
Economic Insights into Marketing Strategy for Sustaining Competitiveness at UD Yasiira Company

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Abstract:

This study aims to analyze the marketing strategies implemented by UD Yasiira in maintaining its existence in the midst of increasingly competitive business competition, especially in the school and office supplies sector. This study uses a qualitative approach with data collection techniques through interviews, observations, and documentation of UD Yasiira owners and employees. The results of the study show that UD Yasiira implements four main strategies, namely: (1) customer loyalty, by building long-term relationships through personal service and intense communication; (2) digital marketing, utilizing social media such as Instagram and WhatsApp for promotion and customer interaction; (3) customer relationship management (CRM), through the management of customer data and personalized services; and (4) building customer trust, by maintaining product quality and service transparency. This strategy is considered effective in maintaining customer satisfaction and loyalty, as well as encouraging sustainable business growth. With a combination of differentiation approach and cost leadership, UD Yasiira is able to increase competitiveness and maintain its existence as an MSME in the digital era. This research is expected to be a reference for business actors in developing adaptive and customer-oriented marketing strategies.

Keywords: Marketing Strategy, Customer Loyalty, Digital Marketing, CRM, Customer Trust, MSMEs, Company Existence.

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1. Introduction

Competition in the business world in Indonesia is getting tighter and requires every company, including MSMEs, to continue to innovate and design the right marketing strategy in order to meet consumer needs and maintain market share. Companies that are unable to adapt risk being left behind, especially with changes in consumer behavior which are now more selective and focused on basic needs, especially since the COVID-19 pandemic which has affected people's purchasing power and limited economic activity. In the midst of technological advances and digitalization,

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businesses are required to understand consumer desires, provide clear product information, and utilize digital platforms to expand market reach. A flexible and adaptive marketing strategy is the key to attracting new customers, building long-term relationships, and increasing business competitiveness in the face of increasingly dynamic competition.

Observations show that marketing strategies in Buleleng, especially in MSMEs, face various challenges. Many businesses still rely on traditional methods such as word-of-mouth promotion and banner installation, which limits market reach. The use of digital technology, such as social media and e-commerce, is still limited, hindering the ability to compete in a wider market. The lack of innovation in promotion and understanding of market segmentation further worsens the situation as well as the revenue earned by UD Yasiira from year to year. Therefore, it is necessary to increase digital literacy, promotional innovation, and assistance in modern marketing strategies so that MSMEs in Buleleng can develop and survive.

Based on UD Yasiira Singaraja's revenue data from 2021 to 2024, there is a significant increase in revenue every year. In 2021, the total revenue earned was IDR 400,901,083, then increased to IDR 451,456,231 in 2022. Furthermore, in 2023, revenue increased again to IDR 537,086,757, and in 2024 revenue reached IDR 562,200,886. This increase in revenue shows a positive trend, indicating the success of the company's marketing strategy and adaptation to market changes. The consistent increase in revenue every year shows that UD Yasiira is able to maintain and even improve its business performance, despite the challenges of intense competition and changes in consumer behavior in the digital era.

UD Yasiira is an MSME that has survived for 16 years in the field of selling school and office supplies. Established in 2008, the company continues to serve consumers despite facing challenges such as market ups and downs and fierce competition. Located in BTN Griya Panji Asri, Panji Village, Sukasada, Buleleng, it is strategically positioned to serve the Singaraja area and its surroundings, especially since Buleleng Regency is a student city, so it is important to improve school and office supplies and equipment to support educational activities and office administration. The COVID-19 pandemic brings great challenges, including changes in more selective consumption patterns and the dominance of online shopping. This encourages MSMEs, including UD Yasiira, to adapt to technology and improve marketing strategies to remain relevant amid increasingly fierce competition, both from other MSMEs and imported products through e-commerce.

As one of the MSMEs in the field of school and office supplies, UD Yasiira is able to survive during the COVID-19 pandemic despite facing increasingly fierce competition, especially from competitors who offer lower prices with substandard quality, but are still in demand by consumers. In facing these challenges, UD Yasiira implements a marketing strategy that focuses on increasing customer loyalty through good service and building long-term relationships, such as providing personal attention by wishing customers a happy holiday and asking how they are. In addition, the company utilizes digital marketing to expand the market efficiently, and maintains

consistency in product quality and quantity to maintain consumer trust. UD Yasiira also regularly evaluates the success of its strategy through increased sales and measuring customer satisfaction through surveys and reviews, so that satisfied customers tend to be loyal and provide positive recommendations. The strategy implemented has proven effective in maintaining existence and building long-term relationships with consumers in the midst of increasingly competitive competition

2. Theoretical Background

Marketing Mix Theory (4P/7P) : The Marketing Mix theory serves as a fundamental foundation in modern marketing strategies. Initially consisting of the 4Ps—product, price, place, and promotion—the theory has been expanded to include 7Ps by adding people, process, and physical evidence. This expansion is particularly relevant in marketing contexts involving both products and services, where these additional elements play crucial roles in creating a more comprehensive and satisfying customer experience (Aviananda & Faraby, 2024; Lubis, Mauladi, & Irawan, 2020; Sudirjo, 2023). For MSMEs such as UD Yasiira, the effective implementation of the marketing mix significantly contributes to improving competitiveness and expanding market share in the digital era (Darmayanti & Abiyasa, 2022; Monik & Siregar, 2022; Kuzmak, 2023).

Competitive Advantage Theory : Competitive advantage is key to maintaining a firm's position in a competitive market. Primary strategies to achieve this advantage include differentiation and cost leadership, which allow companies to create added value that competitors find difficult to replicate (Balkyte & Tvaronavičiene, 2010; Veliyath & Fitzgerald, 2000). For MSMEs operating under pandemic conditions and unstable economies, these strategies are essential for sustaining and even strengthening their market positions (Hassan, 2000; Pogodina, Muzhzhavleva, & Udaltsova, 2020). Adaptive and innovative strategic management in marketing is therefore crucial in maintaining this advantage (Pitelis, 2014; Tomashuk, 2023).

Customer Loyalty Theory : Customer loyalty refers to consumers' attachment to a brand, reflected in repeat purchases and positive word-of-mouth recommendations (Aviananda & Faraby, 2024; Mugove & Mukanzi, 2018). Loyalty develops through cognitive, affective, and conative stages, illustrating the depth of the consumer-brand relationship (Darmayanti & Abiyasa, 2022; Muhammad, Waqar, & Anis, 2024). In highly competitive MSME sectors, fostering loyalty is critical to ensuring stable revenue and enhancing brand reputation organically (Monik & Siregar, 2022).

Marketing Strategy : Marketing strategy is a comprehensive, integrated plan designed to achieve company objectives by selecting target markets and developing suitable marketing mixes (Ugoani, 2020; Sudirjo, 2023). It serves as a decision-making tool for adjusting marketing expenditures and resource allocation in response to environmental and competitive conditions (Lubis et al., 2020; Monik & Siregar, 2022). Effective marketing strategies enable MSMEs to optimize promotion, product

development, pricing, and distribution efforts to sustain and grow their businesses (Kuzmak, 2023; Pogodina et al., 2020).

Company Existence : Company existence refers to the ongoing operation and development of a business through economic activities aimed at generating profit (Aviananda & Faraby, 2024). Survival depends not only on operational efficiency but also on the ability to adapt marketing approaches to shifting consumer behaviors and technological advancements (Darmayanti & Abiyasa, 2022; Hassan, 2000). UD Yasiira exemplifies how integrating traditional business values with modern marketing innovations can secure business continuity and growth (Kalandarovna & Qizi, 2023; Veliyath & Fitzgerald, 2000).

Sustainable Competitiveness : Sustainable competitiveness extends beyond short-term market success to encompass environmental, social, and economic dimensions (Balkyte & Tvaronavičiene, 2010; Wolff, Schmitt, & Hochfeld, 2007). This holistic approach encourages companies to innovate responsibly while maintaining competitive strengths (Pitelis, 2014; Kuzmak, 2023). MSMEs embedding sustainability principles into their marketing strategies can build long-term stakeholder trust and market resilience (Tomashuk, 2023; Pogodina et al., 2020).

Digital Transformation in Marketing : Digital transformation is increasingly critical in modern marketing, especially for MSMEs adapting to post-pandemic realities (Darmayanti & Abiyasa, 2022; Monik & Siregar, 2022). Leveraging social media, e-commerce, and other digital tools expands promotional reach and facilitates customer engagement, supporting data-driven strategic adjustments (Lubis et al., 2020; Sudirjo, 2023). Strengthening digital literacy and marketing innovation is essential to sustain MSME existence and growth (Kuzmak, 2023; Aviananda & Faraby, 2024).

In summary, the optimal integration of marketing mix, competitive advantage, customer loyalty, and adaptive marketing strategies is vital for ensuring the survival and growth of MSMEs such as UD Yasiira in Indonesia's competitive business landscape (Aviananda & Faraby, 2024; Pogodina et al., 2020; Veliyath & Fitzgerald, 2000). The literature underscores the urgency of adopting innovative and sustainable marketing approaches supported by digital technologies to secure long-term success in the post-pandemic era (Darmayanti & Abiyasa, 2022; Wolff et al., 2007; Kalandarovna & Qizi, 2023).

3. Methodology

In this research, a qualitative approach is used with the aim of deeply understanding the marketing strategies applied by UD Yasiira in maintaining its existence in the midst of increasingly fierce business competition, especially in the digital era. The research was conducted through five stages, namely identifying problems, formulating research questions, collecting data through interviews, observation, and

documentation, analyzing the data, and drawing conclusions based on the findings in accordance with the problem formulation.

This research was conducted at UD Yasiira located at BTN Griya Panji Asri, Panji Village, Sukasada District, Buleleng Regency, Bali. UD Yasiira is an MSME engaged in the sale of school and office supplies, which has been established for 16 years. The research location was chosen because Buleleng Regency is known as a student city, so the need for school and office supplies is very important to support educational and administrative activities.

The type of research used is qualitative research with primary and secondary data sources. Primary data was obtained directly from UD Yasiira owners and employees through interviews and field observations that involved researchers directly in business activities. Meanwhile, secondary data is obtained from literature such as books, journals, and online sources related to MSME marketing strategies. The data collection techniques used include participant observation, structured interviews, and documentation related to company activities.

To ensure data validity, researchers used several techniques such as extended participation in the field, persistence in making observations, and triangulation. Triangulation is done by utilizing various sources, theories, and data collection techniques to obtain accurate and objective results. In this way, researchers can ensure that the data obtained is consistent, valid, and can be accounted for in describing UD Yasiira's marketing strategy as a whole.

4. Empirical Findings/Result

Based on the interviews, business actors use several strategies to build customer relationships. First, they enhance customer loyalty through personal interactions like holiday greetings and recognizing regular customers' habits, allowing faster and more accurate service. Second, they utilize digital marketing by regularly posting new products and promotions on social media, which encourages direct customer inquiries and boosts sales. Third, they apply Customer Relationship Management by recording key customer data to streamline transactions and assist customers in selecting suitable products. Finally, they build trust by providing transparent information, using official documentation for transactions, avoiding exaggerated claims, and promptly informing customers about product availability, fostering honesty and integrity in long-term relationships.

Table 1. Results of Data Reduction Resource UD Yasiira

Marketing Strategy Indicators	Name of Interviewee	Data Reduction Result
Customer Loyalty	Mrs. Ermawati (Business Owner)	Establish an emotional connection with customers through personal communication such as greeting on important days, building a family impression, and making customers feel specially cared for. This strategy aims to strengthen customers' emotional attachment so

Marketing Strategy Indicators	Name of Interviewee	Data Reduction Result
		that they do not switch to competitors and continue to choose UD Yasiira in the long run.
	Kadek Veryawan (Price Manager)	Demonstrate a level of care for customers by recognizing and remembering their needs and shopping habits. With fast and accurate service because they already know the characteristics of regular customers, this increases comfort and strengthens customers' affective and conative loyalty to the company.
Digital Marketing	Silvia Lisani (Promotion Staff)	Implemented a digital marketing strategy by actively utilizing social media as a daily promotional medium. Consistent uploading of visual content in the form of new products and attractive offers is done to increase customer engagement, expand market reach, and encourage direct purchase interest through digital communication platforms such as WhatsApp.
	Mrs. Ermawati (Business Owner)	Recognizing the shift in consumer behavior from offline to online shopping, marketing strategies are focused on strengthening digital promotions. Social media was chosen as a tool to maintain business existence by maintaining product visibility, increasing customer brand recall, and reducing dependence on conventional promotions.
Customer Relationship Management (CRM)	Kadek Veryawan (Price Manager)	Manage customer data, especially institutional customers, to speed up the service process and repeat transactions. Maintaining data on previous purchases makes it easier for staff to provide efficient, non-repetitive ongoing service, and gives a professional and organized impression to returning customers.
	Mrs. Ermawati (Business Owner)	Implement a personalized service approach by understanding the unique needs of each customer. Not only selling products, but also suggesting alternative products that are more suitable. This shows an initiative to build long-term relationships with customers based on trust and high satisfaction.
Customer Trust	Hardiyanti Suherman (Marketing Staff)	Ensure the security and legality of transactions by providing official notes and documents in every purchase from institutions or agencies. Trust is built by demonstrating business accountability, showing transparency, and seriousness in conducting business professionally, especially in large-scale transactions.
	Silvia Lisani (Promotion Staff)	Conveying product information as it is and not exaggerating in promotions. By maintaining congruence between promotion and product reality, customers feel valued and not deceived, which

Marketing Strategy Indicators	Name of Interviewee	Data Reduction Result
		strengthens confidence in the company and increases the potential for repeat purchases.

Source: Data processed by the author, 2025

5. Discussion

Based on data reduction from direct field observations, in-depth interviews with business owners, marketing and price management staff, and feedback from regular customers, it was found that UD Yasiira applies multiple marketing strategies to maintain its business in school and office supplies. In an increasingly dynamic business environment, marketing strategies are crucial to attract attention, build trust, and sustain long-term customer relationships. This study analyzes UD Yasiira's marketing strategy focusing on four key indicators: customer loyalty, digital marketing, Customer Relationship Management (CRM), and customer trust (Aviananda & Faraby, 2024; Darmayanti & Abiyasa, 2022; Lubis, Mauladi, & Irawan, 2020).

Customer Loyalty

At UD Yasiira, customer loyalty is cultivated through a familial, warm emotional approach rather than just transactional interactions. Greeting customers personally during holidays and remembering regular customers' shopping habits enhance service speed and convenience. This strategy aligns with the three dimensions of customer loyalty—cognitive, affective, and conative—reflecting quality perception, positive emotional experiences, and consistent repeat purchases or recommendations (Aviananda & Faraby, 2024; Mugove & Mukanzi, 2018). Prior research supports that personal communication and product quality reinforce customer loyalty, especially in small and medium enterprises, by building valued, long-lasting relationships (Balkyte & Tvaronavičiene, 2010; Monik & Siregar, 2022).

Digital Marketing

UD Yasiira effectively utilizes digital platforms such as Instagram, Facebook, and WhatsApp Business to promote products, offer daily promotions, and provide educational content. This approach not only broadens reach but facilitates real-time communication for quick ordering. Such digital marketing strategies provide cost efficiency and closer consumer interaction, key advantages in today's fast-paced market (Darmayanti & Abiyasa, 2022; Lubis et al., 2020). Studies reveal that SMEs using social media grow faster and enhance customer relationships by maintaining active, efficient digital communication (Kuzmak, 2023; Sudirjo, 2023).

Customer Relationship Management (CRM)

UD Yasiira implements CRM through a manual yet practical system, recording purchasing data from major customers like schools and offices to expedite future transactions. Staff provide personalized product recommendations based on customer needs, beyond just pricing concerns. Effective CRM builds personal relationships,

anticipates preferences, and enhances service relevance, reinforcing loyalty (Darmayanti & Abiyasa, 2022; Pogodina, Muzhzhavleva, & Udaltsova, 2020). Literature also highlights that well-managed customer data and tailored communication make business relationships more emotional and enduring, which is critical for MSMEs rooted in community engagement (Saputra, as cited in Muhammad, Waqar, & Anis, 2024; Hassan, 2000).

Customer Trust

Trust forms the foundation for sustainable business relationships. UD Yasiira prioritizes transparency by providing official transaction notes to agencies, enhancing accountability and security. Product promotions are honest, with no exaggerations, and stock shortages or quality issues are communicated openly. This transparency fosters mutual respect and partnership feelings with customers (Aviananda & Faraby, 2024; Peppers & Rogers, 2004). Trust develops from consistent, honest, and transparent service, which strengthens customer loyalty and long-term ties (Veliyath & Fitzgerald, 2000; Wolff, Schmitt, & Hochfeld, 2007). Studies affirm that businesses willing to promptly address complaints gain higher trust and loyalty, which is particularly vital for community-based small businesses aiming to differentiate from larger competitors (Kalandarovna & Qizi, 2023; Pogodina et al., 2020).

In conclusion, UD Yasiira's strategic emphasis on customer loyalty, digital marketing, CRM, and trust-building reflects best practices found in current research on sustainable competitiveness and marketing management in MSMEs (Balkyte & Tvaronavičienė, 2010; Ugoani, 2020). This integrated approach enables the business to adapt to market changes, foster strong customer relationships, and maintain its competitive edge in the increasingly digital and dynamic business environment (Pitelis, 2014; Tomashuk, 2023).

6. Conclusions

Based on the research findings, the marketing strategies implemented by UD Yasiira have proven effective in sustaining its business amid increasingly intense competition, particularly in the post-pandemic and digital era. The company's approach to building customer loyalty through personalized, family-like interactions—such as greeting customers on special occasions and recognizing their purchasing habits—fosters emotional attachment and encourages repeat business. Additionally, UD Yasiira leverages social media platforms like Instagram and Facebook to promote products, disseminate information rapidly, and facilitate two-way communication, which strengthens customer relationships. The application of Customer Relationship Management (CRM) helps efficiently manage customer data, personalize services, and streamline transactions, especially for institutional clients such as schools and offices. Trust is established through honest communication, consistent service, transparent product information, and quality assurance backed by official documentation. These integrated strategies reinforce one another, enabling UD Yasiira to survive, grow, and remain competitive amid modern business challenges.

UD Yasiira should continue to diversify and enhance its marketing strategies, with a particular focus on optimizing digital marketing efforts. Increasing interactive engagement via social media and adopting technology-based CRM systems could further improve customer relations and operational efficiency. Moreover, regular evaluation of customer satisfaction, stronger partnerships with educational institutions, and expansion into online marketplaces would help broaden its market reach and reinforce its competitive position.

Future studies are recommended to employ more varied research methods and broaden the scope of investigation to include diverse business contexts. This would yield more comprehensive insights and practical recommendations that can benefit MSMEs operating in similar competitive and digital landscapes.

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