



Business Strategies in Improving Competitive Advantage in The New Normal

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ABSTRACT

The new normal changes the way businesses interact. Businesses are required to survive and compete while complying with the health protocols. This study aimed to determine the right company strategy in accordance with the internal conditions of the company and the business industry in increasing competitive advantage during the new normal. Data were analyzed using descriptive qualitative methods. The results of the study: 1) The functional analysis of Desa House Villa and Homestay Seminyak, and the Fashion Hotel Legian seen from the function of the company has been going well. 2) With regard to the analysis of the industrial environment, the company has many competitors. The threat of newcomers is relatively high because it is easy to obtain business permits. Substitution products affect the continuity of the company's business, overcome by differentiating services and making homestays. There are many suppliers but the market available is few. Customer characteristics prioritize quality, service and price. Price adjustments are made to get around the characteristics of the guests. The conclusion of this study: the business strategy applied is Porter's Generic strategy, namely differentiation of services and products to be different from competitors and have benefits for customers, differentiation of locations, prices and strategies to focus on certain markets targeting guests staying with MICE facilities. It is suggested that synergy is requires between the company's functional environment and competition in the industrial environment that is happening in increasing the competitive advantage of the two companies.

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1. Introduction

New normal or new life order does change the way businesses interact. Especially in the tourism industry, it cannot be avoided that the tourism industry has experienced significant changes. Business people are required to survive and prepare to start a new normal with special protocols to be able to compete again. Strategy and anticipation are needed as a foundation to prevent the business from experiencing a sharp decline. Business continuity must be carried out so that the business can be maintained and able to compete even in a market that is not too broad. The hospitality and lodging industries of this kind must struggle to find ways and determine strategies to survive in order to be able to excel in competing at this new normal.

Table 1.
The Occupancy Rate of Hotel and Other accommodation Bali province (2020)

	Jan	Feb	Mar	Apr	Mei	Juni	Juli	Agust	Sept	Okt	Nov	Des
All Class	59,29	45,98	25,41	3,22	2,07	2,07	2,57	3,68	5,28	9,53	9,32	-

Source: Monthly Hotel Survey (VHTS) Central of statistics Bali Province 2020

In the table explained that the percentage of room occupancy rates in 2020 is decreasing, indicating that the available market is getting smaller.

Table 2.
Number of Star Hotel and Other Accommodation Bali Province (2017-2019)

Regency	Non Star Hotel and Other Accommodations			Star Hotel					Total
	2019	2018	2017	5	4	3	2	1	
Jembrana	103	108	86	0	1	3	1	0	5
Tabanan	442	130	204	2	1	2	0	0	5
Badung	4 270	4 470	4 019	62	118	158	48	8	394
Gianyar	2 148	1 670	897	6	10	4	1	2	23
Klungkung	188	32	140	0	0	0	0	2	2
Bangli	49	-	83	0	0	0	0	0	0
Karangasem	476	391	379	0	4	3	1	0	8
Buleleng	715	466	611	2	4	11	3	0	20
Denpasar	1 675	2 055	1 967	6	6	15	18	5	50
Bali Province	10 066	9 322	8 386	78	144	196	72	17	507

Source: Statistic of Bali Province (2019)

Recorded in the statistic data for Bali Province, the number of star hotels and other types of accommodation in Badung district far exceeds other areas. There is generally intense competition for hotels and similar. The occupancy rate of a number of hotels and inns of the same type has dropped sharply, plus the industrial environment in Bali in particular is so wide due to the large number of villas or inns of the same type that there is intense competition in this industry. To increase



its competitive advantage a company must have the right strategy, a competitive strategy that grows from the value the company can create for its customers.

Research (Paryanti, 2015) stated that the differentiation strategy variables in her research consisted of components of product differentiation, service differentiation, and personnel differentiation, image differentiation, each of which has interrelated indicators and has a positive effect on competitive advantage at Hotel Resty Menara Pekanbaru. However, research by (Tampi, 2015) stated that service differentiation and image differentiation did not have a significant effect on competitive advantage (Prasasti, 2016) in the research based on the Five Force Porter method, it was found that to achieve competitive advantage, companies need to innovate with product differentiation such as tour packages, and attractive and selective programs in selecting supplies in terms of quality and competitive prices due to the ever-dynamic desires of guests (Melasari & Sujana, 2018) in their research found that companies carried out business development in order to be able to compete in conducting external environmental analysis with industrial environmental analysis, namely threats from newcomers, substitute products, buyer power, supplier strength, and competing company feuds, so that an appropriate strategy is obtained for the business development, namely running a business development with a differentiation strategy, in which the company becomes a hotel with different facilities and services from competitors.

Li & Soulihanh (2019) stated that differentiation makes a big impact on the competitiveness and profitability of the company, on the other hand in the Porter Five Force analysis, the research showed that the Laos small tourism business market was not attractive because the barrier to entry was too low, had a very competitive intensity and high bargaining power of customers. This proves that it is very important for the company to recognize the industrial environment in order to be able to analyze the environment in which the company stands to then determine the appropriate competitive strategy. Niode, (2012) through the research on the company's competitive strategy, found that, to achieve a company's competitive advantage, namely by reducing costs, creating new products, improving quality, expanding markets, creating new business plans, getting more credit to have more capital, improving product quality, labor insurance, improving service quality and increasing promotion intensity. This shows that the competitiveness of the company can be achieved if there is harmony between costs, product differentiation, product and service quality, market expansion, promotion and quality of human resources.

Rinandiyana, Kurniawati, & Kurniawan (2016) examined strategies to create competitive advantage through product development, design and quality. The results of the research found that overall development, design and product quality have a significant effect on company competitiveness. The better the product development, design and product quality, the higher the company's competitiveness. The results of this study emphasize on improving existing products and developing new products at competitive prices. Another research was also conducted by (Faruq & Usman, 2014), in this research it was found that the strengths in building company excellence include design, innovation, price, product quality, service that is in accordance with demand and good employee loyalty. In contrast to the results of research by Herfita, Widyastuti, & Gustari (2017) in which it was found that in order to build a competitive advantage, companies can implement strategies such as expanding market share, increasing promotional activities, improving human resource quality, and improving distribution services to customers. Echdar, (2014) found that increasing sustainable competitive advantage can be done through service orientation, entrepreneurship, markets, and product choice. This means that improvements through differentiation of services, product choices, and markets can be made to increase competitive advantage. Meanwhile, research (Satyarini, 2016) stated that one of the basic strategies to achieve a company's competitive advantage, namely differentiation can be formed through innovation and creativity, then developed by differentiating products, services, human resources, image and quality. This implies that a business can achieve its competitive advantage if the company's innovation and creativity are developed from differentiating products and quality, differentiating services, image and improving the quality of human resources.

From the results of previous studies described above, each researcher examined different factors and methods. Guided by the gaps in research results, this research will examine more deeply about the company's business strategy through service differentiation and location of business / business units, especially the hotel and lodging industries of the same type so that they can survive and excel in competing during the new normal.

2. Literature Review

Competitive advantage allows the company to obtain higher profits compared to the average profits obtained by competitors in the industry. The stronger the advantages that are owned, the higher the profits obtained by the company and vice versa, Wahyudi (2016:61). There are three basic strategies that can help companies gain an edge in competing, namely cost advantage, differentiation, and focus (Porter, 1985). Porter's generic strategy describes how a firm pursues a competitive advantage across its chosen market scope. This strategy is very useful for increasing the competitiveness of a company, because it categorizes strategic positions at the simplest level and at the broadest level.

Amirullah & Budiyo (2005) suggested that one of the simplest ways to understand and analyze the company's internal environment is through a functional approach. Internal environment is an organizational environment within the organization and has a direct and specific relationship with the company. According to this functional approach, the company's competition (strengths and weaknesses) can be seen in the various business functions that exist and are carried out within the company such as the marketing function, the financial function, the human resource function, and the production function. Business development has resulted in higher competition between businesses and a greater variety of techniques used to gain distinct advantages. The meaning of a competitive strategy is to find a company's relationship with its competitive environment. To analyze the resources and competencies that exist in a company, it is necessary to identify the weaknesses and strengths of the company by trying to explore a competitive advantage from the company. (Porter, 2007) in their analysis of competitive strategy through industrial environment analysis or Porter's Five Forces, stated that it is very important for a company to analyze the industrial competition environment.



3. Research Methodology

The design of this study used a qualitative descriptive approach. This study used primary and secondary data obtained from interview techniques with informants and documentation study. The research was conducted at Desa House Villa and Homestay Seminyak and Fashion Hotel Legian because in this new normal condition there is a high level of competition for similar businesses to compete for a market that is not so wide in the Seminyak area and other business locations as well as in the Legian Badung area which is crowded with hotels but villas and hotels are still able to operate even if not at too high occupancy rate. The data collection techniques used were observation, interviews with positive sampling and documentation. Data analysis techniques were data collection, data condensation, data display, and conclusions drawing. Data verification was done by the triangulation and audit trail.

4. Research Results and Discussions

For the analysis of the industrial environment, namely: company competition in the industry occurs in the form of competition for positions using techniques such as price competition, quality, marketing campaigns, services and promotional techniques. Due to the ability of the same competitors and the amount of competition in similar industries, low customer loyalty and services and products that are quickly replaced, making the competition even higher in the industry itself (Porter, 2010). Desa House Villa and Homestay Seminyak and Fashion Hotel Legian, in running their business, have many competitors considering that these two companies are located in strategic tourism areas. The growth in competitors is due to the ease of obtaining business licenses from the government. The efforts made by the two companies to anticipate this were to differentiate between products, services, prices and locations, to improve product quality to be different from competitors. The differences offered to customers include providing different services and better competitors, namely by increasing the speed of the internet, increasing the number of TV channels and increasing guest comfort while staying, such as with the addition of a vegetable garden in front of the villa. Efforts made by Fashion Hotel Legian are focusing on selling rooms to customers or guests with MICE (Meeting, Incentive, Convention, and Exhibition) packages and other events, as well as staycations and price packages with a certain period of stay during the new normal period.

The threat of new entrants as competitors will have an impact on the weakening of the company's strength, so the company needs to have the right strategy to anticipate these threats, so that it becomes an opportunity for the company. These newcomers will certainly try to grab a certain market share in various ways. The threat of new entrants has implications for companies that have been around for a long time, these threats can be in the form of a struggle for market share and limited resources. The threat of decreasing company profit means that more and more rival companies are competing in the same or similar business, and vice versa (Porter, 2010). In anticipation of the threat of newcomers, Desa House Villa and Homestay Seminyak and Fashion Hotel Legian are building new units with different styles and locations, improving the quality of products and services by adding a small vegetable garden in front of the villa and focusing on the market with MICE and staycation packages and improving the quality of the existing products or services. The threat of product substitution illustrates the threat that occurs to Desa House Villa and Homestay Seminyak and Fashion Hotel Legian when competitors offer consumers a choice of products that are different but can meet the same needs. In this case, some of the strategies implemented by Desa House Villa were to create a new unit with a different style and location. The strategy carried out by Fashion Hotel Legian was to make price packages that are covered with stay and meal packages, free shuttle to and from the airport and the nearest shopping center, as well as holding certain events that can bring in more guests and target guests with meeting package.

This substitution product has a real influence on the sustainability of the business of Desa House Villa and Homestay Seminyak and Fashion Hotel Legian because there are so many accommodation services in the Seminyak and Legian areas. The company's efforts in overcoming this substitution product are making homestays at affordable prices for expats and backpackers by Desa House Villas and homestays, differentiating between products with certain packages and differentiation in services. Both of these companies try to serve in a friendly and wholeheartedly way to help the guests. Other strategies were also done by adding room facilities. The bidding power of suppliers is very decisive in the dependence of producing certain products between companies and their suppliers. Suppliers also have a tendency to compete by entering the same industry as the company. Raw materials with high prices and low quality are obtained by companies if suppliers have high bargaining power (Porter, 2010). Every company must have good supplier bidding power for the long-term survival of the company. Desa House Villa and Homestay Seminyak and Fashion Hotel Legian, are very selective in choosing suppliers. With the sophistication of technology and information today there are so many suppliers. However, due to the new normal condition and the limited market, in order to maintain service quality, the company must choose a supplier that suits its product and service focus and does not suppress price and quality. The suppliers chosen by the two companies are suppliers that can really help the company in bringing in good guests and achieving targets and complementary quality service items.

The bargaining power of buyers can force prices down, demand higher quality or more service, and pit competing suppliers, all of which reduce industry profits. Lower prices for products and services mean lower revenue for the company. Conversely, the lower the bargaining power of buyers / customers, the more profitable it is for the company (Porter, 2010). Desa House Villa and Homestay Seminyak and Fashion Hotel Legian are pursuing a strategy of always meeting consumer needs. The main strategy taken is to make price adjustments. This price suitability is made to meet the needs of staying guests and in accordance with the current environmental conditions, namely the new normal where the available market is not as much as before. The characteristics of consumers that are targeted are very different, some prioritize quality and service, some prioritize price. For functional analysis, it is seen from the function of human resources, strategies as patterns of behavior resulting from embedded culture. Every company has its own culture. Culture is very easy to observe but difficult to change. Therefore, the strategies that can be adopted by companies are partly determined by culture in ensuring the quality of human resources (Prasojo, 2018). According to Pearce and Robinson in (Suci, 2015) stated that Strategic Management is a decision and action that results in the formulation and implementation of plans designed to achieve company goals. Based on the findings in the field, in the Desa House Villa and Homestay Seminyak and Fashion Hotel Legian, the quality of human resources, seen from the average level education most of the staffs have undergraduate degrees, and an



average working period of more than 5 years and has an educational background that is in accordance with the work position occupied. This indicates that these two companies have adequate quality of human resources.

Internal analysis on the financial aspect, the company can see the company's financial performance and financial resources it has. The financial performance of a company is generally measured based on net income (profit) or as a basis for other measurements such as return on investment or income per share (Afryansyah, 2013). Desa House Villa and Homestay Seminyak and Fashion Hotel Legian have carried out their financial functions properly, corporate finances are healthy and listed. In general, the financial performance of the two companies is carried out in measuring and assessing each success achieved in generating profits, so that the company can see the prospects, growth, and potential developments that have been achieved in the company. The operations or production function involves the use of staff resources, materials, equipment and technology. The operational processes in Desa House Villa and Homestay Seminyak and Fashion Hotel Legian are in progress and the quality of these two companies operates 24 hours. Room reservations can be made via email, telephone and by coming directly to the hotel, or via other messaging media. Room service, lending tools and others are ready 24 hours. For technology, both companies have used sophisticated information technology. Thus, the mission of an organization must reflect what aspects of the product or service it produces. According to (Haryono, 2019) to achieve the objectives of the production or operation process, an organization forms an integrated department or unit in accordance with the company's general strategy. The management functions referred to in outline consist of three parts, namely marketing, finance or accounting and production / operations.

According to Porter in (Baldasaro, 2019) the analysis of the company's competitive strategy will be the basis for formulating the company's strategy. Competitive advantage describes how a company selects and implements generic strategies to achieve and maintain a competitive advantage. According to (Porter, 2007) there are three generic strategies consistently from within that can be used separately or in combination in order to get a safe position to outperform competitors in the industry. In order for Desa House Villa and Homestay Seminyak and Fashion Hotel Legian to be able to compete in the midst of competitive competition for lodging and hotel accommodation in the Legian and Seminyak areas, the two companies have tried to increase the effectiveness of marketing by actively promoting on social media and conducting intensive cooperation with travel agents, focusing on MICE market and staycation guests, while also improving services and facilities by adding other facilities that are needed by guests and adjusting prices to the new normal conditions and making price packages that are adapted to the period of stay.

The implementation of strategies at the business level is very important in anticipating increasingly competitive competition. According to Porter, there are two basic types of competitive advantage (Generic Strategy) a company can have, namely a low-cost strategy (cost leadership) and a differentiation strategy. The significance of each strength or weakness of a company is ultimately a function of relative cost or differentiation (Rustamblin et al., 2013). The strategy adopted by Desa House Villa and Homestay Seminyak in increasing competitive advantage during the new normal is to differentiate in products, services and locations. The company differentiates its products and services, namely by increasing the speed of WIFI and TV channels as well as increasing communication intensity and creating a small vegetable garden in front of the villa, differentiating between business locations, differentiating prices with tenure tactics. The results of this study are in line with previous research (Asty, 2015) in the research of the Differentiation Strategies to create competitive advantage at the Savali Padang Hotel with the results of the research that the differentiation created by Savali Hotel Padang is in products, services, locations and images. The strategy implemented by Fashion Hotel Legian is to focus on targeting guests staying with MICE facilities for up to 200 people on the rooftop and other ballroom meetings and by holding certain events for staycation guests and pricing strategies with tailored packages in accordance with the period of stay. The results of this study are in line with previous research, namely (Biodi & Sanawiri, 2017) Business Strategy (competitive strategy) is suitable for PR. Alfi Putra is a focused strategy. The results of the research on these two companies are in line with the results of previous research, namely (Niode, 2012), that a company's competitive advantage is achieved by reducing costs, creating new products, improving quality, expanding markets, making new business plans, getting more credit for more capital, improve and enhance product quality, labor insurance, improve service quality and promotion intensity.

4 Conclusion

In the industrial environmental analysis, Desa House Villa and Homestay Seminyak and Fashion Hotel Legian, in running their business, have many competitors. The growth in competitors is due to the ease of obtaining business licenses from the government. In order to anticipate this, the company differentiates services, locations, and improves service quality by improving existing products and adjusting prices to current environmental conditions of the new normal to be different from competitors. Newcomers generally lack access or distribution channels. However, it is different from the reality, such as the approval of a company permit today is very easy. In anticipating the threat of newcomers, the strategy adopted by Desa House Villa and Homestay Seminyak and Fashion Hotel Legian is to differentiate between products, services, prices and locations as well as by improving the quality of existing products and services.

This substitution product has an influence on the business continuity of Desa House Villa and Homestay Seminyak and Fashion Hotel Legian because there are so many accommodation services in the Seminyak and Legian areas. The company's efforts in overcoming this substitution product are by making homestays, differentiating products with certain packages and differentiating in service, namely by trying to serve kindly and wholeheartedly in order to help the guests. Other strategies we done by adding room facilities. Even though currently there are so many travel agents, because at the time of the new normal the available market is limited. In order to maintain service quality, Desa House Villa and Homestay Seminyak and Fashion Hotel Legian, remain selective in choosing suppliers that match their products and service focus while not pressing the prices. The consumer characteristics of Desa House Villa and Homestay Seminyak and Fashion Hotel Legian are different, some prioritize quality and service, some prioritize price. The main strategy taken is to make price adjustments to meet the needs of staying guests and adjust to the new normal conditions.

In the functional analysis seen from the function of the resources they have, the quality of human resources owned by these two companies, seen from the level of education and the work period, is adequate. In general, the financial performance of the two companies is good, transparent and recorded. The operation / production function is already



running well. This technology and information are in accordance with the required production capacity and quality as well as product marketing. The company continues to strive to improve marketing effectiveness by actively promoting on social media and travel agents, focusing on the MICE market and making price adjustments with the length-of-stay tactics. Porter's generic strategy implemented by Desa House Villa and Homestay in increasing competitive advantage during the new normal is to differentiate in products, services and locations. The company makes distinctions and improvements to its products and services, differentiation on business locations, differentiation on prices according to length of stay and certain packages. The strategy adopted by Fashion Hotel Legian in increasing its competitive advantage is by carrying out a focus strategy, namely to focus on targeting guests staying with MICE facilities, staycations and by getting around prices with stay packages.

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