ABSTRACT

Startups in Indonesia are experiencing rapid development, especially in the cosmetics industry. This study aims to identify the factors that influence the decline in sales turnover at cosmetics startup "Prove" after rebranding. Using qualitative research methods and fishbone diagram techniques, four main root causes were found: lack of product information dissemination, limited product variety, digital marketing that was not maximized, and lack of business development strategies. The potential solution proposed was to design a more effective business development strategy. This choice was based on the analysis that startup Prove lacked a defined strategy to increase competitive advantage. This research focuses on analyzing the internal and external environment of Prove startup using the Startup method. The research subject is cosmetics startup Prove, with the research location at Prove's office in Bandung. The unit of analysis involved the CEO and several Prove employees. Data collection was conducted through in-depth interviews, field observations, and documentation. The results of the Startup analysis show that Prove has strengths in innovative and creative product design, as well as opportunities for partnerships and business expansion. However, weaknesses in digital marketing and threats from evolving market trends need to be addressed. This research recommends developing a strategy that focuses on strengthening product innovation, optimizing digital marketing, and expanding business through partnerships. These steps are expected to help Prove overcome the decline in sales turnover and increase competitiveness in the competitive cosmetics market.

Keywords: Prove, Startup, Business Strategy