

## **PROPOSED BUSINESS STRATEGY FOR A PROFITABLE AND SUSTAINABLE STARTUP COMPANY: CASE OF ETAPASBAR**

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### **Abstract**

Pasar Baru Bandung is a well-known shopping and tourism destination in Bandung, Indonesia, with 4600 stores and a daily transaction volume reaching 15 billion rupiahs. However, Pasar Baru Bandung must now penetrate the digital market to adapt to the constantly changing market behaviours. Etapasbar, a startup company in Pasar Baru Bandung, has been established to make Pasar Baru Bandung go digital. An observation study was conducted to understand the success factors of Etapasbar as a startup company and the strategies management needs to implement to ensure profitability and sustainability. Data was collected through in-depth interviews with several stakeholders and Forum Group Discussions (FGD). The study found that at least five success factors must be developed as priorities: Synergy, Good Processes, Innovation Management, Communication, and Experience. Synergy refers to the ability to work together effectively, Good Processes to the procedures and systems in place to ensure efficient and effective operations, and Innovation Management to the ability to create new and unique ideas and products. Communication relates to the ability to communicate effectively with stakeholders, and Experience refers to learning from past experiences and applying that knowledge to future decisions. The study also found that the absence of these factors can also turn into issues that could prevent Etapasbar's success. Future challenges include changing the organizational culture to implement business strategies with the SMART (Specific, Measurable, Achievable, Relevant, and Time-Bound) method to manage the limited financial and human resources. The strategy must be applied gradually and reviewed at least semesterly or quarterly.

**Keywords:** Quality Management, Quality Dimensions, Fitness, Service Quality.

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