

Analysis of the External and Internal Environment at the Fire and Rescue Training Centre of DKI Jakarta Province

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Abstract

Internal and external environmental analysis is a very important initial assessment step in business strategy design. This article examines the external and internal environment at the fire and rescue training center of DKI Jakarta province. The problem in this essay is investigated qualitatively, utilizing descriptive approaches. The data collection method employs triangulation, and data analysis is done inductively. The external environment was evaluated using the Political, Economic, Social, and Technology (PEST) method and Porter's Five Forces, whereas the internal environment was analyzed using the Resource-based View (RBV) approach and the value, rarity, imitability, and organization (VRIO) frameworks. The external environment was analyzed using the Political, Economic, Social, and Technology (PEST) approach and Porter's Five Forces, while the internal environment was analyzed using the Resource-based View (RBV) approach and the value, rarity, imitability, and organization (VRIO) frameworks. The results of the external analysis show that the competitive strength of the Fire Prevention and Suppression Training Centre of DKI Jakarta Province is in the medium category. According to the findings of the internal analysis, the resources and capabilities that give the company a competitive advantage are training buildings, certified instructors, the only government relations, and the ability to design training programs based on needs, while other aspects such as technology, supporting facilities, funding flexibility, excellent service, and forming business partnerships remain competitively parity.

Keywords: external analysis, internal analysis, training center

INTRODUCTION

Fire is a highly unpredictable disaster that can happen at any time. Fires can result in significant material and human losses. Electrical short circuits, flammable gas leaks, and human error are factors that contribute to fires, but negligence is the most frequent factor causing fires (Apriyaningsih et al., 2017). Fire can be prevented and minimized, but based on BPS data for 2021, the number of fire disasters that occur continues to increase. For example, in DKI Jakarta province, in 2018 there were 552 house fires which increased to 1898 in 2020, 262 building (public) fires in 2018 increased to 429 in 2020, and building (industrial) fires were 0 cases in 2018 and increased to 17 buildings in 2020 (BPS-Statistics of DKI Jakarta Province, 2021).

One of the government's efforts in preventing and overcoming the potential for fire is by issuing the Decree of the Minister of Labour of the Republic of Indonesia No. KEP-186/MEN/1999 concerning Fire Prevention: KEP-186/MEN/1999 concerning Fire

Management Units in the Workplace following article 2 paragraph (1), which reads: "Managers or employers are obliged to prevent, reduce, and extinguish fires and fire management training in the workplace." Thus, the regulation requires prevention efforts to reduce the incidence of fire by conducting training to extinguish and prevent the occurrence of fire disasters. Pusdiklat DKI Jakarta is one of the institutions that focuses on fire education and training services for the general public, including government and private institutions. Its main objective is to provide human resources education and training in fire prevention, handling, and rescue. The Center has training and education programs that focus on three areas, namely fire prevention, handling, and rescue.

Government mandates such as the Decree of the Minister of Labour of the Republic of Indonesia No. KEP-186/MEN/1999 open up opportunities for increased demand for education and training services for fire prevention and disaster management. This is because the number of buildings scattered in DKI Jakarta Province itself is also quite large. Based on the recapitulation of data obtained from the inspection of high-rise buildings and medium-rise buildings owned by private parties spread throughout the administrative area of DKI Jakarta Province, there are 804 units of high-rise buildings (more than 8 floors) and 628 units of medium-rise buildings (5-8 floors). This has resulted in a large need for fire prevention training and education, but so far there are only three training centers, namely the DKI Jakarta, Riau, and Surabaya Training Centers; the rest are in the form of Professional Training Institutions (LDP), which emphasize more fire prevention and suppression training in terms of fire safety management.

The huge business potential of fire prevention education and training encourages the author to make the Pusdiklat of DKI Jakarta Province a Regional Public Service Agency (BLUD) so that it can become a professional institution serving the community. The purpose of establishing the Pusdiklat as a BLUD is to allow the Pusdiklat to be free in managing its finances so that it can provide services to the community more effectively and efficiently. Several issues must be considered to build the readiness of the institution to become a BLUD, namely conducting internal and external environmental studies as an initial assessment step. For this reason, this article will examine the results of the external and internal environmental analyses at the fire and rescue training center of DKI Jakarta Province as an initial step in preparing a business plan.

THEORETICAL FRAMEWORK

The National Occupational Safety and Health Council (DK3N) revealed that fire is a catastrophic event caused by unwanted fires and causes both material and non-material losses and casualties. Meanwhile, the National Disaster Management Agency (BNPB) defines fire as an event or series of events that endanger and disrupt human life and society due to various influences, both natural and human, resulting in death, natural damage, property loss, and mental impact.

Pusdiklat DKI Jakarta was established in 1977 as an organization that operates in the field of fire education and training focusing on three areas, namely the prevention division, the fire management division, and the rescue division. Since July 2015, Pusdiklat-PKP has been certified with quality management system ISO 9001:2015 on implementation of Fire programs, fire prevention, fire management and rescue from QSCert Sweden. Since 29 April 2018, Pusdiklat-PKP has been accredited by the State Administration Agency of the Republic of Indonesia (LAN RI) which consists of: 1) Fire prevention technical training qualification A; 2)

The vision of the Centre is to be at the forefront of competition for human resources in the field of fire prevention, suppression, and rescue that are professional, have high integrity, are responsible, and trustworthy.

Government Regulation No. 23/2005 on financial management defines public service agency (BLU). A public service agency is a government agency established to provide services to the public in the form of selling goods and/or services without prioritizing profit unlike private services or firms (Guo, 2022), and its activities are orientated towards the principles of efficiency and productivity. BLU is allowed to sell goods and services for profit, but its main purpose is to offer goods and services to the public. In Amin and Rahayu (2018) it is stated that public service agencies are divided into two types, namely central public service agencies and regional public service agencies, each of which has its regulations.

An organization first needs to identify internal factors and external factors before planning (Harmaini, 2021). The external and internal environment has a significant influence on decision-making to achieve the company's vision and goals (Abadi & Hamdan, 2023; Tedjakusuma et al., 2023). One of the frequently used external environment analysis tools is PEST analysis and Porter's Five Forces. Aguilar (1967) was the first to offer PEST analysis, which highlights the impact of the environment on company operations such as political, economic, social, and technical variables. PEST is used in marketing planning to forecast current and future corporate strategies (Mahadiansar & Aspariyana, 2020). Meanwhile, Porter's Five Forces analysis according to Porter (2018) is a strategy development method commonly used in various sectors. The purpose of this analysis is to see the company's position about other comparable companies to take the right strategy in facing competition. The following components of PEST analysis and Porter's Five Forces are used.

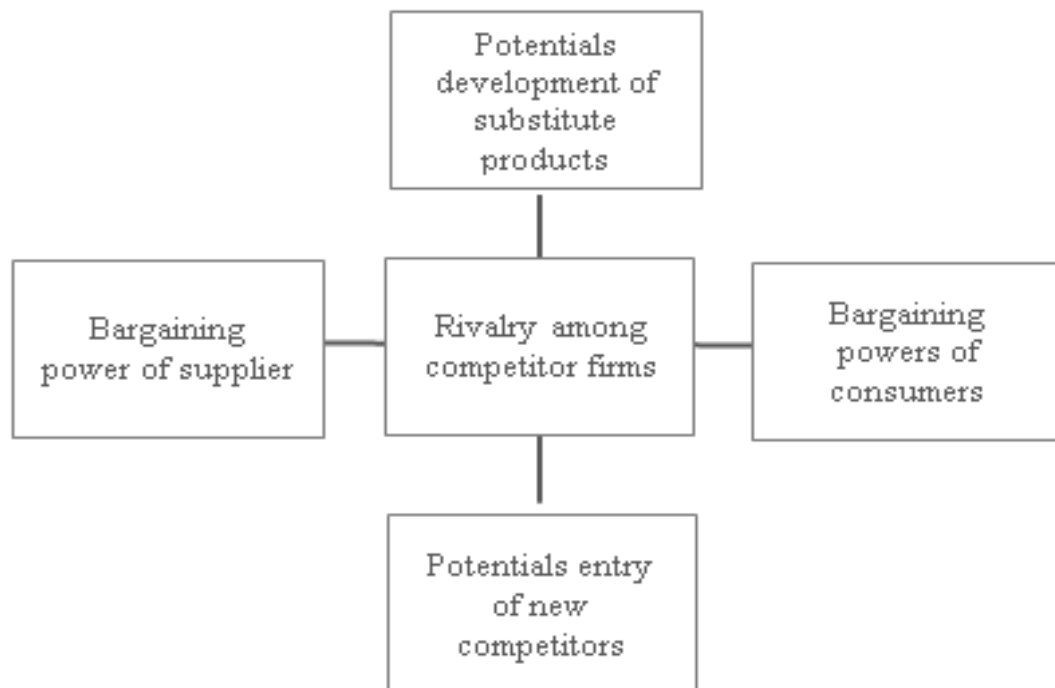


Figure 1. PEST Analysis

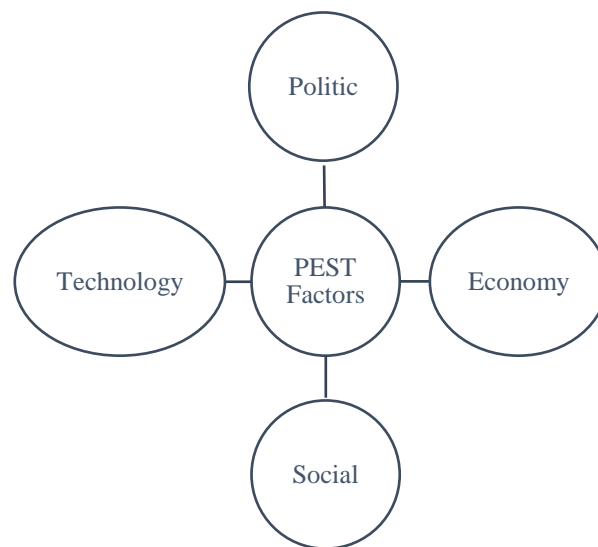


Figure 2. Porter's Five Forces and PEST Analysis

To study the internal environment of a company, first collect information about the changes that occur in the internal environment. The idea of RBV (resource-based view of the firm) with the VRIO Framework is a popular way to analyze the internal environment. RBV is a framework or reference for analyzing the strengths and weaknesses of a company by considering the uniqueness of all internal resources owned and managed by the company (Dasuki, 2021). Physical capital, basically the physical infrastructure used in the organization—buildings and structures, plants, equipment, geographical location, and access to raw materials—are examples of internal resources. Human capital includes training, experience, choices, intelligence, interpersonal interactions, and individual managers and workers within the company (Lubis, 2022; Muhtadin et al., 2023).

According to the resources-based-view (RBV) theory, Amin and Rahayu (2018) argue that a firm's resources and capabilities are important because they are the main foundation of the firm's competitive capabilities and performance. The assumption of the resource-based view (RBV) theory is about how a company can compete with other companies by managing the company's resources in line with the company's capabilities to achieve the company's competitive advantage (Lubis, 2022). Resources are seen as one of the tangible and intangible assets that can be managed by the company and used to design and implement company plans in RBV (resources-based-view). Meanwhile, expertise in the form of capabilities and methods of combining assets, people, and processes that can be used by organizations to convert inputs into outputs is called capacity in RBV.

To determine the potential of resources and capabilities in generating profits for the company, it needs to be measured by other internal analyses, namely the VRIO framework. According to Barney and Hesterly (2019), VRIO is a tool that can be used to assess internal analysis, which in the VRIO framework consists of four questions about resources or capabilities that must be answered to determine the possible characteristics of competitiveness. Value, scarcity, replicability, and organization are the four questions. The VRIO framework, according to Cardeal and Antonio (2012), is a technique for examining a

company's internal resources and skills to determine whether the organization can be a source of sustainable competitive advantage. This VRIO model is used to determine whether certain company resources are assets or liabilities (Wandrial, 2011). The following is the VRIO framework about resources and capability.

Is the Resources or Capability

<i>Valuable?</i>	<i>Rare?</i>	<i>Costly to Imitate</i>	<i>Exploited by Organization</i>	<i>Competitive Implication</i>
No	-	-	No.	Competitive Disadvantage
Yes	No	-	↕	Competitive Parity
Yes	Yes	No		Temporary Competitive Advantage
Yes	Yes	Yes		Sustained Competitive Advantage

Table 1. VRIO Framework ties.

Source: Amin & Rahayu (2018)

RESEARCH METHODS

This research uses a qualitative method with a descriptive research design. Furthermore, research findings emphasize meaning over generality. External environment analysis was conducted using the PEST approach and Porter's Five Forces while internal analysis was conducted using the Resources Based-View (RBV) approach and the value, rarity, imitability, and organization (VRIO) framework.

RESULTS AND DISCUSSION

External Environment Analysis

Porter's Five Forces Analysis

Changes in the external environment have a significant impact on an organization's need to innovate consistently to remain competitive. Porter's Five Forces analysis can help corporate designers determine how appealing an industry a product or service will enter, as well as the organization's current position in comparison to competitors and the extent to which profitability will be attained in an industry over time. This is significant because the analytical activity must take into account external aspects so that the organization's development requirements can keep up with its external environment. The stages of Porter's Five Forces analysis are as follows:

Determine the index value for each of the following factors:

Index value 1: The influence of a factor on competitive strength is often small and has no significant impact on industry competition.

Index value 2: The influence of a factor on competitive strength has a considerable impact on industry competition.

Index value 3: The magnitude of a factor's influence on competitive strength has a considerable impact on industry competitiveness.

Determine the weight of each component based on the value that has the greatest influence on competitive strength. The total weighting result should be 1, with 0 being the value that has the least influence on competitive strength. The results of the weights and indices that have been analyzed are then multiplied, and the results are added per pressure.

Calculate the overall average value of Porter's Five Forces to determine the value of the five forces.

The average value of Porter's Five Forces will be determined to determine whether the industry pressure is high, medium, or low in the value range. as in Table 2, which will determine how much effort the Fire and Rescue Training Centre of DKI Jakarta Province should make in competing in the industry.

Parameters	Score
Low	1,00 – 1,66
Medium	1,67 – 2,33
High	2,34 – 3,00

Table 2. Five Porter's Forces score range
 (Source: Porter, M. E. 2008)

The following are the results of the Porter's Five Forces analysis of the Fire and Rescue Training Centre of DKI Jakarta Province

Forces	Weight	Index	Score
Potential Entry of New Competitors		2,4	
Capital requirements	0,3	2	0,6
Capacity	0,4	3	1,2
Regulation	0,3	2	0,6
Bargaining Power of Suppliers		2,0	
Number of suppliers of training tools and materials	0,5	2	1,0
The unique material	0,5	2	1,0
Bargaining Power of Customers		1,8	
Number of Customers	0,6	1	0,6
Number of training providers	0,4	3	1,2
Potential Development of Substitute Products		1,7	
Regulation of competency certification ownership	0,7	2	1,4
Competency of certified trainers	0,3	1	0,3
Rivalry Among Existing Firms		2,0	
Number of Competitors	0,4	2	0,8
Training Program Differentiation	0,6	2	1,2
Average of 5 Aspects		1,96	

Table 3. Porter's Five Forces Score at the Fire and Rescue Training Centre of DKI Jakarta Province

Based on the calculations of the five Porter's forces listed above, it is obvious that the potential emergence of new rivals has the highest average of 2.4, meaning that this factor puts significant pressure on Pusdiklat. The potential for new competitors to emerge is high because,

when viewed specifically, it is the capacity aspect of the Pusdiklat that poses the greatest threat to the emergence of new competitors given that the number of buildings in DKI Jakarta is increasing but the capacity of the Pusdiklat is still limited. The second aspect that threatens the emergence of new competitors is the need for relatively affordable capital for education and training services. This has promoted the establishment of professional-related training institutes, such as the Professional Training Institute (LDP) within the Ministry of Labour, to collaborate with the National Professional Certification Agency (BNSP) in awarding credentials. Government laws requiring every high-rise building manager to receive a certificate of competence through Fire Safety Management (FSM) training are also a major factor driving the formation of new rivals.

Other aspects that also need to be considered concerning Pusdiklat's competitive ability are the bargaining power of suppliers and rivalry among existing firms, each of which has an average value of 2.0, which means that there is enough pressure on Pusdiklat's business. The Bargaining Power of Suppliers aspect, which relates to the number of suppliers of training tools and materials and the uniqueness of the materials, is quite influential but does not pose a serious threat to the smooth running of the training with a weight of 0.5 and an index of 2. The training facility has a strong bargaining position because there are numerous suppliers of training instruments and materials, such as fire extinguishers, oxygen cylinders, and fire hoses. Given the enormous number of alternative vendors, this has little effect on the unit cost of training. Fire prevention and suppression training is usually provided in conjunction with training support equipment. One of the centre's supporting training equipment (SCBA) is only provided by one or two vendors, thus, the equipment's supply and maintenance depend on the supplier's readiness.

The Rivalry Among Existing Firms aspect relating to the number of competitors weighs 0.4 with an average value of five Porter's forces of 2, which means that the number of competitors is not the highest and not the lowest point, while the training programme differentiation aspect weighs 0.6 with an average value of 2, which means that the number of competitors is not the highest and not the lowest point. Until now, there have been two fire education and training centres at the same level as the DKI Jakarta Pusdiklat, namely the Riau Pusdiklat and the Surabaya Pusdiklat. Meanwhile, there are around twenty non-DKI Jakarta Pusdiklat competitors in the form of professional training institutes (LDP) in the DKI Jakarta area. Pusdiklat DKI Jakarta may organise a wide range of fire prevention and suppression training sessions, including FSM training, which will be developed. As a result, this contributes to the centre's competitive advantage. However, the LDP's training for building managers has the advantage of providing a wide range of professional training that is not limited to FSM, such as certification training for the feasibility of building functions and other training.

The aspects of Bargaining Power of Customers and Potential Development of Substitute Products have an average value of five Porter's forces of 1.8 and 1.7, respectively, which means that these two aspects put enough pressure but do not have great strength in threatening the education and training business of the Pusdiklat. The following are the results of the overall assessment based on Porter's five approaches when presented in a spider diagram.

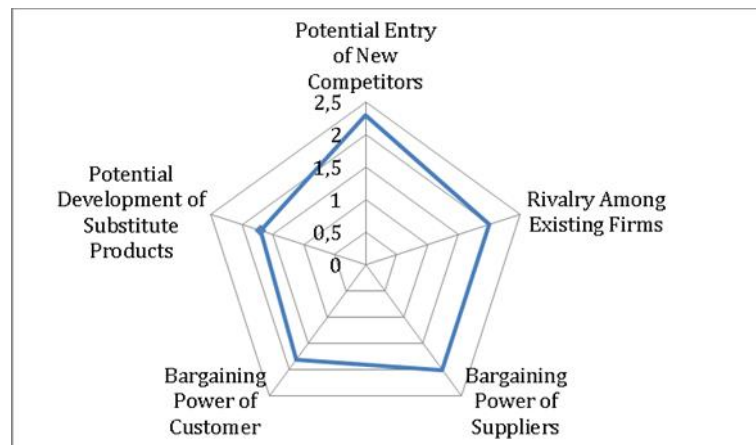


Figure 3: Spider diagram of Porter's Five Forces Pusdiklat DKI Jakarta

PEST Analysis

External factors in competing companies can be observed by business designers to understand the situation and conditions of the company. The hope is that the company can analyze and recognize the surrounding environment in its business field from both positive and negative sides to minimize losses. PEST analysis is a means to investigate and analyze the influence of political, economic, social, and technological conditions on organizational competition. The political component incorporates government strategies and authoritative changes that affect the economy, for example, costs and labor laws. While monetary factors include expansion, trade levels, decline, and market interest, The social and cultural component incorporates buyers' socio-economic conditions, culture, and way of life. Technology and innovation incorporate factors such as mechanical changes, how innovation is utilized in different fields and businesses, and testing. The following results of the PEST analysis of the training centre were obtained.

Aspects	Opportunities	Threat
Political Factors	<ul style="list-style-type: none"> ● There is a government regulation on the establishment of a fire safety manager ● There are government regulations that support the organization of competency certification training 	<ul style="list-style-type: none"> ● The pandemic situation prevented the training from being carried out. ● Good waste management is one of the requirements for BLUD establishment
Economic Factors	<ul style="list-style-type: none"> ● To minimize company losses due to fire, it is important to send building management teams to train at the training center. 	<ul style="list-style-type: none"> ● Due to the impact of the COVID-19 pandemic, some companies have shifted their budgets to more important needs. ● Sometimes budgets for training are not realized due to lack of approval from local governments/company leaders

Aspects	Opportunities	Threat
	<ul style="list-style-type: none">This business activity increases the income of the Center	
Social Factors	<ul style="list-style-type: none">The trend of vertical development has resulted in increasingly limited land for development.Rules that require tall buildings to have fire safety management.	<ul style="list-style-type: none">The cause of fires is not only from high-rise buildings, but it is possible to originate from settlements around the building.Lack of understanding of the community around high-rise buildings regarding fire prevention and suppression.
Technology Factors	Develop training learning media in accordance with technological developments	Emergence of other, more advanced technologies

Table 4. PEST Analysis Results

Internal Environment Analysis

Analisis Resources Based-View (RBV)

The resources based-view (RBV) analysis focuses on analyzing the company's resources and strengths (capabilities). Pusdiklat's resources include: training buildings, supporting facilities, technology, instructors, and funding flexibility. Meanwhile, the capabilities include being the only government relation, providing excellent service, designing training programs according to needs, and establishing business partnerships. The results of the assessment of resources and capabilities that have been carried out are as follows:

	Strategic important	Important Strategic	Relative Strength	Description
Resources				
R1	Training building	9	8	There are several buildings that have not been equipped
R2	Support facilities	8	8	
R3	Technology	8	4	Information technology (website) has not been built optimally
R4	Instructors	9	9	
R5	Funding flexibility	8	4	Financial management has not been flexible because funding sources still depend on the government

	Strategic important	Important Strategic	Relative Strength	Description
Capability				
C1	The only one who has a relationship with the government to conduct training and issue standardized competency certificates.	8	8	
C2	Provide excellent service	8	7	There are some services that have not been well managed
C3	Design training programs according to needs	8	8	
C4	Establish business partnerships	8	3	Increase B2B cooperation

Table 5. Resource and Capability Assessment

Based on the results of this analysis, it can be seen that, in terms of resources, three aspects are the strengths of the Pusdiklat, namely the availability of training buildings (R1), adequate supporting facilities (R2), and instructors (R4), with an average score between 8 and 9. Currently, the Fire and Rescue Training Centre of DKI Jakarta Province has a training building, namely the A. Yani Training Building: Area = 240 m² has 9 floors and 4 podiums (Extinguishing Simulation, Smoke Room & Evacuation / Rescue), an indoor simulator building that is prepared for several simulation situations, including discotheque fire, hotel fire, basement fire, apartment fire, office fire, industrial fire, electrical installation fire, gas installation fire, B3 fire, mall fire, building simulator building collapse, and classrooms consisting of 2 buildings at 4 classes/building with a total capacity of 250 people. The supporting facilities at our training centre include a water rescue pool used for diving, SCUBA, and rubber boat paddling exercises in the context of water rescue training, swimming pools, laboratories, and other facilities in the form of sports halls, comfortable dormitories, spacious dining rooms, prayer rooms, and so on. Another strength is the number of professional trainers who have certified competence.

In terms of ability, the strength of the Pusdiklat is being the only government entity, being able to provide excellent service, and designing training programmes according to needs. Of the many training providers related to fire prevention, suppression, and rescue, none of the similar training centres have the status of Regional Public Service Agency (BLUD). The DKI Jakarta Training Centre is the only training centre with BLUD status, which is not only owned by the local government but also cooperates with BNSP to issue competency certificates. The website-based registration system is able to provide excellent service to trainees because, through the website, participants can see the training schedule available in one year, so they can predict when they will take the expected training. Learners can also see training data that is ongoing and has been held. The curriculum provided has followed national (BPSDM and LAN) and international (AHA) standards, which will certainly continue to be updated according to training needs. To provide better training to students, the Pusdiklat also offers an AR (augmented reality) system to simulate real situation with objects that have artificial

intelligence. The following grouping of resources and capabilities is included in strengths and weaknesses.

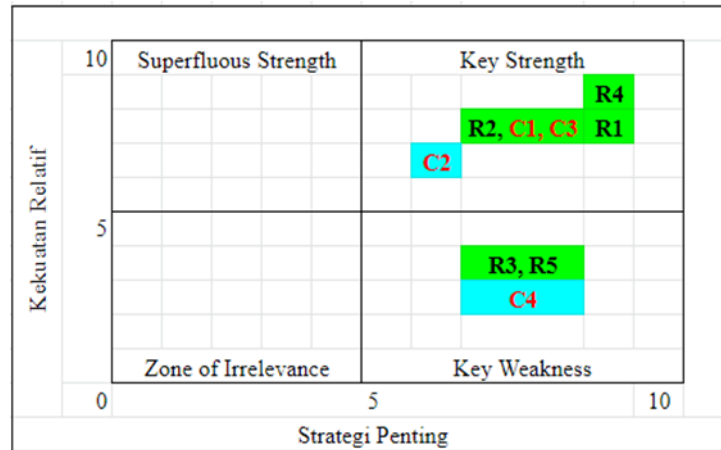


Figure 4. Appraising Resource and Capability

Analyses Framework Value, Rarity, Imitability, and Organization (VRIO)

To deepen the internal analysis, the aspects of resources and capabilities as in the RBV analysis were then assessed by the VRIO analysis to confirm that these resources and competencies belong to the long-term competitive advantage and competitive balance. The VRIO analysis consists of several components: 1) useful, which determines whether a resource provides value by allowing the organization to take advantage of opportunities or protect itself from harm. If the answer is yes, the resource is considered valuable. 2) Scarce: a resource that is scarce or accessible only to one or a few firms will provide a short-term competitive advantage. On the other hand, competitive parity occurs when many organisations have the same resources or use skills in the same way. 3) Replicability: a resource is difficult to duplicate if other firms that lack it cannot acquire or replace it at a reasonable price; and 4) Organisation: a resource does not provide any advantage to the firm unless it is organised to create value. To fully utilise the potential of resources and capabilities that are valuable, rare, and costly to imitate, an enterprise must organize the management system, procedures, policies, structure, and culture of the organization. Only in this way can a company achieve a long-term competitive advantage. The VRIO examination of the Fire Management and Prevention Training Centre of DKI Jakarta Province yielded the following results.

Resources	Valuable	Rare	Imitable	Organization	Implication
Training building	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Support facilities	Yes	No			Competitive parity
Technology	Yes	No			Competitive parity
Instructor	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Funding Flexibility	Yes	No			Competitive parity

<i>Capability</i>	<i>Valuable</i>	<i>Rare</i>	<i>Inimitable</i>	<i>Organization</i>	<i>Implication</i>
The only one who has a relationship with the government to conduct training and issue standardized competency certificates.	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Provide excellent service	Yes	No			Competitive parity
Design training programs according to needs	Yes	Yes	Yes	Yes	Sustainable competitive advantage
Establish business partnerships	Yes	No			Competitive parity

Table 6. VRIO Analysis Results

Based on the results of the analysis, resources in the form of training buildings, instructors, and capabilities in the form of the only government relations and being able to design training programs according to needs are sustainable competitive advantages of the Pusdiklat, while other aspects such as technology, supporting facilities, excellent service, etc. are still competitive parity.

CONCLUSION

Based on the results of the external analysis of Porter's Five Forces and PEST, it can be concluded that the competitive strength of the Fire Prevention and Suppression Training Centre of DKI Jakarta Province is in the medium category. This means that the training centre must work hard to benefit from the provision of training. The Pusdiklat also needs to take advantage of various opportunities that exist from various aspects ranging from political, economic, social, and technological to be able to increase sustainable competitiveness and take strategic steps to deal with threats. Some things that need to be done include continuing to comply with regulations and establish good relations with the government, running a business efficiently, and creating learning media that are in line with technological advances.

Based on the results of the internal analysis with RBV, it can be concluded that the DKI Jakarta Training Centre has resource strengths in the form of the availability of training buildings, adequate supporting facilities, and certified instructors, while the strengths in terms of ability are being the only government relation, being able to provide excellent service, and designing training programmes according to needs. After further analysis using the VRIO framework, it can then be concluded that the resources and capabilities that become the company's competitive ability are training buildings, certified instructors, the only government relations, and being able to design training programmes according to needs, while other aspects such as technology, supporting facilities, funding flexibility, excellent service, and establishing business partnerships are still competitive.

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