Volume 13 – Issue 3 --, 2025: 183-193
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p-ISSN: 2337-5191 | e-ISSN: 2527-6034.
Open Access at: https://jwm.ulm.ac.id/id/index.php/jwm
DOI: https://doi.org/10.20527/jwm.v13i3.457

Dynamic Marketing Capabilities and the Pursuit of Competitive Advantage in Coffee Shops

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Abstract

This study aims to examine the influence of sensing, seizing, and reconfiguring capabilities on competitive advantage among coffee shops in Banjarmasin. The population in this study consists of coffee shop owners or managers in Banjarmasin, with a total of 40 respondents selected using a purposive sampling technique. The data were analyzed using multiple linear regression. Theoretically, this study extends the application of Dynamic Marketing Capability (DMC) beyond manufacturing and large-scale enterprises to the small-scale service context, offering empirical evidence from Indonesia's coffee shop industry. New insights are provided into how small service-based firms can sustain competitive advantage by dynamically aligning marketing resources and adaptive strategies in a rapidly changing market environment. The results indicate that sensing capability has a positive and significant effect on competitive advantage, seizing capability has a positive but insignificant effect on competitive advantage, and reconfiguring capability has a positive and significant effect on competitive advantage in coffee shops in Banjarmasin.

Keywords: *Dynamic Marketing Capability, Sensing Capability, Seizing Capability, Reconfiguring Capability Competitive advantage*

Introduction

The rapid transformation of the global business landscape has intensified market competition and required firms to innovate continuously. The food and beverage (F&B) sector, one of the most resilient and fast-growing industries, reached USD 7.4 trillion in 2025 and is projected to expand to USD 9.42 trillion by 2029, reflecting a compound annual growth rate (CAGR) of 6.2% (Research and Market, 2025). This expansion is driven by increasing disposable income, digital transformation, and shifting consumer lifestyles.

In Indonesia, the F&B sector plays a significant role in economic recovery and employment creation. Data from Badan Pusat Statistika (2025) show that the industry grew by 5.5% in 2024, exceeding the national GDP growth of 4.95%. Among its sub-sectors, coffee has become a leading growth driver. The Coordinating Ministry for Economic Affairs reported that the coffee industry grew by 250% in the past decade, driven by domestic consumption of more than five million 60-kg bags annually (International Coffee Organization, 2023).

Aligned with this rapid growth, the proliferation of coffee shops across Indonesia illustrates the sector's remarkable dynamism. Toffin (2023) recorded an increase from 1,083 outlets in 2016 to over 300,000 in 2023, underscoring both the market's attractiveness and the intensifying competition it brings. In Banjarmasin alone, there are approximately 300–400 active coffee shops (Banjarmasin Post, 2023). This increasingly saturated market compels local entrepreneurs to differentiate themselves through innovation, service excellence, and customer experience.

Within this competitive context, Dynamic Marketing Capabilities (DMC) have become essential for maintaining performance under changing market conditions. Grounded in the Dynamic Capability Theory (DCT) developed by Teece (2011), DMC reflects a firm's ability to sense market changes, seize emerging opportunities, and reconfigure marketing resources to maintain performance (Barrales-Molina et al., 2014; Teece, 2011). These capabilities enable firms to align marketing actions with environmental shifts and remain responsive through learning and resource renewal.

The notion of competitive advantage (CA), meanwhile, originates from the Resource-Based View (RBV) proposed by Barney (1991), which posits that firms achieve superior performance through valuable, rare, inimitable, and non-substitutable resources. Porter (1985) adds that competitive advantage is achieved when firms deliver unique value through cost efficiency or differentiation. The DCT extends this logic by explaining how firms renew and adapt their resources to remain competitive in turbulent environments (Eisenhardt & Martin, 2000; Teece, 2011).

Consequently, DMC and CA are conceptually interlinked, while RBV emphasizes the possession of strategic resources, DCT and DMC highlight how those resources are renewed and redeployed to sustain competitiveness. In the context of small-scale service enterprises such as local coffee shops, DMC becomes a determinant of survival. Firms with strong sensing, seizing, and reconfiguring capabilities can interpret market signals, implement rapid marketing actions, and adapt offerings to meet evolving consumer preferences (Morgan et al., 2009; Supriyanto et al., 2024).

Previous studies has confirmed that firms with high dynamic marketing capability demonstrate superior market agility, product innovation, and customer retention (Morgan et al., 2009; Supriyanto et al., 2024). However, research applying this framework to small-scale service enterprises in emerging markets remains scarce. Most prior work focuses on manufacturing or hospitality sectors in developed economies, leaving limited understanding of how DMC drives competitive advantage in local business contexts.

Therefore, this study aims to analyze the effect of sensing, seizing, and reconfiguring capabilities on competitive advantage among local coffee shops in Banjarmasin. The findings are expected to contribute theoretically by extending the dynamic capability framework into the marketing domain of small enterprises and practically by providing insights for improving the competitiveness of Indonesia's coffee industry.

Research Method

Research Design

This study adopts a quantitative explanatory design to examine the effect of Dynamic Marketing Capabilities (sensing, seizing, and reconfiguring) on competitive advantage among coffee shops in Banjarmasin. The explanatory design enables the identification of causal relationships between the independent and dependent variables through a structured and statistical approach.

Population and Sampling

The population consists of coffee shop owners and managers in Banjarmasin. The study uses a purposive sampling technique, targeting respondents who are directly involved in managerial and strategic decision-making. The total of 40 respondents meets the minimum requirement for regression analysis, ensuring the adequacy of sample representation.

To ensure data validity and respondent relevance, specific inclusion criteria were established:

1. Position: Respondents must be either the owner or manager of a coffee shop operating in Banjarmasin.
2. Experience: Respondents must have at least two years of managerial or ownership experience in their current business to ensure adequate familiarity with operational and strategic decision-making.
3. Operational Status: The coffee shop must have been operating for a minimum of two years prior to data collection to ensure business stability and reliability of responses.

These criteria ensured that all participants possessed sufficient experience and authority to provide informed insights regarding the firm's dynamic marketing capabilities and competitive strategies.

Variables & Measurement

The research model comprises three independent variables sensing capability, seizing capability, and reconfiguring capability and one dependent variable, competitive advantage. All variables were measured using indicators adapted from prior studies (Morgan et al., 2009; Teece, 2011). A five-point Likert scale was applied, ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Collection

Primary data were obtained through a structured online questionnaire distributed via Google Form to coffee shop owners and managers in Banjarmasin. The questionnaire items were developed based on operational indicators from previous validated constructs and adjusted to the research context. Each item was carefully arranged to ensure it accurately represented the variables studied and was easily understood by respondents. The instrument covered statements related to sensing, seizing, and reconfiguring capabilities, as well as indicators of competitive advantage, allowing respondents to express their perceptions clearly and consistently. The online distribution format was chosen to increase accessibility, reduce data entry errors, and ensure efficient collection within a limited research timeframe.

Data Analysis

Data were analyzed using multiple linear regression with the support of SPSS version 27. The instrument was first tested for validity and reliability to ensure each statement reflected the intended construct and maintained internal consistency. Once confirmed, the data were processed through a classical assumption test including normality, multicollinearity, heteroscedasticity, and autocorrelation to verify that the regression model met statistical requirements. Further analysis employed the t-test to assess the partial effect of each independent variable, while the F-test examined their joint influence. The coefficient of determination (R^2) was used to evaluate the model's ability to explain variations in competitive advantage.

Results and Discussion

Results

Validity Test

This test was conducted to examine the validity of the research instrument used in this study. The instrument employed was a questionnaire, which is considered valid when each item accurately represents and measures what it is intended to measure in line with the research objectives. The validity criterion was determined by comparing the calculated correlation value (r_{count}) with the table value (r_{table}). If $r_{count} > r_{table}$, the statement item is considered valid. With a degree of freedom (df) = 38 and a significance level of 0.05 (two-tailed), the rtable value was 0.312.

Table 1. Validity Test Results for Sensing Capability (X1)

Item	r_{count}	r_{table}	Description
X1.1.1	0.656	0.312	Valid
X1.1.2	0.424	0.312	Valid
X1.2.1	0.668	0.312	Valid
X1.2.2	0.679	0.312	Valid
X1.3.1	0.714	0.312	Valid
X1.3.2	0.602	0.312	Valid
X1.4.1	0.546	0.312	Valid
X1.4.2	0.626	0.312	Valid
X1.5.1	0.619	0.312	Valid
X1.5.2	0.642	0.312	Valid
X1.6.1	0.697	0.312	Valid
X1.6.2	0.704	0.312	Valid

Source: Processed data (June 2025)

Table 2. Validity Test Results for Seizing Capability (X2)

Item	r_{count}	r_{table}	Description
X2.1.1	0.437	0.312	Valid
X2.1.2	0.404	0.312	Valid
X2.2.1	0.584	0.312	Valid
X2.2.2	0.416	0.312	Valid
X2.3.1	0.467	0.312	Valid
X2.3.2	0.568	0.312	Valid
X2.4.1	0.664	0.312	Valid
X2.4.2	0.439	0.312	Valid
X2.5.1	0.723	0.312	Valid
X2.5.2	0.686	0.312	Valid
X2.6.1	0.473	0.312	Valid
X2.6.2	0.537	0.312	Valid

Source: Processed data (June 2025)

Table 3. Validity Test Results for Reconfiguring Capability (X3)

Item	r_{count}	r_{table}	Description
X3.1.1	0.648	0.312	Valid
X3.1.2	0.671	0.312	Valid
X3.2.1	0.691	0.312	Valid
X3.2.2	0.753	0.312	Valid
X3.3.1	0.672	0.312	Valid
X3.3.2	0.659	0.312	Valid
X3.4.1	0.553	0.312	Valid
X3.4.2	0.466	0.312	Valid

Source: Processed data (June 2025)

Table 4. Validity Test Results for Competitive Advantage (Y)

Item	r_{count}	r_{table}	Description
Y.1	0.833	0.312	Valid
Y.2	0.843	0.312	Valid
Y.3	0.859	0.312	Valid
Y.4	0.806	0.312	Valid
Y.5	0.825	0.312	Valid
Y.6	0.811	0.312	Valid

Source: Processed data (June 2025)

Based on the results presented in the tables above, all statement items across the variables sensing capability, seizing capability, reconfiguring capability, and competitive advantage recorded rcount values higher than 0.312. Therefore, all items were declared valid and suitable for further analysis.

Reliability Test

The reliability test was conducted to assess the consistency of the research instrument. The analysis used Cronbach's Alpha, where a construct is considered reliable if the coefficient value exceeds 0.70. indicating internal consistency among the items within each variable.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Reliability Criterion (α > 0.70)	Description
X1	0.861	> 0.70	Reliable
X2	0.773	>0.70	Reliable
X3	0.908	> 0.70	Reliable
Y	0.908	> 0.70	Reliable

Source: Processed data (June 2025)

Based on the results, all variables recorded Cronbach's Alpha values higher than 0.70. Therefore, the instrument is considered consistent and reliable for further analysis.

Classical Assumption Test

Normality Test

The normality test aims to determine whether the data used in this study are normally distributed. A good regression model requires normally distributed residuals to ensure valid hypothesis testing. The normality test was carried out using the Kolmogorov–Smirnov (K–S) method, with the decision rule that the data are normally distributed if the significance value (Sig.) > 0.05.

Table 6. Normality Test Result

Sig.	Description
0.200	Normal

Source: Processed data (June 2025)

Based on the result, the significance value is greater than 0.05, indicating that the data are normally distributed. Therefore, the regression model meets the assumption of normality and is suitable for further analysis.

Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a high correlation among independent variables that could distort the regression results. The test was evaluated using Tolerance and Variance Inflation Factor (VIF) values, where the data are considered free from multicollinearity if the tolerance value > 0.10 and VIF < 10.

Table 7. Multicolinearity Test Results

Variable	Tolerance	VIF	Description
X1	0.307	3.259	No Multicollinearity
X2	0.302	3.316	No Multicollinearity
X3	0.307	3.259	No Multicollinearity

Source: Processed data (June 2025)

The results indicate that sensing capability (X1) independently contributes in identifying market trends and customer needs, ensuring its unique effect on competitive advantage. An increase in seizing capability (X2) suggests that while the ability to capture opportunities contributes positively, it does not substantially influence competitiveness among small coffee shops likely due to limited managerial resources and constraints in converting market opportunities into tangible outcomes. Reconfiguring capability (X3) shows a positive and significant relationship with competitive advantage, indicates that higher reconfiguring capability leads to higher levels of competitive advantage.

None of the independent variables have a correlation value exceeding 0.90. and all tolerance values are above 0.10 with VIF values below 10. Therefore, it can be concluded that there is no indication of multicollinearity among the independent variables in this study, and the data are suitable for further regression analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was a variance inequality of residuals in the regression model. The test used the Glejser method, with the criterion that if the significance value (Sig.) > 0.05, then heteroscedasticity does not occur, indicating that the model has a constant variance of residuals.

Table 8. Heteroscedasticity Test Results

Variable	Sig	Description
X1	0.543	No Heteroscedasticity
X2	0.884	No Heteroscedasticity
X3	0.527	No Heteroscedasticity

Source: Processed data (June 2025)

All variables have significance values greater than 0.05, indicating that heteroscedasticity does not occur in the regression model. Therefore, the data meet the assumption of homoscedasticity and are suitable for further regression analysis.

Linearity Test

The linearity test was performed to determine whether the relationship between the independent and dependent variables was linear. A model is considered linear if the significance value (Sig.) <0.05, indicating that the relationship between variables follows a linear pattern.

Table 9. Linearity Test Results

Variable	Sig	Description
X1	0.000	Linear
X2	0.000	Linear
X3	0.000	Linear

Source: Processed data (June 2025)

All independent variables show a linear relationship with the dependent variable, as the Deviation from Linearity significance values exceed 0.05. Therefore, the model satisfies the assumption of linearity and is suitable for further regression analysis.

Multiple Linear Regression Test

Table 10. Multiple Linear Regression Results

Factor	Coefficient	t_{count}	Sig	Description
Constant	21.027	53.313	0.000	
X1	0.476	2.434	0.020	Significant
X2	0.122	0.802	0.428	Not Significant
X3	0.426	3.301	0.002	Significant

Table 11. Multiple Linear Regression Results

Factor	Value
t_{table}	2.208
e	2.494
R	0.878
Adjusted R Square	0.753
F	40.555

Source: Processed data (June 2025)

The regression equation can be formulated as:

$$\mathbf{Y = 21.027 + 0.476X_1 + 0.122X_2 + 0.426X_3 + 2.494}$$

The results indicate that sensing capability has a positive and significant effect on competitive advantage (β = 0.476; p = 0.020), this mean that an increase in sensing capability (X1) will lead to a corresponding increase in competitive advantage. This finding suggests that the ability to identify market trends and anticipate changes allows coffee shop owners to respond proactively to consumer needs, thereby strengthening their competitiveness. This aligns with Teece (1997), who emphasized that the ability to sense opportunities within dynamic environments forms the foundation of dynamic capabilities that drive strategic advantage.

The coefficient for seizing capability (β = 0.122; p = 0.428) is positive but not significant, which means that although the direction of the relationship remains positive, suggesting that higher seizing capability tends to increase competitive advantage, the effect is not strong enough to be statistically confirmed. This could be due to the limited managerial capacity or resource constraints in small coffee shops, which hinder the conversion of market opportunities into tangible competitive gains. This finding diverges from Morgan et al. (2009), who found that firms with high seizing capability often outperform competitors through faster market exploitation.

Meanwhile, reconfiguring capability demonstrates a positive and significant relationship with competitive advantage ($\beta = 0.426$; $p = 0.002$). This positive correlation implies that as coffee shops enhance their ability to reconfigure internal resources and adapt strategies, their competitive advantage also increases. This result supports Teece et al. (2016), who argued that the capacity to continuously realign internal resources in response to environmental change sustains long-term performance. Coffee shops that adapt their marketing strategies, redesign menus, or improve customer experience in response to market dynamics tend to achieve higher customer loyalty and stronger brand positioning

The R value (0.878) indicates a strong correlation between sensing, seizing, and reconfiguring capabilities with competitive advantage. The Adjusted R^2 value (0.753) shows that 75.3% of the variance in competitive advantage can be explained by these three capabilities, while the remaining 24.7% is influenced by other factors outside the model. The F-statistic (40.555, $p < 0.001$) further confirms that the overall model is statistically significant and fits the data well.

Discussion

Effect of Sensing Capability on Competitive Advantage

The regression results indicate that sensing capability significantly influences competitive advantage among coffee shops in Banjarmasin. Business owners who are able to detect market shifts, understand consumer preferences, anticipate technological trends, and monitor competitor strategies demonstrate a stronger competitive position. This finding reflects that continuous environmental scanning and customer feedback monitoring allow firms to develop adaptive strategies and sustain relevance in dynamic markets.

From the perspective of the Resource-Based View (RBV), this suggests that sensing capability acts as an intangible strategic resource that is valuable, rare, inimitable, and non-substitutable (Barney, 1991). While RBV emphasizes the possession of resources, the Dynamic Capability Theory (Teece et al., 1997) extends it by explaining how firms utilize and renew those resources. The significant influence of sensing capability thus illustrates how dynamic capabilities operationalize RBV by enabling firms to identify and exploit valuable knowledge and market information to sustain advantage.

This result aligns with Chemely Leah et al. (2021) and Farida et al. (2022) who found that sensing capability plays a pivotal role in enhancing competitive advantage and innovation performance in both manufacturing and creative industries. Artika et al. (2024) further reinforced that sensing capability in the coffee industry significantly contributes to sustainable advantage when integrated with innovation processes. Similarly, Hariyanto et al. (2024) highlighted that sensing capability enabled organizations to maintain competitiveness during crisis conditions, emphasizing the importance of market vigilance.

These studies collectively affirm Teece et al. (1997), which positions sensing as the foundation for identifying opportunities and threats. In this context, coffee shop entrepreneurs in Banjarmasin who actively engage in environmental sensing through digital promotion, consumer surveys, and technology observation are better positioned to anticipate change and maintain differentiation in a saturated market.

Effect of Seizing Capability on Competitive Advantage

The analysis shows that seizing capability has a positive but not statistically significant effect on competitive advantage. Although respondents expressed strong confidence in their ability to exploit opportunities through new products, pricing, and marketing innovation, these practices have yet to deliver substantial differentiation or market leadership. The insignificance of seizing

capability suggests that tactical responsiveness alone is insufficient without long-term consistency and resource alignment.

Under the RBV framework, this finding indicates that resources alone are not enough to generate sustained advantage, they must be effectively leveraged through coordinated managerial action. Seizing capability represents the process by which firms deploy and reallocate resources to capture value from sensed opportunities (Teece, 2011). The absence of a significant relationship may reflect that small coffee shops in Banjarmasin possess limited strategic resources or managerial systems to fully operationalize their opportunities, which constrains the translation of potential into performance.

This finding partially supports Farida et al. (2022) and Kwon (2021), who showed that seizing capability enhances firm performance, yet its effect may vary depending on resource constraints and managerial execution. Syhachack et al. (2024) also found that the effectiveness of seizing capability depends on the firm's innovation and entrepreneurial orientation a capability often limited in small coffee shopsStefia et al. (2024) reported that seizing capability, when combined with strategic information management, strengthens agility and innovation among start-ups, suggesting that information flow moderates its success.

In contrast, Utama et al. (2025) emphasized that strategic implementation plays a crucial role in transforming capability into tangible advantage, reinforcing the idea that execution quality determines seizing effectiveness. Hence, the limited influence found in this study implies that Banjarmasin coffee shops still face execution gaps they can identify opportunities but often lack operational discipline and strategic alignment to convert them into sustained gains.

Effect of Reconfiguring Capability on Competitive Advantage

The regression analysis reveals that reconfiguring capability has a positive and significant effect on competitive advantage. This indicates that the ability to restructure internal resources, adopt digital tools, and adjust business processes is a key factor driving competitiveness. Many coffee shop owners demonstrated adaptability by reallocating budgets efficiently, modifying marketing structures, and leveraging technology to streamline operations. Their willingness to integrate digital marketing, redesign menus, and adjust service formats reflects high organizational agility and readiness for change.

Reconfiguring capability represents the mechanism that renews and recombines valuable resources to sustain their strategic relevance. While RBV explains the possession of strategic assets, Dynamic Capability Theory operationalizes RBV by explaining how firms continually reconfigure these resources to meet environmental demands. This variable confirms that firms with stronger reconfiguring capability transform static resources into dynamic sources of competitive advantage.

These findings reinforce Chemely Leah et al. (2021), Artika et al. (2024), and Supriyanto et al. (2024), who concluded that reconfiguring capability significantly contributes to sustainable competitive advantage through flexibility and continuous learning. Navarro & Haag (2024) also emphasized that process management and transformation mechanisms enhance long-term advantage through dynamic reconfiguration. Fatahillah & Raharjo (2024) extended this logic by showing that dynamic capability, innovation, and intellectual capital jointly enhance firm performance suggesting that cognitive and structural flexibility together determine competitiveness.

Theoretical and Practical Implications

This study strengthens the integration between RBV and DCT by demonstrating that dynamic marketing capabilities function as operational mechanisms that actualize resource

potential into sustained competitive advantage. It extends prior RBV-based studies by showing that in small-scale service contexts, the renewal and utilization of marketing resources rather than mere possession are crucial for maintaining competitiveness.

Practically, the findings emphasize the importance for coffee shop owners to invest in capability development, particularly in sensing and reconfiguring dimensions. Training in market analysis, customer engagement, and digital adaptation can enhance their dynamic marketing responses, enabling them to sustain differentiation in a saturated market.

Conclusion

This study analyzed the effect of sensing, seizing, and reconfiguring capabilities on competitive advantage in coffee shops in Banjarmasin. The outcomes suggest that sensing and reconfiguring capabilities positively and significantly affect competitive advantage, whereas seizing capability exhibits a positive but non-significant effect. The findings highlight that the ability to identify market changes and to adjust resources efficiently becomes a key element in sustaining competitive advantage.

The analysis confirms that dynamic marketing capability is an important driver of competitiveness for small-scale service businesses. Sensing capability enables business owners to understand consumer preferences and market trends. Seizing capability reflects the responsiveness in capturing opportunities, while reconfiguring capability represents the flexibility to realign resources with market conditions. The combination of these three capabilities allows coffee shops to remain adaptive and competitive in a dynamic environment.

Managers are encouraged to strengthen market observation, collect and use customer feedback effectively, and apply digital tools to support marketing activities. Efforts to improve internal flexibility through better resource allocation and adaptive strategy execution are also necessary. Although seizing capability did not show a significant impact, consistency in implementation and commitment in decision-making are still essential for improving performance.

This study is limited by the number of respondents and research location, which may restrict the generalization of the results. Further research is needed with a broader sample and additional variables such as innovation capability and digital readiness. A longitudinal approach can also provide deeper understanding of how dynamic marketing capabilities evolve over time.

The results emphasize that competitive strength in the coffee shop industry depends not only on innovation or service quality but also on the dynamic ability to sense market shifts, seize potential opportunities, and reconfigure internal processes to maintain relevance and sustainability.

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