

## **RBV (Resources Based View) Analysis Method To formulating A Sustainable Competitive Advantage Strategy in Oto Restu Company East Java**

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Published: February , 2026

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### **ABSTRACT**

The purpose of this research is to find out how to implement resource-based view of the East Java Restu Oto Bus Company. In this study, triangulation techniques were used in data collection using interview, documentation and observation techniques. The goal is to find the suitability of data in the field with the same source. The analysis used is external and internal analysis, for external analysis using resource-based view. During the research, the authors found that the main and important assets or resources for the company are human resources based on competence, knowledge and skills. All of them are intangible assets that are heterogeneous and immobile so that they cannot be moved and imitated by competitors. After conducting data collection and analysis, it was found that good resource management can provide more value for the company. Human resource development is always carried out because employees are the company's assets that make the biggest contribution to the company. Each resource-based view component owned by the East Java Restu Oto Bus Company shows that all of them have four main attributes, namely giving value (valuable), rare (rare), difficult to imitate (hard to imitate) and capability in managing all resources (organization).)

**Keywords:** resource-based view, intangible asset, capability

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### **INTRODUCTION**

Marketing activities are often interpreted as offering products and selling products, but if we look further, it turns out that the meaning of marketing is not just offering or selling products, but also analyzing and evaluating consumer needs and wants. As time goes by, society is developing, not only developing in terms of education, technology, and lifestyle, society is also developing. Thus the company must be able to follow these developments. According to Kotler and Armstrong (2014: 27) states 'The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return. This definition means that, Marketing is the process by which companies create value for customers and build strong customer relationships, with the aim of capturing value from customers in return.

Increasing sales volume, basically Resource-Based View (RBV) has become one of the most influential theories in the history of management theory, especially in strategic management theory. Indicators to measure the RBV strategy consist of two indicators, namely: resources and capabilities, (Hitt, et al, 2001). In general, RBV focuses on understanding the potential of organizational resources and capabilities (Coulter, 2002:37). Increasing sales volume that has an impact on the company's sustainable competitive advantage is not easy, it is closely related to the factors that have been stated previously with reference to the Resource-Based View (RBV),

entrepreneurial orientation and business environment. Sustainable competitive advantage is a profit strategy for companies that cooperate to compete more effectively in the market. The designed strategy aims to achieve sustainable competitive advantage so that the company can continue to be a market leader (Prakosa, 2005). A company can be said to have a sustainable competitive advantage if it can do something when rival companies can't do it or have something that rival companies really want.

Firms experience sustainable competitive advantage when actions in an industry or market create economic value and when several sustainably competitive firms engage in similar actions (Barney, 2010). Sustainable competitive advantage is considered as an advantage over competitors that is obtained by offering consumers more value than competitors' offerings (Kotler et al., 2005)

Based on the theory above, the research object chosen is the East Java Restu Oto Bus Company which is a public transportation service company. The various internal and external factors that often undergo these changes need to be considered by the management of the East Java Restu Oto Bus Company so that the company can survive even able to grow in the future. The East Java Restu Oto Bus Company as one of the players in the bus transportation service industry, inevitably has to face competition with other actors such as Akas, Sumber Group and so on.

For this reason, it is necessary to have an internal approach that includes company resources that can create a sustainable competitive advantage. In strategic management, the view that resources ultimately determine the sustainability of the organization, such as winning in competition and growing is called RBV (Resource Based View) which is a method for analyzing and identifying a company's strategic advantages based on a review of the combination of assets, expertise, capabilities, , and intangible assets. Thus, it can be seen that this research is about the RBV (Resources Based View) approach used to evaluate the competitive strategy of the East Java Restu Oto Bus Company. This approach includes internal resources owned by the company which shows that companies have resources and capabilities that are not owned by other companies and provide valuable value for the company itself.

The following is data for several bus transportation companies in East Java:

List of Autobus Company Names in East Java

| No | Name Po Bus  | Home Base      | Route                                   | Type     |
|----|--------------|----------------|-----------------------------------------|----------|
| 1. | Harapan Jaya | Tulungagung    | Atb<br>Patas<br>Bus Malam<br>Pariwisata | Big Bus  |
| 2. | Harapan Jaya | Tulungagung    | Atb<br>Patas<br>Bus Malam<br>Pariwisata | Big Bus  |
| 3. | Kalisari     | Surabaya       | Atb                                     | Big Bus  |
| 4. |              |                | Patas                                   |          |
| 5. |              |                | Pariwisata                              | Mini Bus |
| 6. | Tentrem      | Malang         | Atb<br>Patas<br>Pariwisata              | Big Bus  |
| 7. | Restu Panda  | ,Lawang,Malang | Atb<br>Patas<br>Pariwisata              | Big Bus  |
| 8. | Akas Asri    | Probolinggo    | Atb<br>Patas<br>Ekonomi                 | Big Bus  |

|     |            |             |                                         |                     |
|-----|------------|-------------|-----------------------------------------|---------------------|
|     |            |             | Pariwisata                              |                     |
| 9.  | Indonesia  | Surabaya    | Atb<br>Patas<br>Pariwisata              | Big Bus             |
| 10  | Widji      | Lamongan    | Ekonomi<br>Patas Pariwisata             | Big Bus             |
| 11. | Aneka Jaya | Pacitan     | Bus Malam<br>Atb<br>Pariwisata          | Big Bus             |
| 12. | Jaya       | Ponorogo    | Bus Malam<br>Patas<br>Atb<br>Pariwisata | Big Bus<br>Mini Bus |
| 13. | Akas 1     | Probolinggo | Atb<br>Patas<br>Pariwisata              | Big Bus             |
| 14. | Akas Nnr   | Probolinggo | Atb<br>Patas<br>Pariwisata              | Big Bus             |
| 15. | Akas Iv    | Probolinggo | Atb<br>Patas<br>Bus Malam<br>Pariwisata | Big Bus             |

The company is a competitor of the Restu Company which has similar transportation service products to the Patas, Tourism and ATB types of buses. Where these companies have similarities in the field of transportation services, so they are competitors that cannot be ignored.

Based on the background of the problem, we know that the East Java Restu Oto Bus Company has very tight competitors. Then it can be formulated as follows, "How to Create Sustainable Competitive Advantage with the RBV (Resources Based View) Method at the East Java Restu Oto Bus Company.

## LITERATURE REVIEW

The concept of a resource-based approach (Resource-Based View) is basically a concept that is able to assist entrepreneurs in achieving sustainable competitive advantage (Spender, 2010). The basic thinking of the Resource-Based View actually wants to learn and understand what makes a company different, gain, and survive in competitive advantage, through the use of the diversity of its resources (Kostopoulos, et al., 2007: 2). Basic assumptions Resource-Based View is that the resources in the company are combined into one (bundles) in the capabilities that underlie production are not the same as each other. The essence of the combination of resources and capabilities as "what" makes an organization unique in terms of its ability to offer value to its customers (Purwohandoko, 2009).

According to Grant (2001) in Raduan (2009) Resource based view (RBV) is a business strategy in terms of business resources and capabilities to increase sustainable competitive advantage. Meanwhile, according to Ferdinand (2006) Resource-Based Theory Of Firm is one way to generate competitive advantage by creating or generating a type of resource and capability that is unique to the company and difficult to imitate.

Resource-Based View (RBV) has become one of the most influential theories in the history of management theory, especially in strategic management theory. Indicators to measure the RBV strategy consist of two indicators, namely: resources and capabilities, (Hitt, et al, 2001). In general, RBV focuses on understanding the potential of organizational resources and

capabilities (Coulter, 2002:37). According to De Wit, Meyer in Taufiq Amir (2011: 86) the types of resources are as follows:

- a. Tangible resources  
Tangible resources are anything available in the company that can be physically observed (touched), such as buildings, and money.
- b. Intangible Resources  
Intangible resources can not be touched, but mostly done by employees in the organization, the resources available in the organization that arise as a result of the interaction of the organization with its environment.

According to Thomson and Strickland in Sampurno (2011) explains, to analyze the strengths and capabilities of the company's resources, aspects -Aspects that need attention include:

- a. Skills or expertise  
Include strength in expertise, excellent service, unique advertising. These skills and expertise need to be protected by the company so that they are not easily imitated by competitors.
- b. Valuable physical assets  
This includes, among others, production facilities with good equipment, extensive distribution facilities, network and information systems, managerial system values and norms, knowledge and skills-based technical systems.
- c. Human resource assets  
Includes, among others, experienced and capable workers, talented workers in key areas, energetic and highly motivated workers. In this context, it is necessary to pay attention to whether the company provides adequate opportunities for employees to improve their capabilities.
- d. Valuable organizational assets  
A quality control system, a capable technology system, this organizational asset is very important because it relates to the speed of the company in identifying problems that have been and will be faced in order to then take the right and fast decisions.
- e. Competitive capability  
This includes, among others, the company's ability to launch new products in a relatively short time, strong partnerships with key suppliers, and most importantly respond to changes in market conditions and a well-trained ability to serve customers.
- f. Alliance and cooperation  
Collaborative partnerships with suppliers and marketers can strengthen the company's competitiveness. The company's relationship with suppliers and marketers is very strategic because good and mutually beneficial partnerships can create competitive advantages.

The premise of RBV is that basically companies are different because each company has a certain number of unique resources. Because many resources cannot be obtained immediately (instantly), the company's strategy choices are limited by the amount of resources available at that time and by the speed with which the company can acquire new resources. Without the diversity and level of change in resources between companies, each company can choose any desired strategy so that successful strategies can be immediately imitated and eventually profits will decrease to zero. Therefore, the difference in resources is at the core of the strategy and is very important for the continuity of competitive advantage (Collins & Montgomery, 2005).

According to Barney (in Lumpkin, 2003), resources include:

1. Tangible assets, including: financial, physical, technological and organizational resources;
2. Intangible assets, including: human resources, innovation & creativity, and reputation;
3. Organizational capabilities, including: company competencies/skills to transfer inputs into outputs as well as the ability to integrate tangible and intangible resources using

organizational processes to achieve the expected results, for example: innovative products and services, product development, customer service excellence, etc.

However, Lumpkin (2003) warns that without other factors, resources will not be able to generate competitive advantage. Competitive advantage can be created and maintained through unique combinations of various resources. In some cases, resources or capabilities help the firm to increase its revenues or lower its costs.

Barney (2010:83) investigates the relationship between company resources and sustainable competitive advantage through four indicators of company resources that produce sustainable competitive advantage. These indicators are value, rareness, imitability and substitutability. However, the company will only gain temporary benefits because competitors quickly imitate or find replacements. In order to be able to provide a sustainable competitive advantage, a resource must possess these four attributes:

1. Valuable (valuable)-. neutralize threats and exploit opportunities;
2. Rare: not owned by most other companies;
3. Difficult to imitate (difficult to imitate): unique physique, path dependence (how it accumulates), ambiguity of cause and effect (difficult to describe what it looks like and how it can be re-created) and social complexity (trust, interpersonal relationships, culture, reputation);
4. Difficult to substitute: no resources or strategic capabilities are the same

Leonardus (2015) Competitive advantage is an achievement of an organization/company that can exceed the performance of its competitors. Meanwhile, according to Tangkilisan (2003) competitive advantage is: "The ability of an organization to formulate a strategy that places it in a favorable position with respect to other companies. Competitive advantage arises when customers feel that they receive more value from transactions made with a competing organization."

The strategy of sustainable competitive advantage is a profit strategy for companies that cooperate to compete more effectively in the market. The designed strategy aims to achieve continuous competitive advantage so that the company can continue to be a market leader (Prakosa, 2005). A company can be said to have a competitive advantage if it can do something when rival companies can't do it or have something that rival companies really want. According to Welch (2006), stating that competitive advantage is an important factor for a company to succeed in winning the competition, Crown (2007) states that competitive advantage is a position that is superior to competitors or competitors.

Meanwhile, according to Hill and Jones (2009), states that a company has a competitive advantage if its profitability is greater than the average profit for each company operating in the same industry.

## RESEARCH METHODS

The method used in this research is descriptive method and qualitative method. The descriptive method for analyzing the East Java Restu Oto Bus Company was conducted by interview using a questionnaire to the head of the company. Qualitative methods are used to analyze the competitive advantage of the East Java Restu Oto Bus Company with the RBV approach. Organization) is used to identify whether the existing resources in the company are strengths or weaknesses.

The population and sample of this research are located at the Oto Bus Restu Company, East Java by asking questions or interviews with several managers of the company and with employees who work in the company.

Results of Analysis of Oto Bus Company Restu

| Implikasi kompetitif | Company resources                                       | Description |
|----------------------|---------------------------------------------------------|-------------|
| Competitif equality  | 1. Adequate capital<br>2. Facilities and infrastructure |             |

| Implikasi kompetitif                      | Company resources                                                                     | Description |
|-------------------------------------------|---------------------------------------------------------------------------------------|-------------|
|                                           | 3. Use of technology<br>4. superior service                                           |             |
| Temporary competitive advantage           | 1. Fleet according to standard<br>2. Consumers from outside the region<br>3. Branding |             |
| Sustained competitive advantage Sustained | 1. Employee skills.<br>2. CSR<br>3. Employment Insurance                              |             |

Sustained competitive advantage (sustainable advantage) can be achieved if a company can meet all the categories of the analysis. If it does not meet the four analysis variables, then the company does not yet have a competitive advantage / equal to the average of other companies (Temporary competitive advantage).

## RESULTS AND DISCUSSION

Barney (2010:83) investigates the relationship between company resources and sustainable competitive advantage through four indicators of company resources that generate competitive advantage. These indicators are value, rareness, imitability and substitutability. This model was later updated

After conducting an RBV analysis at the Oto Bus Restu Company, the researcher has obtained the results and advantages, and it can be concluded that, the Oto Bus Restu Company has four resources that are at the level (Competitive Equality) / no worse than other competitors because the Oto Bus Company This blessing has adequate capital, facilities and infrastructure, use of superior technology and services.

Oto Bus Restu Company also has four resources that are at the level (Temporary competitive advantage) / other companies will try to imitate in the near future, and if that happens then Oto Bus Restu Company will lose its competitive advantage. And the resources of the Oto Bus Restu Company which are at the temporary competitive advantage level, namely, adequate facilities and infrastructure, standard-compliant fleets, many customers, out-of-town customers, and the company's reputation.

At the next level, namely (Sustainable competitive advantage) / the company has a sustainable competitive advantage. At the Oto Bus Restu Company, it has two resources that can become a competitive advantage compared to its competitors, namely, Resources that are at the sustainable competitive advantage level, including employee skills and fleets according to many standards.

### Discussion

Based on the research results, it is stated that the Oto Bus Restu Company has advantages in employee skills in providing services to consumers and providing convenience to meet consumer tastes. To create a sustainable competitive advantage, these two things need to be the company's focal point.

Employee skills are important, rarely found, difficult to imitate and can be developed through special trainings such as communication training, marketing and so on which in turn can provide more value for the company. On the other hand, Oto Bus Restu Company also has a large fleet. This is a more point for the company, because indirectly the Oto Bus Restu Company builds a marketing empire that extends beyond the region. In order for this point to be more developed, the Oto Bus Restu Company needs to carry out internal and external marketing.

To create a sustainable competitive advantage strategy at the Oto Bus Restu Company, researchers pay attention to the RBV concept which results in the fact that the Oto Bus Restu Company has a Sustainable Competitive Advantage in two respects, namely employee skills and a large fleet. These two things are core competencies that are unique and difficult for competitors

to imitate. Therefore, owners or managers need to develop competencies to direct their companies through these shifts. Several things that need to be considered in building competence to create a sustainable competitive advantage include:

- 1) Focus on determining strategy through product innovation by following market tastes and good asset management
- 2) Maintaining the quality of transportation service products. Oto Bus Restu Company must be able to maintain service quality
- 3) Expanding the target market, especially outside East Java, this can be done by collaborating with tourism service bureaus outside East Java
- 4) Implement a good organizational culture, such as work discipline, company transparency.
- 5) Implement corporate social responsibility (CSR). to the local community/ environment. CSR tends to be oriented towards social empowerment carried out by companies and is voluntary. This is done as a form of concern for the organization or company to the surrounding environment.
- 6) Improve the brand image to customers through the convenience of services provided by the company such as online reservations, member cards, as well as developing its operational activities.
- 7) Providing satisfactory services to consumers, such as discipline on departure times according to schedule. Or consumers only confirming departure schedules with different times.
- 8) Consumer satisfaction is a form of response given by consumers after enjoying products/services with differences or similarities between expectations and the results obtained
- 9) Doing branding. This strategy was chosen because RESTU is a brand that has been around for more than 35 years, therefore branding is very necessary to compete with other brands. Branding serves to gain consumer empathy and trust, by branding it is hoped that the Oto Bus Restu Company will have its own place in the hearts of its consumers.
- 10) Involve employees, especially crew, as participants in work accident insurance. Every company has an obligation to report any work accidents or illnesses caused by work accidents that befall employees

Several things also need to be the focus of the company to create a sustainable competitive advantage, namely by developing the company's capabilities that are temporary competitive advantage

## CONCLUSION

Based on the results and discussion in this study, there are several things that need to be considered in building competence to create a sustainable competitive advantage based on the RBV concept which is at the level (Competitive Equality) / no worse than other competitors because the Oto Bus Restu Company has adequate capital, facilities and infrastructure, use of superior technology and services. Oto Bus Restu Company also has four resources that are at the level (Temporary competitive advantage) / other companies will try to imitate in the near future, and if that happens then Oto Bus Restu Company will lose its competitive advantage. And the resources of the Oto Bus Restu Company which are at the temporary competitive advantage level, namely, adequate facilities, product innovation, CSR, and branding.

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