



BUSINESS PLANNING FOR SMART KIDS DAYCARE IN CIMAHY CITY

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ABSTRACT

Daycare Smart Kids is an early childhood daycare business located in South Cimahi, offering an integrated service concept that combines professional childcare, thematic educational stimulation, and regular psychological and medical monitoring. This business responds to the needs of young families, especially working parents seeking a safe, comfortable, and developmentally supportive childcare solution. Based on market analysis and demographic data, South Cimahi shows strong potential, marked by the growing number of young families and increased female workforce participation. The limited availability of daycare centers that meet high educational and safety standards gives Daycare Smart Kids a strategic position in the market. Its services include flexible membership options, daily, weekly, and monthly real-time CCTV access for parents, and a curriculum focused on character and creativity development. The primary target market includes middle-income young families in Cimahi and West Bandung, with an expected annual customer growth rate of over 12%. Financially, this project is highly viable. With a total initial investment of Rp 236,273,750, the payback period is projected at 2 years and 3 months. The business demonstrates strong performance indicators, including a Net Present Value (NPV) of Rp 460,503,349, an Internal Rate of Return (IRR) of 48%, and a Profitability Index (PI) of 2.95. Return on Investment (ROI) stands at 302%, while the Gross Profit Margin (GPM) and Net Profit Margin (NPM) are 60.81% and 15.25%, respectively, indicating high operational efficiency and profitability. The business is projected to generate positive cash flow starting in the third year, signaling a timely transition from investment phase to profitability. The competitive advantages of Daycare Smart Kids lie in its certified human resources, modern and child-friendly learning facilities, the use of digital technology, and operations aligned with the national TARA standard. The business plan is developed through Design Thinking, the Business Model Canvas, SWOT analysis, and the Timmons model, ensuring readiness across entrepreneurship, market, and resource aspects. With a solid planning foundation and a promising market landscape, Daycare Smart Kids is well-positioned to become a trusted, sustainable, and leading daycare solution in South Cimahi.

INTRODUCTION

In recent decades, the number of dual-income families in Indonesia has significantly increased, driven by economic demands and improved access for women to education and employment opportunities. According to the Central Bureau of Statistics, female labor force participation in Cimahi City reached 53.07% in 2023, reflecting a growing demand for safe, professional, and educational childcare services (BPS Kota Cimahi, 2023). This socio-economic shift presents a strategic opportunity for the development of the daycare industry, especially in urban areas such as South Cimahi, which has a high population density and a large number of young children.

Despite the increasing number of daycare centers in Indonesia, service quality remains a critical issue. As of 2023, 44% of daycare centers lacked legal status, and 66.7% of caregivers were uncertified (Ministry of Women's Empowerment and Child Protection of the Republic of Indonesia [MoWECP], 2023). These findings highlight the urgent need for daycare services that prioritize legality, professional management, and early childhood education approaches. Smart Kids Daycare is positioned as a premium solution offering a holistic model, combining play-based thematic learning, certified staff, and a digital monitoring system.

On a global scale, the daycare services market also shows a consistent upward trend. The global market is projected to grow from USD 348.57 billion in 2024 to USD 480.38 billion by 2029, at a compound annual growth rate (CAGR) of 6.5% (The Business Research Company, 2025). In Indonesia, the industry is expected to grow at a CAGR of over 6.76% through 2030 (Bonafide Research, 2025), underscoring the sector's strong investment potential. In this context, Smart Kids Daycare addresses both local and global demands for high-quality, standardized child care services, positioning itself as a relevant and forward-looking business solution.

LITERATURE REVIEW

Entrepreneurship

Baudeau, as cited in Subhaktiyasa et al. (2024), defines entrepreneurship as innovative management, with an emphasis on the ability to organize and oversee production while introducing new methods and exploring new markets.

Entrepreneurial Process

According to Timmons and Spinelli (2008), as cited in Subhaktiyasa et al. (2024), the entrepreneurial process is a dynamic interaction between opportunity, team, and resources, which must interact in a balanced and synergistic manner.

Design Thinking

Design thinking is a problem-solving approach that involves understanding the needs of the people involved, framing the problem from the perspective of potential users, generating ideas through brainstorming sessions, and implementing those ideas through prototyping and testing (Setyono, 2022).

Business Model Canvas (BMC)

According to Osterwalder (2012), the Business Model Canvas (BMC) is a strategic tool used to describe a business model and to illustrate the logic of how an organization creates, delivers, and captures value.

Marketing Research

According to Malhotra, as cited in Naresh K. (2020, p. 7), marketing research is the systematic and objective application of methods for collecting and analyzing data to identify and solve problems and opportunities in marketing.

SWOT Analysis

According to Nazarudin (2020), SWOT analysis is a strategic planning method used to evaluate the factors that influence the achievement of objectives, both in the short term and the long term.

Market Situation Analysis

Market situation analysis is a critical process that involves a deep understanding of the internal and external factors influencing the market (Kotler, P., & Keller, K. L., 2023).

Planning Process

According to Webber (1963), as cited in Hudalah and Sujarto (2023), the planning process can be understood as a continuous and rational sequence of thinking activities aimed at solving a problem or achieving specific future goals in a systematic manner.

Financial Planning

Financial planning is the process of managing financial resources or funds to achieve specific goals. It involves understanding the current financial situation, setting future financial objectives, and designing strategies to achieve those goals both short-term and long-term. According to Sulistiana (2021), in her business planning framework, the goal of short-term financial strategy is to ensure the availability of sufficient funds to support smooth business operations. In contrast, the long-term objective is to manage and utilize assets, liabilities, and equity optimally in order to create value for shareholders.

Human Resource Planning

According to Ritawati (2015), as cited in Sangsurya, Muazza, and Rahman (2021), human resource planning is the process of determining the movement of the workforce toward desired positions in the future.

RESEARCH METHODS

This research utilizes a qualitative descriptive approach to develop a comprehensive business plan for Smart Kids Daycare in South Cimahi. The qualitative method allows for an in-depth exploration of phenomena by focusing on the needs, perceptions, and behaviors of potential users. Data collection was conducted through unstructured interviews with working parents, daycare operators, and early childhood education practitioners to uncover expectations, service gaps, and challenges in the childcare sector. Additionally, participant observation was employed at several existing daycare facilities to observe service operations, caregiver-child interaction, and infrastructure standards. Secondary data were gathered from credible sources such as the Central Bureau of Statistics (BPS), the Ministry of Women’s Empowerment and Child Protection (KPPPA), and relevant academic and market reports to support contextual analysis.

The analytical process integrates several strategic frameworks to guide the formulation of the business plan. Design Thinking is applied to generate user-centered service innovations based on empathy and iterative problem-solving. The Business Model Canvas (BMC) is used to structure the business model across nine key elements, including value proposition, customer segments, and revenue streams. Furthermore, the Timmons Entrepreneurial Model serves to align opportunities, team capabilities, and resource allocation. SWOT analysis is also used to identify internal strengths and weaknesses, as well as external opportunities and threats within the local childcare market. These combined methods ensure that the resulting business plan is realistic, context-specific, and aligned with the growing demand for high-quality childcare services in urban areas like South Cimahi.

Table 1 Research Paradigm

VARIABLE	CRITERIA	INDICATOR	HIGH POTENTIAL	LOW POTENTIAL
1. Market and Margin Related Issues	Consumer Needs and Wants	Clearly Identified	Identified	Not Identified
	Customer Accessibility	Reachable and Accepting the Product/Service	Reachable and Accepting	Not / Hard to Reach
	Payback Period	Time to Return Investment	< 1 year	> 3 years
	Added Value (IRR)	Internal Rate of Return	40%	< 20%
	Market Growth Rate	Market Expansion Potential	≥ 20%	< 20%
	Gross Profit Margin	Profitability Level	> 40%	< 20%
2. Competitive Advantage	Fixed and Variable Costs	Cost Structure	High	Low
	Price and Cost Control	Level of Control	High	Low
	Network	Market and Partnership Reach	Wide and Strong	Narrow
3. Value Creation and Realization Issues	Net Profit Margin	Financial Return	10–15% or more	< 5%
	Time to Positive Cash Flow	Liquidity Timeline	< 2 years	> 3 years
	Return on Investment (ROI)	Investment Return Level	40–70% or more	< 20%

RESULT AND ANALYSIS

The results of this study reveal a significant unmet demand for structured and professional daycare services in South Cimahi. Interviews with working parents indicate that while the need for childcare is urgent due to the increasing participation of women in the workforce, most existing daycare providers fail to offer quality educational stimulation and standardized care. Observations of ten daycare centers show that the majority still operate with conventional service models limited to basic child-minding and group play with little integration of early learning curricula, certified staff, or digital monitoring systems. This gap highlights an opportunity for Smart Kids Daycare to position itself as a premium service provider, especially for middle- to upper-income families seeking safe, developmental, and trustworthy childcare solutions.

The market mapping further illustrates that current competitors lack strong differentiation, creating space for Smart Kids Daycare to gain a competitive edge through a holistic approach. This includes employing certified caregivers, implementing play-based learning, providing real-time monitoring through mobile-connected CCTV, and ensuring a safe and stimulating environment. A SWOT analysis confirms several key strengths, such as the uniqueness of the service, professional staff, and the adoption of child-friendly technologies. Nonetheless, challenges exist, including Smart Kids’ status as a new market entrant and the initial investment required for infrastructure and human capital. However, these are counterbalanced by growing market opportunities such as a high number of children aged 0–6, government encouragement for child protection standards, and increased demand for formal early childhood education.

Financial feasibility analysis using Timmons’ framework (Spinelli & Adams, 2012) supports the project’s viability. With a projected payback period of less than one year, an IRR of over 40%, and a net profit margin estimated between 10–15%, Smart Kids Daycare demonstrates strong potential for financial sustainability. The global daycare market is also projected to grow at a CAGR of 6.5%, reaching USD 480.38 billion by 2029, further reinforcing the relevance of this business initiative. Moreover, each component of the Business Model Canvas has been aligned with research findings particularly in customer segmentation, value proposition, and key partnerships ensuring that the proposed business model is both market-driven and strategically sound.

Table 2 IFAS

No	Description	Weight	Rating	Score
Strengths				
1	Experienced and well-trained caregivers	0.12	4	0.48
2	Safe and child-friendly facilities	0.095	3	0.285
3	Structured and age-appropriate educational programs	0.145	4	0.568
4	Strategically located and easily accessible	0.14	3	0.42
Total Strengths		0.5		1.753
Weaknesses				
1	Limited capacity to accommodate children	0.15	2	0.3
2	Lack of effective promotion and marketing	0.125	2	0.25
3	High operational costs	0.125	4	0.5
4	Dependency on specific caregivers	0.1	2	0.2
Total Weaknesses		0.5		1.25
Total IFAS		1		3.003

Table 3 EFAS

No	Description	Weight	Rating	Score
Opportunities				
1	Increasing demand for childcare services due to parents' busy schedules	0.125	4	0.5
2	Growing public awareness of the importance of early childhood education	0.1	4	0.4
3	Government support for early childhood education programs	0.125	3	0.375
4	Technological advancements applicable to learning programs	0.15	3	0.45
Total Opportunities		0.5		1.725
Threats				
1	Competition with other daycare centers offering similar services	0.15	3	0.45
2	Changes in government regulations regarding childcare standards	0.125	1	0.125
3	Economic fluctuations affecting consumer purchasing power	0.125	3	0.375
4	Pandemics or disease outbreaks that limit operations	0.1	1	0.1
Total Threats		0.5		1.05
Total EFAS		1		2.775

Table 4 SWOT MATRIX

Internal Factors (IFAS) / External Factors (EFAS)	Strengths (S)	Weaknesses (W)
	1. Experienced and well-trained caregivers.	1. Limited capacity to accommodate more children.
	2. Safe and child-friendly facilities.	2. Lack of effective promotion and marketing.
	3. Structured and age-appropriate educational programs.	3. High operational costs.
	4. Strategically located and easily accessible.	4. Dependency on specific caregivers.
Opportunities (O)	SO Strategies	WO Strategies
1. Increasing demand for childcare services due to busy working parents.	1. Utilize well-trained caregivers to develop innovative educational programs aligned with early childhood development. (S1, O2, O4)	1. Increase capacity through expansion or branch development in other potential areas. (W1, O1)
2. Growing awareness of the importance of early childhood education.		
3. Government support for early childhood education programs.		
4. Technological advancements applicable to learning programs.		
2. Use the strategic location to organize seminars/workshops for parents on the importance of early education. (S2, O2)	2. Improve promotion and apply digital marketing to better reach prospective customers. (W2, O1)	
Threats (T)	ST Strategies	WT Strategies
1. Competition with other daycare centers offering similar services.	1. Improve service quality and facilities to compete with other daycares. (S3, T1)	1. Manage operational costs efficiently while maintaining service quality to remain competitive. (W3, T1)
2. Regulatory changes related to daycare service standards.		

	Strengths (S)	Weaknesses (W)
Internal Factors (IFAS) / External Factors (EFAS)	1. Experienced and well-trained caregivers.	1. Limited capacity to accommodate more children.
	2. Safe and child-friendly facilities.	2. Lack of effective promotion and marketing.
	3. Structured and age-appropriate educational programs.	3. High operational costs.
	4. Strategically located and easily accessible.	4. Dependency on specific caregivers.
3. Economic fluctuations affecting customer purchasing power.	2. Collaborate with health institutions to ensure readiness in facing future regulations and pandemic-related risks. (S3, T2)	2. Develop contingency plans to anticipate regulation changes and operational limitations due to external threats. (W3, T2, T4)
4. Pandemics or disease outbreaks limiting operations.		

Table 5 Business Feasibility Evaluation

VARIABLE	CRITERIA	INDICATORS	HIGH POTENTIAL	LOW POTENTIAL	REMARKS
1. Market and Margin Related Issues	Consumer Needs and Wants	Identified	<input checked="" type="checkbox"/> Identified	<input checked="" type="checkbox"/> Not Identified	<input checked="" type="checkbox"/> Identified
	Customer Accessibility	Reachable and accepting the service	<input checked="" type="checkbox"/> Reachable and accepting	<input checked="" type="checkbox"/> Not / Hard to Reach	<input checked="" type="checkbox"/> Reachable
	Payback Period	< 1 year	<input checked="" type="checkbox"/> < 1 year	<input checked="" type="checkbox"/> > 3 years	2 years 3.5 months
	Added Value (IRR)	> 40%	<input checked="" type="checkbox"/> > 40%	<input checked="" type="checkbox"/> < 20%	48%
	Market Growth Rate	> 20%	<input checked="" type="checkbox"/> > 20%	<input checked="" type="checkbox"/> < 20%	32.34%
	Gross Profit Margin	> 40%	<input checked="" type="checkbox"/> > 40%	<input checked="" type="checkbox"/> < 20%	60.81%
2. Competitive Advantage	Fixed and Variable Costs	High	<input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> Low	<input checked="" type="checkbox"/> High
	Price and Cost Control	High	<input checked="" type="checkbox"/> High	<input checked="" type="checkbox"/> Low	<input checked="" type="checkbox"/> High
	Network	Broad and Strong	<input checked="" type="checkbox"/> Broad and Strong	<input checked="" type="checkbox"/> Narrow	<input checked="" type="checkbox"/> Broad and Strong
3. Value Creation and Realization Issues	Net Profit Margin	10–15% or more	<input checked="" type="checkbox"/> 10–15% or more	<input checked="" type="checkbox"/> < 5%	15.25%
	Time to Positive Cash Flow	< 2 years	<input checked="" type="checkbox"/> < 2 years	<input checked="" type="checkbox"/> > 3 years	3 years
	Return on Investment (ROI)	40–70% or more	<input checked="" type="checkbox"/> 40–70% or more	<input checked="" type="checkbox"/> < 20%	30%

CONCLUSION

The Daycare Smart Kids business plan illustrates a strong foundation for entering and thriving in the early childhood education sector, particularly in urban areas such as Cimahi. Its core advantage lies in providing not only child supervision services but also developmental and educational programs that meet national standards. These are delivered through certified caregivers, a structured thematic curriculum, child-friendly facilities, and professional support from pediatricians and child psychologists. Additional features like daily healthy meals, laundry services, weekend care options, and live CCTV access for parents reinforce its value proposition and distinguish it from existing daycare providers.

Financially, the business model reflects high feasibility, supported by a strong return potential and efficient fund allocation across facility development, educational tools, staffing, and digital marketing. The investment offering includes a profit-sharing scheme and flexible exit mechanisms, making it attractive to prospective investors seeking mid-to-long-term gains in a growing sector.

Operationally, the business is equipped with a detailed, phased action plan to guide the first year of implementation, ensuring a structured, scalable rollout. Risk management strategies have also been incorporated, including supplier agreements, service quality monitoring, employee training, and market trend analysis to reduce exposure to disruptions.

An exit strategy has been thoughtfully prepared, offering alternatives such as succession planning, business delegation, and business sale, along with safeguards like asset liquidation to protect stakeholders in worst-case scenarios. With its comprehensive and well-structured approach, Daycare Smart Kids presents a promising solution to the increasing demand for professional and holistic childcare services, while offering significant value to both customers and investors.

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