



Star-Up Business Development in an Effort to Increase Competitiveness: A Development Research

Laura Indah Lestari¹, Muhammad Rakib^{2*}, Asmayanti³, Dian Anugrah Sanusi⁴

^{1,2,3} Universitas Negeri Makassar, Indonesia

⁴ Universitas Satya Wiyata Mandala, Indonesia

ABSTRACT: This research uses a qualitative approach in the form of descriptive research by applying the 4D development model. The main aim of this research is to increase the competitiveness of the Patas Tactical Makassar fashion business. The research was conducted from December to February, with the research location at the Makassar Fashion Patas Tactical business. The object of research is the business, while research subjects include owners, leaders, employees, consumers and regular customers. The research focus is on developing business models by applying the elements of Discovery, Dreaming, Design, and Destiny. Data collection methods used include observation, interviews and documentation. The research results show that Fashion Patas Tactical has succeeded in developing their business through a structured start-up-based approach, with four main phases: Dreaming, Design, Delivery, and Destiny. The company has set an ambitious vision and implemented targeted strategies to create a strong foundation for sustainable growth. Focusing on product quality, innovation, superior customer service and sustainability are the main pillars in their business journey. Thus, research shows that Fashion Patas Tactical has succeeded in building a strong and strategic foundation to face market challenges and achieve sustainable growth in the fashion industry.

KEYWORDS: Business Development, Business Competition, Competitiveness, Start-ups.

INTRODUCTION

The emergence of startups and their development in Indonesia is proof of the involvement of the ease of technology and the internet world which creates enormous opportunities to own and create digital-based solutions that have business value (Firmansyah & Roosmawarni, 2019). The development of startups in Indonesia is currently growing rapidly and still has a big opportunity to continue to grow every year. It was recorded that from February 2019, according to the Investment Coordinating Board (BKPM) in the 2019 Regional Investment Forum (RIF) as reported by electronic news (Azzura, 2019) the number of startups in Indonesia reached 2,070. The business units with the highest growth were in three sectors, namely on-demand services, financial technology and e-commerce.

According to Jayani (2019), one of the strong factors that supports the development of startups in Indonesia is the continuously increasing number of internet users. In 2019, the number of internet users in Indonesia is projected to grow 12.6% compared to 2018 with a total of 107.2 million users. In addition, Statista projects that internet users in Indonesia will reach 20.3 million people in 2023, with an average growth of 10.2%.

Startups in the field of tactical equipment, such as "Patas Tactical", play an important role in increasing competitiveness in the digital market (Agustiani et al., 2024). By using the Shopee application platform as an operational base, "Patas Tactical" makes a positive contribution to the tactical and security equipment industry with its innovative approach (Putri et al., 2016). "Patas Tactical" uses the Shopee application platform to increase the accessibility of tactical products to consumers. By utilizing an online presence, consumers can easily explore and purchase tactical equipment from "Patas Tactical" more practically, increasing purchasing options and simplifying the transaction process (Agustina et al., 2023).

According to Blank & Dorf (2015), a startup is defined as a temporary organization formed with the aim of finding a repeatable and scalable business model. What Steve means here is that a startup is a form of business that can be run and repeated by conditioning a product and can develop and expand its network. This can be analogous to elastic rubber which can be shaped into anything and can also be stretched long (Saptaria & Setyawan, 2021).

To increase the competitiveness of a business cannot be separated from several determining aspects, including the quality of human resources, technology, efficiency and productivity, business networks, the quality of the management system and the high



level of entrepreneurial innovation in carrying out business development (Gruber & Tal, 2024). According to Beier (2016) the business development process must be understood by the business owner or company stakeholders. To increase the competitiveness of a business cannot be separated from several determining aspects, including the quality of human resources, technology, efficiency and productivity, business networks, the quality of the management system and the level of entrepreneurship that is highly innovative in carrying out business development (Saura, 2021). Based on the background that has been explained by the author, the problem formulation in this research is how to develop a start-up based business in tactical fashion businesses and how to increase the competitiveness of tactical fashion businesses after business development. The aim of this research is to Based on the existing problem formulation, the aim of this research is to develop the Patas Tactical fashion business on a start-up basis and to increase the business competitiveness of the Patas Tactical fashion business after business development.

LITERATURE REVIEW

A. Business Development

Business development is the task and process of analytical preparation of potential growth opportunities, support and monitoring the implementation of business growth opportunities, but does not include strategic decisions and implementation of business growth opportunities (Akbar et al., 2024; Adebayo et al., 2024). Developing a business is the responsibility of every entrepreneur or entrepreneur who requires foresight, motivation and creativity. Glos & Lawry (2019) state that business development is the sum of all activities organized by people in the fields of commerce and industry that provide goods and services for the needs of maintaining and improving their standards and quality of life.

B. Start-Up

According to Rakib et al., (2020), a startup is a start-up company which is also called a start-up, based on all newly operating companies. In addition, companies must be able to master insight into the importance of understanding and utilizing technology in designing adaptive and innovative business models. Training and knowledge about how to utilize social media, e-commerce and other technology in running an online business can be an important part of a business development strategy (Arib, 2023). Additionally, by understanding the importance of innovation and creativity in utilizing technology in various situations (Soltanzadeh et al., 2016). The main goal is for participants to be able to design online businesses on platforms such as YouTube, Instagram, Facebook and WhatsApp, as well as utilize the various features available to promote their products and achieve profits (Azzam & Fitria, 2022).

C. 4D Business Development Model

The 4D business model, introduced by (Smith et al., 2020), is an innovative approach to navigating the complexity and dynamics of the business landscape in the digital era. This framework, consisting of four strategic stages namely Discovery, Dreaming, Design, and Destiny, provides holistic guidance for companies in developing adaptive business models. Next, at the Design stage, attention is focused on designing a concrete and implementable business model using the Business Model Canvas and developing a planned and clear strategy. The final stage, Destiny, highlights implementation, adaptation, and long-term success, which involves building a strong team, continuous performance monitoring, and adaptive adjustments and improvements to deal with dynamic environmental changes (Butarbutar, 2020). Thus, the 4D business model provides a solid foundation for company exploration and growth in the digital era (Chaffey & Ellis-Chadwick, 2019).

D. Competitiveness

Competitiveness is the concept of comparing the ability and performance of companies, sub-sectors or countries to sell and supply goods and/or services provided in the market (Chong & Rundus, 2004). A country's competitiveness can be achieved from the accumulation of each company's strategic competitiveness. The process of creating added value (value added creation) is within the scope of the company. (Silaban & Yasin, 2023). It cannot be denied that increasing competitiveness can encourage business progress. However, to increase business competitiveness, companies must be able to innovate in developing the right business (Della & Loisa, 2024). Competitiveness itself is competition between businesses operating in the same field (Sutantio et al., 2024). Competition is a situation when organizations fight or compete to achieve desired results or goals such as consumers, market share, survey rankings or required resources (Kuncoro, 2024). Industrial competition is rivalry between two or more similar or similar industries to provide products, services, prices, products, distribution and promotions to customers (Agustina & Hinggo, 2023).



RESEARCH METHODS

A. Types of research

This research uses a form of descriptive research using a qualitative approach. The development model applied by researchers in this research is the 4D development model. This model has four elements, namely, Discovery, Dreaming, Design and Destiny or sometimes called (Discovery).

B. Data Collection Technique

This research uses three research methods: observation, interviews, and documentation. Observations were carried out by direct observation in Patas Tactical's efforts to understand the situation and context in depth. Interviews are conducted with company leaders, owners, employees and consumers to obtain information that cannot be obtained through observation. Documentation is used to search for historical data and secondary information related to communication styles and research problems. This method helps in obtaining comprehensive data for research analysis.

C. Data Analysis Technique

The data analysis technique in this development research is a qualitative descriptive analysis technique. Qualitative descriptive analysis is a technique used to collect, analyze, manage and present data descriptively in the form of word descriptions and written explanations. This qualitative descriptive analysis technique is used to provide a detailed and clear picture of the data that has been collected from Patas Tactical business development research.

D. Development Procedures

In accordance with the 4D Development model used by researchers, there are four elements in carrying out development, namely:

1. Discovery

At this stage, the main focus is to understand the company's current situation by conducting in-depth market research to understand customer needs and trends. Through brainstorming and ideation, business teams try to generate new ideas that can become the basis for innovative business models.

2. Dreaming

After Discovery, the second stage is Dreaming or Dreaming. At this stage, the company focuses on imagining the ideal future and formulating a clear vision for its business model. Consideration of positive impacts on society and the environment is an integral part of this process. Additionally, ambitious yet realistic goals are set as a guide for the development of a business model that builds the desired future.

3. Design

Design, is concerned with designing a concrete and implementable business model, including the value proposition, customer segments and sources of income. The strategies necessary to achieve the set goals are also developed at this stage, providing a solid foundation for implementation.

4. Destiny

Destiny, focuses on implementing and executing the business model that has been designed. At this stage, it is important to build a strong and competent team that can execute the business model effectively. Regular monitoring and evaluation of business model performance is necessary to ensure that the set goals are achieved.

RESEARCH RESULT

Research into the development of Patas Tactical Fashion involved eight informants as samples in their research. This informant provided responses through final interviews after being actively involved in interviews and in-depth research. This process was the first step in the company's Discovery phase, where they actively interacted with six key individuals in the fashion industry in Makassar. The main goal is to understand current trends, customer desires and local market dynamics. Through interviews with designers, marketing experts and active consumers, Fashion Patas Tactical was able to gather a comprehensive understanding. The results of this research are not only the basis for designing collections that suit market trends and needs, but also open up opportunities to develop an effective business and increase Patas Tactical's strong competitiveness.



1. Discovery Phase

Fashion Patas Tactical has conducted comprehensive market research to gain an in-depth understanding of current trends, customer desires and local market dynamics. This step is carried out through two main phases. First, in the Discovery phase, the company conducted interviews with six key individuals in the Makassar fashion industry to gain insight into trends, customer desires and market dynamics (Syam et al., 2021). They also conduct market research regularly to understand the latest fashion trends and integrate them into their strategies. In addition, they hold focus groups to get direct feedback from consumers about their products.

2. Dreaming Phase

Fashion Patas Tactical's vision to become the leader of the Patas Tactical fashion market in Makassar reflects their long-term ambition which is not only limited to achieving high quality products, but also innovation, superior service and commitment to sustainability. By combining these elements, Fashion Patas Tactical sets high standards in this competitive industry. They not only strive to produce products that meet the highest quality standards, but also to provide an exceptional customer experience. The concrete steps they have implemented can be seen in a friendly and interactive store atmosphere, where customers feel valued and heard. With a focus on superior customer service, they ensure that every interaction with their brand not only meets, but exceeds expectations. Additionally, their commitment to sustainability is reflected in their business practices, from the use of environmentally friendly materials to participation in social programs that support local communities. In this way, Fashion Patas Tactical not only aims at business success, but also at making positive contributions to the environment and society around them, making them a role model in the responsible fashion industry.

3. Design Phase

In an effort to differentiate themselves from competitors, Fashion Patas Tactical identified their key strengths, including a focus on innovative design, high quality materials, and affordable prices. They also pay special attention to sustainability and ethical production, recognizing that modern consumers are increasingly concerned with these aspects.

1. Targeted Paid Advertising
2. Presence on Instagram
3. Participation in the Shopee e-commerce platform
4. collaboration with influencers
5. Online performance evaluation

4. Destiny Phase

Patas Tactical Fashion has paid great attention to business development strategies to expand market share and increase customer loyalty. In this effort, they took strategic steps that included launching an online store to expand their reach globally and provide easy access to potential customers. Additionally, by offering pre-order services, they provide customers with the opportunity to get their newest products faster, thereby strengthening customer engagement and loyalty. Collaboration with influencers on social media is also an integral part of their plans, as it can help increase brand awareness and generate a significant impact in reaching the target market. Additionally, by enhancing their digital marketing strategy, including SEO optimization, paid advertising, and more focused social media campaigns, Adanya Fashion Patas Tactical hopes to increase their brand visibility online and strengthen their position in the competitive market. With this combination, they strive to not only grow their business significantly but also build closer relationships with their customers.

5. Business Model Development and Modification

Table. 1 Business Model Development and Modification Strategy

Modification	Objective	Description
Online Expansion	Increase sales and market reach	1) Open an online shop 2) Offers a wide selection of products. 3) Providing an easy and comfortable shopping experience
Service Pre order	Reduces the risk of unsold stock of goods	1) Give customers the opportunity to order products before they are produced. 2) Ensure production meets demand



Influencer Partnerships	Expand market reach and increase brand awareness	3) Minimize waste 1) Collaborate with influencers who have the appropriate target market. 2) Sponsor influencer content to promote products. 3) Increase brand credibility and visibility
Customer Loyalty Program	Increase retention and encourage repeat purchases	1) Provides reward points for every purchase. 2) Offer special discounts and promos for loyal customers. 3) Provide exclusive access to products and services

Source: Primary Data, 2024.

Fashion Patas Tactical aims to increase sales and market reach through online expansion. To achieve this, they will open an online store that provides customers with a wide choice of products. By providing an easy and comfortable shopping experience, it is hoped that consumers can more freely explore and choose products according to their needs (Gruber & Tal, 2024).

This step not only increases customer convenience but also opens the door to reaching a wider market globally. Fashion Patas Tactical aims to reduce the risk of unsold stock of goods through the implementation of pre-order services. By giving customers, the opportunity to order products before they are produced, companies can ensure that production matches real market demand. This not only helps minimize waste but also creates earlier engagement with customers, builds anticipation and ensures availability of desired products. To expand market reach and increase brand awareness, Fashion Patas Tactical will establish partnerships with influencers who have the appropriate target market. By working with influencers, companies can sponsor content that promotes their products. This not only increases brand credibility in the eyes of consumers but also increases visibility through popular online platforms (Taufiq et al., 2023). This partnership is expected to create a positive buzz among potential consumers.

Fashion Patas Tactical is committed to increasing customer retention and encouraging repeat purchases through customer loyalty programs. They will provide reward points for every purchase, creating an incentive for customers to remain loyal. Offering special discounts and promotions for loyal customers will provide added value for customers, while exclusive access to products and services will strengthen customer bonds with the brand. This program is expected to not only increase retention but also strengthen long-term relationships with loyal customers (Handayani et al., 2024).

Patas Tactical Makassar will prioritize meaningful interactions with its audience to increase engagement and strengthen the brand. Patas Tactical not only presents interesting and informative content, but also adds interactive elements such as polls, live Q&A, and live question and answer sessions on various social media platforms. With this, we create an active community around our brand, providing a more meaningful experience for our followers. Patas Tactical also takes a personalized approach in building relationships with our customers to increase their loyalty. Using customer data, we provide product recommendations that match their preferences. We also send personalized birthday greetings and messages based on purchase history, strengthening the bond with each of our customers. On the customer service side, Patas Tactical Makassar ensures customer satisfaction by providing fast, responsive and friendly service. We not only solve customer problems efficiently, but also create loyalty programs that provide added value to our loyal customers. Additional discounts, early access to new products, and exclusive rewards are some of the incentives we offer to those who stay loyal to our brand. In this way, we build a good brand reputation and strengthen long-term relationships with our customers.

6. Marketing and Sales Strategy

Table. 2 Marketing and Sales Strategy

Current Strategy	Focus	New Strategy	Objective
Social media	Increase brand awareness and engagement	Improve online marketing campaigns	Reach more customers
Local Partnerships	Expand market reach and build relationships with the community	Optimize cross-channel sales strategies	Increase conversions and sales
Customer Experience in Physical Stores	Increase customer loyalty	Product innovation	Meet changing customer needs and differentiate yourself from competitors

Source: Primary Data, 2024.



7. Utilization of Technology for Efficiency

Fashion Patas Tactical has formulated an ambitious plan to leverage technology as a key tool in inventory management and data analysis to support smarter, more timely decisions. In an effort to improve overall operational efficiency, they are committed to utilizing the latest technological advances (Rakib et al., 2023; Hellström & Olsson, 2024). One of the main steps in this plan is the implementation of a technology-based inventory management system, which allows them to monitor product stock in real-time, identify demand trends, and optimize stock placement (Widiarti, 2024). With the data generated by this system, Fashion Patas Tactical can make more informed decisions regarding the production, distribution and marketing of their products. Additionally, they also plan to use data analysis to understand buyer behaviour, product preferences, and market trends, which can help them adjust their business strategies more accurately (Sanusi et al., 2023).

Table 3. Use of Technology

Areas	Technology	Benefit
Inventory Management	Inventory management software	<ol style="list-style-type: none">1. Improve stock tracking accuracy2. Optimize inventory levels3. Reduces the risk of out-of-stock items.4. Improve reordering efficiency
Data analysis	Data analytics software	<ol style="list-style-type: none">1. Analyse sales trends and customer behaviour.2. Identify new opportunities.3. Increase the efficiency of marketing campaigns.4. Increase customer service personalization

Source: Primary Data, 2024.

Fashion Patas Tactical plans to leverage technology in two key areas: inventory management and data analysis. In inventory management, they will use specialized software to assist them in stock tracking, inventory level optimization, reducing the risk of out-of-stocks, and increasing the efficiency of the reorder process. By using this technology, they hope to increase accuracy in tracking stock, manage inventory more efficiently, and reduce the risks associated with stock shortages. On the data analysis side, Fashion Patas Tactical will use data analytics software to analyze sales trends and customer behavior, identify new opportunities, increase the efficiency of marketing campaigns, and increase the personalization of customer service (Yani et al., 2020). With this tool, they hope to better understand customer purchasing patterns, identify untapped market opportunities, and optimize their marketing strategies. Additionally, they also aim to improve customer experience by providing more personalized and relevant services. By implementing this technology, Fashion Patas Tactical hopes to improve overall operational efficiency and strengthen their position in the market.

8. Performance Measurement and Monitoring

Fashion Patas Tactical has taken proactive steps by establishing a special team that will be responsible for regular monitoring and evaluation of progress. This team will be at the forefront in ensuring that the implemented business strategy goes according to plan and produces the expected results. One key aspect of the team's role is the use of carefully designed performance metrics as a tool to assess target achievement. These metrics include sales increase, market share, and customer satisfaction levels, which are important indicators in evaluating the overall health of a business. By monitoring these metrics regularly, teams can identify performance trends and patterns, as well as identify areas where improvements or adjustments are needed. Additionally, the team will act as a liaison between various departments within the company, facilitating effective communication and collaboration necessary to achieve common goals. In addition, this special team will also function as an internal change agent driving the adoption of a company culture oriented towards innovation and continuous improvement. They will facilitate workshops and training for employees to increase their understanding of business goals, implemented strategies, and the importance of cross-departmental engagement and collaboration. By creating an environment where every team member feels actively involved in the process of achieving company goals, Fashion Patas Tactical believes that they can strengthen a company culture that is adaptive and responsive to market changes. Through this approach, a special team will become the backbone in maintaining the sustainability and long-term business growth of Fashion Patas Tactical.



Table 4. Performance Measurement and Monitoring

Responsibility	Description
Monitor and evaluate progress	<ol style="list-style-type: none">1. Collect data and information related to performance.2. Analyse data and information.3. Report analysis results to management
Design performance metrics	<ol style="list-style-type: none">1. Determine metrics that are in line with company goals and targets.2. Ensure metrics can be measured and tracked easily
Assess target achievement	<ol style="list-style-type: none">1. Comparing actual performance with set targets2. Identify areas that need improvement.3. Recommend corrective action

Source: Primary Data, 2024

As someone responsible for monitoring and evaluating the company's progress, I systematically collect data from various sources, including reports, statistics and feedback, to understand the company's performance. Patas Tactical then analyzes the data in depth to identify trends, patterns and areas that require special attention. The results of this analysis will be reported to management in a clear and concise report, accompanied by relevant recommendations. Additionally, Patas Tactical is also involved in designing performance metrics that align with company goals and targets, ensuring that they can be measured and tracked easily. I carry out regular evaluations of target achievements, compare actual performance with set targets, and identify areas that require improvement. Patas Tctical not only identifies problems, but also proposes appropriate corrective actions to improve overall company performance.

DISCUSSION

Business development, start-ups, business competition and competitiveness are interrelated concepts in the context of modern business. Business development, according to Pedry (2024), is the responsibility of every entrepreneur which requires foresight, motivation and creativity. This involves a series of activities ranging from starting a business, building partnerships, to buying other people's businesses through franchising. Glos, Steade, and Lawry state that business development includes all activities organized by business people to meet their living needs (Pedry, 2024). Strategy, according to Susanto (2024) is carefully designed to provide direction and structure to organizational activities in achieving its long-term goals. This involves a deep understanding of market conditions, competitive advantages, and effective resource allocation (Susanto, 2024). Internal and external factors, as explained by (Sudarijati & Setiawan, 2019) , influence business development. Internal factors include production capabilities, total sales, price, capital, product design, and competitive ability, while external factors include imports, raw material prices, transportation costs, technology, and marketing areas. A holistic understanding of these factors is important for entrepreneurs in planning their business strategies (Sudarijati & Setiawan, 2019).

The 4D business model, which was introduced in the context of business development, is an innovative approach that guides companies in developing adaptive business models in the digital era (Yani et al., 2020). Consisting of four strategic stages, this model emphasizes exploring business potential, building a sustainable vision, designing a concrete business model, and long-term implementation (Marikxon, 2020). Business competition, as explained by (Marikxon, 2020), occurs when two or more parties compete to obtain orders by offering favorable prices or terms. This involves factors such as product price, promotions, consumer information, as well as the intensity of industry competition which is influenced by the number of competitors, technology, new products, and other external factors (Marikxon, 2020). Competitiveness, according to (Silaban & Yasin, 2023), involves comparing the capabilities and performance of companies, sub-sectors, or countries in the market. This includes the ability to achieve better, faster, or more meaningful results, as well as the empowerment of strategic resources to create added value (Silaban & Yasin, 2023). Thus, business development, business strategy, business competition and competitiveness are interrelated and important for a company's success in facing a dynamic and competitive business environment.



CONCLUSION

In completing this research journey, the researcher has raised the research title Start-up Based Business Development in Efforts to Increase Competitiveness in the Makassar Patas Tactical Fashion Business by trying as hard as possible to be diligent and thorough. Based on the research above, the researchers drew the following conclusions:

1. Fashion Patas Tactical has experienced four well-structured stages in the development of their business. In the "Dreaming" stage, the company sets an ambitious vision and mission, focusing on product quality, innovation, superior service and sustainability. This becomes a strong foundation for their business journey. In the "Design" stage, attention is paid to the company's differentiating strategy and sustainability. Fashion Patas Tactical is committed to creating a welcoming store environment, well training staff, prioritizing customer satisfaction, and demonstrating a commitment to superior customer service. At the "Destiny" stage, growth and competitiveness goals are discussed.
2. Fashion Patas Tactical can increase competitiveness by increasing brand awareness, expanding market reach, building relationships with the community, adapting to changing customer needs, differentiating itself from competitors, and being present on digital platforms such as Instagram and e-commerce Shopee.

SUGGESTION

1. Patas Tactical Fashion can ensure that the vision and mission set during the "Dreaming" stage is reflected in all aspects of their business, including brand development. By ensuring that product quality, innovation, superior service and sustainability are an integral part of their brand identity, companies can build stronger relationships with customers and strengthen their brand image.
2. Given the importance of online presence and relationships with the community, Fashion Patas Tactical can increase their efforts in expanding market reach and building connections with customers. This can be done through more active interaction on social media such as Instagram, as well as utilizing e-commerce platforms such as Shopee to reach more potential customers. Thus, they can expand their customer base and increase their competitiveness in the market.

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