

ABSTRAK

Business Plan Pengembangan Lembaga Pendidikan Montessori First Indonesia

Di Wilayah Wilayah Cirebon

Penelitian ini bertujuan pertama untuk menganalisis potensi pengembangan *Lembaga Pendidikan Montessori First Indonesia (MFI)* di Cirebon melalui pendekatan *Design Thinking*, *Business Model Canvas*, dan *Entrepreneurial Process*. Kedua, untuk menyusun perencanaan bisnis yang komprehensif, mencakup aspek pemasaran, operasional, sumber daya manusia, digitalisasi, inovasi, dan manajemen risiko. Ketiga, menganalisis kelayakan berdasarkan analisis kelayakan finansial (*NPV*, *IRR*, *Payback Period*, dan *Profitability Index*) serta pendekatan kewirausahaan *Model Timmons*. Metode penelitian yang digunakan adalah metode kualitatif dengan pendekatan deskriptif kualitatif. Data primer dikumpulkan melalui observasi dan wawancara mendalam terhadap pelaku bidang pendidikan dan konsumen pengguna jasa pendidikan, serta data sekunder dari literatur ilmiah, laporan riset terdahulu, hingga data dari BPS (Badan Pusat Statistik). Hasil penelitian menunjukkan bahwa peluang pasar untuk lembaga pendidikan anak usia dini berbasis metode Montessori di Cirebon sangat besar, ditunjukkan oleh tingkat pertumbuhan sektor pendidikan premium sebesar 23,6% per tahun dan meningkatnya kesadaran masyarakat terhadap pendidikan berbasis karakter dan kemandirian anak. Berdasarkan hasil *Design Thinking*, kebutuhan utama masyarakat adalah sekolah yang memberikan pendekatan holistik dan lingkungan belajar yang ramah anak. MFI menjawab kebutuhan tersebut melalui kurikulum Montessori otentik yang terintegrasi dengan pendekatan bilingual serta digitalisasi manajemen pembelajaran. Dari sisi finansial, hasil analisis menunjukkan bahwa proyek sangat layak dan menguntungkan, dengan NPV positif sebesar Rp 5,47 miliar, IRR sebesar 49%, ROI 145%, *Profitability Index* 2,62, dan *Payback Period* selama 2 tahun 10 bulan. Nilai-nilai ini menggambarkan efisiensi investasi yang tinggi, likuiditas kuat, dan tingkat risiko yang rendah.

Kata Kunci: Perencanaan Bisnis, Lembaga Montessori, *Design Thinking*, *Business Model Canvas*, Analisis *SWOT*.

ABSTRACT

Business Plan for The Development of Montessori First Indonesia in Cirebon Region

This study aims, first, to analyze the potential development of Montessori First Indonesia (MFI) in Cirebon using the Design Thinking, Business Model Canvas, and Entrepreneurial Process approaches. Second, it seeks to formulate an integrated business plan covering aspects of marketing, operations, human resources, digitalization, innovation, and risk management. Third, it evaluates the project's feasibility based on financial indicators (NPV, IRR, Payback Period, and Profitability Index) and the Timmons entrepreneurial model framework. The research employs a qualitative descriptive method, combining primary and secondary data. Primary data were obtained through in-depth interviews and field observations involving education practitioners and potential users of early childhood education services, while secondary data were drawn from scientific literature, previous studies, and official statistics from BPS (Central Bureau of Statistics). The findings reveal that the market potential for Montessori-based early childhood education in Cirebon is highly promising, supported by the premium education sector's annual growth rate of 23.6% and increasing parental awareness of character-based and independence-oriented education. Based on the Design Thinking process, the primary need identified among parents is for a school that offers a holistic approach and a child-friendly learning environment. MFI addresses this demand through an authentic Montessori curriculum integrated with bilingual instruction and digitalized management systems. The financial feasibility analysis confirms that the project is highly viable, with an NPV of IDR 5.47 billion (positive), an IRR of 49%, an ROI of 145%, and a Payback Period of 2 years and 10 months, indicating efficient investment returns and low financial risk. Furthermore, the SWOT analysis places MFI in Quadrant I (aggressive strategy), highlighting key strengths such as certified educators, comprehensive modern facilities, and strong support from the upper-middle-class market segment.

Keywords: *Business Plan, Montessori Institution, Design Thinking, Business Model Canvas, SWOT Analysis.*