

ABSTRACT

Partnership is one of the strategies used by companies to get better output. This research aims to increase knowledge about the competencies and capabilities of partnerships needed to improve business performance. In addition, this study identifies the obstacles that occur in obtaining the necessary competencies and capabilities.

This research is a qualitative research with a case study approach. This study used semi-structured in-depth interviews and documentation learning. This research takes a case in one of the telecommunications companies in the city of Semarang. The resource persons in this research are people who are directly involved in overseeing business operations, namely managers, assistant managers, heads of representative offices, owners, supervisors and sales agents.

The results of this study found that the required competency characteristics were the characteristics of motives, skills, and knowledge. The characteristics that are most difficult to develop are the characteristics of motives. The types of competencies needed to improve business performance include achievement orientation, building relationships, teamwork, technical abilities, strategic direction, information search, and customer service orientation. Then, the capabilities needed by partners to improve the company's business performance include technical capabilities, human capabilities and conceptual capabilities. The required partnership criteria are procedural compliance, financial position, training aids, performance history, and number of businesses in the past. Competitiveness factors that can be applied consist of a good organizational and management system as well as the availability of capital.

Keywords: *partnership, competency, capability, competitive advantage strategy, business performance*