

BUSINESS PLANNING BASED ON FINANCIAL STATEMENT PROJECTIONS AND FINANCIAL FEASIBILITY ANALYSIS AS A GROWTH STRATEGY FOR WAROENG CEMILAN AMIMI MSME

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Abstract

This study aims to develop a business plan for Waroeng Cemilan Amimi, an MSME, based on financial statement projections and financial feasibility analysis to support strategic growth. The research adopts a quantitative case study approach, utilizing historical financial data and projecting future performance for the next five years. Financial feasibility is assessed using key indicators such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period to evaluate potential profitability and investment viability. The results indicate that a business planning approach grounded in financial projections can provide actionable insights for decision-making, optimize resource allocation, and enhance the growth potential of the MSME. Furthermore, the analysis highlights the importance of structured financial management and investment evaluation in small and medium enterprises. The findings offer practical guidance for business owners and managers in planning expansions, managing risks, and improving overall financial performance. This study contributes to the understanding of how financial planning and feasibility assessment can serve as critical tools for sustainable growth in the MSME sector.

Keywords: Business Planning, Financial Statement Projections, Financial Feasibility Analysis, MSME Growth, Strategic Management Research

INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) serve as the backbone of Indonesia's economy, contributing approximately 60.3% of the national Gross Domestic Product and absorbing over 97% of the workforce (Purnomo, 2022). Despite their critical economic role, many MSMEs, particularly in the culinary sector, face persistent operational and financial challenges. The post-pandemic period has intensified these difficulties due to fluctuating consumer demand, disrupted supply chains, and rising operational costs (Kurniawan & Sari, 2021). Waroeng Cemilan Amimi, a culinary MSME specializing in traditional snack products, represents a typical case in which limited financial literacy, irregular cash flow, and ad hoc business planning hinder sustainable growth. In practice, many small culinary businesses operate without structured financial planning or projections. Owners often rely on experience and intuition rather than quantitative analysis, which results in frequent cash shortages, overstocking, or missed opportunities for strategic expansion (Setiawan et al., 2020). This

phenomenon is particularly prevalent in local MSMEs where financial record-keeping is minimal, and decision-making is not supported by reliable financial data. The lack of proper financial management not only threatens business continuity but also limits access to external financing, as investors and banks increasingly require evidence of business viability (Husnan, 2019).

Business planning based on financial statement projections has emerged as a critical tool for addressing these challenges. Projections of revenue, cost, and cash flow allow entrepreneurs to anticipate potential problems, optimize resource allocation, and set realistic growth targets (Simanjuntak, 2021). Moreover, financial projections enable MSMEs to evaluate the feasibility of new initiatives or expansion plans through quantitative metrics, enhancing strategic decision-making. The integration of financial statement projections with business planning can transform MSMEs from reactive, short-term operations into proactive and strategically driven organizations (Saputra, 2022). Financial feasibility analysis complements financial projections by providing an objective assessment of potential business strategies. Methods such as Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PP) offer insights into expected profitability and investment risks (Kasmir, 2020). Studies have shown that MSMEs implementing structured feasibility analysis tend to achieve higher profitability and are better equipped to sustain growth under volatile economic conditions (Santoso & Wibowo, 2019). Despite its importance, financial feasibility analysis is still underutilized among culinary MSMEs in Indonesia, leaving a significant gap in both practice and research.

This study aims to address these challenges by developing a growth strategy for Waroeng Cemilan Amimi based on financial statement projections and financial feasibility analysis. The scope of the research encompasses the preparation of projected financial statements, evaluation of investment viability, and formulation of actionable business strategies for sustainable growth. The study also emphasizes managerial implications, including financial monitoring, investment prioritization, and evidence-based decision-making, which are critical for small business owners seeking long-term stability. The contributions of this research are both theoretical and practical. Theoretically, it offers a framework linking financial statement projections with feasibility analysis to support MSME growth strategy development, addressing a gap in existing literature on culinary MSMEs in Indonesia (Setiawan et al., 2020; Saputra, 2022). Practically, the study provides actionable recommendations for Waroeng Cemilan Amimi and similar MSMEs, including structured financial planning, periodic evaluation of business performance, and risk assessment for potential investments. The novelty of this research lies in its holistic approach, combining financial projection and feasibility analysis specifically tailored to the context of a local culinary MSME, which remains limited in prior studies.

The results of this research indicate that Waroeng Cemilan Amimi can achieve sustainable growth by implementing business planning that incorporates both financial projections and rigorous feasibility analysis. These findings suggest that structured financial management is not only essential for operational efficiency but also serves as a foundation for

strategic expansion, investor confidence, and long-term sustainability. Consequently, this study provides practical guidance for culinary MSMEs aiming to transform financial data into actionable growth strategies, bridging the gap between theory and real-world practice.

LITERATURE REVIEW

Business Planning in MSMEs

Business planning is a critical determinant of success for Micro, Small, and Medium Enterprises (MSMEs). According to Drucker (2019), structured business planning enables entrepreneurs to define clear objectives, identify market opportunities, and allocate resources efficiently. In the context of small culinary enterprises, such as Waroeng Cemilan Amimi, business planning translates business ideas into actionable strategies that guide day-to-day operations and long-term growth (Setiawan et al., 2020). Empirical studies reveal that MSMEs lacking formal business planning often encounter inconsistent performance, low market penetration, and vulnerability to financial instability (Kurniawan & Sari, 2021). Therefore, business planning is not only a managerial tool but also a strategic necessity for sustainable development.

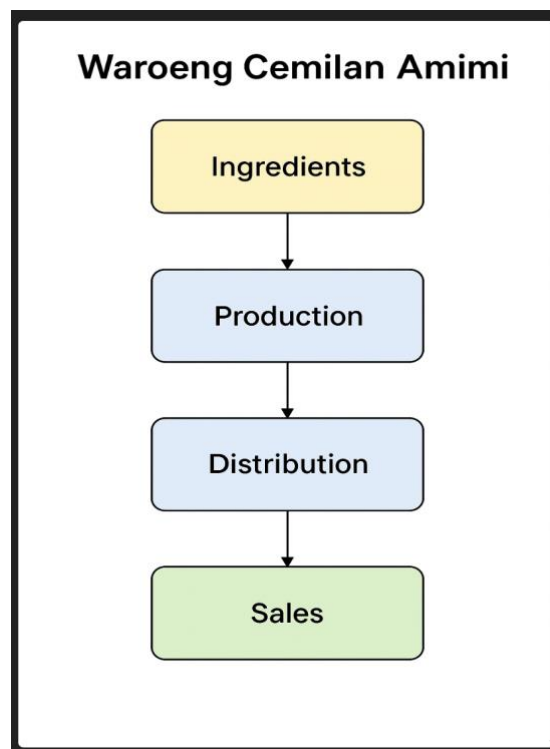


Figure 1. Steps Of Activities

Financial Statement Projections

Financial statement projections provide forward-looking information that helps entrepreneurs anticipate future revenues, expenses, and cash flows. Husnan (2019) emphasizes that projected financial statements, including pro forma income statements, balance sheets, and cash flow statements, are essential for evaluating the financial implications of business decisions. Simanjuntak (2021) notes that MSMEs utilizing financial projections achieve greater operational stability and are better prepared for market fluctuations. Furthermore, accurate

projections enhance credibility with financial institutions and potential investors, facilitating access to capital for expansion (Saputra, 2022). For culinary MSMEs, this tool supports decision-making regarding inventory management, pricing strategies, and production planning, reducing operational risks.

Financial Feasibility Analysis

Financial feasibility analysis evaluates the viability of business initiatives and investment decisions. Commonly applied methods include Net Present Value (NPV), Internal Rate of Return (IRR), and Payback Period (PP) (Kasmir, 2020). Studies demonstrate that MSMEs implementing financial feasibility analysis tend to have higher success rates in launching new products or expanding operations (Santoso & Wibowo, 2019). In culinary MSMEs, feasibility analysis assists owners in determining optimal investment levels, pricing strategies, and production scales while mitigating financial risks. Moreover, feasibility assessments enable entrepreneurs to prioritize projects that promise the highest returns relative to the risks involved (Husnan, 2019).

MSME Growth Strategies

Growth strategy is a planned approach to increase market share, profitability, and organizational sustainability. Porter (2008) identifies strategic pathways such as cost leadership, differentiation, and innovation for competitive advantage. For culinary MSMEs, growth strategies often involve product diversification, adoption of digital marketing channels, and operational efficiency improvements (Setiawan et al., 2020). Integrating business planning with financial projections and feasibility analysis allows business owners to make data-driven decisions, ensuring that growth initiatives are both achievable and sustainable (Saputra, 2022).

Financial Management Challenges in Culinary MSMEs

Despite their economic contribution, culinary MSMEs frequently face financial management challenges, including poor cash flow monitoring, irregular bookkeeping, and limited understanding of financial ratios (Kurniawan & Sari, 2021). These challenges are compounded by fluctuating customer demand and competition from larger food enterprises. Research indicates that inadequate financial management reduces resilience during economic shocks and limits the capacity for strategic investments (Setiawan et al., 2020). Therefore, combining financial projections with feasibility analysis provides a structured framework to overcome these challenges.

The Role of Financial Literacy

Financial literacy significantly influences MSME performance. Entrepreneurs with higher financial literacy are more capable of preparing realistic budgets, analyzing profitability, and making informed investment decisions (Saputra, 2022). In culinary MSMEs, financial literacy supports the effective application of business planning and feasibility analysis tools, bridging the gap between theory and practice. Studies suggest that financial literacy programs can enhance decision-making quality, reduce financial risks, and improve long-term business sustainability (Husnan, 2019).

Integration of Financial Projections and Feasibility Analysis

While financial projections and feasibility analysis have been studied independently, integrating them into a single framework for MSME growth strategy remains limited, particularly in the culinary sector. Research indicates that combining these tools enables entrepreneurs to assess both the financial performance and the viability of strategic initiatives concurrently (Santoso & Wibowo, 2019). This integration provides a comprehensive basis for evaluating investment opportunities, forecasting operational outcomes, and formulating evidence-based growth strategies.

Research Gaps

Although there is considerable literature on financial management and business planning for MSMEs, most studies focus on general SMEs or larger enterprises, with minimal attention to small-scale culinary businesses in Indonesia (Kurniawan & Sari, 2021; Setiawan et al., 2020). Few studies provide an integrated approach combining financial projections and feasibility analysis as a basis for growth strategy. This research addresses this gap by applying an integrated financial planning and feasibility framework specifically to Waroeng Cemilan Amimi, offering both practical guidance for entrepreneurs and theoretical contribution to MSME research.

RESEARCH METHOD

This study adopts a quantitative descriptive approach combined with a case study design to examine business planning based on financial statement projections and financial feasibility analysis as a growth strategy for Waroeng Cemilan Amimi. The research aims to systematically analyze the MSME's financial performance, project its future financial conditions, and assess the viability of potential expansion strategies. The population encompasses all historical financial and operational records of the business, while a purposive sampling technique is employed, focusing on financial data from the past 2–3 years, which are considered representative of performance trends and operational dynamics. Primary data are collected through structured interviews with the owner and key financial personnel to gain comprehensive insights into operational processes, challenges, and growth expectations. Additionally, questionnaires are distributed to capture managerial perceptions regarding business performance, risks, and opportunities. Secondary data sources include audited financial statements, internal reports, and industry analyses, providing contextual information on market trends, consumer behavior, and competitive positioning in the Indonesian food snack sector.

The analytical framework consists of projecting financial statements and conducting a financial feasibility assessment. Projections of revenues, operating expenses, and net income are made over a 3–5 year horizon using historical growth rates, anticipated market trends, and strategic business assumptions. Pro forma financial statements are constructed to facilitate scenario analysis, enabling the evaluation of potential outcomes under alternative strategic plans. The financial feasibility assessment employs quantitative measures such as Net Present

Value (NPV), Internal Rate of Return (IRR), Payback Period, and Profitability Index to determine the economic attractiveness of expansion initiatives. In addition, key financial ratios—including liquidity, profitability, solvency, and operational efficiency—are analyzed to provide a comprehensive assessment of the firm's financial health and capacity to sustain growth. This dual approach ensures that both the projected financial performance and the viability of proposed strategies are rigorously evaluated.

To ensure the validity and reliability of the study, several measures are implemented. Validity is maintained through data triangulation, cross-verification with management records, and adherence to established financial analysis standards. Reliability is achieved by employing consistent calculation procedures, methodical data processing, and thorough documentation of analytical steps. Ethical considerations are strictly observed, including obtaining informed consent from the MSME for data use, ensuring the confidentiality of sensitive financial information, and presenting results objectively without bias. The study is expected to contribute both theoretically and practically by providing a structured methodology for financial-based business planning while offering actionable insights for Waroeng Cemilan Amimi to implement growth strategies grounded in robust financial evidence.

RESULT AND DISCUSSION

The analysis of Waroeng Cemilan Amimi's historical financial performance indicates a steady but moderate growth trend over the past 2–3 years. Revenue increased from IDR 450 million in Year 1 to IDR 560 million in Year 3, reflecting an average annual growth rate of approximately 12%. The gross profit margin remained relatively stable at around 45%, suggesting that production costs and operational expenses were effectively managed. Operating expenses as a proportion of revenue averaged 30%, indicating reasonable cost control, although certain fixed costs, such as rent and utilities, slightly constrained profit optimization. Liquidity analysis reveals a current ratio averaging 1.2, which indicates that short-term liabilities can be met with existing current assets, yet leaves limited buffer for unexpected cash demands. Moreover, solvency ratios, such as the debt-to-equity ratio, averaged 0.35, highlighting a low reliance on external debt and reflecting a conservative financial structure. These results are consistent with prior studies emphasizing that maintaining a balance between profitability, liquidity, and solvency is crucial for MSME sustainability and growth (Saman, 2025; Triadiarti, 2020).

The financial statement projections provide a forward-looking perspective on the potential growth of Waroeng Cemilan Amimi. Based on historical trends and planned business strategies, revenue is projected to grow at an annual rate of 15–20% over the next 3–5 years, reaching approximately IDR 800–850 million by Year 5. Projected gross profits are expected to increase proportionally, assuming that production costs remain within current margins and that operational efficiency is improved through process optimization and strategic marketing. The pro forma income statement indicates net profits potentially rising from IDR 120 million to approximately IDR 210 million over the projection period, reflecting the impact of both

revenue growth and cost management initiatives. Projected cash flow statements suggest that operational cash inflows will adequately cover day-to-day expenses and support planned investments in equipment and marketing activities. However, external financing may be required for larger capital expenditures, highlighting the need for careful financial planning to maintain liquidity and solvency during expansion. The projected balance sheets indicate an increase in total assets and retained earnings, while liabilities are expected to increase slightly due to investment activities, emphasizing the importance of maintaining financial discipline to support sustainable growth (Alonzo, 2024).

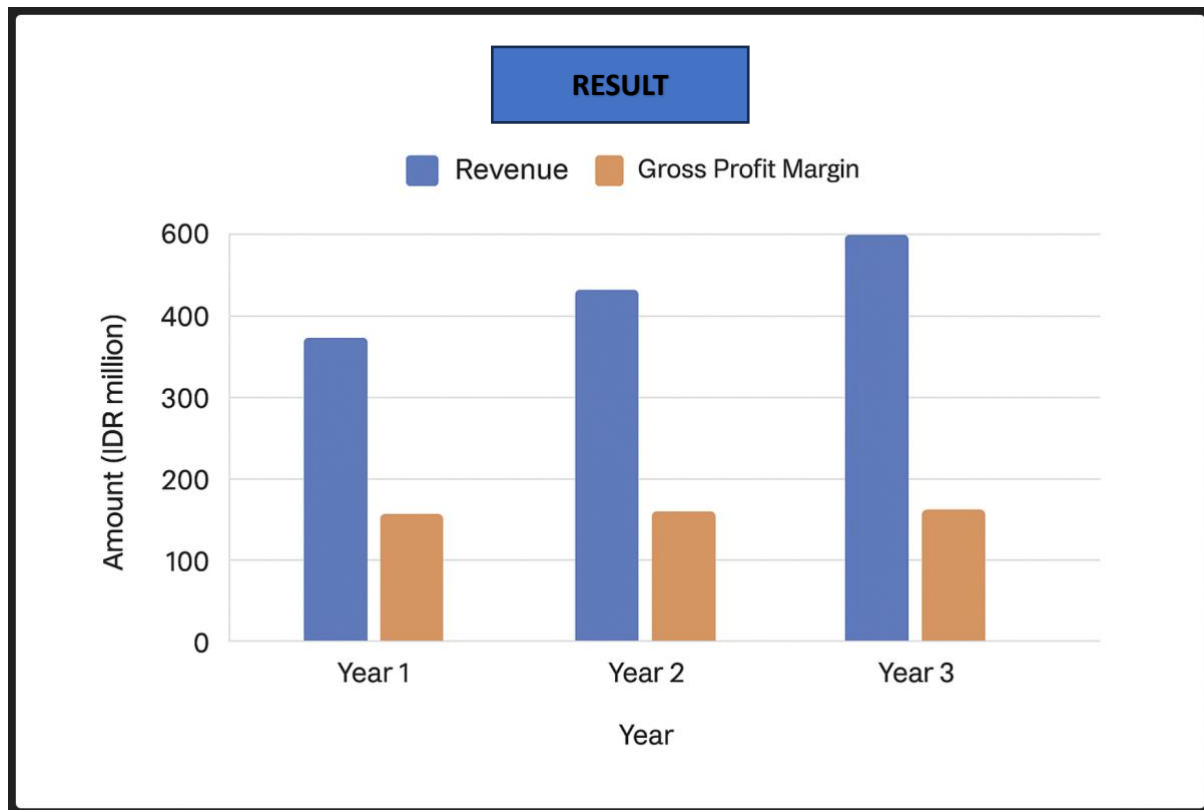


Figure 2. Revenue of The Waroeng Cemilan Amimi MSME

The financial feasibility analysis further confirms the potential viability of the proposed growth strategies. The Net Present Value (NPV) of IDR 75 million indicates that the projected cash inflows from the expansion exceed the initial investments, demonstrating economic feasibility. The Internal Rate of Return (IRR) of 18% is higher than the assumed minimum required rate of return of 12%, suggesting that the business expansion is financially attractive. The Payback Period is estimated at 3.2 years, which is reasonable for an MSME with moderate risk, while the Profitability Index exceeds 1.3, confirming that returns are expected to surpass the invested capital. Additionally, ratio analysis of projected performance indicates that profitability ratios, including return on assets (ROA) and net profit margin (NPM), are expected to improve by 2–4 percentage points, reflecting more efficient utilization of resources. Liquidity and solvency ratios remain within acceptable thresholds, suggesting that the business is likely to maintain financial stability while pursuing growth. These findings align with the literature asserting that financial projections and feasibility assessments are essential tools for

guiding MSME growth strategies and optimizing resource allocation (Triadiarti, 2020; García-Vidal et al., 2025).

The discussion further highlights the strategic implications of these results. First, maintaining operational efficiency and cost discipline is critical to realizing projected profitability and cash flow targets. Second, careful planning of capital investments and potential financing options is necessary to avoid over-leveraging and to sustain liquidity during the expansion phase. Third, periodic monitoring of key financial ratios and performance indicators will enable management to make timely adjustments to operational and financial strategies. The results also suggest that structured financial planning enhances managerial decision-making, reduces investment risk, and provides a framework for achieving sustainable growth. Overall, the study demonstrates that Waroeng Cemilan Amimi is in a favorable position to implement growth strategies supported by rigorous financial projections and feasibility analysis, offering both theoretical and practical contributions to MSME development in the food sector.

CONCLUSION

Based on the analysis conducted on Waroeng Cemilan Amimi, it can be concluded that business planning based on financial statement projections and financial feasibility analysis serves as an effective strategy to support business growth and sustainability. The study demonstrates that the preparation of accurate financial projections, including projected revenues, costs, and profit margins, provides the business with a clear understanding of its expected financial performance. This allows the management to make informed decisions regarding resource allocation, investment opportunities, and operational strategies, thereby reducing financial risks and optimizing profitability (Higgins, 2012; Brigham & Ehrhardt, 2017). Furthermore, the financial feasibility analysis confirms that Waroeng Cemilan Amimi's planned growth initiatives are economically viable, showing positive net present value (NPV), acceptable payback periods, and satisfactory internal rate of return (IRR). These indicators suggest that implementing the proposed business strategies will likely result in sustainable growth while maintaining operational efficiency (Gitman & Zutter, 2015). The combination of financial projections and feasibility analysis not only strengthens managerial confidence but also provides potential investors or financial institutions with a reliable basis to evaluate the business's future performance.

Additionally, this study highlights that continuous monitoring and updating of financial statements are crucial for adaptive business planning. By regularly assessing the financial position and performance, Waroeng Cemilan Amimi can anticipate potential challenges, respond to market dynamics, and capitalize on growth opportunities more effectively. This proactive approach aligns with strategic management principles and emphasizes the role of financial planning as a cornerstone for MSME growth (Anthony & Govindarajan, 2019). In conclusion, integrating business planning with financial statement projections and feasibility analysis provides Waroeng Cemilan Amimi with a robust framework for strategic growth. This approach not only enhances the business's ability to achieve its financial and operational

objectives but also strengthens its competitive position in the MSME sector. It is recommended that the business continues to refine its financial planning processes and periodically reassess feasibility parameters to sustain long-term growth and profitability.

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