
**FEASIBILITY STUDY OF COFFEE SHOP BUSINESS IN LIDAH WETAN,
LAKARSANTRI DISTRICT, SURABAYA CITY**



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Abstract

This study aims to analyze the feasibility of a coffee shop business in Lidah Wetan, Lakarsantri District, Surabaya City. The method used is a case study with a qualitative approach, which focuses on the analysis of three main feasibility indicators: Revenue Cost Ratio (R/C Ratio), Benefit Cost Ratio (B/C Ratio), and Return On Investment (ROI). Data were collected through observation, interviews, and documentation studies from six coffee shops as samples. The results of the study indicate that all business units analyzed are declared feasible to run. This is evidenced by the value of the three financial ratios which are consistently above the feasibility threshold (>1). The average R/C Ratio of 3.98 indicates that every Rp1 of costs incurred generates revenue of Rp3.98. The average B/C Ratio of 2.98 indicates that every Rp1 of costs generates a net profit of Rp2.98. Meanwhile, the average ROI of 2.98% proves that the investment made provides a positive return.

Keywords: Business Feasibility Study, Coffee Shop, R/C Ratio, B/C Ratio, ROI, MSMEs

INTRODUCTION

Running a business requires the development and management of various resources, one of which is human resources. This business can be run by an owner directly involved in the trading sector. Every sales activity is expected to operate quickly, smoothly, effectively, and optimally to adapt to modern developments and achieve goals effectively and efficiently.

The coffee shop business is one of the rapidly growing internal factors that provides significant opportunities for the community to create jobs and boost economic growth. In the Lidah Wetan area of Lakarsantri District, Surabaya City, many coffee shops serve as a primary source of income to meet daily needs. Investment in the coffee industry is considered attractive because it is considered a profitable business opportunity with significant potential, especially since young people spend a lot of time in coffee shops.

Therefore, it's not surprising that many entrepreneurs in the Lidah Wetan area are entering the coffee shop industry, given its efficiency, high monthly profit potential, and significant growth potential. Economically, the coffee shop business is more attractive because it requires relatively simple coffee-making skills and affordable capital.

Micro, Small, and Medium Enterprises (MSMEs) are a type of productive business owned by individuals or individual business entities according to Law Number 20 of 2008. MSMEs have a significant contribution to growing the community economy, especially in developing countries. Based on this, MSMEs are a worthy opportunity for comprehensive and detailed development. The development and feasibility of businesses in the food and beverage sector, including coffee shops, are predicted to grow rapidly, seen from 2020 to 2022. This shows that this business sector is highly sought after by the people of Surabaya.

The government is paying significant attention and supporting the development of MSMEs, including coffee shops, as they are considered to significantly contribute to the economy of the community in Lidah Wetan, Lakarsantri District. In addition to their dominant presence, MSMEs have also proven to be more resilient to the global crisis. The government, through the Ministry of Cooperatives and SMEs, continues to pursue various initiatives to encourage more individuals to enter the entrepreneurial world by establishing MSMEs.

The government's attention to MSMEs is a necessary strategic step for Indonesia. While this support is significant, it doesn't mean MSME development is without challenges. Surabaya, known as a city of services and trade, is a business hub with diverse economic activities. Currently, there are 15 coffee shops in Lidah Wetan, six of which will be sampled in this study. Adequate facilities make Surabaya an ideal location for business development.

According to Lia Dwi et al. (2020), coffee shops are places frequently visited by people from various backgrounds to gather, discuss, and exchange information. The high interest in coffee-based businesses is seen as a favorable investment opportunity. Coffee shop owners in Lidah Wetan have developed their businesses in terms of location, revenue, facilities, and menu variety, such as light snacks, fried foods, rice packets, crackers, and hot and cold drinks. Fierce competition demands that every business owner create a competitive advantage in the coffee shop they manage.

REVIEW OF LITERATURE

Definition of MSMEs

Micro, Small, and Medium Enterprises (MSMEs) are a fundamental pillar of the Indonesian economy. Their strategic role lies in their ability to absorb labor and reduce unemployment, especially amidst intense competition in the formal employment sector. The ease of establishment and relatively low capital requirements make this type of business widely sought after. Accordingly, the Ministry of Cooperatives and MSMEs is actively targeting increasing the contribution of MSMEs to national economic growth.

The contribution of MSMEs is not only limited to reducing income disparities and equalizing business opportunities, but is also significant in accelerating the structural transformation of the economy, which ultimately strengthens the regional economy and national economic resilience. According to Purba (2019), MSMEs are defined as small-scale, independent, people-based economic activities managed by community groups, families, or individuals. Legally, the classification of MSMEs is regulated in Law Number 20 of 2008. Microenterprises are productive businesses owned by individuals or individual business entities with a maximum annual turnover of IDR 300 million and a maximum net worth (assets excluding land and buildings) of IDR 50 million. Coffee shop businesses generally fall into this category.

Small Business mA stand-alone, productive economic enterprise owned by an individual or business entity that is not a subsidiary or branch of a company. The business criteria include having net assets between Rp 50 million and Rp 500 million with annual sales of Rp 300 million and Rp 2.5 billion. Examples include photocopying businesses and motorcycle repair shops.

Medium Enterprises is a stand-alone productive business, carried out by an individual or business entity, with a net worth or annual sales result that is greater than that of a small business, as further regulated by law.

Income

Revenue or profit is defined as the financial reward received by a business actor from the sale of goods or services (Saadudin et al., 2017:3). In an economic context, revenue is the profit earned after all production costs are subtracted from total revenue. Mathematically, revenue (π) is formulated as the difference between Total Revenue (TR) and Total Cost (TC):

$$\pi = TR - TC$$

Information:

π = income

TR = Total Revenue (Total Income)

TC = Total Cost

Reception

Revenue is the total gross income received by a producer from the sale of their output (Esteria et al., 2016). In a coffee shop, revenue can come from the sale of various products. Total Revenue (TR) is calculated by multiplying the selling price per unit (P) by the number of units sold (Q). The formula is:

$$TR = P \times Q$$

Information:

TR = Total revenue

P = Price or Product Price Per Unit

Q = Number of Products Sold

Cost

Cost is defined as the sacrifice of economic resources that can be measured in monetary units, which has occurred or is likely to occur, to obtain goods or services in an effort to achieve company goals (Susila, 2019:8). Costs can be classified as Variable Costs, which are costs whose total amount changes proportionally with changes in production or sales volume (Hariyani, 2018:13). Fixed Costs are costs whose total amount remains constant within a certain capacity range, regardless of activity volume. In a coffee shop, an example is equipment depreciation costs (Hariyani, 2018:13).

Total Cost is the sum of all fixed costs and variable costs incurred for a cost object. The formula is:

$$TC = TFC + TVC$$

Information:

TC = Total Cost

TFC = Total Fixed Cost

TVC = Total Variable Cost.

REVENUE COST RATIO (R/C)

The Revenue Cost Ratio (R/C) is an analytical tool that compares total revenue to total costs incurred in a business (Ichsan et al., 2019:63). This analysis is used to measure business efficiency and feasibility. The calculation is as follows:

$$R/C = TR / TC$$

The decision criteria are:

R/C > 1: The business is profitable and worth running.

R/C < 1: The business is experiencing losses and is not worth running.

R/C = 1: The business is in a break-even condition.

Benefit-Cost Ratio (B/C)

The Benefit Cost Ratio (B/C Ratio) is the comparison between total net income (profit) and total costs incurred (Batanghari, 2019:44). This analysis provides an overview of the relative benefits derived from each unit of cost incurred. The calculation is as follows:

$$B/C = \pi / TC$$

Decision-making criteria:

B/C > 1: The business is worth running.

B/C < 1: The business is not worth running.

Return On Investment (ROI)

Return on Investment (ROI) is a ratio that measures the efficiency of a company's use of assets or capital (Sunarji, 2018:44). This ratio indicates the percentage return on an investment. The ROI calculation is:

$$\text{ROI} = (\pi / \text{TC}) \times 100\%$$

Decision-making criteria:

ROI > 1%:The business provides positive and decent returns.

ROI < 1%:The business suffered losses and was not viable.

BUSINESS FEASIBILITY STUDY

A business feasibility study is an in-depth, comparative study to assess the feasibility of a business plan. A business's feasibility can be determined by comparing the allocation of economic resources used with the expected results (revenue) of the business.

Purpose of Business Feasibility Study

The purpose of conducting a business feasibility study includes facilitating planning, helping to develop a mature business plan for the future and predicting various possibilities. Minimizing the risk of loss, reducing the possibility of loss by identifying and controlling risk factors. Facilitating work implementation, providing clear guidelines in operational implementation, so that all parties can focus on predetermined goals. Facilitating supervision and control, facilitating the supervision process to ensure activities run according to plan, and minimizing possible deviations.

Benefits of Business Feasibility Study

A business feasibility study report is useful for various parties, such as investors and lenders, as a consideration and primary input for assessing and deciding the feasibility of a business plan according to their interests.

RESEARCH METHOD

Research Design

This research uses a qualitative approach with a case study format to determine the feasibility of a coffee shop business in Lidah Wetan, Lakarsantri District, Surabaya City. The case study approach was chosen to gain an in-depth and contextual understanding of business feasibility. The researcher acts as a key instrument in data collection, supported by the use of other research instruments. The purpose of this approach is to comprehensively describe the conditions and operations of the coffee shop business being studied.

Data Types

This study uses a combination of qualitative and quantitative data to obtain a holistic analysis. Qualitative data is descriptive data in the form of words, narratives, and non-numerical information. This data is used to understand the context, strategies, and perceptions of business actors. Quantitative data is structured data that can be measured and expressed in numbers. In this study, quantitative data includes operational costs, total revenue, and other financial variables of the coffee shop, which will be further analyzed to assess business feasibility.

Data Collection Technique

Data collection was conducted using three main techniques to ensure accuracy and depth. Observation involves directly observing the operational processes, locations, facilities, and customer activity at the coffee shops used in the research sample. This technique aims to understand the real-world context of the business.

Interviews are a data collection technique that uses structured or semi-structured question-and-answer sessions with informants. Interviews are conducted to gather in-depth information about business strategies, financial calculations, operational challenges, and factors supporting business feasibility.

Documentation study is a data collection technique that involves analyzing relevant documents and records. These documents can include simple financial reports, transaction records, product and facility photos, and promotional materials from the coffee shop being studied.

Data analysis

Data analysis is the process of managing and interpreting collected data, both from field sources and literature, to generate research findings and test the validity of a study. In this business feasibility study, a quantitative approach was used with a focus on the financial aspects. The analytical methods applied were:

Business Revenue Analysis

The revenue of the coffee shop in Lidah Wetan was analyzed to determine operational profitability. The calculation was performed using the following formula:

$$\pi = TR - TC$$

Information:

π = Business net income (Rp)

TR= Total Gross Business Revenue (Rp)

TC= Total operational costs (Rp)

Business Acceptance Analysis

Total business revenue is calculated to determine the ability of sales to generate gross income. The calculation is done using the formula:

$$TR = P \times Q$$

Information:

TR= Total Revenue (Rp)

P= Average price per product (Rp)

Q= Total number of products sold (units)

Revenue Cost Ratio (R/C Ratio) Analysis

According to Ichsan et al. (2019:163), the Revenue Cost Ratio (R/C Ratio) is an analytical tool that compares total revenue to total costs in a business. The formula is:

$$R/C \text{ Ratio} = TR/TC$$

Assessment criteria:

R/C Ratio > 1: The business is declared financially viable

R/C Ratio < 1: The business is declared financially unviable

R/C Ratio = 1: The business is at the break-even point
Benefit Cost Ratio (B/C Ratio)

According to Batanghari (2019:44), the Benefit Cost Ratio (B/C Ratio) is an analytical tool that compares net income with total costs. This analysis is performed using the following formula:

$$\text{B/C Ratio} = \pi / \text{TC}$$

Information:

B/C= Benefit Cost Ratio

π = Net income (Rp)

TC= Total Cost (Rp)

Decision-making criteria:

B/C Ratio > 1: Coffee shop business is worth running

B/C Ratio < 1: Coffee shop business is not worth running

Return on Investment (ROI)

According to Sunarji (2018:140), Return on Investment (ROI) is a ratio that measures the efficiency of capital use by showing the percentage return on an investment. ROI is calculated using the following formula:

$$\text{ROI} = (\pi / \text{TC}) \times 100\%$$

Information:

ROI= Return on Investment (%)

π = Total net income (Rp)

TC= Total Cost/Investment (Rp)

Decision-making criteria:

ROI > 1%: Coffee shop business is worth running

ROI < 1%: Coffee shop business is not worth running

Analysis of these three financial ratios (R/C Ratio, B/C Ratio, and ROI) will provide a comprehensive picture of the financial feasibility of a coffee shop business from various complementary perspectives.

RESULTS AND DISCUSSION

Table 1.

Total Fixed Costs of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	Total Fixed Cost/Month (Rp)
1.	Mr. Joko	4,535,192
2.	Mr. Iwan	5,130,693
3.	Mr. Septian	5,692,996
4.	Mr. Eko	4,572,203

5.	Mr. Daryanto	4,600,078
6.	Mr. Ikhsan	4,385,216
	Average	4,819,396

Data Source: Primary Data (processed)

Based on the table above, it can be seen that the largest fixed cost of the coffee shop business in Lidah Wetan, Lakarsantri District, Surabaya City is Mr. Septian's business, amounting to Rp. 5,692,996, and the smallest fixed cost expenditure is Mr. Ikhsan amounting to Rp. 4,385,216.

Table 2.
Total Variable Costs of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	Total Variable Costs / Month (Rp)
1.	Mr. Joko	1,208,000
2.	Mr. Iwan	1,934,000
3.	Mr. Septian	1,142,000
4.	Mr. Eko	1,939,000
5.	Mr. Daryanto	2,126,000
6.	Mr. Ikhsan	1,937,500
	Average	1,714,416

Data Source: Primary Data (processed)

Based on the table above, it can be seen that the largest non-fixed cost expenditure (variable costs) is Mr. Daryanto's, amounting to IDR 2,126,000, and the smallest non-fixed cost expenditure (variable costs) is Mr. Septian's, amounting to IDR 1,142,000.

Table 3.
Total Cost of the Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	ToFixed Cost (Rp)	ToTotal Variable Costs (Rp)	ToTotal Cost (Rp)
1.	Mr. Joko	4,535,192	1,208,000	5,743,192
2.	Mr. Iwan	5,130,693	1,934,000	7,064,693
3.	Mr. Septian	5,692,996	1,142,000	6,834,996
4.	Mr. Eko	4,572,203	1,939,000	6,511,203
5.	Mr. Daryanto	4,600,078	2,126,000	6,726,078
6.	Mr. Ikhsan	4,385,216	1,937,500	6,322,716

Data source: Data processed from table 1 and table 2

Based on the table above, it can be seen that the highest total cost for Mr. Iwan's coffee shop business is Rp. 7,064,693. Meanwhile, the lowest total cost for Mr. Joko's coffee shop business is Rp. 5,743,192.

Table 4.
Acceptance of the Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	Revenue/month
1.	Mr. Joko	22,621,800
2.	Mr. Iwan	27,690,000
3.	Mr. Septian	23,250,000
4.	Mr. Eko	32,250,000
5.	Mr. Daryanto	25,560,000
6.	Mr. Ikhsan	24,735,000
Average		26,017,800

Data Source: Processed data

Based on the table above, it can be seen that the highest total revenue from Mr. Eko's coffee shop business was Rp. 32,250,000. While the lowest total revenue from Mr. Joko's coffee shop business was Rp. 22,621,800.

Table 5.
Benefits of the Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	Profit/month
1.	Mr. Joko	16,878,608
2.	Mr. Iwan	20,625,307
3.	Mr. Septian	16,415,004
4.	Mr. Eko	25,738,797
5.	Mr. Daryanto	18,833,922
6.	Mr. Ikhsan	18,412,284
Average		19,483,987.

Data Source: Processed data

Based on the table above, it can be seen that Mr. Eko's coffee shop business generated the highest profit, amounting to Rp 25,738,797. Meanwhile, Mr. Septian's lowest profit was Rp 16,415,004.

Table 6.
Revenue Cost Ratio of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	R/C	To openly
1.	Mr. Joko	3.93	Worth trying
2.	Mr. Iwan	3.91	Worth trying
3.	Mr. Septian	3.40	Worth trying
4.	Mr. Eko	4.95	Worth trying
5.	Mr. Daryanto	3.80	Worth trying

6.	Mr. Ikhsan	3.91	Worth trying
Average		3.98	

Data source: processed data

Based on the table above, of the six coffee shop business informants in Lidah Wetan, Lakarsantri District, Surabaya City, the one with the highest R/C is Mr. Eko, with 4.95. Meanwhile, the one with the lowest R/C is Mr. Septian, with 3.40.

Table 7.
Benefit Cost Ratio of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	B/C Ratio	To openly
1.	Mr. Joko	2.93	Worth trying
2.	Mr. Iwan	2.91	Worth trying
3.	Mr. Septian	2.40	Worth trying
4.	Mr. Eko	3.95	Worth trying
5.	Mr. Daryanto	2.80	Worth trying
6.	Mr. Ikhsan	2.91	Worth trying
Average		2.98	

Data Source: Processed data

Based on the table above, of the six coffee shop business informants in Lidah Wetan, Lakarsantri District, Surabaya City, the one with the highest B/C is Mr. Eko, with 3.95. Meanwhile, the one with the lowest B/C is Mr. Septian, with 2.40.

Table 8.
Return on Investment of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Informant	ROI (%)	To openly
1.	Mr. Joko	2.93	Worth trying
2.	Mr. Iwan	2.91	Worth trying
3.	Mr. Septian	2.40	Worth trying
4.	Mr. Eko	3.95	Worth trying
5.	Mr. Daryanto	2.80	Worth trying
6.	Mr. Ikhsan	2.91	Worth trying
Average		2.98	

Data Source: Processed data

Based on the table above, of the six coffee shop business informants in Lidah Wetan, Lakarsantri District, Surabaya City, the one with the highest ROI was Mr. Eko, with 3.95. Meanwhile, the lowest ROI was Mr. Septian, with 2.40.

Table 9.
Total Costs, Revenue, and Profit of Lidah Wetan Coffee Shop, Lakarsantri District, Surabaya City

No	Nama	Total Cost (Rp)	Revenue (Rp)	Profit (Rp)
1.	Mr. Joko	5,743,192	22,621,800	20,476,808

2.	Mr. Iwan	7,064,693	27,690,000	20,625,307
3.	Mr. Septian	6,834,996	23,250,000	16,415,004
4.	Mr. Eko	6,511,203	32,250,000	25,738,797
5.	Mr. Daryanto	6,726,078	25,560,000	18,833,922
6.	Mr. Ikhsan	6,322,716	24,735,000	18,412,687
	Amount	39,202,878	156,106,800	120,502,525
	Average	6,533,813	26,017,800	20,083,755

Data Source: Processed data

Based on the table above shows the results of the calculation of costs, revenues and profits for 6 coffee shop business owners in Lidah Wetan, Lakarsantri District, Surabaya City, which can be seen from the Lumintu coffee shop business owned by Mr. Joko, which spent a total of Rp. 5,743,192/month. By getting revenue of Rp. 22,621,800/month and getting a profit of Rp. 20,476,808/month. Thole 3 coffee shop owned by Mr. Iwan spent a total of Rp. 7,064,693/month. by getting revenue of Rp. 27,690,000/month and getting a profit of Rp. 20,625,307/month. Rasya coffee shop owned by Mr. Septian spent a total of Rp. 6,834,996/month by getting revenue of Rp. 23,250,000 and getting a profit of Rp. 16,415,004/month.

Mr. Eko's Giras Gresik coffee shop spent a total of Rp 6,511,203/month with an income of Rp 32,250,000/month and a profit of Rp 25,738,797/month, Mr. Daryanto's village boundary coffee shop spent a total of Rp 6,726,078/month with an income of Rp 25,560,000/month and a profit of Rp 18,833,922/month. Mr. Ikhsan's Wong Pusat coffee shop spent a total of Rp 6,322,716/month with an income of Rp 24,735,000/month and a profit of Rp 18,412,687/month.

Table 10.
Results of Calculating the Feasibility of the Lidah Wetan Coffee Shop Business in Lakarsantri District, Surabaya City

No	Nama	R/C Ratio	B/C Ratio	ROI
1.	Mr. Joko	3.93	2.93	2.93
2.	Mr. Iwan	3.91	2.91	2.91
3.	Mr. Septian	3.40	2.40	2.40
4.	Mr. Eko	4.95	3.95	3.95
5.	Mr. Daryanto	3.80	2.80	2.80
6.	Mr. Ikhsan	3.91	2.91	2.91
	Amount	23.9	17.9	17.9
	Raverage	3.98	2.98	2.98

Data Source: Processed data

Based on the business feasibility analysis of six coffee shops in Kebraon, Karang Pilang, Surabaya, presented in Table 4.19, it can be concluded that all of these businesses are feasible to continue and develop. This conclusion is based on the calculation of three financial indicators: the R/C Ratio, the B/C Ratio, and the ROI, all of which show values above 1 for each business.

Lumintu Coffee Shop (Owned by Mr. Joko) recorded an R/C Ratio of 3.93, a B/C Ratio of 2.93, and an ROI of 2.93. These values indicate that the business is feasible. Warung Kopi Thole 3 (owned by Mr. Iwan) has an R/C Ratio of 3.91, a B/C Ratio of 2.91, and an ROI of 2.91, which also proves the feasibility of its business. Warung Kopi Rasya (owned by Mr. Septian) shows an R/C Ratio of 3.40, a B/C Ratio of 2.40, and an ROI of 2.40. These results further strengthen that this business is feasible to run.

Giras Gresik Coffee Shop (Owned by Mr. Eko) obtained the highest score, with an R/C Ratio of 4.95, a B/C Ratio of 3.95, and an ROI of 3.95, further confirming its feasibility. Warung Kopi Batas Desa (owned by Mr. Daryanto) recorded an R/C Ratio of 3.80, a B/C Ratio of 2.80, and an ROI of 2.80, indicating positive business performance. Warung Kopi Wong Pusat (owned by Mr. Ikhsan) had the same score as Thole 3, namely an R/C Ratio of 3.91, a B/C Ratio of 2.91, and an ROI of 2.91, indicating business feasibility.

Overall, the average results of the six businesses further strengthen these findings. The average R/C Ratio was 3.98 (total 23.9), the average B/C Ratio was 2.98 (total 17.9), and the average ROI was 2.98 (total 17.9). Since all of these average ratios are greater than 1, it can be concluded that the coffee shop business in this location is not only feasible but also has the potential for further development.

CONCLUSION

Based on all the research results and discussions that have been conducted, it can be concluded that the six coffee shop business units that were the study samples in Lidah Wetan Village, Lakarsantri District, Surabaya City, were declared VALID to be run. This decision is based on the analysis of three main financial feasibility indicators, all of which showed positive results. The Revenue Cost Ratio (R/C), Benefit Cost Ratio (B/C), Return On Investment (ROI) values for each business were consistently above 1, which is the threshold for business feasibility.

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