizational Creativity on Marketing Performance During The Covid-19 Pandemic Study on MSMEs Incorporated in Bojonegoro APMMIK</i>	2021, Indonesia	Quantitative	103 MSME owners as respondents	Make a discussion or theory about MSMEs as a reference in the literature review in this study.
By <a href="#">Wijayanto</a>					

Source: *Self-Processing from Various Sources, 2022*

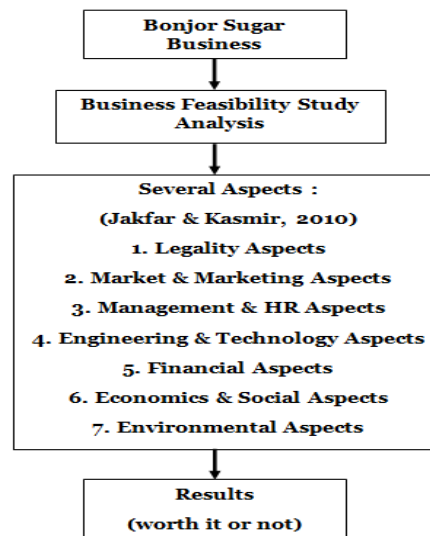
### Research Question

Bonjor Sugar products are often doubted by some tourists because the packaging is still old-fashioned and seems unhygienic, although the Bonjor Sugar processors strongly guarantee hygiene and the products they make are hygienic and only made from natural ingredients.

Problems that occur in the establishment of the Gula Bonjor business include product innovation, accessibility, technology and limited knowledge in human resources. Bonjor Sugar is produced by the community in Karyamukti Village, so it has the potential to become a typical product or superior product if all aspects of the business are considered feasible based on the feasibility study criteria.

### Framework Theory

Based on the explanation above, the theoretical framework in this study starts from an initial explanation of the Bonjor Sugar Business which will be analyzed in a business feasibility study in terms of several aspects, so that the feasibility results of Mr. Lukman's Bonjor Sugar Business will be obtained. In summary, the theoretical framework can be seen in the following figure.



Source: Self-Processing from Various Sources, 2022

Figure 1 Framework Theory

## Literature Review

Tourism activities have become a necessity for everyone where culinary and souvenirs will not be separated from tourism activities. Today, the tourism industry contributes to 70% of the island's economy (Nofrizal et al., 2022). This is certainly very important for MSME owners in Karyamukti Village because it has a tourist area, namely the Gunung Padang Cultural Heritage Site, to improve the inadequate system in their business.

Based on wealth and sales results, according to Law Number 20 of 2008 article 6, the criteria for micro businesses are: (Sarfiah et al., 2019)

1. Having a net worth of at most IDR 50,000,000 excluding the land and building of the business; or building where the business is located; or
2. Having annual sales revenue of at most maximum of IDR 300,000,000

The Indonesian government issues many types of regulations to generate small and medium-sized enterprises, including tax exemptions for businesses whose sales volume does not reach a certain level; provision of soft loans with very small interest rates for a certain period of time; free shipping; systematic and structured coaching for small and medium-sized enterprises (Udayana et al., 2021).

According to (Wijayanto & Sanaji, 2021), a feasibility study is an evaluation and analysis of the potential of a proposed project and is based on research to provide a complete analysis to minimize the risks that will be faced so as to provide full comfort to the entrepreneur's decision to continue the project.

Feasibility studies aim to provide project-specific decisions with comprehensive information to decide whether a business project is economically profitable. There are 5 (five) purposes why it is necessary to conduct a feasibility study before a business or project is carried out: (Wijayanto & Sanaji, 2021)

- a) Avoid The Risk of Loss, there is a condition of uncertainty that cannot be predicted to occur or occur by itself, so that the feasibility study serves to minimize these unwanted risks.
- b) Facilitate Planning, planning includes many things such as the amount of funds needed, when the business or project is run, project location, actors, how to run, and so on. If forecasting of future risks has been done, then planning will be easy to do.
- c) Facilitate The Implementation of Work, the plan that has been prepared will facilitate the implementation of the business because the implementers already have guidelines that must be carried out. The plan is used as a reference in working on each stage that has been planned.
- d) Facilitate Supervision, the implementation of the business or project is adjusted to the plan that has been prepared so that it will make it easier for the company to supervise the running of the business. This is done so that the implementation of the business does not deviate and the business implementers are serious about doing the job.
- e) Facilitate Control, control is carried out if there is a deviation from the work, so that it can run according to existing guidelines in order to achieve the expected goals.

The preparation of a business feasibility study as one of the scientific methods generally includes several activity steps, includes: ([Wijayanto & Sanaji, 2021](#))

- 1) Discovery of new idea
- 2) Conducting a preliminary study
- 3) Creating a feasibility study design
- 4) Data collection
- 5) Data analysis and interpretation
- 6) Drawing conclusions and recommendations
- 7) Preparation of business feasibility study report

In developing MSMEs, several methods are needed, including: Agglomeration or collection of several elements in MSMEs by empowering the community ([Utami et al., 2021](#)). Business feasibility analysis is seen from several aspects, includes:

**a. Legality Aspect**

According to ([Virglerova et al., 2022](#)), it ranked the ten most considerable risks, indicating the increasing importance of legal risks and security risk. TOP 10 risks are data compromise, IT disruption, IT failure, organisational change, theft and fraud, third-party risk, regulatory risk, data management, Brexit, mis-selling. The legal risk for this research is characterised as follows: low law enforcement, frequent changes in legislation, low judicial independence, and long duration of resolution of litigation.

According to ([Rahim, 2019](#)) the purpose of the legal aspect is to examine the legitimacy, completeness and authenticity of the documents owned. The Legal Aspect is useful for analyzing

the ability of business actors to comply with the legal requirements and permits required to run a business in certain areas.

**b. Market and Marketing Aspects**

According to ([Buulolo & Susanto, 2019](#)) a market is the set of real and potential buyers of a product. The feasibility of this aspect is based on the market opportunity to have a positive outcome, the ability to compete in sales price, and the marketing strategies that can be implemented. The Market Aspect aims to analyze the size of the potential market that exists for the products offered.

**c. Management and HR Aspects**

Human capital is the most essential element of a company. The company's manager should support employees to innovate work processes to improve the company's performance. The personnel risk is closely connected to the training of employees. Inadequately trained people can bring a significant loss ([Virglerova et al., 2022](#)).

As a result, human capital will be one of the most important productivity drivers. Based on the literature review, it has been concluded that the risk related to human resources can be identified as follows: health and wellbeing of employees, productivity, financial risks, employee turnover; reputation legal problem, innovation and absenteeism ([Virglerova et al., 2022](#)).

This aspect focuses on analysis on the stages of business implementation and workforce readiness. Management and HR aspects aim to discuss HR arrangements in planning organizational structures, job descriptions and workforce training.

**d. Engineering and Technology Aspects**

Inadequate maintenance and poor service can lead to high operational risk. The use of obsolete or unsuitable technologies is a significant risk to the company's successful operation.

The technical aspect is the aspect that evaluates a business as feasible from a technical operational point of view and the technology used so that during operation there are no fatal errors which will make production costs higher and create losses in the future. This aspect analyzes the technical readiness and availability of the technology needed to run a business ([Ramadhanty et al., 2020](#)).

**e. Financial Aspects**

According to ([Yanuar, 2016](#)) that the financial aspect is an aspect that is used to assess the company's finances as a whole. The financial aspect is a very important aspect because in this aspect we determine the investment plan by calculating the expected costs and benefits ([Ramadhanty et al., 2020](#)).

Factors affecting the financial performance of MSMEs are defined as follows: risk of unsatisfactory corporate profits, corporate debt, risk caused by unpaid receivables MSMEs need to identify the risks associated with their business. However, SMEs lack information about the sources of financial risks and tools that prevent firm failure due to financial risks ([Virglerova et al., 2022](#)).



**f. Economic and Social Aspects**

According to (Fitriani et al., 2018) in terms of economic and social aspects the positive impact given by an investment or a business is more determined by the community in particular and the government in general. Economic and Social Aspects aims to discuss the impact of a business on economic conditions and the state of society in the surrounding environment.

**g. Environmental Aspects**

The environment is one factor that is very calculated in the management of business activities. This is because the business environment can influence important variables. The business influences the environment in business strategy planning (Santoso et al., 2021).

This aspect analyzes suitability with the surrounding environment where the business idea is carried out and the impact on the environment must also be maintained. Environmental factors refer to the external business environment that affects the organisation. It includes influences and circumstances or situations that a business cannot control that affect the business decisions (Padi et al., 2022).

**SWOT**

Strategy management is a number of decisions and actions that lead to the preparation of a strategy or a number of effective strategies to help achieve company goals. One method for formulating an effective strategy is the SWOT method because it can describe the company's internal and external conditions (Yuliana & Sopha, 2020).

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats where SWOT is used as a model in analyzing an organization or business that is profit and non-profit oriented with the main objective of knowing the state of the business more comprehensively.

SWOT analysis is carried out by identifying strengths and positive factors as well as weaknesses and negative factors originating from the internal of the organization, opportunities and advantages from external factors of the organization.

**1. Internal Factors**

Internal factors or factors originating from within the scope of the company affect the formation of Strengths (S) and Weaknesses (W) which concern the conditions that occur within the company so that they affect the formation of decision making of a company.

Internal factors include all kinds of functional management, such as marketing, finance, operations, human resources, research and development, management information systems and corporate culture.

a) Strengths

Strengths are capabilities controlled by the company that make it superior to competitors in meeting the needs of the customers it serves. Strengths can be in the form of resources, expertise or other strengths obtained thanks to financial resources, image, market leadership, buyer and supplier relationships and other factors.

b) Weakness

Weaknesses are limitations or deficiencies in a company's capabilities or resources that become obstacles in meeting customer needs effectively. Weaknesses can include incomplete facilities, lack of financial resources, management skills, marketing expertise and company image.

**2. External Factors**

External factors influence the formation of Opportunities (O) and Threats (T) that concern various company decisions. External factors include the industrial environment and macro business environment, economic, political, legal, technological, population and social.

a) Opportunities

Opportunities are the main favorable situations in the company's environment and have the potential to assist the company in achieving its goals. Opportunities can be in the form of changes in competition, technological changes, policy changes or developments in supplier and buyer relationships.

b) Threats

Threats are the main unfavorable situations in the company because they are the main obstacle in achieving the goals to be addressed. Threats can be in the form of slow market growth, entry of new competitors, technological changes and new policies.

**STP**

STP (Segmenting, Targeting and Positioning) is an approach or model used to develop marketing messages and strategies that are appropriate for specific target audience segmentation.

**1. Segmenting**

Market segmentation is the actual process of identifying segments of the market and the process of dividing a broad customer base into sub-groups of consumers consisting of existing and prospective customers. Market segmentation is a consumer-oriented process and can be applied to almost any type of market. In dividing or segmenting markets, researchers typically look for shared characteristics such as common needs, common interests, similar lifestyles or even similar demographic profiles.

So, market segmentation assumes that different segments require different marketing programmes, as diverse customers are usually targeted through different offers, prices, promotions, distributions or some combination of marketing variables. The requirements for effective segmentation in STP are measurable, substantial, accessible, differentiable and actionable. Market segmentation is the process of classifying customers based on certain characteristics ([Dewi et al., 2022](#)). The characteristics can be demographics, psychographics, geographics and behavior.

a) Demographic, dividing the market into groups based on demographic variables such as age, gender, family size, income, race, education, occupation and geography.

- b) Psychographic, dividing the market into different groups according to social class, lifestyle, personality and so on.
- c) Behavioral, dividing target consumers into segments based on how consumers behave, feel, and how they use goods or usage situations, and brand loyalty. The way to create this segmentation is by dividing the market into users and non-users of the product.
- d) Psychographic, dividing market segments based on psychological traits, such as lifestyle, personality, hobbies and so on.

## **2. Targeting**

The company should be aware of the needs and wants of its selected segments. It is in the interest of the business to identify any untapped needs in the marketplace, as there could be customers who may not be adequately served by competitors. It is then necessary to identify the most profitable segments and to decide which segments will be served.

There are 3 criteria that companies must fulfill when evaluating and determining which market segments to target, namely:

- a) The company must ensure that the targeted market segment is large enough and profitable for the company. The company must take an in-depth look at the existing competition in the sector and its potential for growth because it will be related to the size and growth of the company's target segment.
- b) The targeting strategy must be based on the company's competitive advantage. Competitive advantage is a way to measure whether the company has sufficient strength and expertise to dominate the selected market segment or not. The company must also analyze whether the selected market segment is in line with and supports the company's long-term goals or not.
- c) The targeted market segmentation must be based on the existing competitive situation. Companies must consider the competitive situation that can affect the attractiveness of the company's targeting.

## **3. Positioning**

Companies normalize "positioning statements" that define the position they want to occupy in the minds of their target customers. Customers are constantly comparing products or services. Therefore, marketers must build their positioning strategies to improve customer perceptions of the products they produce. Effective product positions have 4 important characteristics.

First, they are built around benefits to prospective customers. Second, they differentiate a particular company's products or services from those of key competitors. Third, individual companies need to have the relevant skills, resources and credibility to fulfill their implied statements and promises. There are several positioning or STP examples that companies can do, namely:

- a) Positioning based on product differences
- b) Positioning based on product attributes or product benefits
- c) Positioning based on product users
- d) Positioning based on product usage
- e) Positioning based on competitors
- f) Positioning based on product category
- g) Positioning by association
- h) Positioning based on the problem

### **Marketing Mix**

Marketing mix is one of the marketing strategies that can influence purchasing decisions. The marketing mix consists of all the things a company can do to find out the demand for its products ([Fitriana & Astutiningsih, 2022](#)).

### **METHOD**

The research was conducted in Karyamukti Village, precisely in Cisarua Hamlet, Campaka District, Cianjur, West Java from August to December 2022. The reason for choosing this location is because the Bonjour Sugar MSME has the potential to become a superior product and is a product that is produced by many local residents.

This feasibility study uses qualitative data, i.e. the data collected consists of more words than numbers. This research uses primary and secondary data. Primary is data that is taken directly from the object under study or comes from the first source. Data was obtained directly from business actors through observations and interviews in Karyamukti Village. While secondary is data obtained from literature, books or articles.

According to ([Saleh, 2018](#)) feasibility measurement can be reviewed from several approaches, one of which is the R/C approach. The R/C ratio is an analytical method for measuring business feasibility by using the ratio of revenue and costs. Business income is calculated using the formula proposed by ([Fikry et al., 2019](#)) as follows:

$$\pi = TR - TC$$

**Where:**

$$TR = P.Q$$

$$TC = FC + VC$$

**Description:**

$$\pi = \text{Income}$$

TR = Total Revenue

TC = Total Cosh

## RESULT AND DISCUSSION

Product Name : Bonjor Sugar

Owner : - Mr. Lukman (36, husband)  
- Mrs. Ade (32, wife)

Founded Since : August 2017

Address : Karyamukti Village, Cisarua Hamlet, Campaka District, Cianjur Regency,  
West Java

### Aspects Discussed

According to ([Sulasih et al., 2021](#)), a feasibility study is an evaluation and analysis of the potential of a proposed project and is based on research to provide a complete analysis to minimize the risks that will be faced so as to provide full comfort to the entrepreneur's decision to continue the project.

#### a. Legality Aspect

##### 1. Analysis of Business Conformity with Law

Legal aspects are important to consider in a project including a business project because it aims to determine the legality of a business. The legality of a business can be used as collateral to make a loan if the business is financed with a loan.

Bonjor Sugar is an individual business using a private house as a production house. Bonjor Sugar production does not yet have a complete business license, so this form of business is said to be legally unfit.

##### 2. Local Government and Community Support

The Bonjor Sugar business is supported by the local government, but not maximally in terms of socialization and business-related provision. Business owners in Karyamukti Village mostly rely on trading or managing their businesses from generation to generation. There is no proper bookkeeping, promotion on social media, innovation in products or packaging.

Community support for the Bonjor Sugar business is very high because in addition to providing employment, it can also make products from their area widely known outside the region.

**b. Market and Marketing Aspects**

1. Market Analysis

Gula Bonjor business has the potential to be large because sugar is one of the important additives in food and beverages. Although most residents are also palm sugar makers, there is no stiff competition as most have the same grievances and interests regarding the product. The Gula Bonjor business accepts orders offline and online, making it easier for consumers who need Gula Bonjor.

2. Analysis

Table 2  
Table SWOT Analysis (Internal)

<b>INTERNAL</b>	
STRENGTHS	WEAKNESS
1. Products are guaranteed safe because they are only produced with natural ingredients without chemicals such as artificial colors and preservatives	1. Has many competitors because as many as 80% of Karyamukti villagers work as palm processors as a side job.
2. Distributed to sales locations near tourist attractions, making it easier to reach visitors who want to buy souvenirs.	2. Low education so that the mindset of the community has not developed.
3. Maintaining traditional packaging as a characteristic and form of cultural preservation that has been passed down from generation to generation.	3. Lack of innovation in packaging and promotion due to limited skills, technology, telephone networks or signals, and accessibility.
4. Raw materials are abundant because most people work as palm processors as a side job and have their own land or plants, so they sometimes get raw materials from other people (collectors).	4. There is no clear difference with competitors' products, so they tend to be the same as one another
5. The price is affordable, around IDR20,000, so it can be bought by various groups. Starting from the lower class to the upper class.	5. Difficult access in Karyamukti Village can hinder the distribution or marketing of Bonjor Sugar products to other areas.

Source: Data Processing, 2022

Table 3  
Table SWOT Analysis (Eksternal)

<b>EKSTERNAL</b>	
OPPORTUNITIES	THREATS

**Implementation of Human Resources Scorecard-Based Human Resources Work System Design at PT. SuryasukSES Abadi Prima**

Septiani and Setiadi

1. Become an additional attraction for Karyamukti Village with Bonjor Sugar as a typical product that can be purchased as souvenirs when visiting	1. The emergence of competitors with better quality according to market desires.
2. Adding tourism potential in Karyamukti Village by showing the Bonjor Sugar processing process to visitors.	2. It is difficult to expand the market because promotion still relies on WoM (Word of Mouth) and only one social media, namely Whatsapp.
3. If well promoted and there is cooperation with the government, Bonjor Sugar has the potential to become an icon for the Cianjur area.	3. The lack of provision and socialization from the government makes knowledge of the business world not developed and tends to be stuck.
4. Reaching a wider market, not only distributed to the West Java or Jabodetabek areas, but to all regions in Indonesia.	4. The product does not change too much or change, while the market will be more modern and widespread so that it can threaten the loss of consumer interest in traditional Bonjor Sugar products..
5. Provide employment and entrepreneurship training for the local community.	5. Exploitation of resources if not properly maintained and developed.

Source: Data Processing, 2022

3. Market Share Analysis

This Bonjor Sugar business not only processes its own, but also receives processed palm sugar products from other residents (collectors), so the possibility of meeting demand will be fulfilled.

4. Marketing Strategy Analysis

Table 4  
Marketing Strategy Analysis

Geography	Bonjor Sugar products are sold to shops around the tourist area and operate around West Java, Jakarta, and Banten.
Demographic	Bonjor Sugar products can be purchased by various groups and ages because it is not a special product that is only intended for some people.
Income Segmentation	The selling price of Gula Bonjor can be reached by various groups because it is light on the pocket, which is around IDR 20,000 per bonjor.
Promotion	Bonjor Sugar business is distributed to Sukabumi area to facilitate the sales process.

Source: Data Processing, 2022

5. Segmentation, Targeting, and Positioning (STP) :

Table 5  
 Segmentation Targeting Positioning (STP)

Segmentation	The marketing segment of Gula Bonjor products is the people in the West Java and DKI Jakarta areas.
Targeting	The target market for this Bonjor Sugar Business is from various circles of society, especially housewives, chefs, and food or beverage traders.
Positioning	Having advantages in the form of products that have good quality with natural ingredients, distinctive traditional packaging, and a long durability, this Bonjor Sugar product should be considered by consumers in choosing ingredients for cooking.

Source: Data Processing, 2022

6. Marketing Mix Strategy

- a) Product: Bonjor sugar is suitable for additives to various dishes and drinks and is guaranteed to be made only from natural ingredients.
- b) Price: The selling price is IDR 20,000 which contains 4 (four) gandu or 4 (four) pieces of sugar.
- c) Place: Bonjor Sugar is produced in various production houses in Cisarua Hamlet, Karyamukti Village, while the sales location is usually in stores near the Gunung Padang Cultural Heritage Site and outside the area, usually Sukabumi.
- d) Promotion: Gula Bonjor products are promoted offline through WOM (Word of Mouth) and online through the Whatsapp application.

**c. Management and HR Aspects**

1. Sales Analysis of Bonjor Sugar Business

Bonjor Sugar Business is a business that relies on natural conditions in the form of the feasibility of Aren Trees for water extraction. Therefore, the production process does not have a fixed schedule, but based on the state of the raw materials themselves.

Because of that, the Bonjor Sugar business can operate both on weekdays and holidays (weekends). While working hours start at 06.00 a.m. which starts from collecting sap water until 4.00 p.m. because making Bonjor Sugar takes a long time from one process to another

2. Labor Needs Analysis

The Bonjor Sugar business requires several workers, including nira water collectors, nira water processors (cooking), Bonjor Sugar packers, and delivery workers to shops around the Gunung Padang Nature Reserve Site and to distributors in other areas. The



number of workers is uncertain because they are volunteers from surrounding neighbors and from the Wanita Tani community.

**d. Engineering and Technology Aspects**

1. Business Location Analysis

The production house is located in the village area in Cisarua Hamlet. While the distribution of Bonjour Sugar is divided into 2 (two), namely in locations around tourism that are strategic to reach consumers and outside the area, especially Sukabumi, which is easier to reach from the production house to maintain the condition of the product so that it remains suitable for sale.

2. Production Area Analysis

Bonjour Sugar Business is able to produce an output of 8 kg per day. Distribution is prioritized to the Sukabumi area compared to Cianjur because the distance is closer and easier to reach. From the distribution to the Sukabumi area, Gula Bonjour products can reach other areas such as Jakarta, Tangerang, Depok, Bandung and others.

3. Factory Layout Analysis

Bonjour Sugar Business does not have a factory because it is a home-based business.

4. Technology Readiness Analysis

The technology used in Bonjour Sugar production activities still uses traditional equipment in the form of stoves and firewood. This is done to preserve the culture that has been passed down from previous generations and to maintain the taste of Gula Bonjour itself.

Bonjour Sugar products are promoted by WoM (Word of Mouth) or from one person to another and through smartphones via the Whatsapp application or regular telephone.

**e. Financial Aspects**

1. Analysis of Revenue

Income analysis aims to determine how much income in the Bonjour Sugar business is calculated by calculating the difference between the amount of revenue and the total costs which include fixed costs and variable costs.

a) Revenue

In the Bonjour Sugar business structure, revenue is obtained from the result of multiplying the amount of production by the selling price, so that revenue is determined by the size of the product that can be produced and the price of the product.

The average number of trees tapped is 5 trees that can produce 8 kg/day or 240 kg/month. While the selling price of Bonjor Sugar is around IDR 20,000/kg, so the revenue reaches IDR 4,800,000/month.

b) Fixed Costs

Fixed costs are costs that are relatively fixed and continuously incurred, so the amount of fixed costs is always the same regardless of production or output. Some of the things that are taken into account in the scope of fixed costs are the depreciation costs of the tools used to produce Bonjor Sugar consisting of a pan, sodet, and gandu or sugar mold with a total of IDR 3,476,000.

c) Variable Costs

Variable costs are production costs that increase or decrease depending on changes in production activities, so the amount of variable costs tends to change depending on the amount of production or output. Some of the things that are calculated within the scope of variable costs are the costs of matches, sickles, ladders, nylon rope, and packaging with a total of IDR 157,500

d) Total Production Cost

Total Production Cost is obtained from the sum of total fixed costs and total variable costs used in making Bonjor Sugar.

e) Income

Revenue in the Bonjor Sugar Business is obtained from the difference between revenue and total production costs. In general, the formula used is as follows.

$$\pi = TR - TC$$

Based on the data in the table, it is known that the revenue earned each month is IDR 4,800,000 and the total production cost is IDR 3,633,500. Thus, the amount of income earned is IDR 1,166,500.

Table 6  
Bonjor Sugar Business Income

No.	Description	Value (IDR)
1.	Production 240 kg/month	
2.	Price @20.000 kg	
3.	Acceptance	4,800,000
4.	Production Cost	
	Fixed Cost	
	Large Skillet	2,750,000

	Large	110,000
	Wooden Shovel	
	Gandu (Sugar Molds)	600,000
	Cooking Oil	16,000
	Total Fixed Cost	3,476,000
	Variable Cost	
	Lighters	2,000
	Arit (Knife)	130,000
	Ladder	5,000
	Nylon Rope	20,000
	Packaging	500
	Total Variable Cost	157,500
5.	Total Production Cost	3,633,500
6.	Revenue	1,166,500

Source: Data Processing, 2022

## 2. Eligibility Analysis

Analysis Revenue Cost Ratio (R/C), which is the ratio between total revenue and total production costs. R/C Ratio is an analysis used to determine the feasibility of a business being run. Knowing the feasibility of this Bonjor Sugar making business, Analysis Return Cost Ratio (R - C), with the following formula:

$$a = \text{TR}/\text{TC} = 4.800.000/3.633.500 = 1,3$$

Then, calculations can be used by comparing total revenue with total production costs with the provision that if the R / C value is > 1, then the business being run is feasible. The Return Cost Ratio (R/C) value is 1.32, which means that the Bonjor Sugar business is feasible to run.

## f. Economic and Social Aspects

Table 7

Positive Economics & Social Impacts	
Economy	Social

1. Helping the economy and increasing family income	1. Accepted by the community and local government
2. Free from rent because we use a private house	2. Helps develop the potential of the surrounding community
3. Help increase regional income	3. Open job opportunities for the local community
4. Pride in being able to sell Cianjur specialty products to other regions	4. Building mutual cooperation between communities
5. No organizational structure and fixed work schedule, thus avoiding layoffs	

Source: Data Processing, 2022

**g. Environmental Aspects**

1. Operational Environment Analysis
    - a) Suppliers: Raw material suppliers in the form of nira water come from privately owned plantations and surrounding communities.
    - b) Customers: Customers are divided into 2 (two), namely those who do not mind the traditional packaging of Bonjor Sugar and those who mind the traditional packaging for hygiene reasons and prefer plastic packaging, they usually buy Bonjor Sugar per gandu or unit which is wrapped in plastic.
    - c) Employees: The Gula Aren business does not have permanent workers because it is voluntary, anyone can help in the process of making Gula Bonjor.
  2. Industry Environment Analysis
    - a) Food/Beverage Additives: Bonjor sugar as an additive to food or beverages is certainly needed in the cooking process and is safer because it is free from chemicals, so it should be considered to compete with other products that use chemicals.
    - b) Supplier Strength: In addition to having its own Aren Tree land, this Aren Sugar business also receives a supply of sap water from the community. So that it can cover shortages if the sap from private land is not yet feasible to take.
- Buyer Power: Visitors who visit the Gunung Padang Cultural Heritage Site will certainly buy souvenirs to take home and Bonjor Sugar can be an option

## CONCLUSION

Based on the various aspects studied, it can be concluded that:

1. Legal Aspects: Bonjour Sugar Business does not have a complete and clear business license so that it can hamper business activities.
2. Market and Marketing Aspects: Bonjour Sugar Business is able to meet consumer demand, but the opportunity to expand the market is small due to the lack of promotion.
3. Management and HR Aspects: Bonjour Sugar Business does not have permanent workers and a clear organizational structure because the workers are voluntary which will cause overwhelm when doing business.
4. Technical and Technological Aspects: Bonjour Sugar Business has distributed products to suitable and strategic places. However, the online promotion media still uses only one social media so it is not optimal.
5. Financial Aspects: Bonjour Sugar Business when viewed from a financial or financial perspective is feasible to run.
6. Economic and Social Aspects: Bonjour Sugar Business is feasible and able to improve the quality of human resources around.
7. Environmental Aspects: Bonjour Sugar Business has the potential to be competed by other products that are better from several aspects and fulfill consumer desires

Potential limitations of the results presented in this study can be differences in the availability of raw materials due to the influence of the season and the amount of Aren Tree land owned or how much raw material is sent from other palm farmers.

Different economic results due to differences in selling prices and several other financial considerations, such as transportation costs, labor costs, product warranty, and so on. The equations presented in this study can be used by all business owners if the calculations are modified according to price, number of products each time produced, labor costs, and others.

Organisations are still small enough to not necessarily have enough awareness about the importance of organisational climate components. So, one needs to bring to their attention that this aspect should also be taken into consideration ([Prišenk et al., 2018](#)).

As a business located in rural areas, business actors need to aggressively promote products and ask for help from the local government to help promote and support various aspects that can improve this Bonjour Sugar business, including technology and accessibility, an attitude of awareness of existing potential, development and provision of human resources

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