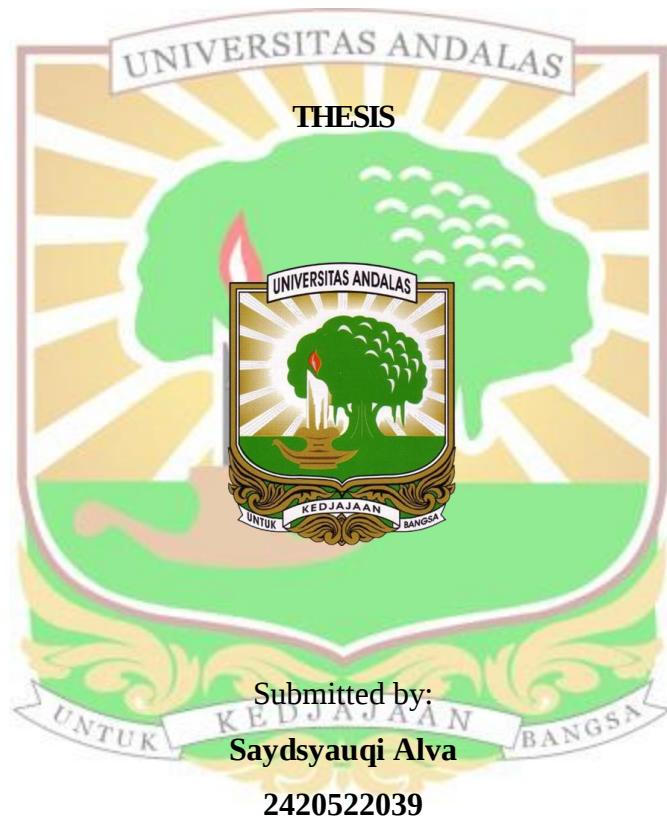


**THE EXPLORATION OF TANGIBLE AND INTANGIBLE ASSETS, CO-
CREATION PROCESS, AND OWNERS' ADAPTABILITY IN THE
COMPETITIVENESS OF COFFEE SHOPS IN THE CITY OF PADANG**



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**MASTER DEGREE INTERNATIONAL MANAGEMENT
FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS ANDALAS
PADANG
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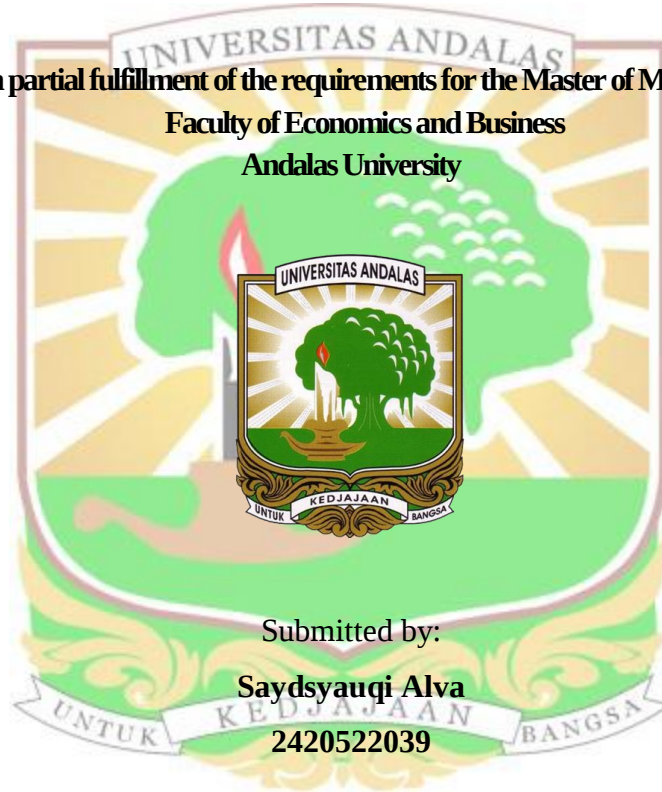
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THESIS

Submitted in partial fulfillment of the requirements for the Master of Management degree

Faculty of Economics and Business

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ABSTRACT

The coffee shop industry in Padang City has developed into a dynamic and competitive business environment, characterized by diverse business models, changing consumer preferences, technological developments, and increasing market competition. This study aims to explore how coffee shop owners in Padang City manage and utilize tangible and intangible assets, engage in co-creation processes with customers, and develop adaptive capabilities to sustain business competitiveness and growth. This study employed a qualitative exploratory approach with a multiple-case study design involving store-based and mobile coffee businesses. Data were collected through semi-structured interviews, observation, and supporting documentation, and analyzed using thematic analysis assisted by NVivo software. The findings identified five interrelated themes: tangible assets, intangible assets, co-creation processes, adaptive capabilities, and business competitiveness. Tangible assets provide the operational foundation of coffee businesses, while intangible assets, including human resource competence, product knowledge, reputation, customer trust, creativity, and business relationships, contribute to differentiation and customer loyalty. Co-creation occurs through customer feedback, direct interaction, social media engagement, community activities, and collaboration, enabling businesses to incorporate customer and stakeholder knowledge into product and service improvements. Adaptive capabilities are demonstrated through market sensing, innovation, resource reconfiguration, and digital technology adoption. The cross-case findings indicate that store-based and mobile coffee businesses employ different resource configurations but share strategic priorities related to product quality, human resource competence, customer trust, operational consistency, market responsiveness, and business continuity. Overall, competitiveness depends not on individual resources or a particular business format, but on the integration of tangible and intangible assets, co-creation, and adaptive capabilities in responding to changing market conditions.

Keywords: Tangible Assets; Intangible Assets; Co-Creation; Adaptive Capabilities; Business Competitiveness; Coffee Shops; Padang City.