ECOSYSTEM-DRIVEN STRATEGIC MODEL FOR EARLY-STAGE STARTUP PERFORMANCE IN INDONESIA

DISERTASI

diajukan untuk memenuhi sebagian syarat untuk memperoleh
gelar Doktor Manajemen Konsentrasi Manajemen Strategik

oleh
Dini Turipanam Alamanda
NIM 2106751

PROGRAM STUDI DOKTOR MANAJEMEN
FAKULTAS PENDIDIKAN EKONOMI DAN BISNIS
UNIVERSITAS PENDIDIKAN INDONESIA
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ECOSYSTEM-DRIVEN STRATEGIC MODEL FOR EARLY-STAGE STARTUP PERFORMANCE IN INDONESIA

Oleh
Dini Turipanam Alamanda

S.Tp, Institut Pertanian Bogor, 2007
MSM in Institut Teknologi Bandung, 2010

Sebuah Disertasi yang diajukan untuk memenuhi salah satu syarat memperoleh gelar Doktor Manajemen (Dr.) pada Fakultas Pendidikan Ekonomi dan Bisnis

Universitas Pendidikan Indonesia
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LEMBAR PENGESAHAN

DINI TURIPANAM ALAMANDA

ECOSYSTEM-DRIVEN STRATEGIC MODEL FOR EARLY-STAGE STARTUP PERFORMANCE IN INDONESIA

disetujui dan disahkan oleh panitia disertasi:

Promotor

Prof. Dr. H. Agus Rahayu, M.P.

NIP. 196206071987031002

Kopromotor

Prof. Dr. H. Disman, M.S.

NIP. 195902091084121001

Anggota

Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.

NIP. 196904041999031001

Mengetahui,

Ketua Ketua Program Studi S3 Manajemen

Fakultas Pendidikan Ekonomi dan Bisis

Universitas Pendidikan Indonesia

Dr. Mayasari, S.E., M.M

NIP. 197107052004012001

LEMBAR PERNYATAAN

Saya yang bertanda tangan di bawah ini :

Nama	: Dini Turipanam Alamanda
Tempat Tanggal Lahir	: Garut, 7 Januari 1986
Prodi	: Doktor Manajemen – FPEB Universitas Pendidikan Indonesia
NIM	: 2106751

Dengan ini saya menyatakan bahwa penelitian disertasi dengan judul ***"ECOSYSTEM-DRIVEN STRATEGIC MODEL FOR EARLY-STAGE STARTUP PERFORMANCE IN INDONESIA"*** ini beserta seluruh isinya adalah benar-benar karya saya sendiri. Saya tidak melakukan penjiplakan atau pengutipan dengan cara-cara yang tidak sesuai dengan etika ilmu yang berlaku dalam masyarakat keilmuan. Atas penyataan ini saya siap menanggung risiko/sanksi apabila di kemudian hari ditemukan adanya pelanggaran etika keilmuan atau ada klaim dari pihak lain terhadap keaslian karya saya ini.

Demikian pernyataan ini dibuat dengan sebenar-benarnya dan apabila dikemudian hari ditemukan adanya bukti ketidakbenaran dalam pernyataan tersebut di atas, maka saya bersedia menerima sanksi akademis berupa pembatalan gelar yang saya peroleh melalui pengajuan karya ilmiah ini.

Bandung, 20 Agustus 2024
Yang membuat pernyataan,

Dini Turipanam Alamanda

NIM 2106751

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Fenomena tingginya minat generasi muda untuk menjadi *startup founder* telah menarik perhatian peneliti. Namun, data menunjukkan bahwa jumlah peminat *startup* di Indonesia belum seimbang dengan jumlah *startup* yang berhasil melewati tahap awal, yang sering dikenal sebagai "*the Death Valley*." Banyak *startup* yang terjebak dalam fase ini dan tidak mampu bertahan. Dalam konteks tersebut, peneliti melihat bahwa ekosistem *startup* di Indonesia, yang terdiri dari berbagai elemen dan aktor, masih belum banyak dikaji keterhubungannya dengan kinerja *startup* tahap awal. Jumlah ekosistem *startup* di Indonesia cukup banyak dengan karakteristik yang beragam, namun peran ekosistem ini dalam meningkatkan peluang keberhasilan *startup* masih belum jelas. Oleh karena itu, kajian ini bertujuan untuk mengidentifikasi peran ekosistem dalam meningkatkan peluang keberhasilan *startup* melewati tahap awal, serta menentukan bentuk ekosistem seperti apa yang bisa mendorong keberhasilan *startup* tersebut. Penelitian ini diharapkan dapat memberikan kontribusi dalam pengembangan model strategis yang berbasis ekosistem untuk meningkatkan kinerja *startup* tahap awal di Indonesia.

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Dini Turipanam Alamanda

ABSTRAK

Dini Turipanam Alamanda (2106751). ***Ecosystem-Driven Strategic Model for Early-Stage Startup Performance in Indonesia.*** **Di bawah bimbingan promotor Prof. Dr. H. Agus Rahayu, M.P., kopromotor Prof. Dr. H. Disman, M.S., dan anggota promotor Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.**

Startup tahap awal di Indonesia menghadapi tantangan signifikan dalam memastikan kelangsungan dan pertumbuhan bisnis, terutama dalam ekosistem bisnis yang dinamis dan penuh ketidakpastian. Penelitian ini bertujuan untuk menguji beberapa anteden yang dapat meningkatkan keberhasilan *startup* dalam melewati tahap awal, dengan fokus pada pengaruh kualitas keterlibatan ekosistem terhadap kinerja *startup* tahap awal melalui *iterative pilot strategy, MVP strategy, mixed-strategy, lean design program,* dan *early-stage startup fit* sebagai variabel mediasi. Penelitian ini mengisi gap empiris terkait pentingnya keterlibatan ekosistem dalam meningkatkan kinerja *startup*, serta *gap* teoritis dengan menggabungkan konsep *Resource-Based View (RBV)* dan *dynamic capability* menjadi *ecosystem engagement quality,* yang diterjemahkan ke dalam tiga dimensi utama: *sensing quality, seizing quality*, dan *reconfiguring quality*. Metode penelitian yang digunakan adalah kuantitatif verifikatif dengan kuesioner yang disebarkan kepada 400 *founder,* CEO, atau manajer *startup* tahap awal di berbagai daerah di Indonesia. Data dianalisis menggunakan *Covariance-Based Structural Equation Modelling (CB-SEM)* dengan Lisrel 8.2. Temuan menunjukkan bahwa kualitas keterlibatan ekosistem, yang terdiri dari *ecosystem sensing, seizing*, dan *reconfiguring quality,* memiliki pengaruh signifikan terhadap kinerja *startup* tahap awal baik secara langsung maupun melalui variabel mediasi. *Iterative pilot strategy, MVP strategy,* dan *mixed-strategy* terbukti efektif memediasi pengaruh keterlibatan ekosistem terhadap *early-stage startup fit*, meskipun hanya *mixed-strategy* yang efektif memediasi pengaruh keterlibatan ekosistem terhadap *lean design program*. Batasan penelitian ini ada pada eksplorasi ekosistem *startup* berdasarkan definisi yang digunakan, tanpa adanya regulasi resmi mengenai ekosistem *startup* di Indonesia. Temuan ini memberikan wawasan baru bagi pengusaha dan pemangku kepentingan dalam ekosistem *startup* untuk merencanakan dan mengimplementasikan strategi yang lebih efektif dalam mendukung pertumbuhan dan keberlanjutan *startup* tahap awal di Indonesia. Penelitian ini memberikan kontribusi penting dalam literatur manajemen stratejik dan teori ekosistem *startup.*

Kata Kunci : ekosistem *startup, startup* tahap awal, kinerja *startup, iterative pilot strategy, lean-design program*.

ABSTRACT

Dini Turipanam Alamanda (2106751). ***Ecosystem-Driven Strategic Model for Early-Stage Startup Performance in Indonesia*****. Supervised by promotor Prof. Dr. H. Agus Rahayu, M.P., co-promotor Prof. Dr. H. Disman, M.S., and promotor member Dr. Lili Adi Wibowo, S.Pd., S.Sos., M.M.**

Early-stage startups in Indonesia face significant challenges in ensuring business continuity and growth, particularly in a dynamic and uncertain business ecosystem. This study aims to examine several antecedents that can enhance the success of startups in the early stages, focusing on the influence of ecosystem engagement quality on early-stage startup performance through iterative pilot strategy, MVP strategy, mixed strategy, lean design program, and early-stage startup fit as mediating variables. This research fills an empirical gap regarding the importance of ecosystem engagement in improving startup performance, as well as a theoretical gap by combining the Resource-Based View (RBV) and dynamic capability concepts into ecosystem engagement quality, which is translated into three main dimensions: sensing quality, seizing quality, and reconfiguring quality. The research method used is quantitative verification with questionnaires distributed to 400 founders, CEOs, or managers of early-stage startups in various regions in Indonesia. Data were analyzed using Covariance-Based Structural Equation Modelling (CB-SEM) with Lisrel 8.2. The findings indicate that ecosystem engagement quality, consisting of ecosystem sensing, seizing, and reconfiguring quality, has a significant influence on early-stage startup performance both directly and through mediating variables. Iterative pilot strategy, MVP strategy, and mixed strategy effectively mediate the influence of ecosystem engagement on early-stage startup fit, although only the mixed strategy effectively mediates the influence of ecosystem engagement on the lean design program. The limitation of this research is the exploration of the startup ecosystem based on the definition used, without any official regulations regarding the startup ecosystem in Indonesia. These findings provide new insights for entrepreneurs and stakeholders in the startup ecosystem to plan and implement more effective strategies in supporting the growth and sustainability of early-stage startups in Indonesia. This study makes an important contribution to the literature on strategic management and startup ecosystem theory.

Keywords : *startup ecosystem, early-stage startups, startup performance, iterative pilot strategy, lean design program.*

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