



## Supply Chain Determination of Business Continuity and Competitive Advantage

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**Abstract:** This research discusses Supply Chain Determination towards Business Continuity and Competitive Advantage in Corner Yard Cafes. The purpose of this study is to find out whether the supply chain affects business continuity and creates a competitive advantage against the Courtyard Corner Cafe. The object of research is carried out in the Corner Café Courtyard. The population in this study was 93 respondents with a research sample of 30 respondents. The research method used is descriptive quantitative, which aims to determine how influential or not an object is both partially and simultaneously. The sampling method is carried out by the *Accidental Sampling method*. The tests carried out are the T Test, F Test and Coefficient of Determination. The results of this study include: 1) Supply Chain affects the Sustainability of the Yard Corner Café Business; 2) Supply Chain affects Competitive Advantage; and 3) Business Continuity affects Competitive Advantage.

**Keywords:** Supply Chain, Business Continuity, Competitive Advantage

### INTRODUCTION

The existence of *coffee shops* is currently mushrooming, and it is easy to find in every place, especially in Bekasi City. The need for a place with a different feel is now in demand among generation Z teenagers. Not only does it offer a menu of various coffees, but *the coffee shop* also offers a variety of food variations that customers can choose from. The geographical location of Bekasi City, which is an administrative city in the sense that it is not a city intended for agricultural and plantation activities, makes business actors need raw materials from other regions for their business activities, especially *coffee shops*. Coffee beans are the main raw material needed for *coffee shop* business actors. Indonesia is a country that has a variety of coffee variants, with distinctive tastes, colors and aromas.

So that from the many coffee variants that exist, various tastes and choices of customers are formed regarding the coffee variants of choice. Some of the factors that affect business continuity and competitive advantage are supply chains. Supply chain is a series of raw material flows from suppliers in the form of raw or semi-finished materials to end users or consumers. To realize competitive advantage, the need for a strong supply chain and sustainability, so that

in running a business does not cause problems due to disruption of the management supply chain. Currently, many companies are starting to create their own ecosystems, where business actors make their own raw materials or not depending on suppliers so that the resilience of raw materials and business activities remains *sustainable*.

Based on previous research that has been presented, many variables need to be studied related to the Corner of the Courtyard café. Therefore researchers are interested in conducting research with this variable. The formulation of the problem in this study is as follows:

1. Does Supply Chain affect Business Continuity?
2. Does Supply Chain affect Competitive Advantage?
3. Does Business Continuity affect Competitive Advantage?

## LITERATURE REVIEW

### Supply Chain

According to (Radhi & Hariningsih, 2019) The supply chain is its physical network, where all companies are involved in supplying raw materials, producing products or goods and delivering them to end users or consumers. Supply chain according to P. Tyagi (2014) is a system where organizations distribute their products and services to their customers. This chain is also a network or network of various interconnected organizations that have the same goal, which is to best organize the procurement and distribution of these goods. And according to Schroeder (2007) a supply chain is a series of business processes and information that provide products or services from suppliers to companies and distribute them to consumers.

In producing and distributing products, business actors certainly need other parties. According to Pujawan and Mahendrawati, all parties ranging from suppliers, manufacturers, distributors, retailers, to consumers each have an important role in creating a quality, cheap, and fast product. So that a new concept emerged, namely Supply Chain Management. Supply chain management can not only be applied by large companies, but MSMEs (Micro, Small and Medium Enterprises) can also implement it.

Supply Chain Management (SCM) is an activity of managing activities in order to obtain raw materials, transform these raw materials into goods in process and finished goods and deliver the products to consumers through a distribution system. So, Supply Chain Management (SCM) is not only oriented towards the internal affairs of a company, but also the external affairs of the company that concern relations with other companies. The dimensions of this supply chain refer to research (Kurniawan & Kusumawardhani, 2017) including: 1) Information Sharing; 2) Trust; 3) Long-Term Relationships; and 4) Collaboration.

### Business Continuity

Entrepreneurs certainly want a business that is run continuously and sustainably. The existence of a business will be useful if the business environment is able to accept the existence of a business. Sustainability itself means that the business that is run will continue to operate or develop for the long term. Some businesses can be found to have business continuity until generations. The leadership passed down by the first owner to the derivative, makes the sustainability of the business will continue. This long-term value can be increased consistently and stably in business performance that can implement economic, social, and environmental value (Trimagnus, 2019). According to (Widayanti et al., 2017) business sustainability is a stability of the business situation, where sustainability is a system of business continuity that includes addition, continuation and approach to protect business continuity and business expansion (Meza-Ruiz et al., 2017).

The sustainability of 17 businesses in this study was measured by several indicators as revealed by (Yanti et al., 2017). According to Narayanadp (2018) Business Sustainability is a business effort to inhibit negative effects on the environment and social so that the descendants

of the successors will have adequate resources to meet their needs. Success in a global market that has good quality will make Business Sustainability safe for the environment. Based on the above understanding, it can be concluded that business sustainability is a business that continues from time to time in a downward manner in the long term with the same leadership, so as to maintain the results of the products produced.

Business continuity is the ability of a system to maintain its level of production assisted by nature over a long period of time. Business continuity consists of two indicators, namely, promotion strategy and consumer satisfaction strategy. 1) Promotion Strategy: In essence, promotion is a form of marketing communication, which is a marketing activity that seeks to disseminate information, influence or persuade and remind the target market of the company and its products to be willing to accept, buy, and be loyal to the products that the company laughs at; 2) Consumer Satisfaction Strategy: The strategy of consumer satisfaction causes competitors to have to try hard and require high costs in trying to seize the consumers of a company. What is noticed is that the consumer satisfaction strategy is a long-term strategy that requires commitment, both regarding funds and human resources (Subaebasni, Rinawati, & Anoesyirwan Moeins, 2019).

**Competitive Advantage**

Nowadays, it is increasingly believed that the main key in winning the competition is to provide value and satisfaction to customers through the delivery of quality products and services at competitive prices (Tjiptono, 2008). To design a marketplace offering that delivers more value than competitors seeking to win the same market, companies must understand customers and develop strong relationships with customers. The offer is also called competitive advantage (Kotler, 2010), where the company has an advantage over competitors obtained by offering greater value to consumers than competitors' offers. Companies need to understand competitors as well as customers through analysis to achieve that competitive advantage. According to Lancaster (2004), competitive advantage is an advantage obtained through the application of a competitive strategy that aims to establish a favorable and sustainable position against the market forces that determine industri competition (Chong & Ali, 2022).

The company's goal is to meet consumer expectations better than its competitors. According to Zeithaml (2003), companies with services that are below consumer expectations are clearly 10 experiencing competitive losses, where consumers will switch and look for other alternatives. If the company wants to get a competitive advantage, then the company must be above consumer expectations. Good service can increase consumer loyalty to the point where consumers will survive and not look at alternative options from other companies (FoEh, and, & 2017, n.d.) .

According to Dubé & Renaghan (in Petzer, 2008), competitive advantage can also be seen as a value that a company can create to differentiate itself from its competitors. The value created can be measured through the price that consumers are willing to pay for the services provided. If consumers see that these services can generate the expected profit, then consumers will buy and repurchase (Desfiandi, Fionita, & Ali, 2017).

**Previous Research**

**Table 1. Previous Research**

No	Author (Year)	Results of Previous Research	Similarities with this article	Differences with this article
1	(Chong & Ali, 2021)	Supply Chain, Work Effectiveness and Individual Behavior affect IoT	Discussing supply chain variables	There are differences in work effectiveness variables and individual behavior as well as IoT

2	(Jaya, Yusriana, & Fitria, 2020)	Conceptual, Current Issues, and Upcoming Research affect Supply Chain Management	Discussing Supply Chain	There are differences in Conceptual variables, Current Issues and Upcoming Research
3	(Yun & Kurniawan, 2019)	Supply Chain affects competitive advantage and supply chain performance	Supply Chain affects Competitive Advantage	Supply Chain Affects Supply Chain Performance for Dairy Farmers in West Bandung Regency
4	(Yun, Ahmad, & Nurmansyah, 2020)	Supply Chain affects the Competitive Advantage of Perfume Products in Cimahi City	Supply Chain affects competitive advantage	Value Chain through perfume supply chain coordination affects competitive advantage
5	(Kusnadi & Devie, 2015)	Employee Empowerment and Supply Chain Influence Competitive Advantage in Food Companies in Surabaya	Supply Chain affects Competitive Advantage	Employee Empowerment affects Competitive Advantage
6	(Aprilia et al., 2021)	Supply Chain affects the Sustainability of Coffee Shop Business in Malang City	Supply Chain affects Business Continuity	The difference in the locus of research is that it was carried out at a Coffee Shop in Malang City
7	(Nashr, Princess, Dharmawan, & Akhmad, 2022)	Supply Chain Affects the Sustainability of Independent Palm Oil Smallholders' Business	Supply Chain affects Business Continuity	Multi-tiered Supply Chain affects business continuity
8	(Kurniawan, 2016)	Supply Chain affects Competitive Advantage in Plaza Asia Tasikmalaya Company	Supply Chain affects Competitive Advantage	There is a locus of research, namely at Plaza Asia Tasikmalaya

**RESEARCH**

This research uses descriptive qualitative methods and library research. By reviewing previous articles relevant to this study. The purpose of this study is to build hypotheses that are useful for subsequent research. The review literature should be used consistently with the assumptions of qualitative research methodologies. So as not to cause questions that the researcher will later ask. One of the reasons for conducting qualitative research is because it is exploratory. The data used in this study is an earlier article with exogen variables related to this study such as business continuity and competitive advantage as well as endogenous variables, namely supply chains. The data is obtained from Google Scholar app sources and uses Mendeley as a reference tool and bibliography (Ali, H., & Limakrisna, 2013).

**RESULT AND DISCUSSION**

Based on a literature review, the researcher discussed the relationship between variables as follows:

**1. The Effect of Supply Chain on Business Continuity**

Supply Chain affects Business Continuity, so what the café must do is: 1) Information Sharing: is the exchange of information to suppliers regarding the needs needed by the café; 2) Long-term relationship: is a form of cooperation or relationship that will run long and be tied up in favor between suppliers and consumers; and 3) Trust: is a form of choosing suppliers who are trustworthy or trustworthy or trusted in supplying the raw material needs of the sufut courtyard café (Prayetno & Ali, 2020).

If the yard corner café is able to implement and implement information sharing, long-term relationships and trust, it affects business continuity which includes: 1) Promotion Strategy: is the way that yard corner cafes do to promote or introduce their products to consumers; and 2) Consumer Satisfaction Strategy: is a strategy used to achieve consumer or customer satisfaction which can be in the form of giving discounts, giving shopping vouchers

and so on (Saputra & Sumantyo, 2022). So based on this, the supply chain affects business continuity. This means that with the running of the supply chain from suppliers that are sent continuously to consumers, consumers (café corner of the yard) have the availability of raw materials for their products, so that they can fulfill their production and business continuity occurs (Fathurahman & Sihite, 2022). The opposite can happen if the supply chain of the corner café in the yard corner is disrupted, then their business continuity is disrupted and there are some products that cannot be provided by the corner café yard and even close (Ben-Daya, Hassini, & Bahroun, 2019).

## **2. The Effect of Supply Chains on Competitive Advantage**

The supply chain affects competitive advantage, so what the café must do is: 1) Information Sharing: is the exchange of information to suppliers regarding the needs needed by the café; 2) Long-term relationship: is a form of cooperation or relationship that will run long and be tied up in favor between suppliers and consumers; and 3) Trust: is a form of choosing suppliers who are trustworthy or trustworthy or trusted in supplying the raw material needs of the sufut courtyard café (Prayetno & Ali, 2020).

If the corner of the yard café is able to implement information sharing, maintain long-term relationships and increase trust, it affects competitive advantages which include: 1) Product uniqueness: with the abundance of stock supply and stable raw materials available, then the yard corner café can create a unique product that is different from others (Ashshidiqy & Ali, 2019). Product uniqueness can be in the form of combining various product variants into one type of product; 2) Product quality: with the availability of raw materials and the ease with which raw materials are obtained, yard corner cafes can apply quality products to the products they offer; and 3) Competitive prices: from the ease of obtaining raw materials and the abundance of raw materials, making the prices offered cheaper by the café corner of the yard than its competitors (Nadin & Ikhtiono, 2019).

So based on this, the supply chain affects competitive advantage (Aprilia et al., 2021). Where with the availability and abundance of raw materials, the corner of the yard café can easily innovate products / create uniqueness in their products, improve product quality and be able to reduce prices to be more competitive with competitors (Chong & Ali, 2022).

## **3. The Effect of Business Continuity on Competitive Advantage**

Business continuity affects competitive advantage, so what the yard corner café must do is: 1) Promotion Strategy: is a way that the yard corner café can do to make consumers come and buy the products offered and 2) Consumer Satisfaction Strategy: create something that has an impact on consumer satisfaction, can be by giving a promo buy one get one, discount vouchers and other promos that can cause customer satisfaction (Ridwan, Mulyani, & Ali, 2020a). In addition to these promos, product quality, service quality and place need to be considered by the café in the corner of the yard to achieve business continuity. With good product quality, consumers will be satisfied with the products they buy (Riyanto, Adila, & Ali, 2017). Service quality also determines the sustainability of a business, with friendly, communicative service and having knowledge of good products, loyalty will arise from consumers (Sulistiorini & Ali, 2017). Place will also affect the sustainability of a business, a comfortable place, good lighting and an appropriate layout, then consumers will be interested in visiting and making purchases at the corner café (Sutrisno & Haryani, 2017).

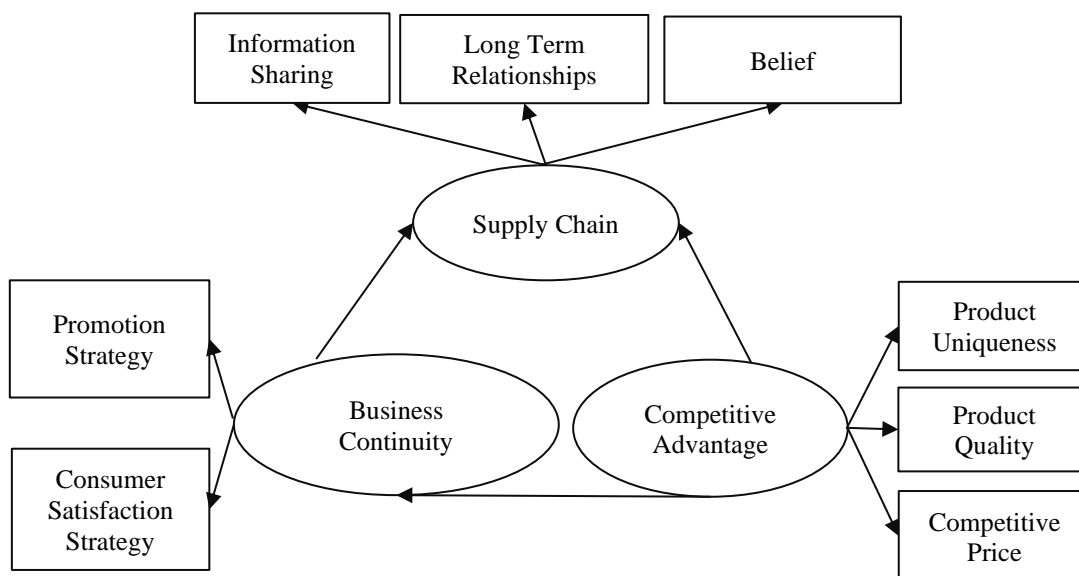
If the corner of the yard café is able to implement a promotional strategy and a consumer satisfaction strategy, it affects the competitive advantage which includes: 1) Product Uniqueness: the creation of products that are not yet on the market so as to arouse consumer curiosity, which can then attract consumers to visit and make purchases at the corner café yard; 2) Product Quality: has better product quality than competitors' products ; and 3) Competitive



Price: has a relatively low price compared to competitors (Ricardo, 2021). Based on this, business continuity affects competitive advantage. This means that with the ability of a business entity to sustain it can indicate or show that a business has a good product or service compared to its competitors so that they can survive (Agussalim, Limakrisna, & Ali, 2017), (Prayetno & Ali, 2020). Unlike the case with those who are unable to survive in running their business, it indicates the inability of a company to gain a competitive advantage or attract the hearts of consumers. Or the inability of competitors to promote and obtain consumer satisfaction (Ali, Zainal, & Ilhamalimy, 2022).

**Conceptual Framework**

Based on a literature review, the researcher determined the concept of a frame of mind as follows:



**Figure 1. Conceptual Framework**

This article discusses Supply Chain Determination of Business Continuity and Competitive Advantage. Where in achieving business continuity and competitive advantage, the supply chain influences this. In addition to supply chain factors, there are other factors that affect business continuity and competitive advantage, including:

- 1) Promotions: (Fathurahman & Sihite, 2022), (Munawar & Mahaputra, 2022), (Hermawan, 2021), (Hashim & Ali, 2022), (Safitri, 2022), (Christina Sirait & Ali, 2017).
- 2) Company Image: (Agussalim, Ndraha, & Ali, 2020), (Ali et al., 2022), (Fathurahman & Sihite, 2022), (Mahaputra & Saputra, 2021), (Okta Pradita & Arifin Sitio, 2020).
- 3) Brand Image: (Ali et al., 2022), (Saputra & Ali, 2021), (Saputra & Sumantyo, 2022), (Saputra, Mahaputra, & Maharani, 2023), (Sudiantini, Meutia, Narpati, & Saputra, 2023).
- 4) Business Planning: (Sari & Ali, 2019), (Shobirin & Ali, 2019), (Ridwan, Mulyani, & Ali, 2020b), (Somad, Rosadi, & Ali, 2021), (Silitonga, Widodo, & Ali, 2017).

**CONCLUSION**

Based on the literature review and discussion above, the researcher determined the following conclusions:

1. Supply Chain affects Business Continuity, where with a good and maintained supply chain, the operational activities of a business will run well with minimal risk of shortage of raw materials due to disrupted supply chains. A good supply chain certainly allows the company to carry out its operational activities well.

2. Supply Chain affects Competitive Advantage, where with the establishment of a supply chain, a business will achieve a competitive advantage.
3. Business Continuity affects Competitive Advantage, where if a business or business is able to maintain the sustainability of its business, then the business will be able to achieve an advantage in competing against other competitors.

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