Feasibility analysis of coffee shop business in Ngagel Rejo Surabaya

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A R T I C L E I N F O

ABSTRACT

The purpose of this riset is to analyze the feasibility of a coffee shop business in Ngagel Rejo, Surabaya City. The approach used in this research is a qualitative method with descriptive analysis. data collection through observation, interviews and documentation. Six informants were selected as research subjects to collect relevant data. The data will be analyzed using the calculation tools Revenue Cost Ratio (R/C), Benefit Cost Ratio (B/C) and Return On Investment (ROI). The coffee shop business in Ngagel Rejo Surabaya was studied using 6 informants. The average revenue generated by the business owner is IDR 30,235,000 / month and the average total cost is IDR 115,848,000 and the average profit is IDR 10,927,000 / month. The results of the calculation of the revenue cost ratio (R / C) of 6 coffee shop business owners have an average of 1.565. For the results of the calculation of the benefit cost ratio (B / C) of 6 coffee shop business owners has an average of 0.565 and the average return on investment (ROI) of 6 coffee shop business owners is 45%. The results of the calculation of the Revenue Cost Ratio show R / C> 1, then the calculation of the benefit cost ratio (B / C) shows B / C> 0 and the calculation of the revenue cost ratio (ROI) shows ROI> 0. Based on the data obtained on six coffee shop business informants in Ngagel Rejo, Surabaya City is feasible to run.

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1. INTRODUCTION

The process of economic development of a country creates enormous opportunities for all economic activities, including industries of various scales, whether small, medium or large enterprises (Djabar & Utiarahman, 2019). One of the small businesses that has very strong growth prospects in Indonesia, especially the city of Surabaya, is the informal sector (Santoso, 2016). Examples of informal sector businesses are micro, small and medium enterprises (MSMEs). MSMEs are business activities that provide employment opportunities and social impacts, while also playing a role in equitable distribution and growth of community income, encouraging economic growth and achieving national economic stability to minimize the impact of poverty (Evendia et al., 2022). The majority (almost 99%) of MSMEs in Indonesia are micro-enterprises engaged in the informal sector and using raw materials and local markets (Sedyastuti, 2018). MSMEs have an important role in the perspective of finding employment opportunities, a source of income for a group of people, income distribution

and poverty reduction in a country and helping economic development (Wulandari & Subiyantoro, 2023). MSMEs also contribute to reducing unemployment, income distribution, and labor absorption. As a result of the low skill of the workforce and the inability of employment to absorb labor, it results in a large number of workers who cannot be accommodated in the formal sector (Anjali & Susantun, 2023). Because the informal sector does not require higher education, and also does not have to have skills or expertise, but requires tenacity and patience. In the development of MSMEs, many citizens or communities innovate using their ideas or thoughts in informal work such as trading or starting a personal business or entrepreneurship (Sembiring et al., 2021). MSME stakeholders themselves, as an internal developing party, can take action together with the government. With their potential, they can create innovative businesses by utilizing the facilities provided by the government (Fadilah et al., 2021).

The coffee shop business is one form of business in the informal sector (Somwethee et al., 2023). There are many types of MSMEs that run well in Surabaya in the field of food and beverages and other professions. Coffee shops are one form of business that is quite effective in generating income for business owners, especially residents of Surabaya City (Maryatmo & Pamenta, 2023). The development of people's lifestyles and habits in drinking coffee triggered the creation of this business, the function of coffee shops began to shift, from a place to drink to a public domain belonging to all elements of society both as a place to unwind, a place to chat and even including as an entertainment space (Igiasi, 2017). Coffee shops are one of the places or containers that can be excellent among students and students with a place that has the value of comfort, beauty and adequate facilities with a menu that is friendly to the pocket and stomach, therefore coffee shops are currently sought after by students and students to be used as a place to hang out and do assignments and fulfill the level of prestige for people who are increasing from time to time (Widiastar et al., 2022). In the city of Surabaya, the growth of the coffee shop business is an option for the community as a profitable small business (Sukatmadiredja, 2016). Coffee shop itself is a coffee shop that does not only offer coffee as a menu. Coffee shops also offer a variety of decaffeinated drinks such as (iced tea and bottled drinks) for customers who cannot enjoy it and of course it is still very suitable to be enjoyed in the coffee shop itself. Amid the rise of this coffee shop business, the position of this coffee shop can be said to have sufficient existence among its competitors. This competition causes coffee shop business actors to compete to provide the best service so that consumers can achieve the desired satisfaction (Lareza et al., 2021). This can be seen from the number of customers who come to the coffee shop. Apart from coffee and non-coffee drinks, the coffee shop also has a variety of snacks such as pastries, fritters, intestinal satay, quail egg satay and then the coffee shop also has a heavy food menu such as packaged rice and indomie. The price charged at the coffee shop is also affordable, starting from the price of IDR 3000 alone, you can enjoy the existing coffee with a lively and pleasant coffee shop atmosphere.

According to Putri et al. (2020) Coffee is one of the plantation commodities that plays an important role in contributing to the country's foreign exchange due to its high economic value. Coffee productivity is produced in almost all regions in Indonesia. There are several provinces that are the main producers of coffee in Indonesia, including North Sumatra, South Sumatra, East Java, Aceh, Lampung and the last is South Sulawesi (Harum, 2022). East Java Province is one of the provinces in Java Island that is able to contribute a large coffee production in Indonesia. The production contribution is obtained through the total land area spread across several coffee producing centers in East Java. East Java Province has several regencies that are coffee producing centers in East Java. Regencies that are coffee producing centers have a greater amount of production compared to other regencies in East Java. Regencies that are coffee producing centers in East Java include Malang, Pasuruan, Banyuwangi, Bondowoso, Jember, and Lumajang (As'ad & Aji, 2020). According to BPS (2020), the coffee industry in East Java still has the potential to grow, considering that East Java is the 5th largest coffee producer in Indonesia after South Sumatra, Lampung, North Sumatra and Aceh. While Indonesia itself is the 4th largest coffee producing country after Brazil, Vietnam, and Colombia with a total production of 741,657 tons.

Seeing the magnitude of the coffee shop business opportunity, there will be a lot of competition that comes because the market opportunity is very promising. So in calculating the possibility of whether this coffee shop business can compete and survive among competitors, it must

have products or sales techniques and facilities that are not owned by other coffee shops. Coffee shops also have very good marketing opportunities because according to what is known, the main market share of this business is teenagers, the surrounding community and all people who come to this coffee shop. As it is known that this coffee shop business is a business that has many competitors, especially in a big city like Surabaya. The financial aspect of a business is one of the aspects that must be considered and considered, one of which is to evaluate costs and revenues, and assess whether a business is feasible or not to develop. So this study aims to determine and analyze the feasibility of a coffee shop business in Ngagel Rejo, Surabaya City.

2.   RESEARCH METHOD

This paper is a qualitative research using descriptive analysis method. The informants identified in this study are individuals who have run a coffee shop business for at least 2 years. The focus of the research was on six coffee shops located in Ngagel Rejo, Surabaya City. Data collection techniques were conducted through interviews, observations, and documentation, with the results of the data that will later be processed and tabulated using Microsoft Excel. Data analysis was carried out by applying various techniques, such as business cost analysis, revenue analysis, profit analysis, and using parameters such as Reveneu Cost Ratio, Benefit Cost Ratio, and Return on Investment. This qualitative research allows researchers to gain an in-depth understanding of the practices and conditions of coffee shop businesses in Ngagel Rejo. This study will provide a more detailed perspective on the feasibility and potential sustainability of coffee shop businesses in the area.

3.   RESULTS AND DISCUSSIONS

Research Description

Ngagel Rejo, with an area of 335.9 km2 and a population of 43,948, is one of the most densely populated settlements in Surabaya City, especially in the southern part. This area is used for various purposes such as residential land, cemeteries, yards, schools/universities, and land for public facilities and offices. The significant population growth in Ngagel Rejo can be attributed to the presence of many educational institutions and government development support that focuses development in the southern area of Surabaya City. This phenomenon is also reflected in the proliferation of coffee shops in Ngagel Rejo, an indicator of economic development and social life in the area. The research description highlights the characteristics of coffee shop businesses in Ngagel Rejo, Surabaya City by focusing on informants aged 20-40 years. In this age category, there is a percentage of 20-25 years old as much as 16.6%, 26-30 years old as much as 16.6%, 31-35 years old as much as 33.3%, and 36-40 years old as much as 33.3%. The education level of coffee shop business informants is dominated by high school graduates (50%) and vocational school graduates (50%). In terms of business length, there is a variation between 2 to 5 years, with the number of employees mostly in the range of 1-2 people (66.6% of total informants). This information provides an in-depth picture of the demographic structure and characteristics of coffee shop businesses in Ngagel Rejo, which can serve as a basis for further understanding of local economic dynamics and the potential for future business development.

Business Cost Analysis

Table 1. Total cost of business capital

No	Informan	Total Cost of Business Capital (IDR)
1	Informan 1	17.304.330
2	Informan 2	27.981.997
3	Informan 3	21.562.330
4	Informan 4	22.558.223
5	Informan 5	31.693.264
6	Informan 6	24.564.664

The table sheds light on the diverse landscape of business capital among six informants, each contributing varying amounts to their respective endeavors. Informan 1 appears to have a relatively lower total cost of business capital, amounting to 17,304,330 IDR In contrast, Informan 5 stands out

with the highest reported capital, totaling 31,693,264 IDR. Total cost (TC) is a critical parameter in a company's financial analysis, representing the sum of all production costs required to support production activities. This concept includes all components of costs incurred by the company, both direct and indirect, related to the production of goods or the provision of services. Direct costs include elements such as raw materials, direct labor, and production costs that are directly attributable to a specific product or service. Meanwhile, indirect costs involve aspects such as factory overhead, administration, and distribution costs that cannot be directly identified with a product or unit of production. An in-depth understanding of total cost is important in business management as it provides a comprehensive picture of operational efficiency and profit margin contribution. Total cost analysis is often the basis for strategic decision-making related to pricing, production planning, and cost control efforts to improve a company's financial performance.

$$TC = TFC + TVC$$

Description:
TC = Total Cost
TFC = Total Fixed Cost
TVC = Total Variable Cost

Table 2. Total cost of coffee shops in Ngagel Rejo Surabaya

No	Interviewee	Fixed Cost (IDR)	Non-Fixed Cost (IDR)	Total Cost (IDR)
1	**Interviewee** 1	3.770.000	12.400.000	16.170.000
2	**Interviewee** 2	3.895.000	14.010.000	17.905.000
3	**Interviewee** 3	4.475.000	14.080.000	18.555.000
4	**Interviewee** 4	4.465.000	14.302.000	18.767.000
5	**Interviewee** 5	7.005.000	15.186.000	22.191.000
6	**Interviewee** 6	5.530.000	16.730.000	22.260.000

The table presents a detailed breakdown of the financial components for six informants, outlining their Fixed Cost (FC), Non-Fixed Cost (NFC), and the resulting Total Cost (TC) in Indonesian Rupiah. Fixed costs, incurred regardless of the level of production, include expenses such as rent, salaries, and depreciation. Informan 1 has the lowest Fixed Cost at 3,770,000 IDR while Informan 5 reports the highest at 7,005,000 IDR Non-Fixed Costs, which vary with production levels, consist of expenses like raw materials, utilities, and direct labor. Informan 2 has the lowest Non-Fixed Cost at 14,010,000 IDR whereas Informan 6 has the highest at 16,730,000 IDR. Total Costs reflect the sum of Fixed and Non-Fixed Costs, portraying the overall financial outlay for production. Informan 1 again reports the lowest Total Cost at 16,170,000 IDR while Informan 6 has the highest at 22,260,000 IDR. This comprehensive breakdown allows for a granular understanding of each informant's cost structure, facilitating comparisons and strategic insights into potential cost optimization or business scalability. The data suggests variations in the scale and nature of operations among informants, emphasizing the importance of a nuanced analysis of both fixed and variable cost components for informed financial decision-making.

Income Analysis
Each informant in the study shows differences in the monthly income from their businesses. Informant 1 has a monthly income of 25,800,000 IDR, while Informants 2, 3, 4, and 6 have relatively higher incomes, ranging from 28,500,000 to 31,275,000 IDR. Informant 5 shows the highest monthly income of 37,275,000 IDR. This difference could be due to various factors, including the location, size, and management strategies of each business.

Table 3. Average of profit coffee shops per month in Ngagel Rejo Surabaya

No	Coffee shop	Profit/Month (Rp)
1	**Coffee shop** 1	9.630.000
2	**Coffee shop** 2	10.595.000
3	**Coffee shop** 3	10.440.000
4	**Coffee shop** 4	10.798.000
5	**Coffee shop** 5	15.084.000
6	**Coffee shop** 6	9.015.000

The following table provides an overview of the monthly profit, expressed in Rupiah, for the six informants labeled as Informant 1 to Informant 6. Profit is the excess income earned after deducting total costs from monthly income. Informant 5 had the highest profit of 15,084,000 IDR while Informant 6 had the lowest profit of 9,015,000 IDR. These variations in monthly profits indicate differences in the financial performance and profitability of the business or income-generating activity associated with each informant. This allows for a deeper understanding of the effectiveness of cost management, revenue generation and overall business strategy.

Feasibility Analysis
Revenue Cost Ratio (R/C)
According to Ichsan et al. (2019) Revenue Cost Ratio (RCR) is a financial indicator that measures the relationship between total revenue and total costs in a business activity. This ratio provides a valuable insight into the balance between revenue generated and costs incurred by a company or business entity. In this context, total revenue includes all revenues earned from operations or sales of goods and services, while total costs include all cost components involved in the production or service provision process. A high Revenue Cost Ratio indicates that revenues are greater than costs, reflecting a good level of operational efficiency and greater profit potential. Conversely, a low ratio may indicate challenges in cost management or potential for increased revenue. Further analysis of RCR fluctuations over time can provide insights into the financial performance of a business and assist in designing strategies to improve profitability.

Table 4. Avergae of revenue cost ratio coffee shops in Ngagel Rejo Surabaya

No	Enterpreneur	R/C	Description
1	**Enterpreneur** 1	1.595	feasible
2	**Enterpreneur** 2	1.591	feasible
3	**Enterpreneur** 3	1.562	feasible
4	**Enterpreneur** 4	1.575	feasible
5	**Enterpreneur** 5	1.679	feasible
6	**Enterpreneur** 6	1.404	feasible
	Average	1.565	

The table 4 presents the Revenue Cost Ratio (R/C) for six informants, labeled as enterpreneur 1 through enterpreneur 6, along with an average ratio. The Revenue Cost Ratio is a key financial metric that signifies the relationship between total revenue and total costs in a business activity. In this context, all informants exhibit feasible ratios, ranging from 1.404 to 1.679. The "feasible" description implies that the revenue generated is considerably higher than the associated costs, indicating a generally healthy financial performance among the informants. Informan 5 stands out with the highest ratio at 1.679, suggesting a particularly efficient balance between revenue and costs. The average R/C across all informants is calculated at 1.565, reinforcing the overall feasibility of the business activities represented in the table. This average serves as a benchmark, offering insights into the collective financial health of the informants. The consistent feasibility across the informants implies effective management of costs relative to revenue, highlighting potential strengths in operational efficiency and profitability within this group.

Benefits Cost Ratio (B/C)
Based on opinion by Asman (2020) Benefits Cost Ratio (B/C) is an analytical method that compares the net benefits obtained with the total costs incurred in a project or business activity. This ratio provides a holistic picture of the efficiency and sustainability of an investment or initiative. In this context, net benefits include all positive outcomes derived from a project, such as additional revenue, reduced costs, or other benefits, while total costs include all expenditure components associated with the implementation of the project. A high Benefits Cost Ratio, for example above 1, indicates that the net benefits gained are greater than the costs incurred, indicating the potential positive economic value of the project. Conversely, a low ratio may indicate that costs exceed benefits generated, raising critical questions regarding the viability and effectiveness of an investment decision.

Table 5. Averaage of benefits cost ratio coffee shops in Ngagel Rejo Surabaya

No	Informan	B/C	Description
1	Informan 1	0,595	feasible
2	Informan 2	0.591	feasible
3	Informan 3	0.562	feasible
4	Informan 4	0.575	feasible
5	Informan 5	0.679	feasible
6	Informan 6	0.404	feasible
	Average	0.565	

The table 5 provides an analysis of the Benefits Cost Ratio (B/C) for six informants along with an average ratio. The Benefits Cost Ratio is a financial metric that compares the net benefits of a project or business activity to the total costs incurred. In this context, all informants present feasible B/C ratios ranging from 0.404 to 0.679, and each is described as "feasible." This indicates that, on average, the net benefits obtained from the initiatives undertaken by the informants exceed 56.5% of the total costs, demonstrating a positive economic impact. Informan 5 stands out with the highest B/C ratio at 0.679, suggesting a particularly effective utilization of resources relative to the benefits gained. The average B/C ratio of 0.565 provides a benchmark for assessing the overall feasibility of the informants' projects. The consistent feasibility designation implies that, on average, the net benefits derived from these initiatives justify the total costs incurred.

Return On Investment (ROI)
Budiman et al. (2023)argue ROI, or Return on Investment, is a critical calculation used to evaluate the effectiveness of the profits earned from an investment in relation to the costs incurred. This method involves comparing the net profit generated by an investment to the total investment cost incurred, and then multiplying the result by 100% to generate a percentage. The ROI formula is expressed as (Net Profit / Investment Cost) x 100%. By using ROI, decision makers can assess how efficient an investment is at generating profits, and whether the return is worth the cost. A high ROI indicates that the investment is providing significant returns relative to its cost, while a low ROI may indicate that the cost of the investment may not be worth the return. ROI analysis is key in business decision-making, helping to prioritize the most profitable investments and providing a more accurate view of the financial performance of an investment initiative.

Table 6. Average of return cost ratio coffee shops in Ngagel Rejo Surabaya

No	Informan	ROI	Description
1	Informan 1	55,65%	feasible
2	Informan 2	37,86%	feasible
3	Informan 3	48,41%	feasible
4	Informan 4	47,86%	feasible
5	Informan 5	47,59%	feasible
6	Informan 6	36,69%	feasible
	Average	45,00%	

The table 6 provides a detailed analysis of the Return on Investment (ROI) for six informants, along with an average ROI. ROI is a critical metric used to assess the efficiency of an investment by comparing the net returns to the total investment cost, expressed as a percentage. In this context, all informants demonstrate feasible ROIs ranging from 36.69% to 55.65%, with each ROI being labeled as "feasible." This indicates that, on average, for every unit of currency invested, the informants are obtaining a return ranging from 36.69% to 55.65%. The average ROI across all informants is calculated at 45.00%, reflecting a solid overall performance. Informan 1 stands out with the highest ROI at 55.65%, suggesting a particularly efficient utilization of invested resources. The consistent "feasible" designation implies that, on average, the investments made by the informants are providing returns that justify the initial costs incurred.

Discussion

According to Lathifah Hanim (2018) Micro, Small and Medium Enterprises need to be empowered as an integral part of the people's economy which has a strategic position, role and potential to realize an increasingly balanced, developed and equitable national economic structure. Shalahuddin (2021) revealed if one of the steps that must be taken so that the coffee shop business can exist and develop is the selection of the right business location. In determining a strategic location, companies must consider the factors for determining a strategic location, because the location of the company will have an impact on the success of the company itself (Rorie et al., 2022). Strategic location is a driver of costs and revenues, so location is often a great strength in making a company's business strategy. A strategic location aims to maximize the benefits of location for the company (Aryani et al., 2022). According to Husinah (2022) capital is one of the important factors of production activities. For businesses that are just starting up or starting to run their business, capital is used to be able to carry out business activities, while for companies or business fields and businesses that have been established for a long time, capital is usually used to be able to develop businesses and expand the market for these businesses and businesses (Sabita et al., 2021).

Coffee shop business owners in Ngagel Rejo, Surabaya City on average use a place of business by renting. The average age of coffee shop business owners in Ngagel Rejo Surabaya City is around 20-40 years old. The level of education taken is mostly high school and vocational school. This coffee shop business has been established for an average of 2-5 years. The coffee shop owners studied all use their own capital without requiring financial support from anywhere. For a coffee shop located in a densely populated area such as in Ngagel Rejo, this activity will bring benefits to the business owner, because it can be said that the results are quite promising in terms of profit. The average sales of coffee in the coffee shop business is 37 cups/day with a cost of 3000-5000 IDR. From the data above, it can be concluded that a strategic location, namely a densely populated area to open a business, has a big influence on whether or not visitors/consumers come.

That there are 6 coffee shop business owners in Ngagel Rejo, Surabaya City has an average total cost incurred of 19,308,000 IDR/month. For the average total income they get is 30,235,000 IDR/month in the coffee shop business while the average profit obtained from 6 coffee shop business owners is 10,927,000 IDR/month. While related to R / C, the lowest percentage obtained from the coffee shop business owned by Informant 6 is 1.404, which means that with a capital of 1,000 IDR Informant 6 only gets an income of 1,404 IDR this is due to fixed expenses that are not balanced with the income earned. Regarding ROI, the lowest percentage was obtained by Informant 6, which amounted to 36.69% and the lowest percentage of B/C Ratio was also obtained by Informant 6 at 0.404 where every 1,000 IDR in sales earned a profit of 404 IDR. From the explanation above, it can be concluded that total costs affect the income that will be obtained by business owners with a note that the total costs must be used effectively, which means that the costs incurred must really be utilized to get a maximum profit so that there is no excessive spending.

Based on the results of the business feasibility analysis above, it can be concluded that the first test tool using R / C obtained a result of 1.565 which means that this business is feasible to continue because R / C is more than 1 then the second test tool ROI obtained an average result of 45.00% which means 6 business objects are feasible to continue because ROI> 0. The third test tool uses Net Present Value (NPV) which obtained an average result of 0.00% which means 6 business objects are feasible to continue because NPV> 0. The fourth test tool uses B / C which obtained an

average result of 0.565 which means that these 6 business objects are feasible to continue because B / C> 0. The last test tool uses B / C which obtained a result of 0.565 which means that this business is also feasible to continue because B / C is more than 0. Based on all the test tools used, 6 coffee shop business objects in Ngagel Rejo, Surabaya City are feasible to continue. The coffee shop business that became the object of research produced findings that provided a positive picture of the potential of the business. The coffee shop business is considered a promising opportunity, with an initial capital of around Rp 21,341,122 which includes the cost of renting a place for 1 year, purchasing equipment, paying for electricity, water, Wi-Fi, employee salaries, and product costs. Although the operational costs per month are fairly low, the results that can be achieved are considered quite profitable. The results show that many coffee shops in Ngagel Rejo are family-owned businesses, with employees who on average have close relationships with the owners, such as relatives. Service is the main characteristic of coffee shops, where the way of serving and friendly interaction between the owner or employees and consumers creates a close relationship and makes visitors as regular customers, thus providing a special attraction for customers. Strategic location, such as being on the side of the road, close to boarding houses, campuses, schools, and densely populated villages, is an important factor that makes the coffee shop business crowded with visitors, adding value to the attractiveness and potential for business sustainability.

4. CONCLUSION

Based on the results of the above research related to coffee shop businesses in Ngagel Rejo Village, Wonokromo Subdistrict, Surabaya City, researchers concluded several crucial points. First, the majority of coffee shop businesses have been operating for 2-5 years with at least 2 workers and an average of 37 cups of coffee sold per day. Second, the total revenue of the six businesses is high compared to the total costs, indicating that the coffee shop business opportunity is still quite profitable for the owners. Third, the six businesses were declared feasible based on standard feasibility testing tools such as R/C, B/C, and ROI. It is necessary to do detailed bookkeeping so that business owners can better monitor expenses and revenues in coffee shop operations. In addition, it is important to maintain the cleanliness of the business premises, including the cleanliness of toilets and customer tables, because the cleanliness factor is one of the determining elements of customer satisfaction. Finally, it is important to pay attention to employee performance to improve the quality of service to customers. This could include additional training and upskilling to provide a better customer experience, given the high hangout culture in Surabaya. Implementing this, it is expected that the coffee shop business can continue to grow and maintain its appeal in the local market.

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