

CORE COMPETENCE DEVELOPMENT STRATEGY TO ACHIEVE COMPETITIVE ADVANTAGE (CASE STUDY: DAWOON TEA)

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Abstract: Tea is a type of ready-to-drink beverage that has been attached to people's daily lives. Dawoon Tea is a small enterprise that has the opportunity to have a sustainable competitive advantage. This research aimed to formulate the right core competence development strategy for Dawoon Tea in order to achieve a competitive advantage. The data sources were primary data and secondary data. Primary data such as results of observation and interviews with internal management and also customers help to identify internal discussion, while interviews with other business experts help to identify external discussion. The secondary data used are literature studies such as journals, textbooks, economic and social data. This study used a resource-based view method with VRIO assessment to identify potential resources and competencies that can be developed as internal aspects. In addition, Porter's Five forces method is also used to provide an overview of the threats faced by Dawoon Tea in the industry as external aspects. The results of analysis shows that Dawoon Tea has competencies in production activities and business partner management. In the future, to pursue the target vision and respond to market needs, Dawoon Tea can develop competencies in creating alternative products that are more durable, build reliable investment financial partnership competencies, and also create digital marketing competence. The development of these competencies is expected to encourage Dawoon Tea to achieve its competitive advantage.

Keywords: competitive advantage, core competence, resource-based view, VRIO, tea

Abstrak: Teh merupakan minuman siap saji yang telah melekat pada keseharian masyarakat. Dawoon Tea merupakan usaha kecil yang memiliki peluang untuk mencapai keunggulan kompetitif dalam industri minuman siap saji. Sumber data yang digunakan berasal dari data primer dan sekunder. Data primer yang digunakan dalam penelitian adalah hasil dari observasi dan interview dengan pihak manajemen internal dan pelanggan yang membantu dalam pembahasan internal, sedangkan interview dengan praktisi bisnis lain membantu dalam pembahasan eksternal. Data sekunder yang digunakan mencakup studi literatur berupa jurnal, buku, serta data ekonomi dan sosial. Tujuan dari penelitian ini untuk memformulasikan strategi pengembangan kompetensi inti yang tepat bagi Dawoon Tea guna mencapai keunggulan kompetitifnya. Penelitian ini menggunakan metode resource based view dengan penilaian VRIO untuk mengidentifikasi sumber daya dan kompetensi potensial yang dapat dikembangkan. Metode Porter's Five forces juga digunakan untuk memberikan gambaran terkait ancaman yang dihadapi oleh Dawoon Tea dalam industri. Hasil analisis menunjukkan saat ini Dawoon Tea telah memiliki kompetensi pada kegiatan produksi dan pengelolaan mitra usaha. Kedepannya guna mencapai target dan merespon kebutuhan market, Dawoon Tea dapat menciptakan alternatif produk yang lebih tahan lama, membangun skema kerjasama investasi keuangan yang terpercaya, serta menciptakan kompetensi dalam digital marketing. Pengembangan kompetensi tersebut diharapkan dapat mendorong Dawoon Tea mencapai keunggulan kompetitifnya.

Kata kunci: keunggulan kompetitif, kompetensi inti, resource based view, VRIO, teh

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INTRODUCTION

The performance of micro and small medium enterprises (SMEs) contributes 61.07% to the national GDP (Ministry of Cooperative and Small Medium Enterprise, 2021). The Food and Beverage Industry is one of the sectors developed by SMEs. Its growth reached 5-7% in 2021 (GAPMMI, 2021). Tea is a type of ready-to-drink beverage that has been attached to people's daily lives. It can be shown through data from the Soft Drinks Industry Association 2021, which states that tea consumption in packaging occupies the second largest position after bottled drinking water (mineral water) with 5.8 % of the market share while mineral water is in the top position with 70% market share.

Dawoon Tea also developed opportunities for the development of tea products with various flavor innovations. Dawoon Tea has growth in 2020-2021 above 100% on its income performance. In 2020, Dawoon Tea achieved an average monthly income about 21 million rupiah through in-store product sales activities. Meanwhile, in 2021 the revenue growth become 145 million rupiah as an average revenue/month. It was caused by new sales activities through partnership opportunities and sales of raw materials to business partners (Internal management, 2022)

Business competition is a challenge that will be faced by Dawoon Tea to achieve sustainable growth. Based on the comparison of revenue growth data in the fourth quarter of 2021 with the first quarter of 2022, Dawoon Tea's revenue growth began to decline, which initially had a growth of 20-23% per month, now the growth is worth 10-12% per month (Internal management, 2022). On the other side, the statements of several business partners give an idea that there is a high competition between dawoon tea and other competitors at some specific location, especially if dealing with direct competition using price competition. Therefore, it is understood that Dawoon Tea need to formulate a new strategy to overcome the business growth. The core competencies of a business can also be the basis for innovation to compete with similar businesses and create disruptive innovations in the market. Core competencies can arise over time through organizational processes in understanding how to use all resources (Hitt et al. 2011). The company needs to know the resources that have the potential to be developed into core competencies so that they can become capital to achieve their highest performance (Berney et al. 2015).

The core competency tree explains that competence creates core products and gives rise to business units whose fruit is the final product (Prahalad and Hamel, 1989).

The objectives of this study are to examine internal Dawoon Tea's aspects such as: 1) resources and capabilities; 2) core competencies; 3) value proposition, and also external aspects from industry competitiveness. The last objectievrs, internal and external aspects are combined to build the right strategy. The strategic management process consists of the following stages of analysis such as have a clear vision, get the internal and external analysis, make it become a strategic decision, have a good implementation, and the result will achieve a competitive advantage (Berney et al. 2006 ; Foss and Saebi, 2017)

As reference for the discussion results, several literature show the method to identify core competence analysis. The examples are research about PT Sinar Mayang Lestari's as a coffee business is identified core competence with VRIO (valueable, rare, immitability, organized) framework to identify the potential resources that becomes source of competitive advantage (Vharessa, 2015). Njoya (2011) through its research about "Do Dedicated Low-cost passanger terminals create competitive advantages for airports" also conducted tests on the resources owned to be categorized as resources that have the potential to become core competencies and competitive advantages of the company.

This research was conducted to determine the core competencies by small enterprise as research objects. In similar studies, this research is generally conducted on large companies or big formal organizations. In addition, the result of core competencies in this study is specifically aimed as the basis for the formation and development of organization values to achieve the competitive advantage that the organization expects. Finally, the existence of core competencies becomes a differentiator of a business with its competitors (Barton, 1992).

From the various qualitative literature research, build some hypothesis as mention below: resources and capabilities build competencies; capabilities that become core competencies only if they meet the four criterias of the vrio assessment; core competence supports the achievement of competitive advantage.

The result of this research is expected as references for a similar business to develop their business based on the formation of competencies. So, the changes in trends are not only overcome by creating temporary strategies only (Maulida and Yunani, 2017)

METHODS

The research was conducted from December 2021 to May 2022 at the Dawoon Tea store operating in the Bogor area, because they already operated more than one years and under control of head management so the data will be reliable and consistent. This research was conducted using qualitative descriptive methods using a case study approach.

The data used in this research is primary data, obtained from direct observation at the research location and using questionnaire interviews that have been compiled with related parties directly. Research respondents consist of Dawoon Tea management, customers and business partners, also similar business practitioners. The model of determining respondents is carried out by purposive sampling. This technique is chosen because the selected respondents are respondents who have knowledge, expertise, and competence in the field studied. Internal and external respondents in the research are: Internal management (4 respondents who active managing dawoon tea); External customers (70 respondents who have consumed the product at least 3 times); Business partners (40 respondents who actively

registered as a business partner of Dawoon Tea); Business practitioners (10 respondents who managing a similar business for 1-3 years).

Discussion of this research divided into three parts:

1. Identify Dawoon Tea's Internal aspects such as resource and capabilities, core competence, value proposition

Data from internal management is used to identify the resources that Dawoon Tea currently has and the targets over the next three years. The resources and capabilities list by resource based view method with VRIO assessment analysis. Data from customers and business partners is used to identify and confirm the value proposition that Dawoon Tea currently has.

2. Identify industry competitiveness

Data from similar business practitioners is used to identified elements of porter's five forces and the results shows competitiveness condition in ready to drink industry

3. Development core competencies

The results of two analysis are combined to build the formation and development of competencies that can be created by Dawoon Tea. The framework explain as on the Figure 1.

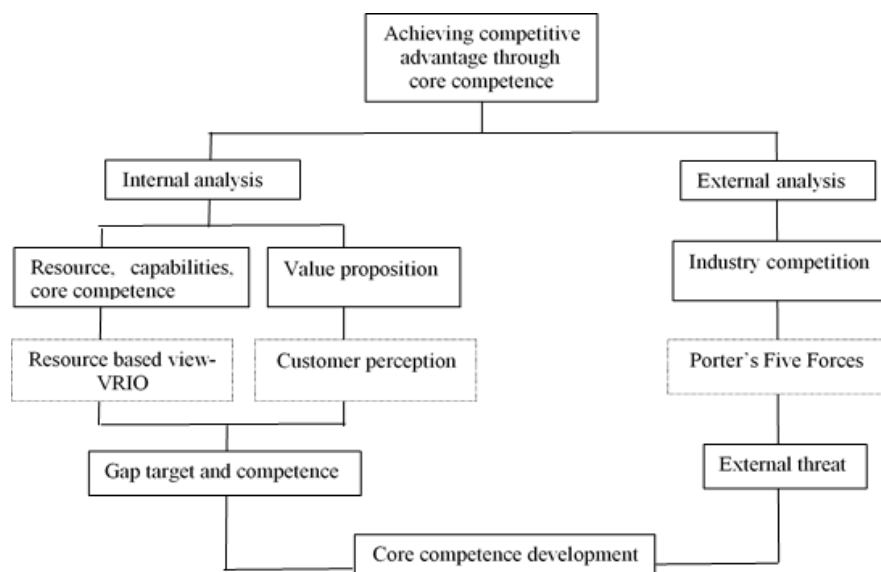


Figure 1. Research framework

RESULTS

Dawoon Tea's Resources and Capabilities

Dawoon Tea's business activities are divided into two activities. First, the main activities include inward logistics, operations, exit logistics, marketing, sales, and post-sales services. Then, the supporting activities include management of procurement, technology development, human resources, and business infrastructure. Table 1. explain each stage of Dawoon Tea's activities requires the application of resources and capabilities. The total value is 4.03, which illustrates that the overall value-forming activity of Dawoon Tea is currently running in good condition. This standards refers to value criteria: 1.00 – 1.81 (very unkind); 1.81-2.60 (bad); 2.61-3.40 (good enough); 3.43-4.20 (good); 4.24-5.00 (very good).

Table 1. Score of activities

Activities	Score
Main activities	
Inward Logistic	0.44
Operations	0.59
Exit Logistics	0.34
Marketing and Sale	0.51
Services	0.51
Support activities	
Infrastructure	0.36
Human resource	0.59
Technology development	0.32
Procurement	0.34
Total Score	4.03

Dawoon Tea's business value is formed primarily through operations and human resource management activities. Operations activities include production and packaging process, while human resources management activities such as recruitment and employee training. The key of success is Dawoon Tea instills the value of professional work and the strength of engagement between all employee. Therefore each activity process can run according to the system that has been established (Knez, 2021).

Based on the resource categories, Dawoon tea's resources and capabilities identify with resource based view and categorized by four group (Chumphong et al. 2020). Each of resources and capabilities assessed using the VRIO framework. Four assessment explanations according to (Barney, 2015) are: Valuable

(the presence of resources and capabilities has an impact on increasing revenue and declining the costs needed); Rare (the resources and capabilities possessed by only a small percentage of business organizations in the industry); Immitability (firms without a resource face a cost disadvantage in obtaining it, compared that firms already posses it); Organized (the company has other policies and procedures to set up the use of their valueable, rare, and immitability resources).

Dawoon Tea's Core Competencies

Identification of resource and capabilities explain in the Table 2 and Figure 2 based on VRIO criteria. Analysis of VRIO criteria on five resource categories that include physical, financial, human, organizational, and capabilities used to identify core competencies. The sustained competitive advantage of the resources becomes a strength for an organization because competing with these firms will face a significant cost disadvantage in imitating the successful firm's resources and capabilities (Ashikia, 2021).

The product is valuable because it can increase dawoon tea revenue. Products are rare because the products have unique customizations to their recipes. So this resource is only owned by a small number of business organizations in the industry. A good organizing process supports the product to produce different benefits from competitors.

Dawoon Tea employee loyalty can be a sustainable competitive advantage because the creation of these resources has gone through a series of processes that cannot be separated from the resource management of each organization. This condition is proven by the low level of resignation and the increasing relationship of internal parties in the organization. So that employee loyalty becomes a valuable resource for the organization, owned by few organizations in the industry and special efforts and organizations are needed to achieve it.

Human resources are individual resources, while organizational resources are a reflection of the combined resources of individual groups (Azeem et al. 2021). Dawoon Tea has a work culture and internal management coordination system that plays a role in the formation of core competencies. Both of these have a role in increasing revenue as well as in the process of cost efficiency in business activities. As for the assessment related to scarcity and imitability,

this internal process is identical for each organization. Applying the same cultural concept and coordination of work does not necessarily give the same results among organizations (Strakova, 2021)

While the temporary competitive advantage indicates that the resources are valuable but not costly to imitate. For the example the career level given can be a temporary competitive advantage because Dawoon Tea makes employees who have been considered worthy in their competence converted to fill new positions needed. As

for this industry, most competitors implement a short-term contract employee system that results in low career opportunities for these employees. Even this resource valuable and rare now in the future others competitor can do the same strategic. The last explanation about the resources that categorized as a competitive parity such as Dawoon Tea marketing content and also operational cash. This resource is valuable but not rare, exploiting these type of resources will generally not create competitive advantage, but failure to exploit them can put firm at competitive disadvantage.

Table 2. Resume VRIO analysis

Resource	V	R	I	O	Status
Physical					
a. Product	V	V	V	V	Sustained competitive advantage
b. Marketing and branding content	V	-	-	-	Competitive parity
Financial					
a. Saving Fund	V	V	-	-	Temporary competitive advantage
b. Operational cash	V	-	-	-	Competitive parity
Human Resource					
a. Employee Loyalty	V	V	V	V	Sustained competitive advantage
b. Career level	V	V	-	-	Temporary competitive advantage
Organizations resources					
a. Work culture	V	V	V	V	Sustained competitive advantage
b. Internal management	V	V	V	V	Sustained competitive advantage
Capabilities					
a. Production	V	V	V	V	Sustained competitive advantage
b. Business process	V	V	V	V	Sustained competitive advantage
c. Partnership management	V	V	V	V	Sustained competitive advantage

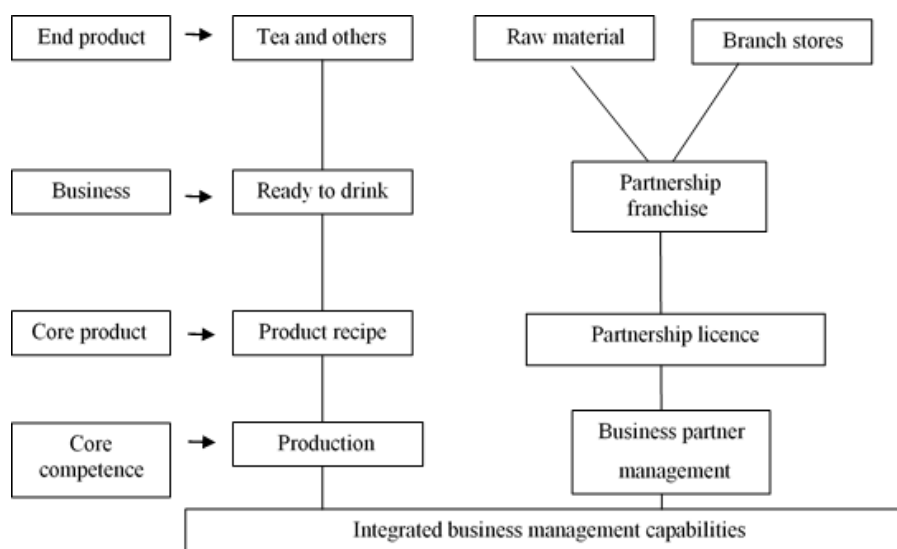


Figure 2. Dawoon Tea's Core Competencies

Answering the hypotheses that capabilities that become core competencies only if they meet the four criterias of the vrio assessment and become the basis of core competition tree. Dawoon Tea core competence are capabilities in production, and business partner management. These competencies produce a final product that creates margins for dawoon tea to achieve its competitive advantage. The results of this research as practical theory that resource based view can be use to create improvement suitable strategy for business (Chumpong et al. 2020)

Dawoon Tea's Value Proposition

Dawoon Tea has value propositions by achieving performance that is slightly different from competitors. The value of its products is undoubtedly already in the market, so it does not meet the value of novelty (newness). The presence of sweet iced tea drinks has been widely known. However, the existence of Dawoon Tea provides additional values and features so that the product motto is formed as a drink that is “delicious, abundant, and give happiness”.

Regarding the value proposition in partnerships, when compared to similar franchise competitors who have a franchise package worth 13,000,0000 rupiahs, currently, the Dawoon Tea partnership package is worth 9,850,000 rupiahs. Therefore, the price of the Dawoon Tea partnership is relatively affordable. Even at a relatively cheaper price, Dawoon Tea is committed through its vision to achieve prosperity with business partners by efforts to become a solutive and innovative business partner.

Based on five assessment groups, including very bad, not good, good enough, good, and excellent, the majority value proposition element belongs to good condition in the range of values 3.43 - 4.20 except for two aspects. First, Dawoon tea is rated as excellent by partners regarding the services provided are more than the price they paid. Second, the existence of various convenience facilities provided an easier way to the operational aspect. The Table 3 explains the perceptions of customers and business partners regarding the value proposition (Rosyad, 2022; Umar et al. 2018)

Table 3. Element of value proposition

Customer's perception	
Product uniqueness	3.81
Product quality	4.09
Price of product	3.77
Benefit compare with price paid	4.01
Business partner perception	
Partnership uniqueness	3.55
Facilities and convenience	4.23
Price compare with services	4.33
Benefit compare with price paid	4.03

External analysis through Porter's Five Forces

Therefore, the condition of the industry was obtained from 10 similar business actors in the ready to drink industry, and the results were discussed with the internal management of Dawoon Tea. The assessment of each competition variable is determined through the determination of the weight of importance and the assessment of each variables. In order to facilitate the grouping of competition conditions, the assessment is grouped into three categories, competition that is weak (1.00-2.33), medium (2.34 – 3.67) and high (over 3.67). Substitution of products and rivalry among competitor are the the primary threats for Dawoon Tea.

It corresponds to (Porter, 1991) that the product's price becomes one of the factors with the highest value that determines the selection of substitution products. Especially if the substitution product has the same function at a relatively not much different price. So associated with the inhibiting factors of the threat of new entrants, products need to be formed by diversification so that it is not easy to move substitution products very quickly. Porter's Five Forces results in Table 4.

Beside that, the occurrence of competition among competitors in the ready to drink beverage industry has the highest factor in the form of industrial growth. Several phenomena of ready-to-drinks types of Thai tea, milk coffee, and currently tea can multiply in just 1-2 years. The relatively easy exit barriers of the industry also characterize the ease of entry into the industry. This is also in line with the high intensity of the threat of newcomers.

Development of Core Competencies

The results of the internal analysis are a shadow of the competence that Dawoon Tea currently has. Meanwhile, the competitive conditions provide an overview of the threats and challenges that Dawoon Tea needs to anticipate in achieving its targets ahead. The gap between the conditions that have been achieved today and the goals that Dawoon Tea wants to achieve in the future mention through (Table 5). Accelerate business expansion is a strategic response to the ownership of suitable operating activities and the product quality and uniqueness owned by Dawoon Tea. The step of accelerating expansion is used in anticipation of more quickly controlling the market due to the reasonably high competition in the industry (Duan, 2019; Iskandar, 2021)

The large number of stores operating encourages the need to improve facilities in monitoring business performance through digital monitoring. This strategic step helps increase the role of technology in supporting activities and anticipating the arrival of new competitors in the industry. Next, the threat of substitution products has the opportunity to provide an alternative for customers to switch to other brands. The strength of Dawoon Tea with uniqueness and product

quality can underlie strategic steps in shaping product innovation to add value and various functions to the products offered

Dawoon tea's weakness in carrying out branding and marketing activities digitally can weaken its position in the market. Meanwhile, the impact of branding and marketing activities can expand the scope of the market and the brand's value. Therefore, increasing competence in marketing and branding activities is necessary to do. Table 6 describes the results of internal discussions combined with various references to detail the competencies that can be developed in supporting the proposed strategic step.

Core competence are the skills that enable companies to achieve the basics of customer benefits through the establishment, improvement, renewal and use of resources leading to sustainable competitive advantage (Williams, 1992; Zich, 2007; Jiangwei, 2009). Many companies have created core competencies but failed to implement them (Mappigau, 2012). The achievement of sustainable development is supported by the fulfillment of resources with heterogeneity and immobility criteria. The four competencies formed are expected to be implemented in an integrated manner so as to provide additional competitive value

Table 4. Porter's Five Forces results

Assessment of competition factors	Competitive conditions	
Threat of new entrants	3.70	High
Substitution of products	4.14	High
Buyers' bargaining power	3.62	Medium
Suppliers' bargaining power	3.69	High
Rivalry among competitors	3.99	High

Table 5. Gap condition of Dawoon Tea target

Current condition	Future targets (2022 -2025)	Output needed
Five stores handle by head management	Ten stores handle by head management	Accelerate business expansion
Standardization of business partner stores has not reached optimal conditions with conditions of 60% according to the established criteria	Standardization of digitally managed business partner stores and achieve 100% according to the established criteria	Digital performance monitoring and understanding of current strategic issues
Market segments in the lower middle class	Additional market segments	Product value innovation
Products sold 70% of offline stores 30% by online channel	Products sold through offline stores 60% and 40% by online channel	Digital marketing activities
Brand and digital reputation are still minimal	Increase in brand awareness to achieve reputation improvement	Branding activities

Table 6. Core competence development criteria

(1) Accelerate business expansion		
Competencies	Impact of competencies	Reference
Procurement of branch store opening infrastructure		
1. Ability to allocate investment budget and operating profit according to aspects of interest	a. Providing profit sharing funds according to investment projections to investors	Internal FGD (Hussain et al. 2019)
2. Ability to choose the right location for new branch operations	b. Reducing the risk of financial loss	
3. Ability to predict stock needs in the supply chain	c. Achieving the expected operating profit	
Bureaucratic control model		
1. Ability to assign employees according to functional abilities	a. Optimization of employee contributions to business performance	Internal FGD (Hussain et al. 2019; Jaime, 2021)
2. Consistency of the organization's chain of command	b. Achieving improved work efficiency	
	c. The running of regulations in the organization	
Human resource management		
1. Ability to build an idea exploration process	a. Creating a balanced and pleasant work ecosystem	Internal FGD (Mathis, 2012; Noe et al. 2010; Anita, 2021)
2. Ability to objectively resolve conflicts	b. Formation of employee loyalty	
3. Effective communication skills	c. Delivery the value of the organization to customers	
(2) Digital performance monitoring and understanding of current strategic issues		
Competencies	Impact of competencies	Reference
1. Ability to establish a performance appraisal system	a. Standardized work assessment	Internal FGD (Han, 2008)
2. The ability to utilize performance data become source of strategy formation	b. Measurable determination targets	
(3) Product value innovation		
Competencies	Impact of competencies	Reference
1. Ability to capture customer needs	a. Creating fit products in the market	Internal FGD (Rivero, 2017; Franceschelli et al. 2018; Chang, 2018)
2. Durable product production	b. Creating product efficiency towards leadership costs	
3. Factory-scale production capability		
(4) Digital marketing activities		
Competencies	Impact of competencies	Reference
1. Ability to assign sales programs that are attractive to customers	a. Meet customer behavior needs	Internal FGD (Chua, 2013)
2. Ability to use adsense features on google, instagram, facebook media	b. Fixed cost efficiency	
3. Ability to build collaborative cooperation with marketplace parties		
(5) Branding activities		
Competencies	Impact of competencies	Reference
1. Ability in providing creative content	a. Brands are easy for customers to remember	Internal FGD (Bahaudin, 2015)
2. Ability in organizing events	b. Increased customer retention opportunities	
3. Ability in the formation of word of mouth among the customer community		

Compared with similar topic research, resource and capabilities identification in this research is classified by the function of resource, while the research from (Nugroho, 2018) about the Development business strategy of Beejay Bakau Resort is classified by the type of resource such as tangible and intangible resource. Beside that the research about “sustained competitive advantage of cooking oil company” by (Afriyunto, 2019) classified resource and capabilities through every resource and capabilities used in value chain analysis element (Stakova, 2021). From the theory of Barney (2015) resource and capabilities also can be categorized by the function such as physical resource, financial resource, human resource, and organization resourch as mention in this research. Figure 3 describes the development of core competence based on the internal condition as opportunities and also external condition as a threat to Dawoon Tea in the future.

Managerial Implication

Stakeholders include in this research limited in Dawoon Tea internal management, business partner and its competitors, while the role of government still not included. The results of this study can be a reference for managerial implications for other small enterprises to be able to develop strategies based on core competencies

so that the strategies formed can be helpful over a long period. The results of strengthening competence are not only a strategy that responds to changes in temporary trends but can enable organizations to strengthen their fundamental business values so that they become more powerful and different from other competitors.

CONCLUSSIONS AND RECOMENDATIONS

Conclusions

Dawoon Tea has product as a physical resource, also production and business partnership management as capabilities which become source of sustainable competitive advantage. Now, product and business partnership management have a role as Dawoon Teas’s core competencies that become the internal strength of organizataion. In the other side, as the second goals knowing the external factors, substitution of product and rivalry among competitors become threat for Dawoon Tea in this industry. In the future for the strategic step after combine the internal and external aspects, Dawoon Tea can develop competencies in creating alternative products that are more durable, build reliable investment financial partnership competencies, and also create digital marketing competence.

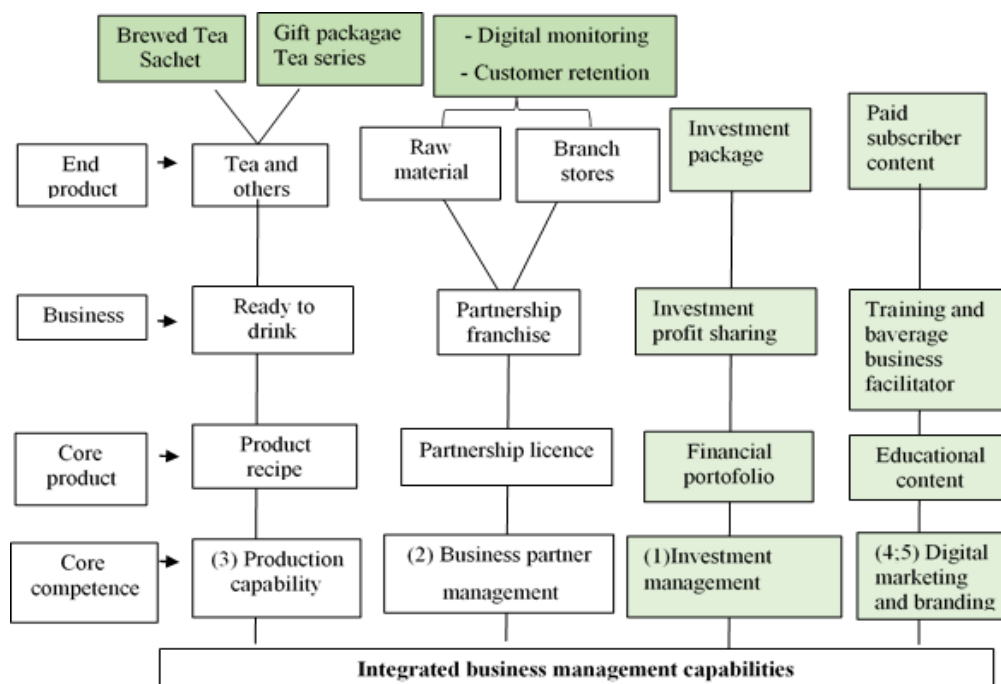


Figure 3. Core competencies tree development

This research has been able to help Dawoon Tea knowing the various resources and the competencies that it use today. In general, small enterprises run the business using only the resources they have at the beginning according to their abilities. The results of these research have a role to support previous research especially for small medium enterprise topic that research based view can be use to identify potential capabilities that become core competencies and gain competitive advantage. These results support statements that although the competition between enterprise is represented as the competition of final product, from the deep analysis it's the competition among their capabilities (Chumpong, 2020; Duan, 2019; Jaime, 2021).

In the development stage, Dawoon Tea, as a small enterprise, can make a plan and implement competency development based on the results of this research, such as the creation of new innovative products, the development of investment cooperation, and the establishment of digital marketing. This competency development is expected to enable Dawoon Tea to achieve its competitive advantage in the industry

Recommendations

For further research in formulating external considerations can include some views from other potential industries that can be alternative industrial developments in the future. The macro external analysis also enriches the results of further research. The next research can consider a more in-depth discussion on the types of competencies in the development of digital marketing and branding activities as a development of research that relates to the development of the current business situation.

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