RINGKASAN EKSEKUTIF

Perkembangan *e-commerce* dan digitalisasi bisnis di Indonesia mendorong meningkatnya permintaan terhadap produk fashion anak yang praktis, terjangkau, dan dapat dipersonalisasi, sehingga membuka peluang pengembangan usaha kaos anak berbasis digital dengan teknologi *Direct to Film* (DTF). Penelitian ini bertujuan menganalisis perencanaan bisnis dan kelayakan pengembangan usaha kaos anak berbasis *e-commerce* melalui studi kasus *brand* Superzie dengan menggunakan metode kualitatif deskriptif-analitis yang diterapkan melalui pendekatan *Design Thinking*, *Business Model Canvas* (BMC), dan Timmons Model *(Quick Screen)* untuk mengevaluasi aspek pasar, operasional, sumber daya manusia, keuangan, manajemen risiko, dan legalitas. Pengumpulan data dilakukan melalui triangulasi yang mengombinasikan observasi, wawancara, dokumentasi internal, serta data sekunder dari laporan industri *e-commerce* dan pasar fashion anak di Indonesia. Hasil *Design Thinking* menunjukkan bahwa konsumen membutuhkan produk kaos anak yang nyaman, aman, terjangkau, dan memiliki desain variatif, sedangkan analisis SWOT menempatkan Superzie pada posisi Kuadran I (strategi agresif) dengan skor IFAS 3,02 dan EFAS 3,42. Secara finansial, usaha ini menunjukkan tingkat kelayakan yang tinggi dengan R/C Ratio 1,66–1,69, *Payback Period* 1,40 tahun, NPV positif sebesar Rp865.739.387 pada tingkat diskonto 6%, serta IRR sekitar ±42% yang melebihi tingkat diskonto, diperkuat oleh proyeksi pertumbuhan pendapatan 15% per tahun dan peningkatan margin laba dari 10,07% menjadi 40,41% pada tahun ketiga, sehingga secara keseluruhan perencanaan bisnis kaos anak Superzie berbasis teknologi DTF dinyatakan layak dan berprospek berkelanjutan.

Kata kunci : perencanaan bisnis, *e-commerce*, teknologi DTF, fashion anak, kelayakan usaha

EXECUTIVE SUMMARY

The development of e-commerce and business digitalization in Indonesia has driven increasing demand for children's fashion products that are practical, affordable, and customizable, thereby creating opportunities for the development of a digital-based children's T-shirt business using Direct to Film (DTF) printing technology. This study aims to analyze the business planning and feasibility of developing an e-commerce–based children's T-shirt business through a case study of the Superzie brand, using a descriptive–analytical qualitative method implemented through the Design Thinking approach, the Business Model Canvas (BMC), and the Timmons Model (Quick Screen) to evaluate market, operational, human resource, financial, risk management, and legal aspects. Data were collected through triangulation, combining observation, interviews, internal documentation, and secondary data from reports on the e-commerce industry and the children's fashion market in Indonesia. The Design Thinking analysis indicates that consumers require children's T-shirts that are comfortable, safe, affordable, and offer a variety of designs, while the SWOT analysis places Superzie in Quadrant I (aggressive strategy), with an IFAS score of 3.02 and an EFAS score of 3.42. Financially, the business demonstrates a high level of feasibility, with an R/C ratio of 1.66–1.69, a payback period of 1.40 years, a positive Net Present Value (NPV) of IDR 865,739,387 at a 6% discount rate, and an Internal Rate of Return (IRR) of approximately ±42%, which exceeds the discount rate, supported by projected annual revenue growth of 15% and an increase in profit margin from 10.07% in the first year to 40.41% in the third year, indicating that the Superzie children's T-shirt business based on DTF technology is feasible and has strong prospects for sustainable development.

Keywords: business planning, e-commerce, DTF technology, children's fashion, business feasibility