

**APPLYING VRIO ANALYSIS FOR STRATEGY FORMULATION TO  
INCREASE COMPETITIVENESS THROUGH INTANGIBLE ASSET  
MASTERY (CASE STUDY ON KOPI KITA IN PADANG CITY)**

**THESIS**

Submitted as One of the Requirements to Achieve a Master's Degree in  
Management Studies, Faculty of Economics and Business, Andalas University



Proposed By :

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**MASTER OF MANAGEMENT STUDY PROGRAM**

**FACULTY OF ECONOMICS AND BUSINESS**

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# **APPLYING VRIO ANALYSIS FOR STRATEGY FORMULATION TO INCREASE COMPETITIVENESS THROUGH INTANGIBLE ASSET MASTERY (CASE STUDY ON KOPI KITA IN PADANG CITY)**

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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

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# **PENERAPAN ANALISIS VRIO UNTUK PERUMUSAN STRATEGI GUNA MENINGKATKAN DAYA SAING MELALUI PENGUASAAN ASSET TAK BERWUJUD (STUDI KASUS PADA KOPI KITA DI KOTA PADANG)**

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## **ABSTRAK**

Persaingan yang semakin ketat dalam industri kedai kopi menuntut para pengusaha untuk memiliki strategi yang efektif dalam meningkatkan daya saingnya. Penelitian ini bertujuan untuk menganalisis strategi peningkatan daya saing melalui penguasaan aset tak berwujud pada Kopi Kita di Kota Padang dengan menggunakan pendekatan Resource-Based View (RBV) dan analisis VRIO (Valuable, Rare, Inimitable, Organized). Penelitian ini menggunakan metode kualitatif dengan studi kasus, yang melibatkan observasi dan wawancara mendalam dengan pemilik dan kepala cabang Kopi Kita. Hasil penelitian menunjukkan bahwa penguasaan aset tak berwujud, seperti kompetensi, manajemen pengetahuan, dan jaringan bisnis, memegang peranan strategis dalam menciptakan keunggulan kompetitif yang berkelanjutan. Kopi Kita telah memanfaatkan kompetensi dalam memahami preferensi pelanggan, pengambilan keputusan strategis, inovasi produk, dan kemampuan memecahkan masalah. Selain itu, praktik manajemen pengetahuan yang efektif dan jaringan bisnis yang luas juga menjadi faktor kunci keberhasilan bisnis. Berdasarkan analisis VRIO, Kopi Kita memiliki sumber daya dan kapabilitas yang bernilai, langka, sulit ditiru, dan terorganisasi dengan baik, sehingga memberikan keunggulan kompetitif jangka panjang. Penelitian ini memberikan kontribusi teoritis dan praktis bagi usaha kecil dan menengah (UKM) dalam merancang strategi berbasis aset tak berwujud untuk meningkatkan daya saing dalam industri kopi.

**Kata Kunci:** Strategi Bersaing, Aset Tak Berwujud, Analisis VRIO, Pandangan Berbasis Sumber Daya, Kedai Kopi, UMKM

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