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## Applying VRIO Analysis for Strategy Formulation to Increase Competitiveness Through Intangible Asset Mastery (Case Study on Kopi Kita in Padang Ciy)

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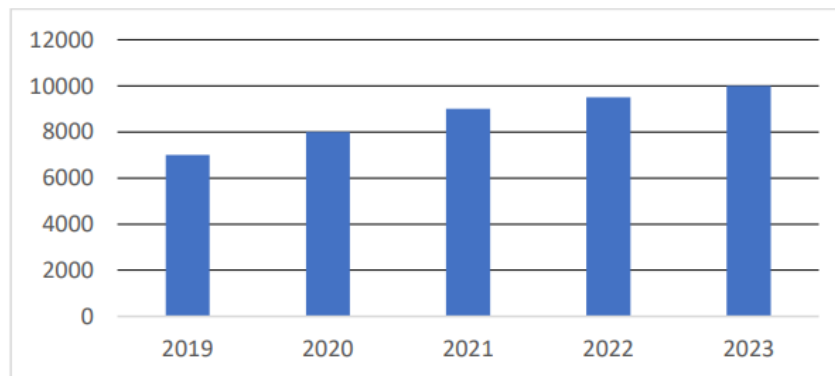
**Abstract:** The increasingly fierce competition in the coffee shop industry demands entrepreneurs to have effective strategies to enhance their competitiveness. This research aims to analyze strategies for enhancing competitiveness through the mastery of intangible assets at Kopi Kita in Padang City using the Resource-Based View (RBV) approach and VRIO analysis (Valuable, Rare, Inimitable, Organized). This research uses a qualitative method with a case study, involving observation and in-depth interviews with the owner and branch managers of Kopi Kita. The research results show that mastery of intangible assets, such as competencies, knowledge management, and business networks, plays a strategic role in creating sustainable competitive advantages. Kopi Kita has leveraged competencies in understanding customer preferences, strategic decision-making, product innovation, and problem-solving abilities. In addition, effective knowledge management practices and a wide business network are also key factors in the success of the business. Based on the VRIO analysis, Kopi Kita possesses valuable, rare, hard-to-imitate, and well-organized resources and capabilities, thereby providing a long-term competitive advantage. This study provides theoretical and practical contributions for small and medium enterprises (SMEs) in designing intangible asset-based strategies to enhance competitiveness in the coffee industry.

**Keyword:** Competitive Strategy, Intangible Assets, VRIO Analysis, Resource-Based View, Coffee Shop, MSMEs

### INTRODUCTION

Competitiveness is the main foundation for the success and sustainability of a business, especially amidst increasingly tight business competition. In the business world, competitiveness reflects a company's ability to create unique, attractive, and difficult-to-imitate added value by competitors, so that it can maintain its existence while expanding its market reach. Competitive companies have the potential to grow sustainably through optimal resource management, both tangible such as facilities and technology, and intangible such as competence, knowledge, and business networks. According to Sulistiyani et al. (2020),

competitiveness is a strategic effort that must be made by business actors to continue to exist and be effective in carrying out their activities. The level of competitiveness not only determines the position of a business in the market but also affects productivity, independence, and regional and national economic contributions.



**Figure 1. Estimated Number of Coffee Shops in Indonesia by 2023**

*Source: Indonesian Coffee and Chocolate Entrepreneurs Association (APKCI) 2023*

In the food and beverage (FnB) industry, especially the coffee shop sector, competitiveness is becoming increasingly relevant with the increasing market growth. Based on data from the Indonesian Coffee and Chocolate Entrepreneurs Association (2023), the coffee shop industry in Indonesia has experienced very rapid growth in recent years. From 2019 to 2023, the number of coffee shops has increased significantly to reach more than 10,000 units by the end of 2023. This trend is driving increased competition in the market, which makes many coffee shop businesses face major challenges in meeting increasingly complex consumer desires. This tight competition has an impact on business actors, society, and even the government, with the potential for a decline in the contribution of MSMEs to the economy if not managed properly. Therefore, MSMEs need to adopt effective, efficient, and innovative competitive strategies to manage resources optimally in order to increase competitiveness and achieve competitive advantage. Businesses that are unable to compete will be left behind by the market and will find it difficult to survive in the long term, while businesses that optimize their resources, especially unique and difficult-to-imitate intangible assets, can be drivers of competitiveness and business sustainability in the future.

Increasing the competitiveness of Micro, Small, and Medium Enterprises (MSMEs) is one of the main focuses in economic development efforts in various countries, including Indonesia. According to the ASEAN Investment Report 2022, Indonesia has the largest number of MSMEs in the ASEAN region, which is around 65 million MSMEs. In addition, based on data from the Ministry of Cooperatives and SMEs, MSMEs contribute 60.3% of Indonesia's Gross Domestic Product (GDP) and contribute 15% of the country's total exports. MSMEs play an important role in the Indonesian economy because of their significant and strategic contribution to the country's economic growth. In addition to their role in economic growth, MSMEs also have a role as providers of employment and distribution of development results (Dian Harja et al., 2024). The provisions regarding MSMEs are regulated in Law No. 20 of 2008 which states that there are several criteria for MSMEs, namely micro businesses, small businesses and medium businesses which are classified based on assets and annual turnover (Nurafni Octavia et al., 2023).

**Table 1. Criteria for MSMEs based on assets and annual turnover**

Scale	Asset	Annual Turnover
Micro	≤ Rp50.000.000	≤ Rp300.000.000
Small	Rp50.000.000 –Rp500.000.000	Rp300.000.000 – Rp2.500.000.000

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Medium	Rp500.000.000 – Rp10.000.000.000	Rp2.500.000.000 – Rp50.000.000.000
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In the history of the Indonesian economy, Micro, Small and Medium Enterprises (MSMEs) are a business sector that can develop and be consistent. According to Tatik (2020), MSMEs contribute 99.99% of the business structure in Indonesia, consisting of 98.79% micro businesses, 1.11% small and medium businesses, 0.09% medium businesses, and large businesses only contribute 0.01% (Dian Harja et al., 2024). In addition, Micro, Small and Medium Enterprises (MSMEs) have become the main drivers of the national economy with a significant role in supporting the regional and national economy. For example, when the crisis occurred in Indonesia in 1997-1998, where there was a dollar exchange rate crisis which resulted in an economic recession in Indonesia, so that many large companies went bankrupt, but the MSME sector was able to survive the crisis and become a savior for economic growth, even MSME actors experienced an increase after the crisis that occurred in 1997-1998 (Suci, 2017). This shows that MSMEs are a potential and productive sector that needs to be developed to support economic development both micro and macro in Indonesia, as well as encourage the growth of other business sectors. Various types of MSMEs are now growing in various regions of Indonesia, including in West Sumatra Province which recorded a high MSME growth rate.

Based on data from the Ministry of Cooperatives and MSMEs, in 2022 the number of Micro, Small and Medium Enterprises (MSMEs) in West Sumatra Province reached 296,052 businesses. This figure places West Sumatra as the province with the third largest MSME growth on the island of Sumatra, after North Sumatra and South Sumatra. With 19 districts/cities, West Sumatra has great potential in developing MSMEs that contribute significantly to the regional economy (Soleh et al., 2023). One of the areas that is the center of MSME development is Padang City, the capital city of West Sumatra province.

The development of MSMEs in Padang City has become a priority in regional economic development. MSMEs have proven to be able to improve the regional economy and become the main source of income for most Padang City residents. This can be seen that in 2020 the number of MSMEs in West Sumatra was 593,100 units consisting of 531,350 micro businesses (89.59%), 53,431 small businesses (9.01%), 7,900 medium businesses (1.33%) and 419 large businesses (0.07%) (Isran, 2021). Currently, MSMEs are the most popular and rapidly growing business sector in Padang City (Dinas Koperasi dan UMKM Kota Padang, 2022). Based on a report from the Cooperative and MSME Office of Padang City, the number of MSMEs in the city has continued to increase over the past three years. In 2020, there were 11,723 micro enterprises in Padang City. This number jumped to 38,299 business units in 2021, and continued to grow until it reached 41,325 units in 2022. This rapid growth has triggered intensified competition among MSME players in Padang City (Dian Harja et al., 2024).

Along with the times, the coffee shop business has become one of the most popular and fast-growing businesses in recent years. Coffee shops are part of the food and beverage sector that offers a variety of coffee-based drinks, non-coffee drinks, and snacks. The main objective of a coffee shop is to serve high-quality coffee and create a cozy atmosphere for its customers. The business is considered profitable because it has high profit margins and relatively low inventory costs. Therefore, coffee shops have become an important component of the food and beverage (F&B) industry with great opportunities for growth (Hartono, 2018).

Based on the 2020 Population Census (SP2020) data, Padang City has the highest population among 18 cities/regencies in West Sumatra, with a population of 939,000 people. This makes Padang City has a larger number of coffee fans compared to other regions in West Sumatra, making it a potential market for coffee shop businesses.

**Table 2. List of Coffee Shop in Padang City**

<b>Brand of Coffee Shop</b>	<b>Location</b>
Rimbun <i>Espresso &amp; Brew Bar</i>	Jl. Kis Mangunsarkoro A10
Kubik <i>Coffee and Co-working Space</i>	Jl. Olo Ladang No. 12
V- <i>Coffee</i>	Jl. Batang Agam No. 3
Café Merjer	Jl. Ujung Gurun No. 88
Parewa <i>Coffee Shop &amp; Roastery</i>	Jl. Dr. Moh. Hatta No. 11
Kupi Batigo	Jl. Ahmad Dahlan No. 19
Suko Kopi	Jl. Dr. Sutomo No 84
Bacarito Kopi	Jl. Nipah No. 3
Lalito <i>Coffee Bar &amp; Roastery</i>	Jl. WR Monginsidi No. 2A
Dua Pintu <i>Coffee Roastery</i>	Jl. Dr. Moh Hatta No. 2
PAVILON <i>Coffee</i>	Jl. Hayam Wuruk No. 30A
<i>The Coffee Theory</i>	Jl. Tepi Pasang No. 81
Kopi Rasa	Jl. Raden Saleh No. 17B
Kopi Kita	Jl. Abdul Muis
Tara Kopi	Jl. Terendam III NO. 32
Sasana Kopi	Jl. Jend. A Yani No. 48
Kopi Pagi	Jl. Gang Nuri, Air Tawar
Kopi Paripurna	Jl. WR Mongunsidi No. 3
Kopi Dari Hati	Jl. KH Ahmad Dahlan No.29
Cerita Kopi	Jl. Batang Arau No. 52
Jiwani <i>Coffee</i>	Jl. Belakang Olo 1 No. 20
Chakovi <i>Coffee &amp; Tea</i>	Jl. Veteran No. 11
Kopi Yor	Jl. Proklamasi No. 46

*Source: Field observation results by the author (2024)*

Based on the data above, it shows that the growth of the coffee shop business in Padang City has made business competitiveness tighter with other coffee shop businesses, both local and national, which already have strong brands and extensive networks, and increasingly control the market. The growth of the coffee shop business was recorded by the Padang City Trade Office as 92 coffee shops operating in 2020 (Afifah et al., 2023). This number will continue to grow in 2022, as evidenced by the emergence of several new coffee shops but not yet included in the data collection of the Padang City Trade Office. This certainly makes a business must have the right strategy to ensure that they can maintain business continuity and be able to utilize their resources effectively and efficiently, as well as ensure that products and services meet the standards and requirements that will help in developing businesses to provide consumer needs and desires to ensure in achieving competitive advantage (Hauser et al., 2020). Therefore, the theoretical conception used by a business to generate a competitive strategy starts from an understanding of the Resource Based View (RBV) theory.

According to Barney (1991), the Resource Based View (RBV) is a framework used to assist in the practice of strategic management, which aims to increase the capabilities and competencies of the company in order to gain a competitive advantage. RBV focuses on

utilizing the company's internal resources, both physical (*tangible assets*) and non-physical (*intangible assets*), to obtain profits and maximize company value. RBV principles are closely related to the theory of competitive advantage, where to achieve sustainable competitive advantage, companies must develop the capabilities of their internal resources (Amaya et al., 2024). One of the analytical tools used in RBV theory is VRIO analysis.

VRIO analysis is a tool to analyze the internal resources of the company and the ability to determine whether the company can be a source of sustainable competitive advantage. According to Barney (1991), there are four indicators owned by the company, so that it can be a source of sustainable competitive advantage, namely valuable, rare, inimitable, and organized. Valuable can be understood that resources and capabilities should be considered valuable to the organization so that it is possible to exploit existing opportunities and neutralize incoming threats. Rare means that resources and capabilities must be unique. Resources that can only be managed by two or three organizations. Inimitable can be understood that resources and capabilities are difficult to imitate or even replace. Organized can be understood that the resources and capabilities themselves will not provide benefits to the organization, if the resources are not well organized to capture the value of these resources. By using VRIO analysis, a company can find out the competitive advantages possessed by other companies in facing business competition in the present and future (Amaya et al., 2024).

The success or failure of a company is highly dependent on the management of its resources. The company's competitive advantage is supported by resources that are managed strategically, integrated, and interrelated. In the business world, competition is the main factor that determines the success or failure of the company. To face competition, companies need to implement careful business practices, such as innovation and a positive work culture (Joseph T Mahoney, 1992). In relation to the Resource Based View (RBV) theory, this concept emphasizes the importance of identifying the characteristics of a firm's internal resources that can be used to create competitive advantage. This theory suggests that in order for a company to survive in the midst of increasingly fierce competition, the company must take steps to strengthen its unique competencies and utilize a combination of resources that are difficult to imitate or replace, including tangible and intangible assets (Elya Dasuki, 2021).

According to Barney (1991), company resources are classified into two categories, namely tangible assets and intangible assets. Tangible assets are resources that have a physical form, such as labor, capital, land, buildings, factories, equipment, and other inventory. In contrast, intangible assets are resources that are not physically tangible, such as corporate culture, competencies, knowledge, brand equity, reputation, and business network. Of the two types of resources, intangible assets play a greater role in helping companies achieve competitive advantage than tangible assets. This is due to the fact that tangible assets, such as land or equipment, can be obtained easily on the open market, whereas intangible assets, such as intellectual capital, take a long time and effort to develop (Rothaermel, 2017).

In the Resource Based View (RBV) theory, ownership of intangible assets is an important factor for business success and makes a greater contribution than tangible assets. These intangible resources support various organizational or corporate activities more effectively, such as intellectual capital that can create value for the company (Lestari, 2019). Stewart (1998), defines intellectual capital as a collection of intangible assets that can provide value to the company and society. It includes competencies, management knowledge, and business networks, which can be used to generate wealth by creating value for the company. The intellectual capital component also acts as a foundation for the company in implementing its business strategy. In addition, intangible assets are necessary for companies to develop sustainable competitive advantage. This sustainable competitive advantage can be achieved through the ownership of rare and valuable resources, as well as unique technical and managerial expertise (Elya Dasuki, 2021).

One of the most famous coffee shop businesses in Padang City is Kopi Kita. Kopi Kita is a coffee shop business that offers a variety of coffee and non-coffee beverage products with various other food menus. Kopi Kita strives to use good quality products so that the coffee produced has a delicious and delicious taste, the packaging or cup used by Kopi Kita has also used the current cup shape so that consumers feel satisfied and interested in coming and buying again. Currently, Kopi Kita has 4 outlets located in Padang City, the first in the Jati area located at Jl. Abdul Muis No.9b, Jati Baru, Padang Timur District, Padang City. The second in the Veteran area located at Jl. Veteran No.22b, Padang Pasir, Padang Barat District, Padang City. The third in the Ulak Karang area located at Jl. Jhoni Anwar No.9, Ulak Karang Utara, Padang Utara District, Padang City. The fourth in the Gunung Pangilun area located at Jl. Gajah Mada No.10 Kampung Lapai Baru, Kp. Olo, District. Nanggalo, Padang City. All Kopi Kita locations are in the middle of the city center as well as strategic places and are easily accessible to every consumer, so that it is a distinct advantage for the consumers to come easily to Kopi Kita.

In recent months, Kopi Kita has expanded by opening two new branches in the Ulak Karang and Gunung Pangilun areas. This step shows that there has been an increase in the scale of its business and its competitiveness, and shows that Kopi Kita is able to manage tangible assets such as land, physical facilities, equipment, and raw materials effectively. The main driving force behind this expansion is the increasing consumer demand, which reflects that Kopi Kita is increasingly recognized and in demand by the local market. In addition, stable financial conditions also support Kopi Kita to expand its reach without facing significant financial obstacles. In terms of growth, this expansion proves that Kopi Kita has not only succeeded in maintaining its position in the market, but has also shown rapid development in expanding its market share and increasing its competitiveness in the local coffee industry. This indicates that Kopi Kita has strong potential to continue to grow and compete with other business players, both in terms of product quality and the attractiveness of its strategic location. By continuing to expand and utilize its resources, Kopi Kita is on the right track to further expand its business scale in the future.

In running a business, managing tangible assets alone is not enough to guarantee the sustainability of the business in the long term. Nowadays, many types of businesses are increasingly focusing on developing intangible assets as a primary strategy to achieve business success and sustainability. Focusing on intangible assets allows businesses to be more adaptive to change, while businesses that rely solely on tangible assets tend to stagnate. Intangible assets can encourage businesses to continue to grow and adapt to ever-changing market dynamics (Jonathan et al., 2018).

For a MSME, the Resource Based View (RBV) theory can be used in business management because it is an alternative strategy that represents strategic management decisions to create capabilities and achieve sustainable competitive advantage. Therefore, this research focuses on strategies to increase the competitiveness of coffee shop MSMEs with the Kopi Kita brand through mastery of intangible assets, namely intellectual capital, such as competence, management knowledge, and business networks, analyzed with the Resource Based View (RBV) theory approach and VRIO (Valuable, Rare, Inimitable, Organized) analysis in an effort to achieve sustainable competitive advantage and find out what resources and capabilities are strengths and weaknesses for the business.

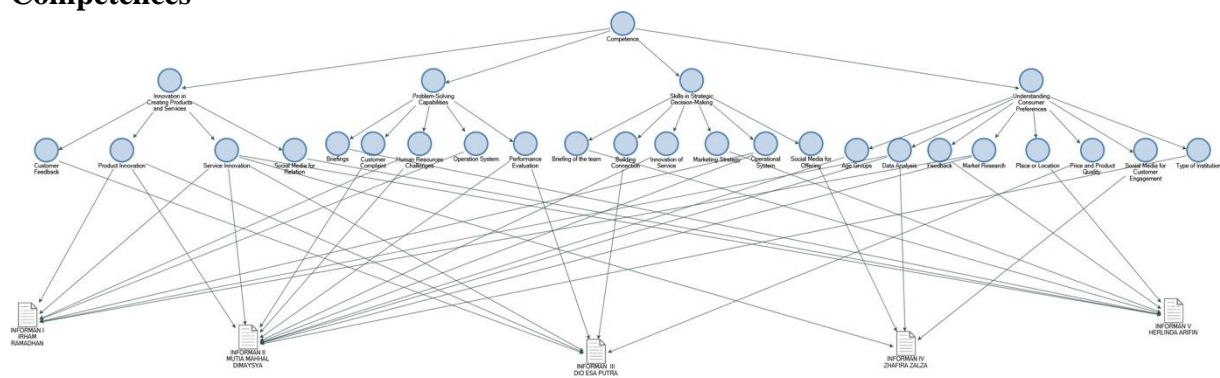
## **METHOD**

This research uses a qualitative approach, which is a type of research that explores and understands the meaning in a number of individuals or groups of people who come from social or humanitarian problems. Qualitative research can generally be used for research on community life, history, behavior, concepts or phenomena, social problems, and others (Creswell (2016). In addition, this research uses a case study method which is a study that

explores a case in depth, collects complete information using various data collection procedures based on a predetermined time. This case can be an event, activity, process, and program (Creswell, 2016) In this research, the researcher acts as the main instrument tasked with collecting research data through observation techniques and in-depth interviews. According to Sugiyono (2018), the interviews used are classified as semi-structured interviews, where questions are asked more freely than structured interviews, but are still guided by the interview guidelines that have been made. The purpose of this interview is to explore the problem more openly, where the sources of this research are Kopi Kita business actors who are asked for their opinions and ideas in dealing with existing problems. Through the in-depth interview method, researchers can gain a comprehensive and integrated understanding of the relationship between various facts and dimensions of the case being studied, as well as find out the forms of intangible assets that can increase business competitiveness in the Kopi Kita case study in Padang City.

## RESULT AND DISCUSSION

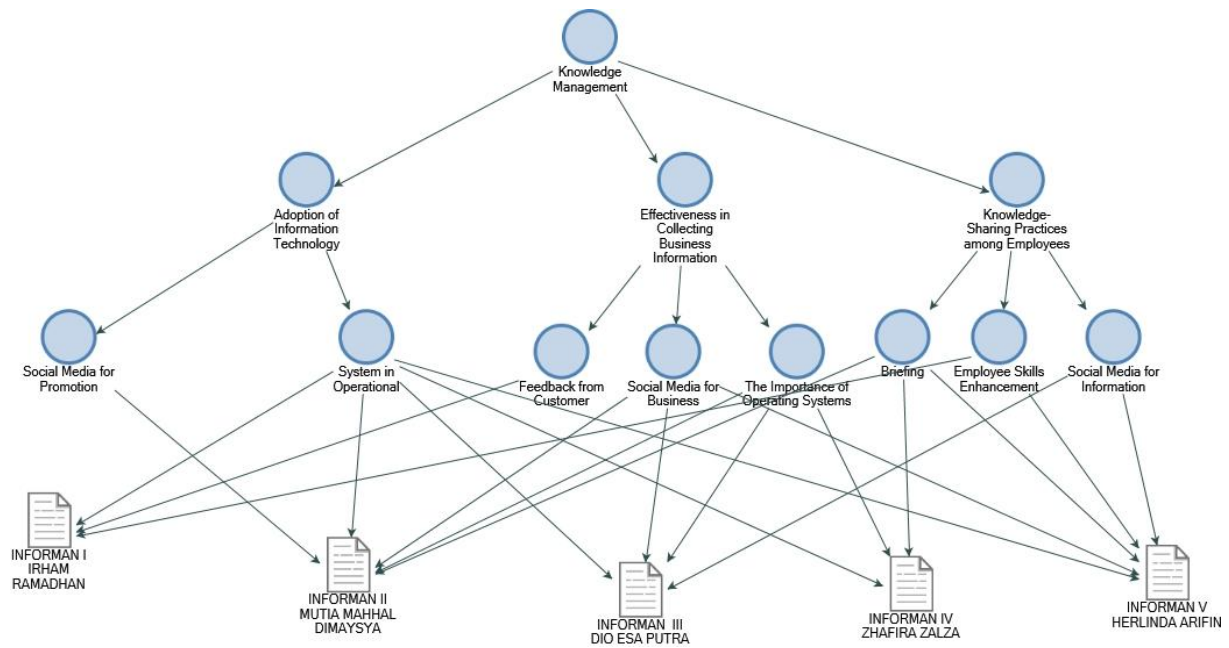
### Competences



### Explanation of Competence Visualization

Kopi Kita implements a comprehensive business approach that emphasizes innovation, operational efficiency, marketing strategy, and understanding customer preferences. Innovation and business strategy are developed through collaboration and customer feedback, while daily operations are managed with a focus on service quality and human resource management. System efficiency and performance evaluation are priorities to ensure productivity and business sustainability. On the other hand, marketing strategies and social media utilization are used to expand market reach, while market research and location strategies are implemented to improve customer experience. This combination of competencies creates a strong balance in Kopi Kita's operations, allowing the business to continue to grow through continuous innovation, management efficiency, and targeted marketing strategies.

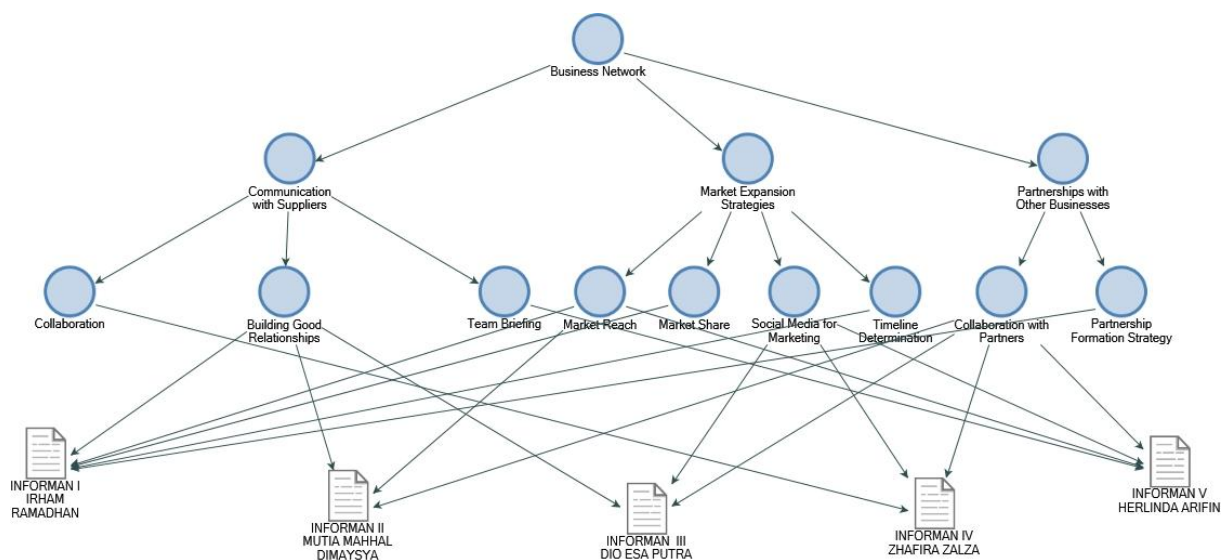
### Knowledge Management



**Explanation of Knowledge Management Visualization**

The implementation of Knowledge Management involves the adoption of information technology to increase market visibility through social media and ensure operational efficiency. The effectiveness of business information gathering depends on customer feedback and social media for strategic decision making, as well as understanding the operating system for structured data management. The practice of sharing knowledge between employees is carried out through internal training and the use of social media as a means of communication. The application of technology, effective information gathering, and knowledge sharing are the keys to business competitiveness and sustainability.

**Business Network**



**Explanation of Business Network Visualization**

Kopi Kita builds a strong business foundation through solid supplier relationships, mutually beneficial strategic partnerships, and aggressive market expansion. Supplier relationships are maintained through consistent communication, respect for agreements, and a



personal touch, while opportunities for efficiency through technology remain open. Strategic partnerships with various brands boost brand awareness, expand market reach, and increase sales through various events and joint promotions. Kopi Kita's market expansion strategy relies on massive promotions, competitive prices, in-depth market analysis, utilization of digital platforms, and opening new branches, demonstrating a planned and innovative approach to facing a competitive market.

## CONCLUSION

Based on the research, Kopi Kita is able to optimize intangible assets such as competence, knowledge management, and business networks to increase its competitiveness in the coffee shop sector in Padang City. Competence in making strategic decisions has been proven to provide sustainable competitive advantage because it meets all VRIO criteria (Valuable, Rare, Difficult to Imitate, and Organized). This ability is supported by the utilization of sales data, market analysis, and customer input that is managed systematically, thus providing a solid foundation for strategic decision making that supports business development.

However, Kopi Kita's product innovation so far has only created competitive parity. Although valuable and able to attract customers, innovations such as new menu rotations or creative collaborations are not entirely unique and are still relatively easy to imitate by competitors. To create a more sustainable advantage, Kopi Kita needs to present innovations that are more exclusive and difficult to imitate. In addition, the application of information technology such as ERP and POS, as well as good communication relationships with suppliers, contribute to creating sustainable competitive advantage. On the other hand, market expansion strategies and strategic partnerships still produce temporary advantages, which need to be improved through differentiation to make them more difficult for competitors to imitate.

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