

CHAPTER V

CLOSING

5.1 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.

5.2 Research Implications

5.2.1. For Kopi Kita

The results of the study indicate that Kopi Kita has great potential to strengthen its competitiveness through the development of intangible asset-based strategies. Some implications for Kopi Kita are:

1. Increasing investment in advanced technology, such as predictive analytics and AI-based systems, to support more efficient strategic decision-making that is difficult for competitors to imitate.
2. Developing exclusive and innovative partnerships with other brands that have unique markets, resulting in more valuable and competitive collaborations.
3. Improving employee training, especially in innovation and customer service skills, so that they can continue to meet consumer expectations and create superior customer experiences.

5.2.2 For Further Researchers

This study contributes to the literature on intangible asset-based competitive strategies in the MSME sector. Some implications for further research are:

1. Using a quantitative approach to measure the direct relationship between VRIO elements and business performance, such as increased profitability or customer loyalty.

2. Expanding the scope of research to other sectors or different geographic areas, so that the research results can be generalized more widely and provide deeper insights into competitive advantage.

3. Identify external factors, such as government regulations, economic trends, or social changes, that may affect the implementation of intangible asset-based strategies in the FnB industry or other sectors.

5.3 Research Limitations

This study has several limitations that need to be considered. First, the study was only conducted on one object, namely Kopi Kita, with a focus on coffee shops in Padang City, so the results may not fully represent the FnB industry in other regions. Second, the qualitative approach used produced descriptive findings without any quantitative measurement of the impact of VRIO elements on business performance. Third, this study has not explored in depth how external factors, such as government regulations or market conditions, affect the implementation of intangible asset-based strategies.

5.4 Suggestions

5.4.1 For Kopi Kita

1. Adopt advanced analytical technology such as big data or AI to support more accurate and strategic decision-making, thereby creating a more sustainable competitive advantage.

2. Develop exclusive partnerships with large brands that have unique markets to create collaborations that are difficult for competitors to imitate, such as exclusive bundling programs or innovative co-branding activities.

3. Strengthening employee training, especially in the areas of product innovation, customer management, and operational efficiency, to ensure consistent service quality across branches.

5.4.2 For Further Researchers

1. Quantitative research with a statistical approach can be conducted to measure the impact of VRIO elements, such as competence or knowledge management, on business performance, such as increased turnover or customer loyalty.

2. Research across regions or other sectors, such as manufacturing or services, can provide new insights into the application of intangible asset-based strategies in a broader context.

3. Exploring the role of government regulations or economic policies in supporting intangible asset management can be a focus of research that contributes to the development of business strategies on a national scale.