EBIZER: Journal of Economics, Management, Accounting, and Business
Vol. 2, No. 2, Juli 2026
E-ISSN: 3090-6776

Analysis Of Business Feasibility Study on Dapur Ra Donut Business

Athifa Faizatul Azkiya[1], Ahyakudin[2]
[1]Universitas Sultan Ageng Tirtayasa
[2]Universitas Sultan Ageng Tirtayasa

Corresponding Author: Athifa Faizatul Azkiya, 5554230099@untita.ac.id

Article History:
Received: 20 Desember 2025
Revised: 22 Januari 2026
Accepted: 31 Juli 2026

Abstract: *A business feasibility study is an important tool for assessing the potential and sustainability of a business, especially for culinary MSMEs facing competitive market competition. This study aims to evaluate the feasibility of Donat Dapur RA's business from market, technical, management, financial, risk, and environmental aspects, and to provide recommendations for development strategies. The research method used is descriptive qualitative with data collection through interviews with the business owner, production process observations, and literature studies. The analysis results show that Donat Dapur RA has stable demand, competitive prices, consistent product quality, and adequate production capacity. The management structure is simple but effective, although it needs to improve SOPs and bookkeeping. Financially, the business is very feasible with a net profit of approximately IDR 3,000,000 per month, an NPV of IDR 121,188,000, an IRR of 236%, a PI of 8.94, and a payback period of approximately five months. Operational and market risks can be managed through simple mitigation and digital marketing strategies. Environmental impact is relatively low with simple but effective waste management. In conclusion, Donat Dapur RA is feasible to run and has long-term development prospects, and the results of this study can be a reference for MSMEs in realistic and sustainable business planning.*

Keywords: *Culinary MSMEs, business feasibility studies, home-made donuts, financial analysis, marketing strategies*

INTRODUCTION

A business feasibility study is necessary to assess a business's ability to survive and thrive in a competitive marketplace. A feasibility analysis helps entrepreneurs make decisions based on data, not intuition. According to Hasan and Rohman (2025), a systematic approach minimizes risk by identifying opportunities and threats early on. Meanwhile,Kasmir and Jakfar, (2022) emphasizes the importance of evaluating market, technical, management, legal, and financial aspects. This is particularly relevant for MSMEs with limited resources to effectively manage capital.

The culinary MSME sector has shown significant growth as public interest in ready-to-eat food increases. The home-made donut business is a competitive sector but offers significant potential if innovation is possible.Setyaningrum et al., (2024) stated that the culinary business is promising if it aligns with consumer needs and market conditions. Therefore, products with good quality, affordable prices, and easy access have a good chance of being accepted by the market. As a culinary MSME, Donat Dapur RA needs to be analyzed to optimize its business potential.

Digitalization is currently impacting the operations of culinary MSMEs on a broad scale. Social media has become an effective and low-cost marketing tool.Novitasari & Hidayat, (2021) explained that digital marketing can expand markets and increase competitiveness. Utilizing technology also helps with financial management, inventory, and customer service. Digital adaptation is key to businesses remaining relevant amidst competition.

The feasibility study of RA Kitchen Donuts was conducted as a basis for evaluating business potential from various aspects.Umar (2023), states that financial feasibility is assessed through cash flow, the break-even point, and the rate of return on investment. A comprehensive analysis is expected to provide an overview of a business's strengths and weaknesses. The results of the study can serve as a guideline for developing a business strategy. This way, the business can be planned realistically and with a long-term focus.

The formulation of the research problem is (1) How is the feasibility of the RA Kitchen Donuts business from legal, market, management, financial, technical, and environmental aspects? (2) What is the appropriate marketing strategy to increase business competitiveness? The objectives of this research include: (1) Analyzing business feasibility based on related aspects, (2) Assessing market potential and promotional strategies, (3) Measuring the financial feasibility of investment, and (4) Providing recommendations for business development based on the study results. This paragraph summarizes the focus of the research so that subsequent discussions are more focused. The formulation of the problem and objectives serve as guidelines in evaluating RA Kitchen Donuts. The final results are expected to provide benefits for MSMEs as a reference for making business decisions.

THEORETICAL FOUNDATION

Business Feasibility Study

A business feasibility study is a systematic process for assessing the viability of a business based on analysis of market, technical, management, legal, and financial aspects (Hasan & Rohman, 2024) This analysis aims to minimize risk and increase the chances of success by providing objective data before making investment decisions. The completeness and integration of the analysis across all aspects determines the accuracy of the feasibility assessment. (Kasmir, 2022) In the digital era, feasibility studies also need to include evaluations of technological readiness, human resource adaptation, and rapidly changing market dynamics, thus providing a strategic foundation for MSMEs to survive and grow sustainably. (Novitasari & Hidayat, 2021).

Market and Marketing Aspects

The market and marketing aspect analyzes demand, competitors, segmentation, and strategies for reaching consumers. A deep understanding of the market helps identify opportunities and threats. (Nafisah & Rohman, 2024). Appropriate segmentation based on demographics, psychographics, behavior, and geography allows for effective marketing strategy development and resource optimization. The success of MSMEs is greatly influenced by the ability to design an integrative marketing strategy, encompassing promotion, pricing, and product differentiation. (Pramono et al., 2025) In the modern era, digital marketing through social media and marketplaces has become crucial for increasing visibility and sales cost effectively.

However, this strategy must be supported by consistent product quality (taste, price, packaging) to build customer satisfaction and loyalty.

Technical and Production Aspects

Technical and production aspects relate to the availability of raw materials, technology, capacity, and operating systems to ensure efficiency and the ability to meet market demand. A continuous supply of quality raw materials and sound supply chain management are the foundations of smooth production. Product efficiency and quality are greatly influenced by space layout, process planning, and the consistent implementation of Standard Operating Procedures

(SOPs) to maintain product quality and safety. Optimizing capacity through efficient production approaches, such as lean manufacturing principles, can increase business competitiveness.

Management and Human Resources Aspects

This aspect focuses on organizational structure, division of labor, and human resource competency. Good human resource management directly impacts operational effectiveness and product quality. A clear organizational structure is necessary to define authority, communication, and coordination, even at the MSME scale. Improving the technical competency and soft skills of the workforce through continuous training is crucial to increasing productivity, quality, and business adaptability. Effective management encompasses planning, organizing, and supervision to ensure optimal performance of each function, as well as creating a work environment that motivates and retains quality human resources.

Financial Aspects

Financial analysis assesses a business's ability to generate profits, meet operational needs, and achieve long-term sustainability. Analysis of cost structure, cost of goods manufactured (COGS), and profit projections form the basis for assessing feasibility. (Novitasari & Hidayat, 2021) Indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), and Break Even Point (BEP) are used to measure investment viability by considering the time value of money and the point at which it is invested. In addition to profitability, capital management, cash flow stability, and risk anticipation (such as rising raw material prices) are crucial for maintaining long-term financial health. (Dewi et al., 2025).

Risk and Environmental Aspects

Risks include raw material price fluctuations, product quality risks, and market competition. These risks can be mitigated through supplier diversification, quality control, and competitive analysis to build sustainable competitive advantage. Environmentally, responsible waste management (used cooking oil, packaging, and organics) not only fulfills social responsibility but can also provide added marketing value amid growing consumer environmental awareness.

RESEARCH METHODS

This research was conducted in Cilegon City at the Dapur RA Donut Business. The research respondents were the business owner who also acted as the main manager. The research method used a qualitative descriptive approach, with the aim of obtaining a comprehensive overview of the feasibility of the donut business from market, technical, management, financial, as well as risk and environmental aspects. The study population encompassed all operational and management activities of the business, so all data from the owner served as the research sample.

The data sources in this study consisted of primary and secondary data. Primary data were obtained through direct interviews with the owner and field observations of the production process and marketing activities. Secondary data were obtained from related documents, books, publications, and literature relevant to the feasibility study of the culinary business. Data collection techniques used a combination of interviews, observations, and literature studies, allowing for a comprehensive analysis to assess the potential and feasibility of the Donat Dapur RA business.

RESULTS AND DISCUSSION

RA Kitchen Donut Business Profile

Donat Dapur RA is a home-based micro-business focused on producing and selling made-to-order and daily donuts. The business was founded in 2020 by a husband and wife team after one of the founders was laid off from his previous job in manufacturing. With this background, they leveraged their experience in managing the production process to build a donut culinary business, considered easy to produce and with a broad market.

The business is managed simply: the husband is responsible for production, while the wife handles marketing and sales. Production is carried out at home, saving on rent and simplifying quality control. Although the business location isn't ideal, marketing relies on word of mouth and orders via WhatsApp.

Customer response to this business has been quite positive, as evidenced by repeat orders. Currently, the business does not have formal legal documents such as a Business License (NIB) or Business License (PIRT), but plans to obtain these soon, along with plans to expand to online platforms like GoFood. In the long term (3–5 years), the owner plans to expand the business by establishing a dedicated production facility, expanding the market, adding product variants, and creating new jobs.

Market and Marketing Aspects

Market analysis shows that Donat Dapur RA has broad market potential due to its general product acceptance and highly competitive pricing. With a unit price of Rp 2,500, this business is able to attract consumers from various age and economic segments, from children to adults. The positive market response is reflected in the high level of repeat orders, indicating satisfaction with the quality of the product's taste and texture, although technically there are still weaknesses such as a high oil absorption rate.

Facing competition from both similar home-based businesses and modern donut brands, Donat Dapur RA's primary advantage lies in its affordable prices and consistent taste. This simple differentiation strategy has proven effective in maintaining a loyal customer base in the Cilegon area. Marketing Mix (Marketing Mix 4P):

1. Product
   The main product is fried donuts with a soft texture and classic flavor. Topping options are limited, and the packaging is simple without a strong brand identity. Opportunities for development lie in flavor diversification, product visual enhancements, and more attractive packaging designs to enhance value and enhance visual appeal to consumers.
2. Price
   The price is set competitively at Rp 2,500 per donut or Rp 30,000 per package (6). This pricing is based on affordability to reach the mass market. Although it doesn't yet have a formal Cost of Goods Sold (COGS) calculation, the business still demonstrates reasonable profitability. This low-cost strategy aligns with the price-sensitive market segment.
3. Distribution (Place)
   Production and sales activities are centered in the owner's home. The distribution system is made-to-order, with limited pickup or delivery options by the owner. A major weakness is the lack of use of digital distribution platforms (online delivery) such as GoFood or GrabFood, which limits the geographic reach of the market. Adopting these platforms is a strategic step planned for market expansion.
4. Promotion
   Promotional strategies still rely on traditional methods like word-of-mouth and personal WhatsApp ordering. There's a significant gap in leveraging digital media for marketing, such as Instagram, TikTok, or WhatsApp Business features. Developing visual-based promotional content (product photos and videos, testimonials, behind-the-scenes processes), as well as special package offers for events or major holidays,

can significantly increase brand awareness and reach new markets.

Donat Dapur RA's marketing strategy currently relies on strong pricing and core product quality to retain local customers. However, for sustainable growth, the business requires innovation in digital strategies, both in terms of promotion and distribution channels, to expand market penetration and build a stronger brand.

Technical and Production Aspects

The technical and operational aspects of RA Kitchen Donuts were analyzed to assess production capacity, resource efficiency, and quality consistency in meeting market demand.

1. Business Location
   This business operates from the owner's residence. This location offers significant operational cost efficiencies due to the absence of rent, as well as easier supervision and flexible working hours. However, the main limitation is the location's less strategic and less visible from the main road, requiring a reliance on repeat customers and a made-to-order system. Consequently, visibility for attracting walk-in customers is minimal.
2. Raw material
   RA Kitchen Donuts uses basic ingredients readily available locally, such as flour, eggs, sugar, and yeast (Fermipan). Stable, non-seasonal availability ensures production continuity. Details of the main ingredients are shown in Table 1.

Table 1. Production Raw Materials

No	Material
1	Flour
2	Egg yolk
3	Butter
4	Sugar
5	Milk powder
6	Fermipan
7	Salt
8	Mineral water

3. Equipment
   This business uses several main equipment such as:
   1) Large capacity mixer ±20 liters
   2) Oven
   3) Gas Stove
   4) Trays and Baking Pans
   5) Snack Box
   6) Pot and Stirrer
4. Production process
   Production costs are the costs incurred to produce in this business, namely as follows:

Table 2 Production Cost Table

No	Description	Cost
1	Flour	200,000

2	Egg	180,000
3	Butter	190,000
4	Sugar	130,000
5	Milk powder	80,000
6	Fermipan	53,500
7	Fine granulated sugar	87,500
8	Glaze	170,000
9	Cooking oil	450,000
10	Etc	150,000
	Total	1,691,000

Management and Human Resources Aspects

Donat Dapur RA is managed simply by a husband and wife team, with no additional employees. The husband is responsible for the entire production process, from dough mixing to frying, while the wife handles marketing, customer service, order processing, distribution, and sales. This family-based management structure provides operational flexibility and communication efficiency, but also limits production capacity when demand increases. The division of tasks based on each team's expertise ensures product consistency and maintains strong customer relationships, resulting in high repeat purchase rates.

However, the business still lacks written standard operating procedures (SOPs) or a formal bookkeeping system. This poses a risk of quality inconsistencies and challenges in business expansion planning if additional staff are needed. Furthermore, the owner has not received training in management, production, or digital marketing, which could improve operational efficiency and professionalism. Human resource development through training, implementation of SOPs, and more systematic administrative management are crucial steps to support expansion plans, including opening more strategic production locations and utilizing digital platforms like GoFood.

Financial Aspects

The financial aspects of RA Kitchen Donuts were analyzed to assess its financial condition, including capital, production costs, revenue, net profit, and investment feasibility. The initial capital used ranged from IDR 600,000 to IDR 2,000,000 for the purchase of initial raw materials, simple equipment, and operational needs. As the business grew, the owner invested approximately IDR 15,252,000 in major equipment, including a mixer and oven, which became fixed assets for daily production. The business capital came entirely from personal savings, thus eliminating the burden of loans and interest, increasing cash flow stability and reducing financial risk.

With a production capacity of 1.5–3 kg of dough per day or ±120–200 donuts, the estimated daily turnover reaches ± Rp 300,000, so the monthly income is around Rp 9,000,000 with a net profit of ± Rp 3,000,000 per month. A financial feasibility analysis using several indicators produces values that indicate the business is very economically feasible:

1. Break Event Point (BEP)

$$\text{Estimasi BEP} = \frac{15.000.000}{3.000.000} = 5\ bulan$$

   This means that the equipment capital can be returned in ± 5 months.

2. Payback Period (PP)

$$\text{PP} = \frac{\text{Investasi Awal}}{\text{Cash Flow Tahunan}}$$

$$\text{PP} = \frac{15.252.000}{36.000.000} = 0{,}423$$

3. Net Present Value (NPV)

$$NPV = \sum_{t=1}^{5} \frac{CF}{(1+r)^n} - 1_0$$

It is known:
CF = Rp. 36,000,000 r=10%
I_0= Rp. 15,252,000

PV Factor obtained each year:

Year	PV Factor Formula	Results
1	1 / 1.1	0.909
2	1 / 1.12	0.826
3	1 /1.13	0.751
4	1 / 1.14	0.683
5	1 / 1.15	0.621

Total PV Factor 5 years:
0.909+0.826+0.751+0.683+0.621= 3.790
PV Cash Flow 5 years:
PV = 36,000,000 x 3,790 = 136,440,000
Calculate NPV:
NPV = 136,440,000 – 15,252,000
NPV = 121,188,000
An NPV value well above 0 indicates that the investment is very feasible.

4. Internal Rate of Return (IRR)

$$\text{IRR} = \frac{\text{CF}}{1_0}$$

$$\text{IRR} = \frac{36.000.000}{15.252.000} = 2{,}36 = 236\%$$

IRR = 236% per year
Way above the 10% discount rate = very profitable

5. Profitability Index (PI)

$$\text{PI} = \frac{\text{PV Cash Flow}}{\text{Investasi Awal}}$$

$$\text{PI} = \frac{136.440.000}{15.252.000} = 8{,}94$$

PI = 8.94 (> 1 = very feasible)

Based on the analysis above, Donat Dapur RA has a healthy financial structure and strong profit prospects, supporting plans for business expansion, increased production capacity, and digital marketing development. This financial condition demonstrates that the business is not only operationally viable but also financially viable in the short and long term.

Risk and Environmental Aspects

The risk and environmental analysis at Donat Dapur RA aims to identify barriers that could impact business sustainability and assess the operational impact on the surrounding environment. The main business risks stem from internal factors, such as limited production capacity and quality fluctuations, as well as external factors, including market competition and raw material availability. Difficulty obtaining certain raw materials, such as chocolate for toppings, can disrupt product consistency. Furthermore, operational risks include donuts that fail to rise, are too oily, or have a texture that is not up to standard, while market risks include the emergence of new competitors with lower prices or more attractive product variants. Marketing limitations, which still rely on word of mouth and WhatsApp, make the business vulnerable to being left behind by competitors who utilize digital marketing strategies more aggressively.

To manage these risks, the owner implements simple mitigation measures, such as changing ingredient brands when stocks are low, monitoring the frying process, and gradually refining the recipe. He also maintains good relationships with regular customers to ensure stable demand. Marketing development plans through online platforms like GoFood and social media are key strategies for expanding the market and reducing reliance on local customers. Environmentally, the primary waste, used cooking oil and plastic/paper packaging, are managed using simple yet effective principles. Used cooking oil is stored separately before being handed over to collectors or waste banks, while plastic packaging can be replaced with environmentally friendly alternatives such as paper boxes. Overall, the environmental impact of this business is relatively low and can be minimized through consistent and sustainable operational practices, while also supporting the company's image as an environmentally conscious business.

CONCLUSION

Based on the results of the feasibility study analysis which includes market and marketing aspects, technical and production aspects, management and human resources aspects, legal and legal aspects, financial aspects, as well as risk and environmental aspects, it can be concluded that the RA Kitchen Donuts business is feasible to run and develop.

From a market perspective, this business has stable demand, competitive prices, and a high repeat order rate. Technical aspects indicate that the production process is running effectively, with readily available raw materials and equipment that supports daily production capacity. From a management perspective, the family-owned structure operates efficiently, although improvements in standard operating procedures (SOPs) and bookkeeping are needed. Although the business lacks formal legality, this does not hinder operations and can be adjusted to meet development needs.

Financially, the RA Kitchen Donuts business is very viable, marked by a stable net profit of approximately Rp 3,000,000 per month, a positive NPV of Rp 121,188,000, an IRR of approximately 236%, a profitability index of 8.94, and a payback period of approximately five months. Risk and environmental aspects also indicate that the business has well-managed risks and a relatively low environmental impact.

ACKNOWLEDGEMENTS

The author would like to express his gratitude to all parties who have assisted in the completion of this research. Special appreciation is extended to the owner of Donat Dapur RA who willingly provided data, information, and time for interviews and observations of business activities. Thanks are also due to the supervisor who provided guidance, input, and motivation throughout the research process. The author also appreciates the assistance of family and colleagues who provided moral support and constructive suggestions. Hopefully, this research will benefit the development of culinary MSMEs and serve as a reference for entrepreneurs in planning more effective and sustainable business strategies.

REFERENCE

Dewi, A. K., INDRI, M., & MUNAWARAH, M. (2025). Business Feasibility Analysis for MSMEs (Case Study of Arfer Outlet in Palu City). *Journal of Entrepreneurial and Business Diversity*, *3*(2), 438–445.

Hasan, A. A., & Rohman, A. (2024). Studi Kelayakan Bisnis dalam Pengembangan UMKM di Indonesia. *Jurnal Media Akademik (JMA)*, *2*(6).

Kasmir, S. E. (2022). *Studi kelayakan bisnis: edisi revisi*. Prenada Media.

Nafisah, S., & Rohman, A. (2024). Studi Kelayakan Bisnis Ditinjau Dari Aspek Pasar Dan Pemasaran Umkm Rumah Makan Seblak Qi Di Bancaran Kabupaten Bangkalan. *Jurnal Media Akademik (JMA)*, *2*(6).

Novitasari, D., & Hidayat, H. H. (2021). Analisis Kelayakan Finansial Perbaikan Tempat Produksi UMKM Keripik Tempe (Studi Kasus Umkm Keripik Tempe Yu Mudah Desa Pliken, Kecamatan Kembaran, Kabupaten Banyumas). *Jurnal Ekonomi Pertanian Dan Agribisnis*, *5*(3), 632–640.

Pramono, J., Hanum, J., Maryadi, S., & Khair, O. I. (2025). Analisis Kelayakan Usaha dan Strategi Pemasaran UMKM Bakso: Studi Kasus Bakso Mantab Pejaten. *Jurnal Sains, Ekonomi, Manajemen, Akuntansi Dan Hukum*, *2*(4), 250–256.

Setyaningrum, N., Handayani, K. P., Eldawati, E., Anggita, K. D., Irawan, D., Himawan, F., Mahaling, C. S. S., Selano, M. K., Christina, T. Y., & Nurcholis, N. (2024). *Buku Ajar Keperawatan Gawat Darurat*. PT. Sonpedia Publishing Indonesia.

Umar, H. (2023). *Studi kelayakan bisnis: Teknik menganalisis kelayakan rencana bisnis secara komprehensif*. Gramedia Pustaka Utama.