

Proposed Business Strategy for Financial Services Industry Division in Markplus Institute to Increase Competitiveness in the Market

Strategi Bisnis yang Diusulkan untuk Divisi Industri Jasa Keuangan di Markplus Institute untuk Meningkatkan Kompetitif Di Pasar

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Article Info	Abstract
<i>Article History :</i> Received: 30 May 2025 Accepted: 24 August 2025 Published: May 2026 <i>DOI Number :</i> 10.33059/jseb.v17i2.11931 <i>How to Cite :</i> Devi, T. V., & Dalimunthe, G. P. (2026). Proposed business strategy for financial services industry division in Markplus Institute to increase competitiveness in the market. <i>Jurnal Samudra Ekonomi dan Bisnis</i>, 17(2), 300-314. DOI: 10.33059/jseb.v17i2.11931.	The growing competitiveness in the market of professional training industry, particularly within the Financial Services Industry (FSI) Division of MarkPlus Institute, has prompted a strategic reassessment. This research aims to identify competitive advantages and propose a business strategy to enhance FSI's market position. A qualitative approach was used to analyze internal and external factors. The tools like VRIO and Porter's Generic Strategies supported the analysis. The findings highlight that political factors and industry rivalry are key external influences. Internally, FSI's competitive edge include strong brand equity, a vibrant event and community ecosystem, and proprietary books and frameworks. The study concludes that MarkPlus Institute should offer a signature program aligned with regulatory needs, competitively priced, trend-relevant, and backed by brand trust, exclusive materials, high-quality facilitators and analysts to sustain competitive advantage. Keywords: Business Competitiveness, Business Strategy, Financial Services, Innovation Strategy, Professional Training.

Info Artikel	Abstrak
<i>Riwayat Artikel :</i> Diterima: 30 Mei 2025 Disetujui: 24 Agustus 2025 Dipublikasikan: Mei 2026 <i>Nomor DOI :</i> 10.33059/jseb.v17i2.11931 <i>Cara Mensitasi :</i> Devi, T. V., & Dalimunthe, G. P. (2026). Proposed business strategy for financial services industry division in Markplus Institute to increase competitiveness in the market. <i>Jurnal Samudra Ekonomi dan Bisnis</i>, 17(2), 300-314. DOI: 10.33059/jseb.v17i2.11931.	<i>Meningkatnya daya saing di pasar industri pelatihan profesional, khususnya dalam Divisi Industri Jasa Keuangan (FSI) MarkPlus Institute, telah mendorong penilaian ulang yang strategis. Penelitian ini bertujuan untuk mengidentifikasi keunggulan kompetitif dan mengusulkan strategi bisnis untuk meningkatkan posisi pasar FSI. Pendekatan kualitatif digunakan untuk menganalisis faktor internal dan eksternal. VRIO dan Porter's Generic Strategies digunakan untuk mendukung analisis tersebut. Temuan tersebut menyoroti bahwa faktor politik dan persaingan industri merupakan pengaruh eksternal utama. Secara internal, keunggulan kompetitif FSI mencakup ekuitas merek yang kuat, acara-acara yang dinamis dan ekosistem komunitas, serta buku dan kerangka kerja yang eksklusif. Studi tersebut menyimpulkan bahwa MarkPlus Institute harus menawarkan program unggulan yang selaras dengan kebutuhan regulasi, dengan harga yang kompetitif, relevan dengan tren, dan didukung oleh kepercayaan merek, materi eksklusif, dengan fasilitator dan analis berkualitas tinggi untuk mempertahankan keunggulan kompetitif.</i> Kata kunci: Daya Saing Bisnis, Strategi Bisnis, Layanan Keuangan, Strategi Inovasi, Pelatihan Profesional.

INTRODUCTION

The rapid evolution of market dynamics underscores the critical importance of the learning and development divisions within organizations. Enhanced knowledge sharing within these divisions enables companies to develop and implement more effective strategies, thereby fostering organizational success and adaptability (Stack Overflow, 2024). The Indonesian corporate training market reached a valuation of IDR 18 trillion in 2023, driven by the growing demand for upskilling, digital economy, and companies focus on enhancing workforce productivity across various industries (TraceData Research, 2024). According to TraceData Research analysis, there are some factors affecting this growth of Indonesia corporate training market such as the economic factors, the economic growth, growing SME Sector, and digital transformation. Based on Table 1, the topic is mostly discussed and the investment for upskill and reskilling and the percentage of learning pros who say L&D has a seat at the executive table (LinkedIn Learning, 2024).

In response to the rapid changing in the market, companies must be able to adapt, be innovative, and be agile to survive in the market (Momani, 2023). The increase in uncertainty and instability in foreign markets has affected the company's strategic decision, forcing them to adapt the dynamic conditions to maintain or improve their performances, not only it forced companies to rethink their strategic decisions but also adapt their products, process, services, and business models to face new conditions (Crespo *et al.*, 2024).

Especially in the financial services industry where the industry is becoming increasingly sophisticated as new players look for exciting opportunities (Wiradharma, 2022). When the markets are very competitive, firms require to focus on differentiating their product (Gomes *et al.*, 2016). B2B firms focus to increase the quality of customer experience and employee-customer relationship which is a symbiosis mutualism that the clients expect to have relationships with sellers to facilitate conducting the business and it happens in the banking industry where established relationships can increase continuous and repeated purchase (Agyei *et al.*, 2022).

According to POJK Regulation No. 19 of 2023, conventional and sharia rural banks must allocate and realize a human capital development fund of at least 3 percent of the previous year's total labor expenses. In certain conditions, OJK may require a higher percentage in critical activities to undergo competency certifications (OJK, 2023). For financing institutions, venture capital companies, and other financial service institutions must allocate at least 2.5 percent of the current year's total labor expenses for education and training and the microfinance institution must allocate training funds based on their financial capabilities. Based on POJK Regulation No. 34 of 2024, insurance companies, guarantee institutions, and pension funds companies in this sector must include human capital development programs (education and training) in their business plans, provide, and realize a training and education fund in accordance with the prevailing regulations applicable to each institution (OJK, 2024).

Table 1. The Percentage of Learning Pros

Skills	Year-over-Year Growth (percent)
Interpersonal Skills	+73
Presentation Skills	+64
Problem Solving	+57
People Management	57

Source: LinkedIn Learning, 2024.

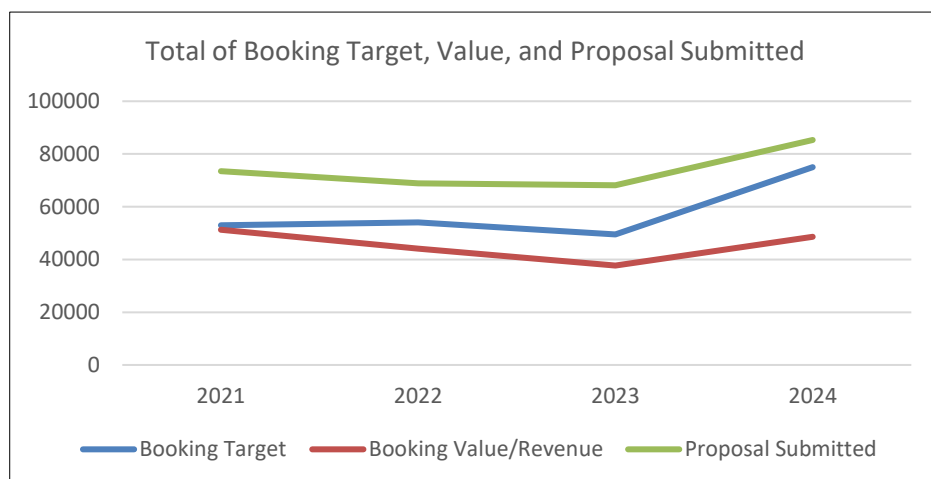


Figure 2. Total of Booking Target, Value, and Proposal Submitted

Source: MarkPlus Institute (processed), 2025.

Aside from the potential opportunities in the corporate training industry explained above, MarkPlus Institute is still struggling in achieving target setting. Based on Figure 2, in 2021, the booking target was set at Rp50,000 and it was successfully achieved, with the booking value reaching Rp51,264. However, it did not reach the target in 2022. The booking target was set at Rp52,000 but the booking value was Rp44,069. It failed to reach the target in 2023 and 2024. From 2021 to 2024, our costs never fell below 30 percent of revenue, unaligned with MCorp's cost target. In 2025, MarkPlus Institute is expected to maintain a cost ratio below 30 percent (MarkPlus Institute, 2024). One strategy to minimize the cost percentage is to maximize revenue.

FSI Division operates as a specialized division to serve the financial sector, receiving the highest average project booking of Rp16,801 compared to other divisions. However, there remains significant potential for further optimization and expansion. According to data from the Financial Services Authority (OJK) and Statistics Indonesia (BPS), Indonesia had a total of 633 financial services companies in 2023 with regulation of the Financial Services Authority (POJK) No. 24 of 2022, financial institutions are required to allocate 3.5 percent of their total gross salary expenses toward enhancing employee competencies (OJK, 2024). In fact, over the past four years, MarkPlus Banking Institute has experienced proposal rejections from 135 different companies due to various factors including unsuccessful competitive bidding and concerns over price.

This research uniquely focuses on the Financial Services Industry (FSI) Division of MarkPlus Institute, which is the company's largest revenue contributor and holds the highest growth potential among all divisions. It investigates the external and internal factors influencing FSI Division from 2021 to 2024 and analyzes the competitive landscape using a combination of PESTEL, Porter's Five Forces, and VRIO frameworks. The integration of these tools offers a comprehensive strategic analysis rarely applied to the B2B training industry context. As such, this study contributes valuable insights for both academic literature and practical business strategy development in emerging markets.

LITERATURE REVIEW

A business strategy is a masterplan that directs a business for decision making and action to achieve the company's goal, purpose, and value which an effective strategy to compete in the market (Fang *et al.*, 2025). Existing companies have shown the flexibility and innovation spirit to compete

in the market and adapt (Poretti *et al.*, 2024). According to Damanpour *et al.* (2018), innovation is an adaption of an internally generated product, process, or service that is new to the organization. Through learning and innovation, firm will achieve the competitive advantages which lead to the increasing of firm performance (Thoumrungroje & Racela, 2022). Company should integrate all the resources and strategy to creating superior competitiveness, using Porter's generic strategy to achieve and maintain its advantages (Bel, 2017).

Strategic management is a complex, process, and organization as a structured approach to navigate it successfully. This research is using AFI framework (Figure 2) as a guidance to define the right strategy. Based on Rothaermel (2021), the framework enables companies to assess their external and internal conditions (Analysis), to develop strategic options (Formulation), and execute the strategies effectively (Implementation). This process ensures alignment between the resources, objective, goals, and increase sustainable competitive advantage.



Figure 2. The AFI Framework

Source: Strategic Management: Concepts and Cases, 2013.



Figure 3. Porter's Five Forces

Source: Competitive Advantage: Creating and Sustaining Superior Performance, 1985.

As the era of business competition has become tougher, entrepreneurs must always find plans and strategies to compete in their fields. They should combine the internal and external analysis to gain more profit. After knowing the internal factors they have, the company should maximize all the resources to create advantages such as resources and capabilities — to create and sustain competitive advantage (Purwanto, 2016). Competitive advantages could be gained or developed. Competitive advantage or business strategy is usually developed at the divisional level. It should focus on increasing profits (Porter, 1985). What makes the industry unique? The answer is that the companies need to have organizational characteristics which are valuable, rare, hard to imitate, and organization (Barney, 2013). Successful business strategies require knowledge of relevant company assets and skills (Barney & Hesterly, 2019).

Based on Figure 3, this research is on a business-level strategy. Business level strategies are actions firms take to gain competitive advantages in a single market or industry. The business-level strategies are recognized as generic business strategies. In generic business strategy, there are four strategies such as cost leadership, differentiation, cost focus, and differentiation focus (Porter, 1985). After the strategy proposed, strategy implementation is an integral component of the strategic management process which turns strategy into a series of actions (Namada, 2020). Strategy implementation affects business organizations' performance. With effective strategy formulation, effective implementation is a critical component for a company outperform, as well-formulated strategy cannot guarantee for its success until it is implemented (Greer *et al.*, 2017).

The theories above are used to analyze the condition of the industry, especially trends that impact the company today. PESTEL analysis is used to analyze the business landscape from the external of the company, from Political condition to legal that impact to the company (Bouزيد, 2020). After that, analyzing Porter's Five Forces to find out how the company competes in the market, it helps the company to analyze the level of competition and the profitability potential of an industry by looking at five key forces that shape every market (Porter, 1985). To analyze the internal capabilities, VRIO is used in this research (Barney & Hesterly, 2019). After all, the data gathered from internal and external situations, creating strategy uses Porter's generic strategy. This strategy is designed to help the company in formulating a strategic direction and action plan that strengthens its competitive advantage and ensures long-term market sustainability.

METHOD

This research utilizes both primary and secondary data. Internal stakeholders will be interviewed to gather all the data. In-depth interview method is one-on-one conversation with structured questionnaire to explore the detail about the company to gather insights from the participant's perspectives, experiences, or knowledge (Creswell & Poth, 2018) The characteristic of IDI is an open-ended question which encourage detailed and elaborated responses.

The participants are from internal and external stakeholders. There are four groups which are sales team, product team, and facilitator which interact for technical in training development from scratch and product team will interact with the CEO & principles related to the strategic decision. So, all the stakeholders have their own interest to create a successful training program. The people involved in this interview are the CEO of MarkPlus Instiute, with over twenty years of experience, did a 30-minute interview to get the industry-wide insights and the business strategy ahead. The COO, with more than ten years of experience, also participated for 30 minutes and provided input based on product ideas and business strategy especially for the industry-based units. Other participant is the

CBO with more than fifteen years of experience who shared strategic perspective on customer analysis and sales strategy in a 30-minute session. The sales staff with over five years of experience were engaged for 50 minutes to provide technical insight and the product leaders, having more than four years of experience who participated for 60 minutes to share perspectives on learning and development needs. This data ensures a holistic understanding of internal and external factors shaping the FSI Division's strategy.

First step to do the research is discover the business issues that the company is facing today, so research objectives and questions can be defined. The next step is to choose an approach for the business issues, as the basis to create a theoretical framework. Decide the methods to collect all the data. For this research, an in-depth interview method is chosen for the primary data, and the secondary data uses the books, online journal, and company's internal data. After collecting the data, qualitative data analysis is applied to extract insights, identify recurring patterns, and explore underlying themes (Creswell & Poth, 2018).

RESULTS

PESTEL Analysis

PESTEL analysis is an extended version of the traditional PESTEL framework and is used to examine the environmental factors. This analysis includes political, economic, social, technological, environmental and legal elements and provides a comprehensive perspective to evaluate the potential impacts of the business's external environment (Grant, 2016). Political factors include elements such as government policies, political stability, taxation and trade regulations (Perera *et al.*, 2017). From the findings in Figure 4, political factors influence the companies to create decision making in training programs especially when budgetary decisions are tied to government efficiency mandates and shifting national priorities. Many trainings are delayed or canceled due to regulations impacting the institutions like Bank Indonesia or other state-owned enterprises. However, the Ministry of Manpower has also identified a national skills gap, supporting reskilling and upskilling programs, particularly through collaborations with the private sector (ILO, 2024).

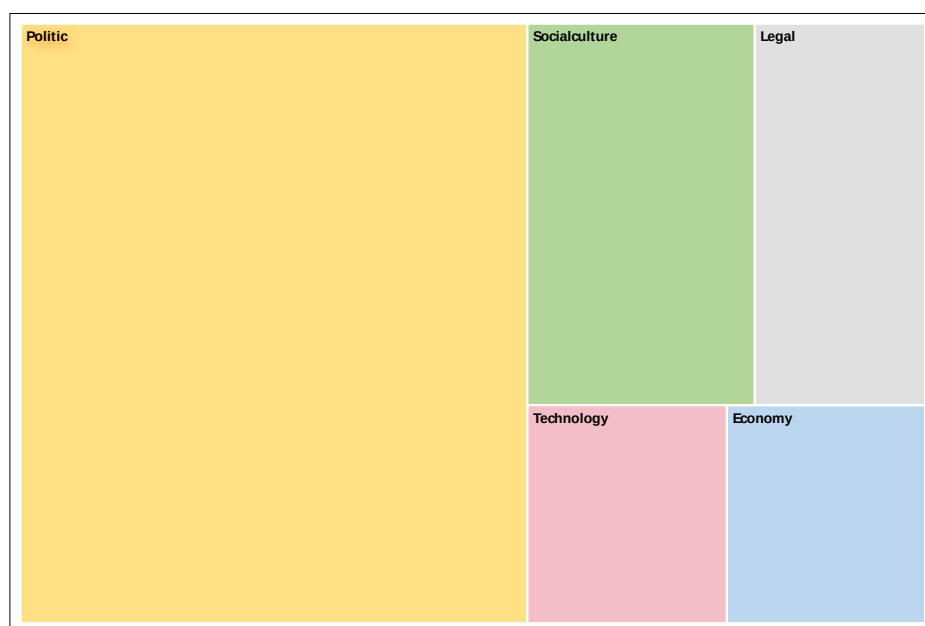


Figure 4. PESTEL Findings

Source: Primary data (Processed), 2025.

It is important for MarkPlus Institute to navigate and reduce the dependency on political aspects such as budget efficiency mandates, government transitions, and other shifting national priorities. One effective strategy is client portfolio diversification, particularly by expanding into private sector markets, which can buffer against such political instability (Majka, 2024). For the government sectors, engaging cooperatively is one of a strategic political risk mitigation mechanism (Don & Ali, 2024).

In Q1 of 2025, Indonesia's economy experienced a slowdown and inflation dropping sharply. This indicates a reduced consumer activity and demand (Primantoro, 2025). From the findings, clients were becoming increasingly price-sensitive, often prioritizing cost efficiency over training quality due to tighter budgets and uncertainty about future economic stability. As a result, decision-makers are more likely to select low-cost or generic alternatives, even if they compromise on depth or customization tailored training providers like MarkPlus Institute. So, this economy impacted the training industry directly. Clients tend to request training for short-term, modular, or in-house training that are more cost efficient.

Sociocultural factors such as generational differences, learning styles, and workplace expectations play a critical role in shaping the training strategy. As digital natives, Gen Z professionals value flexible work hours, tech-integrated environments, career development, and well-being (Francis & Hoefel, 2018). Their learning preferences lean toward interactive, collaborative, and tech-enabled formats, with a strong dislike for traditional lecture-style delivery (Schroth, 2019). For MarkPlus Institute, especially in its B2B offerings, these shifts demand a more dynamic, personalized, and digitally adaptive training model. By aligning training design with their learning preferences and the values, MarkPlus can remain culturally relevant, improve training effectiveness, and better meet the evolving needs of both clients and learners.

With the occurrence of artificial intelligence (AI), augmented reality (AR), virtual reality (VR), and machine learning. Technology is transforming to the training industry at an accelerated pace. LMS needs to be improved as well, not only for the content delivery but to create a more interactive and engaging learning experience (Noe & Kodwani, 2018). Technology allows us to be faster and measurable in training deployments. The company must actively support the employees through continuous learning to upskill. So, the company can ensure their teams are not only capable of using modern platforms but also able to design and deliver learning experiences that fit with customers' needs and desires (Bond *et al.*, 2020).

In the training industry, especially for the Financial Services industry, it is significantly shaped by regulatory and legal requirements, particularly those imposed by OJK. Furthermore, OJK mandates the use and continuous development of certified human resources within commercial banks, requiring institutions to allocate budgets for employee training and certification (OJK, 2023). This creates pressure and opportunity for training providers. On one hand, it raises entry barriers for new players, but on the other, it presents a strategic advantage for providers who offer regulator-compliant training programs.

Porter's Five Forces Analysis

The threat of new entrants is medium in the Indonesian training industry. This industry does not need a large investment in manufacturing or infrastructure. The training business can be started with the minimal capital investment (Shane, 2009). It requires minimal infrastructure investment, allowing individuals or small teams to start operations based primarily on expertise and capabilities (TraceData

Research, 2024). However, clients prefer to be partnered with a proven track record, credibility, and regulatory understanding. This indicates that the threat of new enter barriers are low where it is easy when individuals or companies want to enter the market, but it is harder to scale, build the client's trust in a regulated segment like FSI. This dual dynamic makes the threat of new entrants' medium to high.

As the threat of new entrants' rate is medium to high due to the low market entry barriers, clients in the financial services sector have access to a wide range of training providers (Hisrich *et al.*, 2017). Clients often switch vendors, compare to multiple proposals and choose based on the lowest price. The training services are often perceived as unnecessary programs which can be replaced easily, especially the non-core skills. Clients can prioritize other programs that are necessary to be executed and switch other vendors without significant cost.

The bargaining power of suppliers can be considered as medium level. Training industry has an abundant supply of freelance trainers for general topics such as soft skills, the availability of facilitators with deep expertise in financial services and the capability to deliver strategic, customized training is relatively limited. Based on the result, this research gives specialized facilitators greater benefit in pricing and availability. The company's reliance on external talent, without standardized quality control mechanisms, faces a risk to delivery consistency and overall client satisfaction. On the other hand, for non-specialized topics, the oversupply of generalist trainers gives MarkPlus flexibility and strong negotiating power.

The threat of substitutes for MarkPlus Institute is high due to the growing availability and accessibility of alternative learning platforms and providers. The training providers do not focus only on the quality of material but also give competitive prices and value-added like gifts or other gimmicks, indicating that training content is becoming more competitive when it is deeply contextualized and unique. Digital upstarts delivering flexible, affordable learning option and companies are progressively toward digital providers, private training firms, and consultancies (Murray, 2025). The industry rivalry faced by the company is relatively high. The buying behavior of clients is shifting toward project-based engagements, with low loyalty and short-term partnerships. This shift has been driven by the proliferation of freelance facilitators, and digital-native education platforms that now compete directly with established players. These emerging providers often offer similar training services at more competitive prices.

VRIO Analysis

The answer is that the companies need to have organizational characteristics which are valuable, rare, hard to imitate, and organization, a successful business strategies require knowledge of relevant company assets and skills (Barney & Hesterly, 2019). Applying VRIO analysis helps firms, even at the divisional level, achieve sustainable advantage (Desi, 2025). If a resource or capability controlled by the firm is not valuable, then it will not help the firm to exploit the opportunity in the market (Porter, 1985). Resources' rareness is highly related to competitive advantage, which contributes directly to firm performance (Newbert, 2008). The firm is just a first mover, but the competitors will be able to imitate through direct product or substitution. These resources also need to be limited in mobility, maintaining competitive advantage for long-term, and high cost needed when imitated (Ferreira *et al.*, 2022).

Under the name of Hermawan Kartajaya, as the father of Marketing Indonesia, MarkPlus Institute has a strong brand name in the training and consulting industry (Pramudita, 2024). This is

very valuable because in the Indonesian market, the brand is well known and associated with the quality and experiences in marketing. It's rare because there are not many institutions that have a strong figure like Mr. Kartajaya. To have this strong image, it takes years to build, and it is not easy to be imitated instantly. This is very organized because it is used for the positioning, products, and events. So, strong brand equity is a sustainable competitive advantage for MarkPlus Institute.

To exist in the market and expand the network, MarkPlus Institute holds annual events like Jakarta Marketing Week and MarkPlus Conference (MCorp, 2025). Not only that, MarkPlus has a community such as Jakarta CMO Club (MarkPlus Institute, 2023). This is fulfilled VRIO because it helps the brand to increase the exposure and to be a medium to gather clients and build stronger relationships with clients. These events are not about brand awareness, but also a business development engine to keep MarkPlus' positioning strong and unique in the market.

Hermawan Kartajaya always put his thoughts into books, creating concepts and frameworks. The concepts become one of their differentiations because it is used for the training materials and rare because it has its own characteristics and inimitable because developed by the founder himself and strongly attached with the brand (MarkPlus Institute, 2025). The concepts have been transformed into standard training modules. It will be one of MarkPlus' sustainable competitive advantages.

Aside from the sustainable competitive advantage, MarkPlus Institute has key resources like the sales team that only achieved temporary competitive advantage which means they are valuable, rare, but imitable and not yet organized. This is very valuable because it impacts directly to the revenue of the companies and combined with the training for sector-specific understanding, these resources become rare. MarkPlus Institute does not have a unique method that is protected by IP so other firms can do the similar approach. It is not yet organized as well because the company has no formalized key account management, relationships are maintained personally, not systematically. If the salesperson leaves, then the client may be lost with them.

The key resources are facilitators and analysts; they are very valuable for delivering high-quality training programs. Analysts create content tailored to a specific client, while the facilitators engage and translate into impactful delivery. Even though they are valuable, they are partially rare in the market, especially the generalist level. However, those who understand client industry context and can collaborate well with internal teams are relatively uncommon. Even though they are valuable and rare, they can be imitated by the competitors through hiring and freelance engagement, especially in the absence of an internal system or specific certification from internal. MarkPlus Institute still develops the system.

To sum up, MarkPlus Institute has several key resources for competitive advantage such as a strong brand in the market, event and community ecosystem, books, frameworks, and concepts. However, some key resources still need to be inimitable and organized, so it will become a sustainable competitive advantage.

Porter's Generic Strategy

Due to the rise of digital platforms, more than 55 percent of corporate training programs are conducted online or blended learning and new companies need low capital requirements to enter the market (Risk, 2024). While there are also challenges to enter the market such as government regulations, overall aspects remain conducive for new players (Taiwan News, 2025). In the corporate training industry, the market is moderately fragmented due to more than fifty players in the market (Ken Research, 2023). To determine the strategy for the financial services industry in MarkPlus

Institute, the authors need to combine between the analysis above and the company's objectives. MarkPlus Institute wants to position itself not only as a training vendor, but also as a comprehensive learning and development solution provider that supports companies throughout their talent development journey. To propose the right strategy for MarkPlus Institute, let's combine between the PESTEL, Porter's Generic Strategy, and VRIO Analysis (Rothaermel, 2021).

MarkPlus Institute has strength and unique value to be delivered to the clients to justify the premium pricing. So, the proposed strategy is to use differentiation focus. It should deliver a signature program that align with regulatory requirements, affordable price, and evolving learning trends backed by brand credibility, exclusive material, with high quality facilitators, and analysts.

Discussion

Based on the analysis, MarkPlus Institute should adopt a differentiation focus strategy, as the company do not compete with the price but rather on uniqueness and added value, which consistent with Porter's Generic Strategies framework (Porter, 2008, 1985). This finding aligns with the work of Giantari & Jatra (2019) found that service-based adopting differentiation strategies outperformed competitors. Similarly, research by Noe & Kodwani (2018) emphasize that in knowledge-based industries, differentiation can be achieved through exclusive content, strong brand equity, and quality delivery.

To support its differentiation strategy, MarkPlus Institute should launch the MarkPlus Signature Series, especially for the latest books to offer a premium line of training programs that highlight a company framework, brand authority, and industry expertise (Jerab & Mabrouk, 2023). These product programs can be a flagship offering, tailored to strategic sectors. Not only training, MarkPlus Institute can combine with other products such as competency dictionary, assessment and follow-through programs. This end-to-end approach will position MarkPlus not only as a training provider, but as a comprehensive learning and development partner to deliver strategic impact across clients. Given the inherent disparities in product design capabilities between the two buyers, the improvement of key components may have a significant impact on their product differentiation (Niu *et al.*, 2025).

To ensure the consistency of service quality and operational excellence across all functions, MarkPlus Institute should develop a comprehensive guidance book that outlines clear standards, expectations, and competency requirements for all the key roles in the related division. This playbooks document will serve as a reference point, aligning each role. Especially for analysts, who want to be promoted need to fulfil the requirements, so are the sales and the facilitators (Mitroulis & Kitsios, 2016). The team factors, including collectivist culture, eleadership, and coworker exchange, positively influence employee customer-oriented perspective taking which subsequently leads to improved employee service quality (Dong & Hon, 2025).

People in here are divided into three roles, sales teams, analyst teams, and facilitators. These teams should have the same quality and standardization, because misperceptions can have significant downstream consequences due to the lack of standardization since it is an important aspect of building and managing a brand (Torelli & Stoner, 2019). Sales team should have a consultative selling training program and service excellence. This focus is to understand how customers interact with organizations, perceive these interactions, and form long-term relationships that ultimately drive financial success (Wetzels *et al.*, 2023). From a broad perspective, "effective sales practice" involves salespeople who are responsible for working directly with customers, and sales managers who are

responsible for keeping salespeople focused on their tasks (Epler *et al.*, 2023). Sales team must be aware to give high-quality services.

Consultant analysts are responsible for customizing the training materials to align with the specific clients' needs and characteristics of each industry. Customer-centric design improves satisfaction by actively involving clients in the construction decision-making process (Dorri *et al.*, 2025). Consultant analysts can do in-depth interviews either with clients or their stakeholders to have deep understanding about the company and industry to create more relevant content for specific industries. Product quality alongside price, contribute to perceived value that is ultimately drives customer satisfaction (Birchal *et al.*, 2025). MarkPlus Institute should support the analysts through assessment, training, coaching, and certification to enhance their quality. Meanwhile, facilitators must be aligned with the context and objectives of each session to ensure that delivery matches to the strategic goals. Facilitator capabilities also need to be assessed through a structured and trusted certification to ensure consistency, professionalism, and alignment with MarkPlus Institute's standard.

In order to achieve its goals with differentiation strategy, MarkPlus Institute should focus on three elements, such as products, playbooks, and people. The first thing to do is to produce a product that meets clients' demand. Second, create playbooks for the three roles so it will be more structured and organized. Third, the people aspect needs internal certification, because they develop guidance books to have the same standard requirement needed.

CONCLUSION

Based on the analysis, MarkPlus Institute should choose the differentiation focus strategy because it doesn't compete in price, it competes in uniqueness and value added. MarkPlus Institute should deliver a signature program that align with regulatory requirements, affordable price, and evolving learning trends backed by brand credibility, exclusive material, with high quality facilitators, and analysts. To strengthen the differentiation in the market, MarkPlus Institute should have a strategy through 3Ps, that is Product, Playbooks, and People.

The first recommendation is that MarkPlus Institute should develop playbooks for all the important roles to have the same standard about the system and requirements needed for long-term usage. For the future research, it is recommended to explore the quantitative impact of the training programs to measure the outcomes such as productivity, retention, and business growth. The limitation in this research is to concentrate on the business issue, this research focuses on the FSI Division of MarkPlus Institute, the majority revenue generator and has the highest potential among other divisions.

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