

ABSTRACT

This research is a strategic initiative aimed at formulating adaptive and sustainable business strategies for ReviveAuto Paintworks, a motor vehicle painting service business based in Bandung City. The study is motivated by the challenges of competition in the digital era and the growing consumer awareness of sustainability and service quality. The main objective of this research is to analyze current business practices and develop strategic formulations based on relevant internal and external analyses aligned with the dynamics of the local automotive industry.

A descriptive qualitative approach is employed, using a single case study strategy. Data collection methods include in-depth interviews, direct observation, and documentation. Data analysis techniques incorporate external environmental analysis using the PESTLE framework (Political, Economic, Sociocultural, Technological, Environmental, and Legal), internal analysis through the Value Chain model and SWOT, and strategy formulation using the TOWS Matrix.

The PESTLE analysis results indicate that external factors that can be leveraged by the company include government policies supporting environmentally friendly vehicles (Political), rapid digital technology developments in marketing and operations (Technological), and increasing consumer awareness of environmental issues which can be utilized for green product marketing (Environmental). However, challenges include the high cost of eco-friendly materials (Economic), intensified competition on social media (Sociocultural), and the need to comply with evolving regulations in the automotive industry (Legal).

Based on the SWOT-TOWS analysis, the company's strengths lie in service quality and the use of modern painting technology, while weaknesses include limited digital marketing strategies and an underdeveloped management structure. The S-O strategy recommends leveraging digital technology to expand market share and attract environmentally conscious customers. The W-O strategy suggests enhancing digital marketing capabilities and seeking partnerships with suppliers of affordable eco-friendly materials. The S-T strategy encourages strengthening competitiveness through innovation and quality after-sales services to mitigate the impact of tight competition, while the W-T strategy highlights the importance of product diversification and improvements in managerial structure to overcome external challenges.

This study provides an important contribution in formulating business strategies that can strengthen ReviveAuto Paintworks' competitiveness in facing dynamic market changes and improve its position in the automotive industry. All these findings indicate that sustainability, technology, and service quality are the main factors that influence consumer decisions in choosing vehicle repaint services at ReviveAuto Paintworks.

Keywords: *business strategy, PESTLE, SWOT-TOWS, ReviveAuto Paintworks, painting technology, digital marketing, sustainability, automotive industry.*