

## THE EFFECT OF REBRANDING ON COMPETITIVENESS IN THE HOSPITALITY INDUSTRY AT HOTEL KALIKI CITY OF GUNUNGSITOLI

By

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### ABSTRACT

This study aims to determine whether the rebranding of the Kaliki Hotel in Gunungsitoli City has an optimal effect on increasing competitiveness, and to what extent this influence is in facing increasingly tight competition in the hotel industry. This study uses a quantitative method with 35 respondents consisting of employees and customers of the Kaliki Hotel. Data were collected through questionnaires and analyzed using validity tests, reliability, correlation coefficients, coefficients of determination, simple linear regression, and hypothesis testing with the help of SPSS version 25. The results of the study indicate that Rebranding has a positive effect on the competitiveness of Hotel Kaliki. The results of the coefficient of determination test show that the influence of Rebranding on competitiveness is 56.6%, which means that the hotel's competitiveness is influenced by the Rebranding strategy implemented. The conclusion of this study is that Rebranding which includes improvements to identity, service, and digital marketing is able to significantly increase the competitiveness of Hotel Kaliki amidst the competition in the hotel industry.

**Keywords:** Rebranding, Competitiveness

## PENGARUH REBRANDING TERHADAP KEKUATAN BERSAING DI INDUSTRI PERHOTELAN DI HOTEL KALIKI KOTA GUNUNGSITOLI

### ABSTRAK

Penelitian ini bertujuan untuk menentukan apakah rebranding Hotel Kaliki di Kota Gunungsitoli memiliki pengaruh optimal terhadap peningkatan daya saing, serta sejauh mana pengaruh tersebut dalam menghadapi persaingan yang semakin ketat di industri perhotelan. Penelitian ini menggunakan metode kuantitatif dengan 35 responden yang terdiri dari karyawan dan pelanggan Hotel Kaliki. Data dikumpulkan melalui kuesioner dan dianalisis menggunakan uji validitas, reliabilitas, koefisien korelasi, koefisien determinasi, regresi linier sederhana, dan uji hipotesis dengan bantuan SPSS versi 25. Hasil penelitian menunjukkan bahwa rebranding memiliki pengaruh positif terhadap daya saing Hotel Kaliki. Hasil uji koefisien determinasi menunjukkan bahwa pengaruh rebranding terhadap daya saing adalah 56,6%, artinya daya saing hotel dipengaruhi oleh strategi rebranding yang diterapkan. Kesimpulan penelitian ini adalah bahwa rebranding yang mencakup perbaikan identitas, layanan, dan pemasaran digital mampu secara signifikan meningkatkan daya saing Hotel Kaliki di tengah persaingan di industri perhotelan.

**Kata kunci:** Rebranding, Daya saing

## INTRODUCTION

The hotel industry is a crucial sector supporting economic development, particularly in areas with tourism potential. With the increasing flow of domestic and international tourists, competition in this industry is intensifying. Local hotels, especially those in developing areas like Gunungsitoli City, face the challenge of remaining relevant amidst the onslaught of large hotel chains offering standardized services and more modern facilities. In such conditions, innovation and marketing strategies are key for local hotels to survive and even strengthen their market position.

Rebranding is a frequently used strategy to improve a hotel's image and increase its appeal. The rebranding process extends beyond simply changing a company's name or logo, encompassing a comprehensive effort to refresh the brand's identity and perception, both visually and operationally. Rebranding is often undertaken to respond to changing market needs, improve reputation, or increase competitiveness by offering a more relevant and memorable experience to customers.

Hotel Kaliki, located in Gunungsitoli City, is one of the long-standing local hotels and is part of the development of the tourism industry in the Nias Islands. Gunungsitoli City itself is the center of economic and tourism activities in the region, offering unique natural, cultural, and historical tourist attractions. However, with the increasing number of new hotels appearing in the market, including hotels with international standards, Hotel Kaliki faces various serious challenges that hinder its development. Based on the results of initial observations, there are several problems faced by Hotel Kaliki, including: Over time

Kaliki Hotel faces a big challenge in the competition for the number of visitors. Compared to other hotels such as Hotel Mega Nasional, Hotel Nasional, and Wisma Soliga, Hotel Kaliki recorded 900 visitors in September 2024, while other hotels, such as Wisma Soliga, attracted up to 921 visitors, and Hotel Mega Nasional even reached 1,398 visitors. In August 2023, Hotel Kaliki reached 1,853 visitors. This difference indicates that competing hotels have a higher appeal, which can be caused by various factors such as more complete facilities, aggressive promotions, more competitive prices, or a better reputation for service. Meanwhile, Hotel Kaliki appears unable to keep up with the increasing visitor trend, remaining at a relatively low figure for three consecutive months. As a result, Hotel Kaliki risks losing market share because customers prefer hotels with higher visitor numbers, which can be interpreted as an indicator of customer trust or satisfaction. If strategic adjustments are not made immediately, such as improving services and innovating promotions, this decline in competitiveness will further impact Hotel Kaliki's overall performance.

In an effort to address these challenges, Hotel Kaliki decided to rebrand. This step included renovating its facilities and improving service quality to meet customer expectations. The rebranding is expected to not only address these challenges but also help the hotel compete better in both local and regional markets.

However, implementing rebranding is not without challenges, such as high costs, the risk of losing the old brand identity, and the need to align changes with customer expectations. Therefore, an in-depth study is needed to understand the impact of rebranding on hotel performance, particularly in increasing market competitiveness.

The purpose of this study is to determine the effect of Rebranding on competitiveness and to determine how much influence Rebranding has on the competitiveness of Hotel Kaliki in the

hotel industry.

## LITERATURE REVIEW

Rebranding itself comes from the word Re, which means "back," and Branding, which means "creating a brand image" fundamentally towards a better condition. Rebranding is a transformational step to create a new company image supported by more solid management and better performance. Rebranding is carried out by companies to build a strong brand, which is the goal of most organizations. Keller (2020:113) "Introduces the Consumer Based Brand Equity (CBBE) model, where the brand equity approach is viewed from the consumer's perspective, whether individual or organizational." Motede, who stated that to renew a brand or rebranding, changes are basically made because consumers have completely forgotten the image of the brand or are only sticking with what they have until consumers will forget it sooner or later. "Brands that need change are sometimes easier to reintroduce than introducing a new brand, but of course this change depends on the needs, problems, and what the company wants to achieve" (Mootee, 2020:48).

In addition, Larslong in Budi (2020:37) stated that "Rebranding is necessary when a company's image is judged negatively by consumers due to problems within the company itself or due to market changes." Therefore, it can be concluded that Rebranding is carried out by companies to change the company's image through a brand or brand by changing the name, logo and symbol, slogan, and color or a combination thereof.

Based on Goi and Goi (Regina Olga Rama 2020:23) states that "as a background for companies to carry out Rebranding is divided into two major factors, namely internal and external factors". Internal factors for Rebranding are motivated by changes in the company's structure and ownership, the desire to improve the company's brand due to a bad reputation in the eyes of the public and improvements to the company, uniting a company behind one brand, reshaping and instilling a new vision, mission and values in the brand so that it can better represent the services of the company. Rebranding can also occur due to the impact of mergers, acquisitions, an old brand image, or wanting to prove the image of social responsibility to the community. While external factors for Rebranding are motivated by an increasingly competitive business environment, considering public perceptions of the company, and declining company performance due to changes in economic and legal conditions.

Daly and Moloney in AlShebil (2021:222) state that "the Rebranding continuum consists of three main categories that describe the level of change a company can make in an effort to update or strengthen their brand identity." These three categories provide a clear picture of the variety of changes that can be made based on the company's goals and needs. First, small changes that focus on aesthetics are the simplest and most minimalist type of Rebranding. These changes do not involve major changes in the company's structure or strategy, but rather update visual elements, such as logo design, typography, and colors, which aim to refresh the brand's appearance without changing the company's core values or positioning in the market. While these changes may seem small, they can have a significant impact in attracting consumer attention and conveying a modern impression without the need for major changes to the company's identity.

Second, moderate changes focused on repositioning are more strategic moves, where companies alter their brand positioning in the market and decide to change the way they communicate with consumers or target a different audience. This repositioning could involve changes in market segmentation, adjustments to changing consumer preferences, or even changes in the brand's value proposition. In this case, while the visual elements remain, the marketing

strategy employed will shift to create a more relevant brand image that aligns with the needs of a more specific market. For example, a brand previously known as a luxury brand might be repositioned as a more affordable yet high-quality brand to appeal to a broader market segment.

Third, a comprehensive change involving communication activities is the most profound and comprehensive type of rebranding. This type of change includes a complete update to both visual elements (name, logo, slogan) and the communication strategy and brand messaging. This change is often made to align the company's image with major business changes, such as mergers, acquisitions, or expansion into new markets. At this level, companies need to conduct intensive communication activities to ensure that all stakeholders—including customers, employees, and investors—are aware of and understand the changes taking place. Therefore, effective communication activities are crucial to ensure a smooth and well-received brand transition.

Muzellec (2021:446) states that the Rebranding process itself has several processes in the Rebranding mix, namely Brand Repositioning, Brand Redesigning, Brand Relaunching.

## RESEARCH METHODS

The type of research used is quantitative research, meaning it uses data in the form of numbers and relevant formulas to answer the research objectives and problems that have been formulated. In this study, the independent variable (x) is Hotel Rebranding and the dependent variable (y) is Competitiveness in the Hospitality Industry

## RESULTS AND DISCUSSION

This research activity is motivated by an assumption or initial suspicion that the implementation of a Rebranding strategy has an influence on the competitiveness of a company, in this case especially in the hotel industry sector which currently shows an increasingly tight and dynamic level of competition, including in Gunungsitoli City. Technological developments, changes in consumer preferences, and the increasing number of business actors in the accommodation sector encourage hotels to continue to innovate in order to maintain their existence amidst the competition. One strategy that is starting to be widely used by hotel industry players is Rebranding, which is a process of updating brand identity, both visually, conceptually, service, and consumer experience, with the aim of creating a new image that is stronger and more relevant in the minds of customers.

Hotel Kaliki, a long-standing hotel in Gunungsitoli City, faces this reality. Over time, the hotel faces not only changing market needs and desires, but also pressure from the increasing number of new competitors offering diverse facilities and services. In response to this, Hotel Kaliki's management has not remained silent. One strategic response taken is rebranding. Through rebranding, Hotel Kaliki seeks to update its image and position in the market to remain competitive and relevant to current demands. Based on this background, researchers feel it is important to examine and scientifically prove the extent to which the rebranding strategy implemented by Hotel Kaliki has made a real contribution to increasing its competitiveness in the eyes of consumers.

To answer this problem, the researcher formulated a hypothesis based on the theory and framework underlying the relationship between Rebranding strategy and competitiveness. The hypothesis proposed in this study states that there is an influence between Rebranding carried out by hotels on the level of competitiveness perceived by consumers. In implementing this research, the approach used is a quantitative approach, which allows researchers to measure the relationship between variables through numerical data and statistical techniques. Data were

collected using an instrument in the form of a closed questionnaire, designed to measure two main variables, namely the independent variable in the form of Rebranding, and the dependent variable in the form of competitiveness. The questionnaire consists of statements measured using a Likert scale, which provides responses within a certain value range, thus allowing quantitative analysis.

Respondents in this study were those directly involved in or experienced with Hotel Kaliki's services, including hotel employees and customers or guests who had stayed at the hotel and booked rooms through its online application. Therefore, the data collected is expected to be truly representative and relevant to the research context. This is crucial because data validity depends heavily on the quality and accuracy of the research subjects.

Before further analyzing the data using statistical techniques, the researchers first conducted a series of tests on the research instrument to ensure that the questionnaire used was of good quality. The first step was a validity test, which aimed to measure the extent to which the questions in the questionnaire were able to reveal aspects of the intended variables. In this study, the validity test was conducted using the Pearson correlation technique between item scores and the total score. The minimum correlation coefficient ( $r$  table) used as a reference was 0.333. The test results showed that all items in the questionnaire had calculated  $r$  values that exceeded the  $r$  table, which means all questions were declared valid.

After being declared valid, the next step is to conduct a reliability test to determine the internal consistency of the questionnaire. Reliability testing is performed using Cronbach's Alpha calculations. An instrument is considered reliable if it has an alpha value of at least 0.60. In this study, both the Rebranding and Competitiveness variables demonstrated Cronbach's Alpha values exceeding this limit, thus concluding that the questionnaire used has a high level of consistency and is reliable as a data collection tool.

After the data was collected and the instrument was declared feasible, the researcher conducted an analysis of the relationship between the main variables using the Pearson Product Moment correlation technique. The results of this analysis indicate that there is a fairly strong relationship between the Rebranding variable and the competitiveness variable, indicated by a correlation coefficient value of 0.753. This figure is included in the strong correlation category because it is in the range of 0.700 to 0.800. The interpretation of this result is that the higher the level of implementation of the Rebranding strategy carried out by the hotel, the higher the consumer perception of the hotel's competitiveness. This indicates that the changes or updates to the hotel's identity are truly perceived by consumers as something that increases the hotel's attractiveness, image, and competitive advantage in a competitive market.

Before proceeding further with regression analysis and hypothesis testing, the researcher first ensured that the data obtained met the basic assumptions in linear regression, commonly known as classical assumptions. The two main assumptions tested in this study were data normality and residual homoscedasticity. The normality test was conducted to determine whether the residual data from the regression model was normally distributed. Residual normality is one of the essential requirements for valid interpretation of regression analysis results. In this study, the normality test was conducted using the Kolmogorov-Smirnov method, which produced a significance value greater than 0.05. This indicates that the residual data distribution is normal. Furthermore, visual observation of the Normal Probability Plot graph also supports this conclusion because it shows that the data points are spread along a diagonal line, indicating a normal residual distribution. Therefore, it can be concluded that the regression model meets the assumption of normality.

Furthermore, a heteroscedasticity test was conducted to determine whether there is inequality in the residual variances from one observation to another. If this inequality occurs, it can cause inefficient regression results and biased conclusions. In this study, the heteroscedasticity test was conducted using the Glejser method. The test results indicate that the significance value of the independent variables exceeds 0.05, indicating no signs of heteroscedasticity in the regression model. Thus, the model can be considered to meet the assumption of homoscedasticity, namely constant residual variance. With these two classical assumptions met, the regression model in this study is deemed suitable for further analysis.

Furthermore, to determine the extent of Rebranding's influence on competitiveness quantitatively, researchers used a coefficient of determination analysis or R Square. The calculation results showed that the R Square value was 0.566. This means that 56.6 percent of the variation in the competitiveness variable can be explained by the Rebranding variable. Meanwhile, the remaining 43.4 percent is explained by other factors not examined in this study, such as service quality, price, location, promotion, facilities, and other external factors. These findings indicate that the Rebranding strategy makes a significant contribution to the perception of hotel competitiveness, and can be considered as one of the strategic elements in strengthening the hotel's position in the market.

To determine whether the effect of Rebranding on competitiveness is statistically significant, the researcher conducted a hypothesis test using a t-test. This test aims to determine whether the independent variable (Rebranding) significantly affects the dependent variable (competitiveness). The test results show that the calculated t-value is 6.565, far exceeding the t-table of 1.692 at a significance level of 5 percent. In addition, the significance value obtained from the test results is 0.000, which is smaller than the significance limit of 0.05. Thus, it can be concluded that the effect of Rebranding on competitiveness is statistically significant. This means that the hypothesis proposed in this study can be accepted with a confidence level of 95 percent.

These results are also supported by a simple linear regression analysis which shows a regression coefficient value of 0.769. This figure indicates that every one unit increase in the implementation of the Rebranding strategy will have an impact on increasing competitiveness by 0.769 units. The constant value of 8.056 also illustrates that if Rebranding is not carried out, the basic competitiveness of Hotel Kaliki will be at that figure. This confirms that the Rebranding strategy is not merely an additional attribute, but rather a significant and substantial variable in shaping the perception and competitive position of the hotel in the market.

Based on all the analysis results that have been carried out, both from validity tests, reliability, correlation, classical assumptions, to regression and hypothesis, it can be concluded that Rebranding is proven to have a strong and significant influence on the competitiveness of Kaliki Hotel in Gunungsitoli City. This finding provides important implications for hotel management, where Rebranding should not be considered as a one-time process, but as part of a long-term management strategy that needs to be developed and evaluated continuously. Through appropriate Rebranding, hotels can strengthen brand identity, improve image, and create relevant added value for consumers, so as to attract and maintain customer loyalty amidst increasingly fierce competition in the hotel industry.

### **Kaliki Hotel Rebranding Results for 2025**

Rebranding is one of the strategies implemented by Hotel Kaliki in an effort to increase competitiveness and strengthen its position in the hotel industry, especially in Gunungsitoli City. In 2025, Hotel Kaliki has implemented various updates in terms of visual identity, services, and facility improvements as part of the rebranding strategy. The table below describes in detail the

results of the rebranding implementation, which includes the strategic changes that have been made and their impact on consumer perception and the hotel's overall operations as follows:

**Kaliki Hotel Rebranding Results Table 2025**

<b>Room Type</b>	<b>January</b>	<b>February</b>	<b>March</b>
Executive	442	456	497
Family Deluxe	331	341	371
Deluxe	398	411	448
Family Standard	398	411	448
Standard	419	392	446
<b>Total</b>	<b>1,988</b>	<b>2,011</b>	<b>2,210</b>

Source: Hotel Kaliki, 2024

Over the past two years, Hotel Kaliki has faced significant challenges in maintaining a stable guest count. This is reflected in the gradual decline in guest counts from 2023 to 2024. In 2023, Hotel Kaliki still recorded a relatively high number of guests, with 1,780 guests in June, a slight decrease to 1,664 in July, and an increase to 1,853 in August. Despite these fluctuations, overall occupancy rates in 2023 remained quite good.

However, entering 2024, visitation data showed a more significant decline. In September, 900 visits were recorded, then dropped to 840 in October, and then again to 800 in November. This decline indicated market saturation with the identity, service, and stay experience offered by Hotel Kaliki at that time. Changing consumer trends, the increasing number of competitors in the surrounding area, and evolving customer needs and expectations for hotel services were some of the factors contributing to this decline. If left unchecked, this would certainly negatively impact the hotel's operational sustainability, including revenue, customer loyalty, and brand image.

Seeing this situation, Hotel Kaliki management conducted a thorough evaluation of its existing business strategy and decided to undertake a comprehensive rebranding in early 2025. This rebranding is not merely cosmetic or visual, but touches on the core of service, human resource management, and brand communication to the public. The rebranding process included updates to the hotel's visual appearance, including interior and exterior design, a refreshed logo, and a reorganization of the lobby and public spaces to make them more modern, comfortable, and exclusive. Furthermore, improving service quality is a key focus, with further staff training, room amenities upgrades, and more practical and responsive service technology. The hotel has also begun actively promoting itself on various digital platforms and establishing strategic partnerships with online travel agents to expand its marketing reach.

The results of this rebranding began to be clearly visible in guest visit data in 2025. In January, there were 1,988 visits recorded, then increased to 2,011 visits in February, and continued to rise to reach 2,210 visits in March. This increase not only shows that the rebranding effort has succeeded in recapturing guest interest, but also serves as a strong signal that Hotel Kaliki has once again become a top choice for residents, tourists, and business travelers in the Gunungsitoli City area and its surroundings. The consistent increase in the first three months of 2025 is an important indicator that the rebranding strategy implemented has had a real positive impact, both in the short term and as a stepping stone towards long-term growth.

Furthermore, this achievement demonstrates that the rebranding process is not merely an

effort to enhance the exterior, but rather a comprehensive transformation that focuses on quality, comfort, and customer experience. With the increase in visits, consumer confidence has begun to recover, and the Hotel Kaliki brand is strengthening amidst the increasingly competitive hospitality industry. This also proves that the investment of time, effort, and resources expended on the rebranding process has paid off with satisfactory results, and opens up new opportunities for more sustainable business development in the future.

## CONCLUSION

There is a strong relationship between Rebranding and the competitiveness of Hotel Kaliki in Gunungsitoli City, as indicated by the Person correlation value of 0.753. This indicates that the Rebranding strategy implemented by the hotel plays an important role in improving its competitive position amidst the competition in the hotel industry. Rebranding contributed 56.6% to increasing hotel competitiveness, based on the results of the coefficient of determination analysis (R Square). This means that more than half of the change in competitiveness can be explained by the effectiveness of the Rebranding implementation, while the rest is influenced by other factors outside this study. The results of the t test show that Rebranding has a significant effect on competitiveness at a significance level of 5% ( $\alpha = 0.05$ ) with a 95% confidence level, where the calculated t value (6.565) is greater than the t table (1.692). This confirms that the hypothesis stating that there is an influence of Rebranding on competitiveness can be accepted statistically.

Hotel Kaliki management is advised to continue developing a sustainable rebranding strategy, including updating its visual identity, improving digital service quality, and refreshing the hotel's atmosphere and facilities. This is crucial for maintaining a positive image among customers and addressing the ever-changing market dynamics.

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