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Utilization of Social Capital as a Managerial Strategy to Enhance Organizational Competitiveness

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Abstract

Increasingly intense business competition requires companies not only to survive but also to grow sustainably amid a dynamic external environment. One determining factor in a company's success in facing this competition is the implementation of appropriate managerial strategies. This study aims to examine various forms of managerial strategy that companies can apply to improve their competitiveness, including strategic planning, human resource development, innovation and digitalization, operational efficiency, market orientation, and leadership and organizational culture. The method used is a literature study, analyzing relevant management concepts and theories. The findings indicate that company competitiveness is not determined by a single factor, but by a combination of complementary managerial strategies applied consistently by management. Companies that successfully integrate strategic planning with human resource management, continuous innovation, and customer orientation tend to possess more durable competitive advantages. This study is expected to serve as a reference for practitioners and academics in formulating managerial policies oriented toward improving company competitiveness.

Keywords : Managerial Strategy, Competitiveness, Competitive Advantage, Strategic Management, Innovation

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INTRODUCTION

In the era of globalization and digitalization which is increasingly develop rapid, competition business at the level international become the more complex. The company does not only compete with *local competitors,* but also with company multinational that has access to source more power wider, more advanced technology sophisticated, and strategic more business ripe. In face realistic this, innovation become factor the key to success sustainability and power competition company (Putra, 2019). Power competition A company's competitive advantage is essentially its ability to create greater value for customers than competitors offer, while maintaining efficiency and profitability. This capability doesn't develop instantly, but rather results from a planned, measurable, and continuous managerial process (Soliha, 2014). This is where managerial strategy plays a crucial role, as it guides management in

allocating resources, making decisions, and responding to changes in the business environment (Yanna et al., 2026).

Change technology and digitalization has change method company operate and interact with the market. The Revolutionary Era Industry 4.0 is marked with development technology like intelligence artificial intelligence (AI), *Internet of Things* (IoT), *big data,* and *blockchain,* which enable company For developing a business model new and improved efficiency operational (Hairunisya et al., 2020). Various phenomenon business shows that companies that are slow to adapt to changes, whether in terms of technology, consumer behavior, or regulations, tend to lose market share and even decline (Sutaguna et al., 2023). Conversely, companies that are able to formulate and implement adaptive managerial strategies have proven to be more capable of maintaining and improving their competitive position (Sholatika & Triyono, 2022). Therefore, a study of managerial strategies in context improvement Power competition company become relevant and important topics For discussed in a way comprehensive (Banerji & Singh, 2024). Based on description In this regard, this article was compiled to examine in depth the various forms of managerial strategies that can be implemented by companies. in effort increase Power the competition is good from aspect planning strategic, management source Power human, innovation, efficiency operational, as well as aspect leadership and culture organization (Zahra et al., 2024).

Study This can give contribution Good in aspect theoretical and practical in field management innovation. In academic, research This will add related literature with management innovation and strategy global business. With analyze various theories and concepts innovation as well as connect it with studies relevant cases, research This will enrich understanding about How innovation can used as tool For increase Power competition company. From the perspective practical, research This give insights that can used by managers and decision makers decision in designing strategy more innovation effective. With existence recommendations based on research, company can adopt more strategies in accordance with global market needs and challenges (Syahrul Fauzi et al., 2023). In addition that, research this can also give benefit for stakeholders interest others, such as government and institutions education, in develop policies and programs that support innovation in the industrial world. With increasing understanding about strategy innovation, it is hoped will created ecosystem more business innovative and competitive at the global level (Zamora-Gonzales et al., 2021). With Thus, research This No only aim For give contribution academic, but also for give impact real for companies and sectors industry in a way more wide (Purwanto, 2022). Through greater understanding Good about strategy management innovation, it is hoped company can more Ready face global market challenges and increasing Power competition in a way sustainable (Samsudin et al., 2023)

Draft Strategy Managerial

Strategy managerial can Strategy is understood as a series of decisions and actions taken by top management to determine the long-term direction of the organization, by optimally utilizing existing resources to achieve company goals. This includes the formulation process *(formulation),* implementation *(implementation),* as

well as evaluation and control *(evaluation and control)* that is carried out in a way sustainable strategy effective management nature dynamic, meaning always customized with change internal conditions and external company. According to Verhoef et al. (Jing et al., 2022) digital transformation is a process of integration digital technology to in all over aspect an organization that fundamentally changes method organization create and provide value. This is demand organization For own system capable management adapt in a way fast to change environment (Teguh & Ciawati, 2020).

The Concept of Corporate Competitiveness

Power competition company refers to a business entity's ability to sustainably maintain and expand its market share by creating superior value compared to competitors. Competitiveness is not only measured in terms of price or product quality, but also includes the speed of innovation, process efficiency, brand strength, and the company's ability to build connection term long with customers and partners business. Eling (Daito et al., 2020) views Power competition company as results from position company in structure industry. Through five forces framework competition, Porter explains that level Power competition company influenced by intensity competition industry, threats newcomers new, threat product substitution, as well as strength bid suppliers and customers. In perspective this, the company is capable of formulate strategy proper competition, such as leadership cost or differentiation, will own opportunity more big For reach superiority competitive. Share company insurance soul, strategy differentiation often manifested through quality service, trust customers, as well as innovation suitable product with market needs (Augustine & Dwianika, 2019).

Supporting Theory

Several strategic management theoretical frameworks are widely used to explain the relationship between managerial strategy and corporate competitiveness, including:

1. *Porter's* Five Forces Analysis, which explains the intensity of competition in an industry through five factors: the threat of new entrants, the bargaining power of suppliers, the bargaining power of buyers, the threat of substitute products, and the level of rivalry between competitors.
2. Porter's Generic Strategy, which divides competitive strategy choices into three, namely cost leadership, differentiation, and focus.
3. *Resource-Based View (RBV),* which emphasizes that sustainable competitive advantage stems from a company's internal resources and capabilities that are valuable, rare, difficult to imitate, and irreplaceable.
4. SWOT analysis, as a managerial tool to identify strengths, weaknesses, opportunities and threats as a basis for formulating strategies.
5. *Dynamic Capabilities Theory* (Teece, Pisano, & Shuen, 1997), which explains that long-term competitive advantage does not only come from the resources owned by the company, but also from management's capabilities in quickly integrating, building, and reconfiguring internal and external competencies to respond to changes in the dynamic business environment.

6. Blue Ocean Strategy (Kim & Mauborgne, 2005), which emphasizes the importance of managerial strategies that create new uncontested market space through value innovation, instead of competing directly in saturated markets (red ocean).
7. Balanced Scorecard (Kaplan & Norton, 1996), namely a strategic management framework that measures and controls company performance. from four perspective finance, customers, internal business processes, as well as learning and growth so that strategy managerial can translated operationally and measurably across all levels of the organization.
8. *Knowledge-Based View* (Grant, 1996), which views organizational knowledge as the most important strategic resource; a company's competitiveness is largely determined by management's ability to create, integrate, and transfer knowledge between individuals and work units effectively.
9. *Organizational Learning* Theory (Senge, 1990), which emphasizes that companies that are able to become learning organizations *are* more adaptive to change and superior in creating sustainable innovation as a basis for long-term competitiveness.

These various theories complement each other in explaining how appropriate managerial strategies can be directed to build and maintain company competitiveness.

METHODS

Study This use A descriptive qualitative approach using *library research methods* was used (Meng et al., 2023). Data and information were collected through searching and analyzing books, scientific journal articles, and publications related to strategic management and corporate competitiveness (Restrepo-Morales et al., 2024). The analysis was conducted descriptively and analytically by identifying patterns, concepts, and relationships between variables to produce a synthesis of relevant forms of managerial strategies for enhancing corporate competitiveness(Suputra et al., 2021).

RESULT AND DISCUSSION

Strategy Planning and Strategy Formulation

Planning strategic is The primary foundation for all company managerial activities. Through careful planning, management can clearly establish a vision, mission, and long-term goals, while simultaneously formulating concrete steps to achieve them. The use of analytical tools such as SWOT, the BCG matrix, and the IE matrix helps management map the company's position against competitors and determine the most appropriate strategic options given the internal and external conditions faced. Good strategic planning also enables company For more Ready anticipate change and manage risk in a way proactive. The most frequently used is This analysis strategy based on logic that can maximize strength *(strength)* and opportunities *(opportunities)* However in a way simultaneously can minimize weakness *(weaknesses)* and threats *(threats).* Researchers show that performance company can determined by a combination internal and external factors. Both factor the must considered natural SWOT analysis. SWOT is upgrades from Internal *Strengths* and *Weaknesses* as well as environment external *Opportunities* and *Threats*

facing the world business. SWOT analysis compares between factor external Opportunity *(opportunities)* and threats *(threats)* with internal strength factors *(strengths)* and weaknesses *(weaknesses)* (Jumady & Lilla, 2021).

Human Resource Development Strategy

Source Power man Human resources are strategic assets that drive all of a company's business processes. Managerial strategies in this area include workforce planning, selective recruitment and selection processes, ongoing training and competency development programs, and a fair and transparent performance evaluation system. Investing in employee capability development not only increases productivity but also builds commitment and loyalty, ultimately impacting service quality and the company's overall competitiveness.

Innovation and Digitalization Strategy

In the middle development in the rapid technological developments, innovation has become a key determinant of a company's competitiveness. Innovation can be realized through the development of new products and services, business process improvements, and the adoption of digital technology in company operations. Digitizing business processes, from management information systems and production automation to utilizing digital platforms for marketing and sales, enables companies to increase efficiency while expanding market reach. Companies that consistently innovate tend to more capable create difficult differentiation imitated by competitors, things This means find ways innovative For designing an operational model that is not only efficient but also friendly environmental and social. Success in apply strategies the can confirm position company in a multifaceted economy connected and versatile fast this (Beerkens, 2020).

Operational Efficiency and Cost Management Strategy

Limitations in planning production, standardization quality, and management remaining stock done manually has been impact negative to business process efficiency. Inaccuracy in management supply can cause waste and reduce level profitability (Subaebasni et al., 2019) In addition that, management finance business Still considered not optimal. Many actors business Not yet capable separate between finance personal and business, as well as Not yet understand importance recording accountancy in a way accrual (Syarifah, 2020).

Determination price sell Still done based on market and competitor assumptions, without consider structure internal costs in general comprehensive, even though price own influence significant to decision consumer. Errors perception that considers that management finance only relevant for company big Still Lots found. As a result, the orientation business tend focused on fulfillment need term short, not on development and growth term length (Alsawafi et al., 2021)..

Market and Customer Orientation Strategy

Strategy Market- and customer -oriented managerial practices prioritize consumer needs and preferences as the primary basis for business decision-making. This includes ongoing market research, appropriate market segmentation and

targeting, and the development of marketing strategies responsive to changes in consumer behavior. Companies that can quickly understand and respond to customer needs will find it easier to build a competitive advantage. loyalty as well as strengthen its position in the market. Market orientation is culture the most effective and efficient organization For create behavior that can produce something best for buyers and better performance Good for companies. However, market- oriented companies are driven For think outside the box box For find method new For give extraordinary value normal to client orientation the market too aim For build reputation positive for company, which it releases will interesting customer loyal with show that company notice need customer (Talib et al., 2019).

Orientation customer is another form for show pattern customer - centric thinking, such as creation strategy competitive considering request customers and knowledge management about method best For give mark to customer Another logic that appears from customer focus is that company can influence level satisfaction customers they achieve with form perception client they to the values they create. Adinoto (van Assen, 2018) who have an opinion that in order for marketing to be effective, organization need knowing and satisfying need clients and consumers they.

Leadership Strategy and Organizational Culture

Success implementation strategy Managerial success depends heavily on the quality of leadership and the organizational culture a company builds. Visionary and adaptive leadership can direct all elements of the organization toward common goals, while creating a work environment that supports collaboration and innovation. A strong organizational culture, reflected in shared values such as integrity, teamwork, and results-orientedness, serves as the glue that maintains consistent strategy implementation across all levels of the company.

Dynamic Capabilities-Based Managerial Strategy and Value Innovation

Besides sixth dimensions In addition to the conventional managerial strategies mentioned above, recent studies have shown that a company's competitiveness is also greatly influenced by management's capacity to develop dynamic capabilities. According to Teece, Pisano, and Shuen ((Rua et al., 2020) dynamic capabilities encompass three main processes: sensing (the ability to detect opportunities and threats), seizing (the ability to seize opportunities through appropriate resource allocation), and transforming (the ability to continuously reconfigure the organization). Companies with strong dynamic capabilities will be more agile in facing market disruptions than companies that rely solely on static resources.

In line with matter In this regard, Kim and Mauborgne (2005) through the concept of Blue Ocean Strategy suggest that companies should not only focus on competitive strategies in existing markets (red oceans), but also strive to create new market space through value innovation that combines differentiation and cost efficiency simultaneously. Managerial strategies that direct organizations to break out of conventional competitive patterns have been proven to be able to create competitive advantages that are more difficult for competitors to imitate, because they are based

on the creation of new value for customers, not just incremental improvements to existing products or services.

Performance Management and Knowledge Management Strategy

Another equally important aspect of managerial strategy is integrated performance measurement and organizational knowledge management. Kaplan and Norton (Ihzaturrahma & Kusumawati, 2021) using the Balanced Scorecard framework, emphasized that company performance measurement should not be based solely on financial indicators but should also encompass customer perspectives, internal business processes, and learning and growth. This approach enables management to translate the company's vision and strategy into measurable operational targets, allowing strategy implementation to be monitored and controlled more systematically across the organization (Czernek-marszałek, 2020).

Furthermore, Grant (Musonnafa et al., 2022) through the Knowledge-Based View emphasized that knowledge is a strategic resource that is most difficult for competitors to imitate, so management needs to build mechanisms for systematic knowledge creation, documentation, and transfer among organizational units. This concept was reinforced by Senge (Arief & Millianyani, 2015) who introduced the idea of a learning organization, namely an organization that continuously develops its capacity to learn and adapt. Companies that successfully build a strong learning culture tend to be faster in adopting new knowledge, improving internal processes, and ultimately strengthening their competitive position in a sustainable manner (Kotler & Keller, 2016).

Discussion

Based on the six aspects of managerial strategy above, it can be concluded that increasing a company's competitiveness is multidimensional and cannot be achieved through a single strategy alone. The following table summarizes the relationship between the dimensions of managerial strategy and their contribution to a company's competitiveness (Sudirjo, 2023).

Table 1. Relationship between managerial strategy dimensions and their contribution to corporate competitiveness

Dimensions of Managerial Strategy	Contribution to Company Competitiveness
Strategic Planning	Provides long-term direction and readiness to face changes in the business environment.
Human Resources Development	Increase employee productivity, competence and loyalty.
Innovation & Digitalization	Creating product/service differentiation and business process efficiency.
Operational Efficiency	Reduce production costs so that prices can be more competitive.
Market & Customer Orientation	Building customer loyalty and responsiveness to market needs.

Leadership & Organizational Culture	Maintain consistency in strategy implementation across all lines of the organization.

Synergy between dimensions This strategy shows that successfully increasing a company's competitiveness requires an integrated, consistent approach supported by management commitment at all levels of the organization (Muttaqin, 2024).

CONCLUSION

Managerial strategy plays a central role in determining a company's competitiveness amidst increasingly dynamic business competition. Studies show that a company's competitiveness is shaped through a combination of various managerial strategies, ranging from thorough strategic planning, sustainable human resource development, innovation and digitalization, operational efficiency, market and customer orientation, to strong leadership and organizational culture. These six dimensions are interrelated and need to be implemented in an integrated manner for a company to build a sustainable competitive advantage.

The implications of this study suggest that company management needs to periodically evaluate and adapt its managerial strategies to remain relevant to changes in the business environment. Further research is recommended, including empirical studies in specific industrial sectors, to obtain a more specific picture of the effectiveness of each managerial strategy in increasing company competitiveness.

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