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The Influence of Product Innovation And Knowledge Management on Competitive Advantage: Study on Haus X Arief Muhammad Choco Cheese Crunchy Made With Kitkat

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Abstract: Haus is a phenomenal contemporary beverage sector UMKM. Since its establishment in June 2018, it has expanded throughout Indonesia with 221 branches and more than 500 Huling (Haus Keliling) fleets. This study aims to analyze the impact of product innovation and knowledge management on Haus's competitive advantage. A quantitative approach with a causal design was employed to evaluate the influence of product innovation and knowledge management on competitive advantage. Using a purposive sample approach, 180 Haus customers in the Jabotabek region were given an online questionnaire to complete in order to gather data. The study's findings indicate that knowledge management and product innovation both partially and concurrently improve competitive advantage.

Keyword: Haus; Product Innovation; Competitive Advantage; Knowledge Management.

INTRODUCTION

MSMEs play a vital role in Indonesia's economic growth, contributing 61% of Rp. 9,580 trillion to the national GDP. The culinary sector contributed 41.4% to the National GDP (Hatammimi & Thahara, 2022). MSMEs are also recognized as a sector that has been proven to reduce unemployment in Indonesia, as they can absorb hundreds of thousands of workers with a total of 65.5 million units (www.ekon.gp.id, 2023).

Table 1. Number of MSME Sectors in West Java Province in 2023

| Business Category | Number of MSMEs | Unit |
|-------------------|-----------------|------|
| Accessories | 16.425 | Unit |
| Batik | 16.425 | Unit |
| Embroidery | 2.346 | Unit |
| Craft | 586.603 | Unit |
| Fashion | 572.525 | Unit |
| Convection | 349.615 | Unit |
| Culinary | 2.524.740 | Unit |
| Food | 1.846.627 | Unit |

| | | |
|-----------------|---------|------|
| Drink | 342.576 | Unit |
| Services/Others | 797.780 | Unit |

Source: Open Data West Java 2023

Table 1 shows that, with 4,713,943 units, or 74.37% of the 6,337,660 MSME sectors in West Java Province in 2023, the culinary, food, and beverage sectors are the largest. Contemporary beverage MSMEs are growing rapidly, contributing significantly to Indonesia's economic growth, particularly in West Java, with a total of 343,576 units, accounting for 5.4% of the total MSMEs. The large number certainly presents these MSMEs with the challenge of maintaining a competitive advantage amidst increasingly fierce competition. The fact is that the increasing number of similar products in this sector indicates fierce competition, for example, the development of coffee drinks. Business actors who are aware of the fierce competition for their products must be able to create unique products through product innovation to attract consumers (Novita et al., 2024).

Moreover, Haus, as an MSME engaged in the food and beverage sector, faces various specific challenges in maintaining competitive advantage, especially from major competitors such as Chatime and Janji Jiwa. For example, in terms of economic scale, Chatime and Janji Jiwa have a significantly larger economic footprint. This can be seen from the distribution network and larger scale of operations compared to Haus. One of them can be identified in the difference in the number of outlets owned by each of these contemporary beverage companies. Chatime is reported to have 420 outlets (Vistika, 2024), while Janji Jiwa is said to have reached more than 900 outlets (Jiwa Group, 2024), and Haus has a total of 221 outlets (Dwijayanto, 2024). In addition, there are also challenges related to brand recognition, as major competitors such as Chatime and Janji Jiwa are better known to consumers, making it easier to attract customer interest. This is supported by data from a 2020 Populix survey involving 627 respondents, which found that 80% of respondents recognized the Chatime brand, 76% recognized Janji Jiwa, while the Haus brand was recognized by only 64% (Populix, 2020). According to Mulyani et al. (2024) competitive advantage is the ability of an organization to be the best in its industry. Thus, Haus faces a challenge in that it must exert all its efforts to outperform its competitors, who are already better known to the broader community.

Competitiveness has a broad and varied definition (Yuliana, Alamanda, & Permatasari, 2019), but essentially relates to the ability of a business to maintain its position in the midst of competition. One tangible form of competitiveness is competitive advantage, which is a company's effort to show that its products offer more value compared to its competitors. This competitive advantage can be influenced by product innovation. Lestari et al. (2020) emphasized that product innovation is very important in shaping the competitiveness and performance of micro and small enterprises (MSMEs), because the higher the level of innovation of a product, the greater the potential for creating sustainable competitive advantages in a business. This means that product innovation significantly impacts a business's sustainable competitive advantage, as the product is not easily imitable. Therefore, this is a competitive strategy that supports the success of a business (Nugroho et al., 2023). Haus Management has introduced various innovations since its inception to compete in the contemporary beverage sector, which is characterized by intense competition. Starting from a small shop in West Jakarta in 2018, Haus offers drinks at affordable prices for all groups despite facing competition from well-known brands, including those from abroad. In 2021, Haus expanded its product offerings by launching the "Ganjel Roti" menu, featuring various toasted breads, and "Feet Cryin" for spicy snacks. Then, in 2022, they launched the innovative product "Hot Oppa," a spicy Korean noodle served in an aesthetically pleasing restaurant atmosphere, accompanied by the latest K-pop songs. Innovation continued in 2023 with the introduction of "Haus Keliling" (Huling), a product sales concept utilizing electric

bicycles to reach residential areas and narrow alleys. Entering 2024, Haus continues to innovate by launching the *Drink and Services House Party application*, which facilitates customers in hosting parties (Haus, 2024).

The next innovation stems from a collaboration between Haus and Arief Muhammad in the form of a new product. In this collaboration, Haus partnered with the globally popular chocolate brand KitKat to create a new product, Choco Cheese Crunchy. This product is made by combining powder chocolate with KitKat Spread and *creamy cheese foam* and is complemented by the distribution of KitKat Bites (Nurhaliza, 2023). Haus stated that this new product innovation was motivated by the desire to spread happiness to consumers through a glass of fresh chocolate. In introducing this new product, Haus uses content creator Arief Muhammad as a brand ambassador or 'Chief Tamvan Officer' who introduces this product to consumers. Arief Muhammad was chosen to serve as the brand ambassador and was instrumental in the Choco Cheese Crunchy product's marketing messaging. The selection of Arief Muhammad as a brand ambassador is due to his character, which involves exploring and innovating in his content and work, aligning with the spirit of business innovation possessed by Haus (Al Hafiz, 2023).

The various innovations implemented by Haus have the potential to increase their competitiveness in the local market. Haus's competitors, such as Chatime and Janji Jiwa, also recognize the importance of innovation in creating competitiveness, so both companies continue to implement various innovations actively. Chatime innovates through the development of new flavors and the rapid expansion of new outlets. In July and August 2024, Chatime collaborated on a product innovation with the One Piece series, releasing a special menu, the Luffy Strawberry Hat, in July. This was followed by three additional special menus, each developed from a character in the comic series: Sanji, Zoro, and Nami. This product innovation is intended by Chatime to increase consumer interest and spread the spirit of friendship, inspired by the friendship of the One Piece characters (Utami, 2024). This product innovation effort is ultimately intended to create a competitive advantage for Chatime compared to similar products. This is also evident from the high consumer enthusiasm for every new product launch at Chatime.

As for Janji Jiwa, one of the largest companies in the food and beverage sector in Indonesia, it also continues to make various innovations. For example, Janji Jiwa innovates its packaging in the form of new cups made from r-PET or *recycled polyethylene terephthalate*. This *biodegradable material* can help reduce the use of pure plastic worldwide. In addition, Janji Jiwa also develops innovations in product variations, such as the JOE Series and Jiwa Origin Espresso products, which are premium offerings featuring selected coffee beans. In addition, Janji Jiwa also develops innovations in food *and* fast food, such as toast, noodles, snacks like cassava or fried bananas, as well as various desserts, including ice cream. These innovations aim to provide a pleasant experience for consumers and accompany them in their daily moments (Jiwa Group, 2023). Ultimately, the innovation efforts made by Janji Jiwa are intended to create competitive advantages in the highly competitive food and beverage sector.

Innovation not only creates a strong appeal among fans but also strengthens the brand's position in a competitive market, showing that the combination of creativity and understanding consumer preferences can produce significant results in marketing strategies (Muharman & Felicia, 2023). The importance of innovation is also emphasized by (Purba et al., 2023), who argue that by utilizing innovation strategically, local brands can strengthen their market position and meet the evolving needs of consumers, thereby creating stronger and more sustainable relationships with customers. In line with this, product quality also has an important role in influencing customer satisfaction, because when customers are satisfied with the quality of the products they have purchased, they tend to make repeat purchases or

recommend the product to others, which ultimately has an impact on the company's competitive advantage (Candiwan & Wibisono, 2021).

Apart from product innovation, a company's competitive advantage is also influenced by knowledge management (*knowledge management*). (Wahyono, 2020) found, in his research, that management knowledge encompasses knowledge acquisition, knowledge sharing, and response to knowledge, all of which influence the competitive advantage of MSME food products. Product innovation also includes finding fresh concepts, rewarding innovative ideas with prizes, and turning these concepts into finished goods, all of which help MSME food items stand out from the competition.

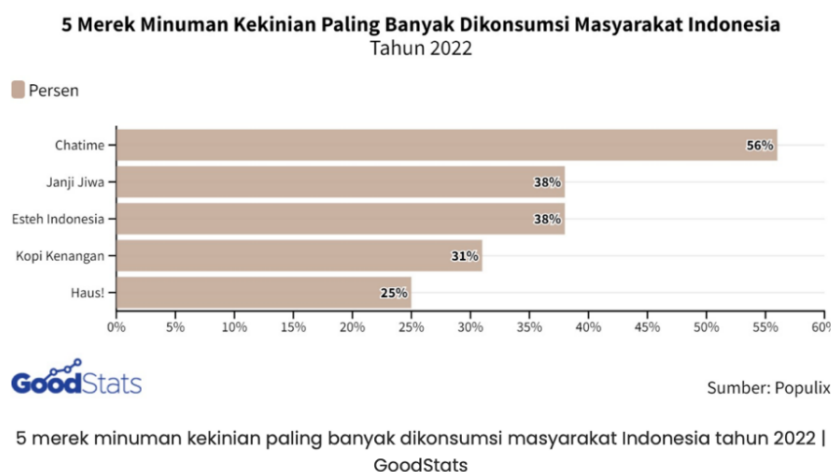


Figure 1. Haus Brand Positioning

Source: goodsatat.id, 2022

Referring to figure 1, Haus drinks are ranked fifth in the list of contemporary drinks most consumed by the Indonesian people. Based on Figure 1, in 2022, Haus Drinks is expected to achieve a 25% market *share*, which is still significantly lower than the 56% *market share* of its competitor, Chatime, ranked first. Then, (CNBC Indonesia TV, 2024) predicts that in 2025, the *market share for contemporary drinks will be 30 trillion rupiah*, presenting a significant potential for Haus to maximize its *market share*. This shows that the Haus brand still needs to increase its appeal in the eyes of consumers compared to other, more popular brands. Haus has been innovating to grow rapidly since its inception in June 2018. Efforts to grow rapidly include choosing the right target market, the right product, and affordable prices, which indicate that the owner of Haus already has knowledge management (*knowledge management*) (Nature, 2020).

Knowledge management (*knowledge management*) Drink is a strategy carried out by Haus, which includes activities of identification, preservation, and sharing of knowledge related to intellectual assets from its members so that it can produce more value for the benefit of the Haus company in responding to competition. The indicators of knowledge management (*knowledge management*) referring to Darroch (2005) in (Wahyono, 2020) include 3 indicators, namely: 1) knowledge acquisition (*knowledge acquisition*), 2) dissemination of knowledge (*knowledge dissemination*), 3) application of knowledge (*knowledge application*).

The activities of Haus management, which have included effective HR management, the implementation of appropriate marketing strategies, professional financial management, and the innovation of products previously introduced, indicate that Haus management possesses functional knowledge management to grow amidst the tight competition of the contemporary drinks market. Based on the background discussed, the author is interested in

researching the influence of product innovation and knowledge management on Haus' competitive advantage.

METHOD

Types of Research

This research is divided into eight characteristics, which include research objectives, research background, methodology used, data collection techniques, analysis units, implementation time, and level of research involvement. This can be seen in table 2:

Table 2. Characteristics of Research

| No. | Characteristics of Research | Types of research |
|-----|-----------------------------|------------------------|
| 1. | Research purposes | Causality |
| 2. | Research Background | <i>Non-Contrived</i> |
| 3. | Research methodology | Quantitative |
| 4. | Data Collection Techniques | Survey |
| 5. | Unit of Analysis | Thirsty Consumers |
| 6. | Researcher Involvement | Minimal |
| 7. | Method <i>Sampling</i> | <i>Non-Probability</i> |
| 8. | Execution time | <i>Cross Sectional</i> |

Source: Researcher Processed Data (2025)

The purpose of this study is to quantify how Haus's competitive advantage is impacted by knowledge management and product innovation. This study uses an explanatory causal analysis to determine the causal relationship between the variables being studied in order to get the intended results. In order to learn more about how independent variables affect dependent variables in in-depth research, this strategy compares specific groups according to their individual features (Sekaran & Bougie, 2016).

In this study, questionnaires were distributed online using quantitative approaches. Sekaran & Bougie (2016) define quantitative research as a kind of study that describes a phenomena or event using numerical data. The goal of this study is to use statistical methods that allow for numerical data measurement and analysis to examine the relationship between variables. Gathering structured and quantifiable data is the main goal of quantitative research in order to produce unbiased findings that have broader applicability.

According to Sekaran & Bougie (2016), this method determines if independent variables have an impact on dependent variables, which is why the type of causal research was employed in this study. This assertion supports Gerring's (2006) assertion that the goal of causal investigations is to thoroughly examine one or more cases in order to pinpoint the causal linkages among them.

This study is also explanatory since it seeks to ascertain how Haus' competitive advantage is impacted by knowledge management factors and product innovation. As stated by (Sekaran & Bougie, 2016), the purpose of this explanatory study is to test theories about cause-and-effect interactions. Testing hypotheses and determining how current variables affect ongoing occurrences are the goals of this explanatory inquiry.

Based on its background, this research can be categorized as a research study. *Non-contrived* because the observed phenomena occur naturally without any intervention or manipulation. Research *non-contrived* is an observational study conducted to understand relationships and situations in the field under natural conditions (Stol & Fitzgerald, 2020). Thus, based on the background of this study, the involvement of researchers is relatively limited. This is due to the approach that relies on previously existing techniques or methodologies without requiring the active participation of researchers at every stage of the process. The observed phenomena occur naturally without direct intervention from

researchers, resulting in minimal researcher involvement and low levels of intervention (Sekaran & Bougie, 2016).

Due to its focus on the Haus phenomenon, which was ranked fifth in Indonesia in 2022 as a current drink, this study used a case study methodology. To thoroughly examine a phenomenon, group, person, or organization in a real-world setting, the case study approach is employed (Yin., 2014). Using information from the relevant demographic, this study attempts to examine how Haus' competitive advantage is impacted by knowledge management and product innovation.

The unit of analysis in this study is Haus consumers. Sampling from the population was chosen because it facilitates concluding a wider group without requiring the entire population to be involved (Sekaran & Bougie, 2016). By using samples that represent the population, the analysis process becomes more efficient and can support more accurate decision-making or estimation (Wada et al., 2024). Consequently, it is anticipated that the study's findings will offer a thorough and pertinent image of the goals of the investigation.

This research employs a cross-sectional approach, where data are collected at a specific time to provide a clearer picture of the variables being studied. According to (Thomas, 2022), cross-sectional research is a method of collecting data from a group of individuals over a specific period without intervening or altering the observed variables.

Data Collection and Data Sources

According to (Sekaran & Bougie, 2016), data sources refer to the origin of information used to answer research questions and achieve predetermined objectives. Data sources can be divided into two main categories:

Primary Data

According to (Christensen et al., 2011), primary data is information that has been gathered directly by a variety of techniques, including surveys, experiments, and observations, in order to get pertinent data. Data for this study was gathered by the author using a survey method and a questionnaire. Purposive sampling was used to distribute the questionnaire. This technique enables the deliberate selection of respondents according to particular standards pertinent to the study, such as Haus consumers residing in Jabodetabek. The questionnaire was distributed through digital platforms like *Microsoft Forms* and sent directly to respondents who met the criteria via social media, including Instagram, *WhatsApp*, and *Line*. This approach ensures that only individuals who meet the research criteria participate in the survey.

Data Seconds

Secondary data, as defined by (Christensen et al., 2011), is information that has already been gathered by another party, such as published reports or research findings. Secondary data, which are gathered from reliable websites, books, and scientific journal articles, are used in this study.

Validity and Reliability Test

Validity Test

Assessing an instrument's validity involves determining how well it captures the idea it is meant to evaluate (Sekaran & Bougie, 2016). 30 respondents received questionnaires from the researchers in order to assess the instrument's level of validity. Using SmartPLS, the convergent validity test revealed that all of the study's indicators were valid, with an outer loading value of more than 0.70 and an AVE value greater than 0.50. Table 3 below displays the findings of the validity test:

Table 3. Convergent Validity Test

| <i>Latent Variables</i> | <i>Indicator</i> | <i>Loading Factors</i> | <i>AVE</i> | <i>Information</i> |
|--|------------------|------------------------|------------|--------------------|
| Product Innovation (X ₁) | NPW1 | 0,815 | 0,666 | VALID |
| | IEP1 | 0,700 | | VALID |
| | NPL1 | 0,858 | | VALID |
| | AEP1 | 0,845 | | VALID |
| | AEP2 | 0,826 | | VALID |
| | AEP3 | 0,854 | | VALID |
| Knowledge Management (X ₂) | KAC1 | 0,825 | 0,796 | VALID |
| | KD1 | 0,942 | | VALID |
| | KD2 | 0,956 | | VALID |
| | Case 1 | 0,934 | | VALID |
| | KA2 | 0,789 | | VALID |
| | PQ1 | 0,903 | | VALID |
| Competitive Advantage (Y) | PQ2 | 0,789 | 0,713 | VALID |
| | CP1 | 0,842 | | VALID |
| | CP2 | 0,822 | | VALID |
| | CP3 | 0,881 | | VALID |
| | PE1 | 0,875 | | VALID |
| | PE2 | 0,789 | | VALID |

Source: Personal Processing (2025)

Next, discriminant validity utilizing value criterion is tested. All of these values have a value higher than the correlation value between the other variables, according to Fornell-Larcker. If the value of the first variable is higher than the values of the following variables, the Fornell-Larcker value is regarded as legitimate. According to the test results, the competitive advantage variable (0.844), the knowledge management variable (0.792), and the product innovation variable (0.946) have all reached the valid Fornell-Larcker value, as indicated in Table 4.

Table 4. Discriminant Validity Test

| | Product Innovation (X ₁) | Competitive Advantage (Y) | Knowledge Management (X ₂) |
|--|--------------------------------------|---------------------------|--|
| Product Innovation (X ₁) | 0,946 | | |
| Competitive Advantage (Y) | 0,858 | 0,844 | |
| Knowledge Management (X ₂) | 0,846 | 0,835 | 0,792 |

Source: Personal Processing (2025)

Lastly, the loading of all three factors and all indicators in this study is displayed in the results table. If, when compared to the values of other variables, the indicator value in the variable row displays the greatest number, the variable is deemed legitimate. The knowledge management, competitive advantage, and product innovation variables in each row of the test results, as displayed in Table 5, provide greater numbers than the other indicators; as a result, these three variables are considered legitimate.

Table 5. Cross Loading

| | Product Innovation (X ₁) | Competitive Advantage (Y) | Knowledge Management (X ₂) |
|------|--------------------------------------|---------------------------|--|
| NPW1 | 0,815 | 0,737 | 0,724 |
| IEP1 | 0,700 | 0,667 | 0,639 |
| NPL1 | 0,858 | 0,802 | 0,661 |
| AEP1 | 0,845 | 0,877 | 0,672 |
| AEP2 | 0,826 | 0,764 | 0,605 |
| AEP3 | 0,854 | 0,819 | 0,838 |

| | | | |
|--------|-------|-------|-------|
| KAC1 | 0,679 | 0,652 | 0,825 |
| KD1 | 0,740 | 0,755 | 0,942 |
| KD2 | 0,842 | 0,850 | 0,956 |
| Case 1 | 0,832 | 0,819 | 0,934 |
| KA2 | 0,657 | 0,614 | 0,789 |
| PQ1 | 0,915 | 0,903 | 0,792 |
| PQ2 | 0,792 | 0,789 | 0,734 |
| CP1 | 0,789 | 0,842 | 0,711 |
| CP2 | 0,824 | 0,822 | 0,768 |
| CP3 | 0,813 | 0,881 | 0,687 |
| PE1 | 0,778 | 0,875 | 0,610 |
| PE2 | 0,728 | 0,789 | 0,612 |

Source: Personal Processing (2025)

Reliability Test

The process of evaluating a measurement tool's stability and consistency is called reliability testing. It entails evaluating the consistency with which respondents reply to a measure's items (Sekaran & Bougie, 2016). To put it another way, consistent results can be obtained by using test reliability. Cronbach's Alpha, rho_A, and Composite Reliability are used in reliability testing. The questionnaire is deemed consistent and reliable if its composite reliability, alpha, and rho_A values are greater than 0.60. According to the test results, the three study variables are deemed reliable since their Composite Reliability, Cronbach's Alpha, and rho_A values are all higher than 0.6. This is displayed in table 7 below.

Table 6. Reliability Test

| | Cronbach's Alpha | rho_A | Composite Reliability | Status |
|---------------------------|------------------|-------|-----------------------|----------|
| Product Innovation (X1) | 0,898 | 0,904 | 0,922 | Reliable |
| Competitive Advantage (Y) | 0,932 | 0,935 | 0,945 | Reliable |
| Knowledge Management (X2) | 0,934 | 0,949 | 0,951 | Reliable |

Source: Personal Processing (2025)

Data Analysis Techniques

Descriptive Analysis

This study employs a questionnaire comprising 18 statements, each measured on a 1-5 Likert scale. Interpretation of descriptive statistical analysis is shown through a continuous line and able to carry out a percentage transformation of the accumulation of respondents' answers based on the following table:

Table 7. Score Criteria Test

| Percentage | Category |
|------------|-------------|
| 20%-36% | Very Bad |
| >36%-52% | Not good |
| >52%-68% | Pretty good |
| >68%-84% | Good |
| >84%-100% | Very good |

Source: Personal Processing (2025)

SEM-PLS Testing (Outer Model and Inner Model)

Partial Least Squares (PLS) is the inferential statistical analysis method applied to the data in this study. This technique is a variant-based structural equation analysis (SEM) that has the ability to test both (Abdillah & Jogiyanto, 2015). For predictive purposes, the PLS approach is more suitable. With the approach of *partial least squares*, it can be assumed that all measures of variance contribute to explaining the variance (Ghozali, 2021).

If a notion or research model has not made it through the measurement model's purification phase, it cannot be tested in a relational and causal prediction model. The construct validity and reliability of the instrument were tested using an outer model (Angadwita et al., 2021). *The measurement model's validity and reliability are evaluated using the outer model, also known as the assessment of the measurement model. This study uses an outer model with reflecting indicators that are assessed using Cronbach's alpha for the indicator block, composite reliability, and validity, convergent, and discriminant validity from the indicators that create the latent construct* (Ghozali, 2021).

SmartPLS 3.3.3 is used in this study to examine the outer model, while internal consistency is used to test all variables and assess Cronbach's Alpha and Composite Reliability values. The value of AVE and outer loading will then be assessed as part of the researcher's convergent validity test. Additionally, the Heterotrait-Monotrait Ratio (HTMT) and the Fornell-Larcker will be used to evaluate the test's discriminant validity. The following are the steps involved in testing the measurement model (outer model):

a. *TestInternal Consistency*

Test Internal Consistency is one type of reliability test used to evaluate consistency between items. The parameters used in this test to declare the item reliable are Cronbach's *Alpha* and *Composite Reliability*. This test is also commonly referred to as a reliability test (Ghozali, 2021). A questionnaire that serves as an indicator of a variable or construct is measured using the reliability test. *Composite reliability* is thought to be a more accurate technique for determining a construct's internal consistency (Salisbury et al., 2002). If Cronbach's alpha and composite reliability are both more than 0.70, then all constructs are regarded as reliable (Ghozali, 2021).

b. *TestConvergent Validity*

In PLS with reflecting indicators, loading factor indicators that gauge the construct are used to evaluate a convergent validity test. Chin (Abdillah & Jogiyanto, 2015) asserts that the loading factor's significance in comprehending the factor matrix increases with its value. The measuring model's convergent validity test reflects useful indicators based on the partial least squares correlation between the construct score and item/component scores. If the correlation between the individual reflexive measure and the construct being measured is greater than 0.70, it is deemed high. However, a value loading factor of 0.5 to 0.6 is regarded as moderate for early research in the development of a measurement scale. It is deemed invalid and needs to be thrown away if the loading factor is less than 0.50 (Ghozali, 2021).

Convergent validity testing use Average Variance Extracted (AVE) data in addition to a value loading factor. The loading factor and AVE must both be more than 0.7 and 0.5, respectively, for research involving a nature confirmatory mark. However, a matrix loading factor of roughly 0.3 is deemed to have satisfied the minimum requirement for an initial inspection, and a loading factor of roughly 0.4 is regarded as superior, per Hair Jr et al. (2021). In general, a loading factor more than 0.5 is regarded as substantial. The limit loading factor, which is utilized up to 0.7 in this investigation.

c. *TestDiscriminant Validity*

By contrasting the values loading the targeted construct with those loading alternative constructs, the discriminant validity test establishes if a construct has sufficient discriminant validity (Ghozali, 2021). HTMT and the value Fornell-Larcker Criterion are used in the discriminant validity test. Techniques for evaluating discriminant validity using the Fornell-Larcker Criterion, a conventional approach that has been in use for more than 30 years and compares the correlation between other constructs in the model with the square root values of each construct's AVE (Henseler et al., 2015). Assume that each construct's square root AVE value is higher than the correlation coefficient between it and

the other constructs in the model. The model is considered to have a decent discriminant validity value in such scenario (Wong, 2019).

Henseler et al. (2015) suggested the optimal threshold value for HTMT is 0.90. Put differently, the absence of divergent validity is shown by an HTMT score greater than 0.90. A lower, more conservative criterion of 0.85 seems to be required when the constructs in a path model are conceptually more different.

Testing Inner Model

The *inner model analysis* evaluates all variables by observing the correlation between exogenous and endogenous constructs using the test methods of *collinearity*, *R-squared*, *effect size of the square*, and *path coefficients* or *direct effects*.

a. Test Collinearity

To ascertain whether there was a strong association between the variables, collinearity tests were performed. To be deemed not to generate multicollinearity in the collinearity test, the Variance Inflation Factor (VIF) must be less than 5.

b. Test Coefficients of Determinations (*R Square*)

To find out how much of the dependent variables might be explained by the independent variables, the R Square test was used (Sugiyono, 2018). A higher R-value indicates that the independent variable is better able to predict or explain the dependent variable (Ghozali, 2021). The independent variable's capacity to predict the dependent variable is, however, negligible if the R valueSquare is close to 0. Three criteria are proposed by (Hair Jr et al., 2021) to assess R-squared ability: 0.75 for strong, 0.50 for intermediate, and 0.25 for weak.

c. Test Effect Size (*f Square*)

The f-square test is a method for calculating the effect size of each variable or construct. (Cohen, 1988) stated that the value *f-square* is divided into three categories: 0.02–0.15 represents a small effect, 0.16–0.35 represents a medium effect, and 0.36 or greater represents a significant effect.

d. Test Size and Significance of Path Coefficients (*Direct Effects*)

Test Significance of Path Coefficients done through the method *bootstrap* 5000 subsamples. The significance level used is 5%, with a *one-tailed* test, which is justified by the direction of the hypothetical influence being positive.

Hypothesis Testing

Hypothesis testing between constructs is carried out using the resampling method introduced by (Ghozali, 2021). This method employs the bootstrapping technique with a scheme *construct level change*, which provides more flexible assumptions. This approach enhances the value of the *t-statistic* by leveraging the direct relationship between latent variables and their indicators. The test statistics used are *t-statistic* or t-test.

In this study, a threshold value of 1.96, which corresponds to a significance level (α) of 5%, is used to determine whether to accept or reject the hypothesis. Therefore, if the result of the t-statistic is greater than 1.96, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_a) is accepted. Furthermore, in probability-based testing, the alternative hypothesis (H_a) is accepted if the p-value is less than 0.05.

RESULTS AND DISCUSSION

Data Collection

The researcher's method for collecting data involved distributing questionnaires *online* through *Google Forms* to Haus customers in Jabodetabek. The total number of respondents whose data were processed was 180 people. To ensure the validity of the questionnaire,

respondents were required to answer all statements *online*, which had been distributed, providing only one answer considered most appropriate.

Respondent Characteristics

The 180 respondents in this study were categorized based on five characteristics: gender, age, domicile, occupation, and monthly income. Based on the descriptive analysis shown in Table 8, it was found that Haus customers in Jabodetabek were predominantly female, accounting for 61.7%, and the majority were under 25 years old, at 81.7%. In comparison, those domiciled in Tangerang were 24.4%, the majority were students at 50%, and those with a monthly income of less than Rp. 2,000,000 were 47.2%.

Table 8. Respondent Characteristics

| No. | Characteristics | Aspect | Frequency | Portion |
|-----|-----------------|---------------------------------|------------|---------|
| 1 | Gender | Man | 69 people | 38,3% |
| | | Woman | 111 people | 61,7% |
| | Total | | 180 people | 100% |
| 2 | Age | <25 Years | 147 people | 81,7 % |
| | | 25 Years - 30 Years | 23 people | 12,8% |
| | | 31 Years - 40 Years | 10 people | 5,6% |
| | | Total | 180 people | 100% |
| 3 | Domicile | City of Bekasi | 20 people | 11,1% |
| | | Bogor City | 36 people | 20,0% |
| | | City of Depok | 43 people | 23,9% |
| | | Jakarta City | 37 people | 20,6% |
| | | Tangerang City | 44 people | 24,4% |
| | Total | | 180 people | 100% |
| 4 | Work | State Officer | 10 people | 5,6% |
| | | Private Officer | 67 people | 37,2% |
| | | Students | 90 people | 50,0% |
| | | Self-employed | 13 people | 7,2% |
| | Total | | 180 people | 100% |
| 5 | Monthly Income | <Rp. 2,000,000 | 85 people | 47,2% |
| | | Rp. 2,500,000 - <Rp. 5,000,000 | 75 people | 41,7% |
| | | Rp. 5,000,000 - <Rp. 10,000,000 | 20 people | 11,1% |
| | Total | | 180 people | 100% |

Source: Personal Processing (2025)

Research Results

The research results obtained by the researcher were based on answers from 180 respondents who participated in a survey using an online questionnaire assisted by *Google Forms*. Data processing was carried out using descriptive analysis and SEM-PLS to facilitate the understanding of the conclusions of this research.

Descriptive Analysis

Descriptive analysis is a data analysis method that describes data without drawing general conclusions, making it suitable for generalization purposes only ((Ghozali, 2021). In this study, it was used to explain the observational findings of 180 respondents who had answered 18 statements representing the variables of product innovation, knowledge management, and competitive advantage of Haus. This descriptive analysis is explained using a distribution table filled with respondents' answers to calculate the overall value in several categories. The use of descriptive analysis can make it easier for researchers to understand the characteristics of processing questionnaire data.

a. Product Innovation (X₁)

Table 9. Descriptive Analysis of Haus Product Innovation

| Statement | STS (1) | TS (2) | N (3) | S (4) | SS (5) | Score Total | Score Ideal | % | Classificat ion |
|--|------------|-----------|----------|----------|-----------|----------------|----------------|-------|--------------------|
| House of innovation by creating a new product that has never existed before with its own uniqueness and characteristics. | 3 | 48 | 36 | 56 | 37 | 616 | 900 | 68,4% | Good |
| Haus has perfected the products it sells. | 3 | 43 | 29 | 54 | 51 | 647 | 900 | 71,9% | Good |
| Haus products are products that were sold on the market before other competing products. | 3 | 49 | 36 | 60 | 32 | 609 | 900 | 67,7% | Pretty good |
| House has made modifications on the products it has sold by adding unique value. | 3 | 51 | 37 | 58 | 31 | 603 | 900 | 67,0% | Pretty good |
| House has made modifications on the products it has sold by improving the quality of its packaging. | 3 | 45 | 40 | 62 | 30 | 611 | 900 | 67,9% | Pretty good |
| House has made modifications on the products it has sold while maintaining affordable prices. | 3 | 35 | 37 | 59 | 46 | 650 | 900 | 72,2% | Good |
| Total | | | | | | 3736 | 5400 | 69,2% | Good |

Source: Personal Processing (2025)

Based on Table 9, the Haus product innovation variable is described by calculating the total answers of 180 respondents. The results obtained indicate that the product innovation variable has a value of 69.2%, which is categorized as good. This suggests that the perception of Haus consumers in Jabodetabek towards the product innovations carried out by Haus has been considered reasonable by consumers.

b. Knowledge Management (X₂)

Table 10. Descriptive Analysis of Knowledge Management Haus

| Statement | STS (1) | TS (2) | N (3) | S (4) | SS (5) | Score Total | Score Ideal | % | Classificat ion |
|--|------------|-----------|----------|----------|-----------|----------------|----------------|-------|--------------------|
| The current development of Haus' business is an indication of the new knowledge possessed by Haus management. | 3 | 34 | 35 | 64 | 44 | 652 | 900 | 72,4% | Good |
| The service experienced by customers is an indication of the existence of direction regarding business operations based on existing knowledge. | 3 | 45 | 40 | 62 | 30 | 611 | 900 | 67,8% | Pretty good |
| New innovations in products that are felt by | 1 | 13 | 37 | 78 | 51 | 705 | 900 | 78,3% | Good |

| Statement | STS (1) | TS (2) | N (3) | S (4) | SS (5) | Score Total | Score Ideal | % | Classificat ion |
|--|------------|-----------|----------|----------|-----------|----------------|----------------|-------|--------------------|
| customers are an indication that management must exchange ideas with related parties. | | | | | | | | | |
| The significant growth of Haus branches is evidence of Haus' application of good management knowledge. | 3 | 36 | 29 | 71 | 41 | 651 | 900 | 72,3% | Good |
| The existence of Haus product innovations that customers feel is proof of the application of management knowledge by Haus. | 3 | 20 | 38 | 77 | 42 | 675 | 900 | 75,0% | Good |
| Total | | | | | | 3294 | 4500 | 73,2% | Good |

Source: Personal Processing (2025)

Based on Table 10, the Haus knowledge management variable is described by calculating the total answers of 180 respondents. The results obtained show that the knowledge management variable gets a value of 73.2%, which is categorized as good. This indicates that the perception of Haus consumers in Jabodetabek towards Haus's knowledge management has been considered reasonable by consumers.

c. Competitive Advantage (Y)

Table 11. Descriptive Analysis of Competitive Advantage of Haus

| Statement | STS (1) | TS (2) | N (3) | S (4) | SS (5) | Score Total | Score Ideal | % | Classificati on |
|--|------------|-----------|----------|----------|-----------|----------------|----------------|-------|--------------------|
| Haus manufacturers can guarantee the taste of the products sold. | 4 | 24 | 49 | 62 | 41 | 652 | 900 | 72,4% | Good |
| Haus product quality is better than competitor products. | 6 | 15 | 45 | 71 | 43 | 670 | 900 | 74,4% | Good |
| The prices offered by Haus are in accordance with the quality obtained by consumers. | 1 | 20 | 40 | 70 | 49 | 686 | 900 | 76,2% | Good |
| The prices offered by Haus are in accordance with the consumer's capabilities. | 4 | 25 | 33 | 77 | 41 | 666 | 900 | 74,0% | Good |
| The prices offered by Haus are able to compete with the prices of competing products. | 4 | 24 | 32 | 74 | 46 | 674 | 900 | 74,9% | Good |
| Haus creates a unique product display so that it is easy to recognize. | 1 | 25 | 33 | 71 | 50 | 684 | 900 | 76,0% | Good |
| Haus makes the displayed products more preferred by consumers because they have a unique design and are different from others. | 1 | 23 | 39 | 69 | 48 | 680 | 900 | 75,5% | Good |
| Total | | | | | | 4712 | 6300 | 74,7% | Good |

Source: Personal Processing (2025)

Based on Table 11, the competitive advantage variable of Haus is described by calculating the total answers of 180 respondents. The results obtained show that the competitive advantage variable has a value of 74.7%, which is categorized as good. This indicates that the perception of Haus consumers in Jabodetabek regarding the competitive advantages that Haus offers has been assessed as positive by consumers.

SEM-PLS analysis

a. Testing *Outer Model*

This technique is a variance-based SEM that may concurrently assess inner model and outer model ((Abdillah & Jogiyanto, 2015). This study uses SmartPLS 3.3.3 to measure *the outer model*, where all variables are tested through internal consistency, which evaluates the values of *Cronbach's Alpha* and *Composite Reliability*. Next, the researcher will conduct a convergent validity test by assessing the *AVE* and *outer loading*. Additionally, the discriminant validity test will be conducted by evaluating the *Fornell-Larcker* value and *HTMT*. The stages of testing the *outer model* are as follows:

b. Test *Internal Consistency* and *Convergent Validity*

After conducting two tests by removing 4 indicators from the 18 indicators that had a value *outer loading* < 0.7, namely KAC1 = 0.640 and KD1 = 0.639 of the knowledge management variables (X2). In addition, it also removes 2 indicators from the competitive advantage variable (Y), namely CP2 = 0.699 and CP3 = 0.695, so that the test results are obtained as in Table 13 below:

Table 12. Results *Internal Consistency* and *Convergent Validity*

| <i>Latent Variables</i> | <i>Indicator</i> | <i>Loading Factors</i> | <i>Cronbach's Alpha</i> | <i>Composite Reliability</i> | <i>AVE</i> |
|--|------------------|------------------------|-------------------------|------------------------------|------------|
| Product Innovation (X ₁) | NPW1 | 0,949 | 0,966 | 0,973 | 0,856 |
| | IEP1 | 0,867 | | | |
| | NPL1 | 0,961 | | | |
| | AEP1 | 0,966 | | | |
| | AEP2 | 0,940 | | | |
| | AEP3 | 0,864 | | | |
| Knowledge Management (X ₂) | KD2 | 0,811 | 0,791 | 0,878 | 0,706 |
| | Case 1 | 0,803 | | | |
| | KA2 | 0,904 | | | |
| | PQ1 | 0,834 | | | |
| | PQ2 | 0,844 | | | |
| Competitive Advantage (Y) | CP1 | 0,778 | 0,840 | 0,883 | 0,603 |
| | PE1 | 0,700 | | | |
| | PE2 | 0,714 | | | |

Source: Personal Processing (2025)

The loading factor is the value derived from Table 12. The AVE value of the three research variables is greater than 0.5, and the 14 indicators of the variables above the 0.7 minimum threshold. These findings show that convergent validity is met by the data. Cronbach's alpha is also used to determine the value, and the composite reliability of these three variables is greater than the 0.6 threshold, demonstrating that the data are trustworthy and satisfy internal consistency standards.

c. *Discriminant Validity*

This discriminant validity uses 2 parameters, namely the value *Fornell-larger* and value *HTMT*, the test results of which are shown in Tables 13 and 14 below:

Table 13. Test Results *Fornell-Larcker*

| | Product Innovation (X1) | Competitive Advantage (Y) | Knowledge Management (X2) |
|---------------------------|-------------------------|---------------------------|---------------------------|
| Product Innovation (X1) | 0,925 | | |
| Competitive Advantage (Y) | 0,372 | 0,776 | |
| Knowledge Management (X2) | 0,341 | 0,755 | 0,840 |

Source: Personal Processing (2025)

The test results show that the value of the product innovation variable is 0.925, the competitive advantage variable is 0.372, and the knowledge management variable is 0.341, which is within the range of the Fornell-Larcker value, as shown in Table 15.

Table 14. HTMT Test Results

| | Product Innovation (X1) | Competitive Advantage (Y) | Knowledge Management (X2) |
|---------------------------|-------------------------|---------------------------|---------------------------|
| Product Innovation (X1) | | | |
| Competitive Advantage (Y) | 0,403 | | |
| Knowledge Management (X2) | 0,390 | 0,881 | |

Source: Personal Processing (2025)

The threshold value of 0.90 was proposed by Henseler et al. (2015). Put otherwise, a threshold value of HTMT greater than 0.90 signifies a lack of distinct validity. The values acquired for the three variables are below the 0.9 threshold, indicating that they satisfy the discriminant validity requirement, according to the data in Table 15.

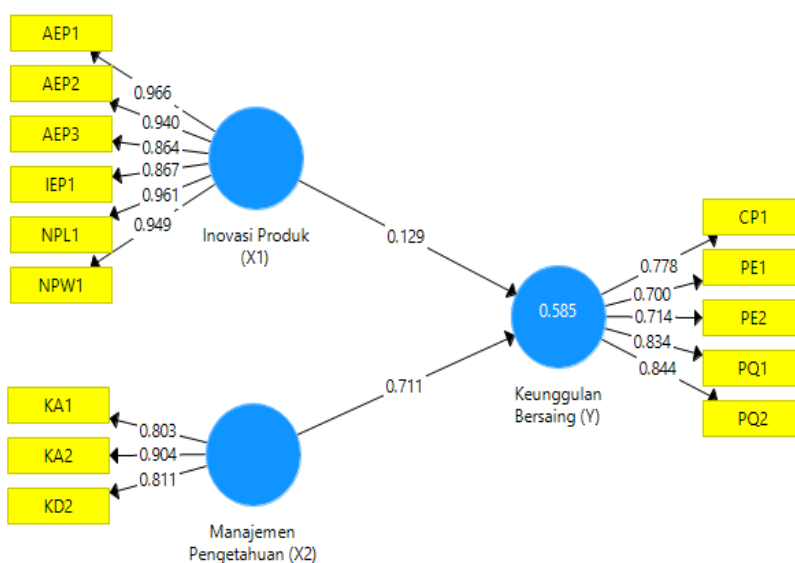


Figure 2. Outer Model

Source: Personal Processing (2025)

d. Testing *Inner Model*

Analysis of the inner model involves evaluating all variables by examining the relationship between exogenous and endogenous constructs using the collinearity test method, R-squared, effect size (f-squared), and path coefficients (or direct effects).

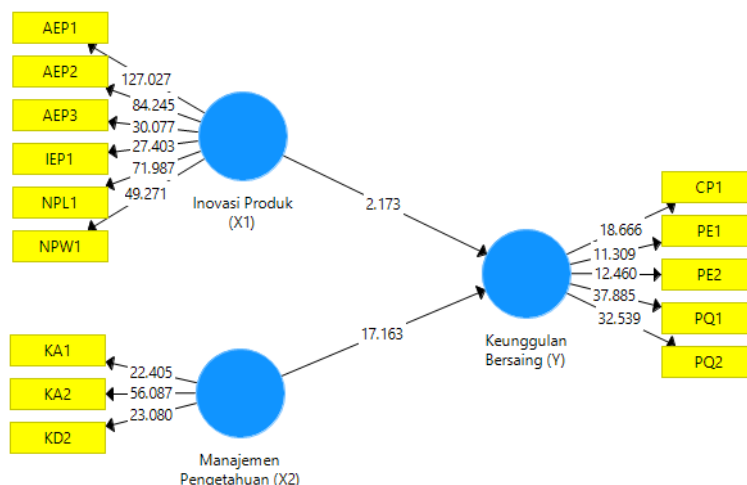


Figure 3. Inner Model
 Source: Personal Processing (2025)

1) Testing Collinearity

Table 15. Test Results Collinearity

| | Product Innovation (X1) | Competitive Advantage (Y) | Knowledge Management (X2) |
|---------------------------|-------------------------|---------------------------|---------------------------|
| Product Innovation (X1) | | 1,132 | |
| Competitive Advantage (Y) | | | 1,132 |
| Knowledge Management (X2) | | | |

Source: Personal Processing (2025)

(Hair Jr et al., 2021) stated that the VIF value should be less than 5, as it indicates collinearity between constructs if it exceeds this threshold. Based on Table 4.8 above, all indicators have an inner VIF value of less than 5, namely 1.132, so they are free from symptoms of multicollinearity.

2) Testing Coefficients of Determinations (R Square)

Table 16 Test Results R Square

| Variables | R Square | R Square Adjusted |
|---------------------------|----------|-------------------|
| Competitive Advantage (Y) | 0,585 | 0,580 |

Source: Personal Processing (2025)

R-squared, which shows how variations in the independent variable affect the dependent variable, is the value derived from Table 17. According to the preceding data, the competitive advantage variable's R-squared value is 0.585, meaning that it is moderately influenced by the two independent variables (knowledge management and product innovation) by 58.5%. However, other factors not included in this study have an impact on the remaining 41.5%.

3) Testing Testing Effect Size (f Square)

Table 17. Test Results f Square

| | Product Innovation (X1) | Competitive Advantage (Y) | Knowledge Management (X2) |
|---------------------------|-------------------------|---------------------------|---------------------------|
| Product Innovation (X1) | | 0,035 | |
| Competitive Advantage (Y) | | | |

| | |
|---------------------------|-------|
| Knowledge Management (X2) | 1,076 |
|---------------------------|-------|

Source: Personal Processing (2025)

According to (Hair Jr et al., 2021), the effect size, or f-square, is 0.02 for small, 0.15 for medium, and 0.35 for big. To determine the degree to which the independent variable influences the dependent variable, f square values are derived from Table 20. According to the preceding table, the F-squared value of 0.035 for the relationship between product innovation and competitive advantage indicates that this relationship is not very strong. In the meantime, knowledge management has a comparatively significant effect on competitive advantage; its f square value is 1,076, which is higher than 0.35.

4) Testing Size and Significance of Path Coefficients (Direct Effects)

Table 18. Test Results Size and Significance of Path Coefficients (Direct Effects)

| Variable Relationship | Original Sample | Sample Mean | Std Dev | T-Value | P-Value | Information |
|---|-----------------|-------------|---------|---------|---------|-------------|
| H1: Product Innovation -> Competitive Advantage | 0,129 | 0,132 | 0,059 | 2,173 | 0,030 | H1 Positive |
| H2: Knowledge Management -> Competitive Advantage | 0,711 | 0,712 | 0,041 | 17,163 | 0,000 | H2 Positive |

Source: Personal Processing (2025)

A threshold value of 1.96, which corresponds to a significance level (α) of 5%, is used to determine whether the hypothesis in this study should be accepted or rejected. The null hypothesis (Ho) is thus rejected if the result of the t-statistic is greater than 1.96, and the alternative hypothesis (Ha) is accepted. Furthermore, if the p-value is less than 0.05, the alternative hypothesis (Ha) is accepted in probability-based testing. The first and second hypotheses are accepted based on Table 21 since the t-value is more than 1,96 and the p-value is less than 0.05.

Specifically, the third hypothesis $H_3 =$ Product innovation and knowledge management simultaneously influence competitive advantage.

Tested using the F Test with the following equation:

$$f = \frac{R^2(n - k - 1)}{k(1 - R^2)}$$

It is known as *Square*, which was obtained from the previous calculation, namely 0.585 (58.5%), with the independent variable (k) being 2 (product innovation and knowledge management), the total sample (n) used was 180, and the significance level used (α) was 5%.

$$F = \frac{0,585^2(180 - 2 - 1)}{2(1 - 0,585^2)}$$

$$F = \frac{0,342(177)}{2(0,658)}$$

$$F = \frac{60,534}{1,316}$$

$$F = 45,998$$

Then the F table value is obtained through the F table with a significance value of 5%, as follows:

$$\begin{aligned} F_{table} &= F\alpha (k, n - k - 1) \\ &= F_{0.05} (2, 180 - 2 - 1) \\ &= F_{0.05} (2.177) \\ F_{table} &= 3,05 \end{aligned}$$

According to the foregoing computations, the F-count is higher than the F-table value, indicating that knowledge management and variable product innovation both concurrently affect and contribute to competitive advantage by 58.5% (R-squared). Thus, it can be said that the third theory is true.

Discussion of the Results of the Relationship Between Variables in Research The Influence of Product Innovation on Competitive Advantage

The results of the research analysis on the first hypothesis test show that product innovation has a positive influence on Haus' competitive advantage. Indicates that if product innovation continues, it will increase Haus' competitive advantage among competitors. This proves that Haus management has carried out activities *seizing* according to theory *dynamic capabilities*, which was initiated by Teece et al. (1997), namely that the company has taken opportunities through product innovation in the form of launching new products and collaborative efforts with *influencer* specific to increase the competitiveness of the product over its competitors.

This supports studies by (Lestari et al., 2020), which highlights that product innovation is essential in shaping the competitiveness and performance of MSMEs. Haus Management has introduced various innovations since its inception to compete in the contemporary beverage sector, which is characterized by very tight competition. Starting from a small shop in West Jakarta in 2018, Haus offers drinks at affordable prices for all groups despite facing competition from well-known brands, including those from abroad.

The next innovation stems from a collaboration between Haus and Arief Muhammad in the form of a new product. In this collaboration, Haus partnered with the globally popular chocolate brand KitKat and created a new product, Choco Cheese Crunchy. This product is made by combining powder chocolate with KitKat Spread and *creamy cheese foam* and is complemented by the distribution of KitKat Bites (Nurhaliza, 2023). The various innovations implemented by Haus have the potential to enhance their competitiveness in the local market, thereby strengthening the findings of this study. This finding is further corroborated by earlier studies by (Purba et al., 2023), which suggests that utilizing innovation strategically can strengthen local brands' market position and meet the evolving needs of consumers, thereby creating stronger and more sustainable relationships with customers.

The Influence of Knowledge Management on Competitive Advantage

The results of the research analysis on the second hypothesis test show that knowledge management has a positive influence on Haus' competitive advantage. The finding indicates that if knowledge management continues to improve, it will increase Haus' competitive advantage over its competitors. This also demonstrates that Haus management has carried out activities *in line with* the theory of *dynamic capabilities*, as initiated by Teece et al. (1997), namely the company's ability to identify and evaluate opportunities and threats from the external environment. This activity certainly requires competent company knowledge management. The Haus Company has evaluated opportunities and threats from the external

environment by releasing new products to increase the competitiveness of its products over those of its competitors.

In addition, the activities of Haus management that have carried out good HR management, the implementation of appropriate marketing strategies, professional financial management, and product innovation that have been previously revealed indicate that Haus management has functional knowledge management to grow amidst the tight competition of contemporary drinks, thus strengthening the findings in this study.

The study's findings are consistent with those of Electricity Price Data et al. (2022) and (Usman & fadhilah, 2020) which shows that knowledge management significantly affects competitive advantage.

The Influence of Product Innovation and Knowledge Management on Competitive Advantage

The results of the research analysis on the third hypothesis test indicate that product innovation and knowledge management have a positive influence on Haus' competitive advantage. The finding indicates that if product innovation continues to be carried out and knowledge management continues to be improved, it will increase Haus' competitive advantage over competitors.

This research also proves that Haus management has carried out activities *sensing* and *seizing* according to theory *dynamic capabilities*, which was initiated by Teece et al. (1997) that the company has implemented relevant knowledge management and then taken opportunities through product innovation in the form of launching new products and collaborative efforts with *influencer* specific to increase the competitiveness of products over their competitors. This finding aligns with the research of (Elprisdad et al., 2022), who discovered a positive and significant relationship between knowledge management, product innovation, and competitive advantage.

CONCLUSION

According to the study's findings, Haus, a modern beverage firm, benefits from knowledge management and product innovation in terms of competitive advantage. It has been demonstrated that product innovation significantly contributes to distinction and added value creation, both of which are necessary for competing in a competitive market. This is especially true when innovative new goods and strategic partnerships are introduced. In the meantime, by facilitating more flexible and data-driven decision-making, efficient knowledge management which includes the gathering, sharing, and use of knowledge also significantly contributes to enhancing the business's competitive position. The combination of innovation and knowledge management is a key tactic for sustaining business life and growth, since the two factors can together account for 58.5% of the variation in Haus' competitive advantage. This result is consistent with the dynamic capabilities hypothesis, which highlights how crucial it is for an organization to be able to take advantage of opportunities and react quickly to changes in the market. From the results above, it is recommended that Haus management focus more efforts on increasing the value of product uniqueness, considering that this indicator scored below average in the product innovation variable. Haus needs to dig deeper into consumer preferences through regular surveys to develop more relevant and targeted innovations. In addition, in terms of knowledge management, more attention needs to be paid to improving the quality of customer service, for example, through regular training for employees and the implementation of a structured feedback system to identify areas that require service improvement. In terms of competitive advantage, Haus needs to ensure the consistency of product taste by involving consumers in the taste development process and maintaining the quality of raw materials through strong partnerships with suppliers. Creative

marketing strategies also need to be continuously developed, such as collaborating with influencers and holding interactive campaigns on social media to increase customer visibility and engagement. For further researchers, it is recommended that the study area be expanded beyond Jabodetabek and that other variables, such as price and service quality, be added to gain a more comprehensive understanding of the factors influencing competitive advantage in the contemporary beverage industry. Longitudinal research is also recommended to see the dynamics of the influence of innovation and knowledge management on competitive advantage over time.

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