

Research Article

# Operationalisation of Internal Analysis Using The Vrio Framework: Assessing Resource and Capability Management in A Bandung-Based Coffee Business (Case Study: Kopi Anjis)

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**Abstract:** Finding the source of competitive advantage has become an essential area in the research of strategic management. One of the methods commonly used to assess internal strengths is the VRIO framework. However, the framework does not explain how well resources or capabilities are managed within the company. Therefore, the objective of this paper is to operationalise the VRIO framework by creating assessment scales to evaluate the level of organisational support for strategic resources. A case study was conducted at Kopi Anjis, a Bandung-based coffee business, to identify branding-related resources and assess their value, rarity, imitability, and organisational support. The study uses a Likert-based evaluation adapted from previous research to determine which capabilities offer sustained competitive advantage. Results indicate that while Kopi Anjis possesses several valuable and rare resources, weak organisational management hinders its strategic potential.

**Keywords:** VRIO framework, resource-based view, internal analysis, branding capability, Kopi Anjis

## 1. INTRODUCTION

Jay B. Barney first presented the VRIO framework as a strategic tool for assessing an organisation's internal resources and capacity in 1991. It offers a methodical approach to ascertain whether the resources of a company have the qualities required to produce a lasting competitive advantage. Value, rarity, imitability, and organisation—VRIO—have grown to be crucial components of internal strategic study.

Nevertheless, one of the most crucial aspects of strategic management is the interaction between the resources a firm owns and its general performance. (Knott, 2015). The most often used theoretical framework in recent years to describe this link has been the Resource-Based View (RBV). (Barney, 1991; Wernerfelt B., 1984). RBV stresses the variety and immobility of resources as sources of difference and long-term competitiveness, unlike conventional wisdom that accentuates strengths and shortcomings. In this regard, the VRIO framework became a useful tool for evaluating whether internal resources satisfy the requirements to produce a continuous competitive advantage. (Barney J. B., 2002)

The VRIO framework offers several advantages:

- It helps organisations to identify hidden strategic assets,
- It helps guide better decision-making and resource allocation.
- Provides strategic insights for opportunity evaluation and threat anticipation.

The RBV and VRIO models have drawn criticism, even if they are somewhat widely used. Scholars have noted limits, including a lack of direction on which resources to prioritise, a static approach that may overlook the dynamic nature of competition, and an internal-only focus that neglects external factors like consumer behaviour and industry disturbance. (Hamel & Prahalad, 1994; Kraaijenbrink J. et al., 2010; Lockett et

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al., 2009; Priem & Butler, 2001). These criticisms underline the need to employ VRIO not as a stand-alone diagnosis but rather as part of a more general strategic toolkit, including dynamic capabilities and market responsiveness.

The sustainability of competitive advantage usually varies in fast-changing sectors. Resource-based theory holds that if demand or supply conditions alter, even strategic resources could become irrelevant. (Barney, 1991; Porter, 1985). For instance, new technology or changing consumer preferences could make once-valued resources outdated. (Christensen, 1997; Schmitt, 2014).

Small and emerging companies may also find it difficult to implement the VRIO model since they have not yet completely developed the resources or organisational processes required to satisfy all four criteria (Collis & Montgomery, 1995). Although these products could be worth it, they are sometimes easily copied or not well institutionalised.

Internal emphasis of the model is another restriction. Organisations that want a complete strategic viewpoint also have to take into account outside market factors such as rival actions and shifting customer wants (Fredrickson, 2017; Wright, 1997). Combining VRIO with more general models like SWOT analysis lets one evaluate internal strengths and external prospects from a more complete standpoint (Fahey & Randall, 2008).

Nonetheless, the VRIO framework remains highly useful for identifying and protecting a firm's most critical resources. It encourages firms to ask essential strategic questions:

1. What makes our organisation truly distinctive?
2. Are our capabilities still defensible in the face of growing competition?

Early in the course of developing a strategy, the VRIO study should preferably be carried out. The knowledge gained from this framework can help inform the company's vision, clarify competitive positioning, and direct future strategic investments. If appropriately created and in line with corporate goals, even resources that fall short of all VRIO criteria might have value. The internal resources of Bandung-based coffee company Kopi Anjis are evaluated in this paper using the VRIO framework. This article aims to find which resources are underused and which might be reinforced to create a sustainable competitive advantage by evaluating the firm's branding-related skills through the VRIO lens, especially the "Organisation" component.

### **Identification of Competitive Advantage Using the VRIO Framework**

An identification method based on the evaluation of internal resources using the VRIO framework was developed by using the value chain model, therefore providing a competitive advantage. This method helps to classify resources and skills not only by their presence but also by their possible contribution to long-term strategic benefit. Value, rarity, imitability, and organisation define the VRIO framework, as Ariyani, Daryanto, and Sahara. (2018) Clarify.

Each resource is examined through a series of guiding questions:

1. Valuable: whether the resource or capability can encourage the company to operate more efficiently and effectively, or help it exploit external opportunities and counteract environmental threats (Ariyani & Daryanto, 2018)
2. Rare: whether the resource or capability is not commonly possessed by other firms, thus providing a potential edge in the market
3. Inimitable: whether the resource is difficult to replicate or imitate by competitors, either due to its historical roots, unique conditions, or complexity
4. Organisation: whether the firm is structured and capable of fully utilising the resource or capability through proper systems, processes, and support mechanisms

According to Ariyani et al.(2018)To achieve a sustainable competitive advantage, a resource or capability must be:

1. Rarely owned or accessed by other firms;
2. Difficult to obtain or imitate; and
3. Well managed by the organisation through institutional support.

Although the VRIO model offers a strong qualitative lens, its initial formulation leaves out a clear technique for measuring the "Organisation" component. Ariyani et al.

suggested using a Likert scale (from 1 to 4) to assess the degree to which a business controls and promotes every resource within. This scale indicates whether a competence is unsupported (1), moderately supported (2), well-supported (3), or fully institutionalised (4).

Previously shown in the animal feed sector (Ariyani & Daryanto, 2018) and more recently in fashion and design education, the pragmatic use of this framework and scale was previously demonstrated. However, little has been done using this approach in the service and leisure industries, especially in small, heritage-based coffee shops like Kopi Anjis. Thus, this study highlights how underused internal capabilities can either be restructured into strategic assets or found as performance gaps by operationalising the VRIO model and using the organisational scale in the branding environment of an Indonesian coffee company.

Not only does this organised internal study highlight which branding-related capabilities provide temporary advantage, competitive parity, or disadvantage, but it also helps one to find which, given appropriate support and management inside the company structure, can be developed into a sustainable competitive advantage.

## 2. METHOD

The choice of research technique is highly important in the process of research design since it defines how relevant data will be acquired to fulfil the study goals. However, this design approach requires several linked choices that have to fit the type of research. (Sileyew, 2019). Sileyew (2019) claims that research techniques offer a road map for conducting methodical investigations. In order to get the intended research results in this work, a case study design was used and backed by a quantitative methodology.

By means of organised evaluation criteria that would not be feasible through only qualitative means, the quantitative component helped the researcher to evaluate Kopi Anjis's internal capabilities. (Memon et al., 2017). Particularly with regard to branding and strategic positioning, a structured assessment scale was applied to investigate the degree of internal resource support and management by the company.

The use of internal analysis with the VRIO framework and the construction of a scale to evaluate the organisation's capacity to control its resources and capabilities were investigated using a survey approach. This method allowed internal stakeholders at Kopi Anjis to efficiently and comparably compile standardised data. (Babbie, 2020).

Internal staff from Kopi Anjis directly engaged in brand, operations, and business decision-making comprised the study's target audience. Purposive sampling allowed participants to be chosen so that replies came from people with pertinent knowledge of the strategic and operational activities of the organisation. Ten people took part in this internal review.

Closed-ended items meant to evaluate the four VRIO dimensions—Value, Rarity, Imitability, and Organisation—made the instrument for data collecting a structured questionnaire modified from Ariyani et al. (2018). Using a Likert scale (0–4), the component on organisation assessed the degree of internal support for every discovered resource.

Every respondent was asked to assess the same set of organising tools, therefore guaranteeing consistency in answers and enabling efficient quantitative analysis. The questionnaire included sections reflecting the classification of resources with respect to the VRIO paradigm. The last study made it possible to pinpoint which resources demand strategic development and which provide sustainable competitive advantage. All respondents gave informed consent. No ethical issues were identified during the research process.

## 3. RESULT AND DISCUSSION

### Case Study of Kopi Anjis

Kopi Anjis is a local coffee shop in Bandung, which has been operating for over a decade and has a strong customer base among older working adults and families. The business is built on three pillars: a nostalgic café ambience, unique food pairings (e.g., roti gempol bakar), and a wide variety of coffee selections sourced locally.

This study adopts the internal analysis model developed by Ariyani et al. (2018) and modifies it to suit the context of Kopi Anjis, a local coffee business in Bandung. The internal environment analysis was conducted using the Resource-Based View (RBV), with the identification of resources and capabilities as potential sources of competitive advantage carried out through the application of the VRIO framework.

By mapping its key capabilities—such as local authenticity, operational consistency, brand heritage, and customer loyalty—into the VRIO framework, the study evaluates which resources offer only temporary advantage and which can be leveraged for sustainable growth if properly managed.

### VRIO Test

Using the identified internal resources and capabilities of Kopi Anjis, the next step in the analysis involves applying a layered assessment based on the VRIO framework, specifically focusing on the Value, Rarity, and Imitability (VRI) dimensions. The results of this evaluation are presented in Table 1.

**Table 1: VRI Analysis**

Resource / Capability	V	R	I	Strengths/Weaknesses	Performance
Strong brand identity and a distinctive nostalgic concept	-	√	√	Competitive Disadvantage	Normal
Strong brand presence in Bandung's coffee culture	-	√	√	Competitive Disadvantage	Normal
The vision and goals of the brand are clearly communicated	√	√	√	Temporary Competitive Advantage	Normal
Established customer base, especially among family segments	-	-	√	Temporary Competitive Advantage	Above Normal
Workers and families are its primary market	-	-	√	Temporary Competitive Advantage	Above Normal
Family-friendly café atmosphere with nostalgic interior design	-	-	√	Temporary Competitive Advantage	Above Normal
Plays its original songs inside the café	√	√	√	Competitive Disadvantage	Below Normal
Has a signature and special drinks as main attractions	-	-	√	Temporary Competitive Advantage	Above Normal
Offers a complete food menu, including main courses and snacks	-	-	√	Temporary Competitive Advantage	Above Normal
Sells coffee beans for home brewing needs	-	-	√	Temporary Competitive Advantage	Above Normal
Has delivery/order services via digital applications	-	√	√	Temporary Competitive Advantage	Normal
Has a customer loyalty system	-	√	-	Competitive Parity	Below Normal
Has an effective ordering system	-	-	√	Temporary Competitive Advantage	Normal
Actively innovates in digital marketing efforts	√	√	√	Competitive Disadvantage	Below Normal
Brand awareness is declining due to irrelevant digital content	-	-	√	Temporary Competitive Advantage	Above Normal
Social media engagement is still relatively low	-	-	√	Temporary Competitive Advantage	Above Normal
Has not yet targeted the "working from café (WFC)" customer segment	-	√	√	Competitive Disadvantage	Normal
The visual appearance of social media content does not follow the latest trends	-	-	√	Temporary Competitive Advantage	Above Normal
R&D capacity (product development) is limited compared to competitors	-	-	√	Competitive Disadvantage	Above Normal
Visitor numbers are inconsistent due to lack of exposure and promotion	-	-	√	Temporary Competitive Advantage	Above Normal
Product promotion and marketing strategies have not been effective	-	-	√	Competitive Disadvantage	Normal
Uses cashless payment technology (e-wallet, QRIS)	-	√	√	Temporary Competitive Advantage	Normal
Provides WiFi facilities for customers	-	-	√	Temporary Competitive Advantage	Above Normal

Has good cleanliness and sanitation systems	-	-	√	Temporary Competitive Advantage	Above Normal
Has friendly and trained staff	-	-	√	Temporary Competitive Advantage	Above Normal
Provides comfortable space for meetings or working	-	√	√	Temporary Competitive Advantage	Normal
Regularly trains employees to improve quality	-	√	√	Competitive Parity	Normal
Actively participates in local community events	-	√	√	Competitive Parity	Normal
Has an effective customer feedback system	-	√	√	Temporary Competitive Advantage	Normal
Regularly innovates products	-	√	√	Temporary Competitive Advantage	Normal
Uses high-quality raw materials	-	-	√	Temporary Competitive Advantage	Above Normal
Has a strong supplier network	-	√	√	Temporary Competitive Advantage	Normal
Has a good inventory management system	-	√	√	Competitive Parity	Normal
Has adequate production equipment and facilities	-	-	√	Temporary Competitive Advantage	Normal
Has strict quality control systems	-	-	√	Temporary Competitive Advantage	Above Normal
Applies high food safety standards	-	-	√	Temporary Competitive Advantage	Above Normal
Has competitive pricing strategies	-	√	√	Competitive Parity	Normal
Has attractive promotional programs	-	√	√	Competitive Parity	Normal
Has efficient distribution systems	-	√	√	Competitive Parity	Normal
Regularly conducts market analysis	-	√	√	Competitive Parity	Normal
Has a competent marketing team	-	√	√	Competitive Parity	Normal
Has a good management information system	-	√	√	Competitive Parity	Normal
Actively collaborates with other brands to innovate products	-	√	√	Competitive Parity	Normal
Social media engagement remains relatively low	-	√	√	Competitive Disadvantage	Below Normal
Does not offer seasonal or limited-time drinks to create excitement (NEW)	√	√	-	Competitive Disadvantage	Below Normal
Kopi Anjis regularly innovates its food and beverage menu	-	-	√	Competitive Parity	Above Normal
Maintains consistent coffee and food flavor quality	-	√	√	Competitive Parity	Normal
Regularly offers attractive promotional campaigns	√	√	√	Competitive Disadvantage	Normal
The number of visitors is inconsistent due to lack of exposure and promotion	√	-	√	Competitive Parity	Above Normal

Source: Researchers approach the adapter from (Ariyani & Daryanto, 2018)

Examining Kopi Anjis's performance using the VRIO framework helps us to evaluate both its internal resources and shortcomings. The research exposes various difficulties, including a nostalgic brand identification that is no longer rare or difficult to copy, thus reducing distinction. The company also exhibits poor digital marketing effectiveness, low brand memory among younger audiences, restricted promotional efforts, insufficient R&D capacity, and missed opportunities in addressing rising segments such as "Work From Café" consumers. Notwithstanding these constraints, Kopi Anjis keeps strategic assets including a nostalgic café atmosphere, a loyal customer base, a reasonably priced menu geared at families, and unique specialty beverages. One can nonetheless maximise these resources to improve competitive positioning.

Using the "Organisation" component of the VRIO framework, a Likert scale was employed to gauge the degree of organisational support behind these capabilities. Table 2 shows the Likert scale, which spans 0 to 4.

**Table 2:** Likert Scale for Decision Making

Scale	Description
0	No influence
1	Low influence
2	Medium influence
3	High influence
4	Very high influence

*Source: Kopi Anjis VRIO Likert-based Scale (adapted from Ariyani & Daryanto, 2018)*

In order to determine the level of Kopi Anjis's ability in managing their internal resources or the potential source of competitive advantage, an assessment of the "Organisation" dimension was conducted using the Likert scale as shown above. The following section presents the detailed analysis results in Table 3.

**Table 3:** Assessment of Organisation Scale

Resources/Capabilities	Organization Scale				Organization Level of Capability (%)	Competitive Implication
	1	2	3	4		
Strong brand identity and a distinctive nostalgic concept.	0	2	5	4	79%	Competitive Disadvantage
Strong brand presence in Bandung's coffee culture.	0	2	5	4	79%	Competitive Disadvantage
The vision and goals of the brand are clearly communicated (including being a must-visit place for tourists in Bandung).	1	1	4	5	80	Temporary Competitive Advantage
Established customer base, especially among family segments.	0	0	3	8	89%	Temporary Competitive Advantage
Workers and families are its primary market.	0	0	2	9	89%	Temporary Competitive Advantage
Family-friendly café atmosphere with nostalgic interior design.	0	0	2	9	89%	Temporary Competitive Advantage
Plays its original songs inside the café to enhance customer experience.	2	2	4	3	70%	Competitive Disadvantage
Has a signature and special drinks that serve as main attractions.	0	0	4	7	90	Temporary Competitive Advantage
Offers a complete food menu, including main courses and snacks.	0	0	6	5	85	Temporary Competitive Advantage
Sells coffee beans for home brewing needs.	0	0	6	5	85	Temporary Competitive Advantage
Has delivery/order services via digital applications.	0	1	6	4	80	Temporary Competitive Advantage
Has a customer loyalty system.	0	3	7	1	67	Competitive Parity
Has an effective ordering system.	0	0	7	4	82	Temporary Competitive Advantage
Actively innovates in digital marketing efforts.	1	5	3	2	61%	Competitive Disadvantage
Brand awareness is declining due to irrelevant digital content.	0	0	3	8	93	Temporary Competitive Advantage

Social media engagement is still relatively low.	0	0	4	7	90	Temporary Competitive Advantage
Has not yet targeted the "working from café (WFC)" customer segment.	0	2	4	5	82%	Competitive Disadvantage
The visual appearance of social media content does not follow the latest trends.	0	0	3	8	93	Temporary Competitive Advantage
R&D capacity (product development) is limited compared to competitors.	0	0	4	7	90	Competitive Disadvantage
Visitor numbers are inconsistent due to lack of exposure and promotion.	0	0	4	7	90	Temporary Competitive Advantage
Product promotion and marketing strategies have not been effective.	0	0	5	6	88	Competitive Disadvantage
Uses cashless payment technology (e-wallet, QRIS).	0	1	7	3	80	Temporary Competitive Advantage
Provides WiFi facilities for customers.	0	0	5	6	88	Temporary Competitive Advantage
Has good cleanliness and sanitation systems.	0	0	4	7	90	Temporary Competitive Advantage
Has friendly and trained staff.	0	0	3	8	93	Temporary Competitive Advantage
Provides comfortable space for meetings or working.	0	1	6	4	80	Temporary Competitive Advantage
Regularly trains employees to improve quality.	0	2	5	4	77	Competitive Parity
Actively participates in local community events.	0	1	7	3	78	Competitive Parity
Has an effective customer feedback system.	0	1	5	5	82	Temporary Competitive Advantage
Regularly innovates products.	0	1	6	4	80	Temporary Competitive Advantage
Uses high-quality raw materials.	0	0	4	7	90	Temporary Competitive Advantage
Has a strong supplier network.	0	1	5	5	82	Temporary Competitive Advantage
Has a good inventory management system.	0	2	6	3	75	Competitive Parity
Has adequate production equipment and facilities.	0	0	5	6	88	Temporary Competitive Advantage
Has strict quality control systems.	0	0	4	7	90	Temporary Competitive Advantage



Applies high food safety standards.	0	0	4	7	90	Temporary Competitive Advantage
Has competitive pricing strategies.	0	1	7	3	78	Competitive Parity
Has attractive promotional programs.	0	2	6	3	75	Competitive Parity
Has efficient distribution systems.	0	1	7	3	78	Competitive Parity
Regularly conducts market analysis.	0	2	6	3	75	Competitive Parity
Has a competent marketing team.	0	2	6	3	75	Competitive Parity
Has a good management information system.	0	1	7	3	78	Competitive Parity
Actively collaborates with other brands to innovate products.	0	1	5	5	82%	Competitive Parity
Social media engagement remains relatively low.	0	4	3	4	77%	Competitive Disadvantage
Does not offer seasonal or limited-time drinks to create excitement. (NEW)	2	5	2	2	66%	Competitive Disadvantage
Kopi Anjis regularly innovates its food and beverage menu.	0	0	4	7	86%	Competitive Parity
Maintains consistent coffee and food flavor quality.	0	1	5	5	82%	Competitive Parity
Regularly offers attractive promotional campaigns.	1	2	5	3	75%	Competitive Disadvantage
The number of visitors is inconsistent due to a lack of exposure and promotion.	1	0	2	8	86%	Competitive Parity

Source: Researcher's Approach (2025)

Based on the results of the organisational-level analysis, the capabilities that Kopi Anjis can further leverage to build a sustainable competitive advantage include:

- (1) a loyal and family-oriented customer base,
- (2) affordable pricing strategy suited to its target market,
- (3) consistent food and beverage quality,
- (4) strong brand identity anchored in nostalgia,
- (5) a wide menu variety that supports customer retention, and
- (6) strategic collaborations for innovation.

These resources showed high to very high influence scores on the Likert scale, indicating that they are relatively well-managed and have the potential to be enhanced for long-term strategic differentiation.

The results of this study provide valuable insights for Kopi Anjis management in identifying which internal resources are currently underleveraged and which are well-managed but not fully aligned with market demands. Resources such as brand identity, loyal customer base, and consistent menu quality have strong organisational support and should be prioritised as key differentiators in future strategic planning. Meanwhile, areas

with low organisational backing, such as digital marketing execution, promotional innovation, and R&D capacity, require immediate attention to avoid competitive erosion. Applying the VRIO framework enables managers to prioritise internal capability development based on strategic value rather than operational habit (Barney, 2002; Ariyani et al., 2018). For Kopi Anjis, this structured internal perspective supports more targeted resource allocation, better alignment of capabilities with strategic goals, and long-term brand positioning in an increasingly competitive market.

### Discussion

The organisational-level study reveals, among other internal resources and talents Kopi Anjis has, that they might be used to create sustained competitive advantage. These comprise a devoted and well-established clientele, reasonably priced policies, constant food and beverage quality, a nostalgic and family-friendly café environment, and unique specialty beverages. High ratings on the organisation scale for these resources suggest that the company supports and manages them rather well.

Still, the study also pointed out some major flaws. Among these are underused digital marketing platforms, poor seasonal or limited-time offers, weak creativity in promotional methods, and inadequate alignment between the company's goals and its operational execution. These locations were evaluated as having less organisational support, which would diminish their strategic influence and help Kopi Anjis to be currently competitively disadvantaged in the local coffee market.

Although there are various internal strengths overall, their capacity to create long-term strategic advantage hinges on bettering organisational focus and resource management in less developed areas.

### 4. CONCLUSION

Ultimately, the VRIO framework is most useful for companies trying to assess and maximise what they already have since it stresses internal operations and current resource conditions. For companies aiming to follow wholly new strategic paths or disruptive models, it might not be the best beginning point (Knott, 2015). Applied methodically, however, the VRIO framework offers a useful prism through which managers may spot areas missing organisational support or which resources are strategically important.

Notwithstanding its constraints, the VRIO study has helped to evaluate Kopi Anjis's present internal capacity. It helps one to grasp better which resources support transitory rather than long-lasting competitiveness. As a managerial tool, the Resource-Based View (RBV) is a useful basis for identifying internal capabilities that might assist in long-term strategic orientation. In the case of Kopi Anjis, maintaining a constant competitive advantage in the changing coffee shop environment will depend on matching valuable but underused resources with more robust organisational support.

Combining the VRIO framework and Likert measuring scale will help one assess a company's degree of resource/capability management competency, thereby determining the source of its competitive advantage. Therefore, an organisation would be able to create a continuous competitive advantage in the company over its rivals if it can effectively and efficiently undertake performance improvement of its possible resources or skills. Further study on the application of the VRIO framework with a Likert scale for other fashion and design universities is recommended.

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