

ADAPTIVE STRATEGIES IN SOUTHEAST ASIA: A THEMATIC REVIEW ON THE EVOLUTION OF COMPETITION, COOPERATION, AND COOPETITION

Arenal*, Budi Priyono, Rendy Ardiansyah, Indra Pahala, Agung Wahyu Handaru

Universitas Negeri Jakarta, Indonesia

Email: arenal@mhs.unj.ac.id, priyono.stialanjak@gmail.com, rendy.ardiansyah@mhs.unj.ac.id, indrapahala@unj.ac.id, ahandaru@unj.ac.id

*Correspondence: arenal@mhs.unj.ac.id

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Abstrak. This study addresses the growing complexity of strategic interactions within organizations in Southeast Asia, focusing on competition, cooperation, and coopetition across Indonesia, Malaysia, Thailand, and Vietnam. Despite extensive research on individual interaction strategies, a comparative and integrative analysis of these dynamics within varying socio-institutional contexts remains limited. The objective is to systematically compare how these strategic interactions manifest in different countries, influenced by their unique economic structures and institutional pressures. Using a thematic literature review, this study analyzes 38 academic articles employing three theoretical frameworks: Resource-Based View (RBV), Institutional Theory, and the Coopetition Strategy Framework. The findings reveal that Indonesia favors coopetition and cooperation based on social and community values, Malaysia emphasizes competitive strategies supported by digital efficiency, Thailand adopts cooperative strategies aligned with public policy, and Vietnam focuses on academic-industry coopetition to enhance innovation. The study highlights that strategic management in the region results from complex interactions between internal organizational resources and external institutional forces. Practically, this research offers insights for managers and policymakers to design adaptive, context-specific strategies that balance competition and collaboration. Future research is encouraged to extend this integrative framework to other ASEAN countries and explore quantitative approaches to better understand coopetition's impact in emerging sectors.

Keywords: interaction strategic, RBV, coopetition, management strategic, Southeast Asia

INTRODUCTION

In the past decade, landscape management has experienced a strategic transformation in response to globalization, digitalization, and disruptive innovation pressures that accelerate market dynamics. Organizations are now not only striving for competitive advantage but are also adopting cooperative approaches, often integrating both strategies into a hybrid interaction model known as *coopetition*. This third form of interaction, which was previously viewed dichotomously, is now recognized as complementary and serves as a basis for sustainable competitive superiority (Bengtsson & Kock, 2000).

In the context of developing countries such as Indonesia, Malaysia, Thailand, and Vietnam, this phenomenon has gained relevance alongside the efforts of ASEAN countries to establish innovative and inclusive business ecosystems. Recent studies suggest that competitive interaction continues to be a primary driver of innovation and growth, mainly through digital technology, transformative leadership, and the enhancement of internal organizational capabilities. For instance, transformational leadership has been shown to improve the quality of organizational frameworks, thereby enhancing the competitive superiority of micro, small, and medium enterprises (MSMEs) in Indonesia (Suhendri et al., 2023). Simultaneously, digital and accounting competencies have emerged as key performance levers for micropreneurs in Malaysia (Imjai et al., 2023) and Thailand (Imjai et al., 2023).

In contrast, cooperative interaction demonstrates significant strategic relevance in building organizational resilience through cross-sector partnerships. Notable examples include public-private-community partnerships in traditional markets in Indonesia (Maryam et al., 2021), cooperations between science parks and universities in Vietnam (Le et al., 2023), and the adoption of environmental management accounting (EMA) in response to institutional pressures in Malaysia (Salim et al., 2023). These examples illustrate concrete applications of adaptive strategies.

Nonetheless, the boundaries between competition and cooperation are becoming increasingly blurred. Many organizations now engage in *coopetitive* interactions, where they simultaneously compete and collaborate to achieve strategic advantages and broader market access (Gnyawali & Park, 2009). This trend is exemplified by the dynamics between Gojek and Grab, which compete in the ASEAN market and influence each other's IPO strategies and technological advancements (Kurniawan & Achjari, 2025). Similarly, the relationship between influencers and consumers has evolved into a combination of emotional and commercial dimensions in Malaysia (Wahab et al., 2025). *Coopetition* can also be observed in the partnerships between companies and universities in Thailand and Vietnam, to share talent and enhance each party's innovation capacity (Le et al., 2023; Naruetharadhol et al., 2022).

Despite many studies examining interaction dimensions separately, comparative research across Southeast Asian countries remains limited. This study addresses this gap by analyzing 38 academic articles that discuss competitive, cooperative, and *coopetitive* interactions within organizations and companies across four ASEAN nations. Employing a thematic approach and theoretical synthesis, this research seeks to unveil dominant strategic patterns, organizational contexts, and cultural differences in implementing interaction strategies, while offering

practical contributions for regional managers and policymakers.

In the evolving landscape of strategic management in Southeast Asia, organizations face increasing complexity due to globalization, technological disruption, and institutional pressures. While traditional paradigms emphasized competition or cooperation independently, a growing body of evidence suggests that a hybrid approach—coopetition—is increasingly dominant and contextually nuanced. Despite the prevalence of studies focusing on individual strategies, there remains a lack of comprehensive, comparative research that examines how strategic interactions (competition, cooperation, and coopetition) manifest across different socio-institutional and industrial environments in ASEAN countries. This creates a pressing need to explore how these forms of interaction dynamically unfold across Indonesia, Malaysia, Thailand, and Vietnam.

The urgency of this research is underscored by the increasing integration and interdependence of Southeast Asian economies through ASEAN frameworks, digitalization, and innovation ecosystems. Organizations are no longer able to rely solely on internal competencies or reactive adaptation to institutional pressures. Instead, they must actively navigate a triadic model of competition, cooperation, and coopetition to gain strategic advantage and legitimacy within their respective sectors. Given the region's diversity in governance models, socio-cultural dynamics, and economic orientations, understanding the distinct strategic interaction patterns across nations is critical for policy coherence and regional synergy.

Moreover, as nations like Vietnam advance in academic-industrial collaboration, and Indonesia and Malaysia refine their cooperative and digital strategies respectively, regional stakeholders—ranging from MSMEs and universities to multinationals and governments—must develop adaptive strategies that are sensitive to both internal capabilities and external institutional pressures. Without a comprehensive synthesis of these strategies across ASEAN nations, policymakers and managers risk formulating disjointed or ineffective interventions that overlook the complexities of the interactional landscape.

Prior studies have emphasized the Resource-Based View (RBV) in explaining how internal capabilities—such as digital skills, innovation capacity, and leadership—are key to achieving competitive advantage. In Indonesia and Malaysia, MSMEs and logistics firms, for instance, have leveraged digital competencies to build customer loyalty and technological distinction (Suhendri et al., 2023; Imjai et al., 2023). This application of RBV highlights the importance of intangible assets like reputation and AI tools in shaping strategic outcomes.

Institutional Theory, on the other hand, has been widely applied in Malaysia and Thailand to understand how regulatory, normative, and mimetic pressures influence organizational strategies. Examples include the adoption of environmental management accounting in response to government mandates (Salim et al., 2023) and the uptake of innovation by manufacturing SMEs driven by institutional support structures (Naruetharadhol et al., 2022). These studies demonstrate the role of institutions in shaping not only compliance but also innovation incentives.

More recently, Coopetition Strategy has emerged as a powerful lens to interpret how

organizations simultaneously engage in cooperation and competition. Case studies such as Gojek vs. Grab in the digital transportation space, or university-industry collaborations in Vietnam, reveal that organizations often pursue hybrid relationships to maximize innovation, market access, and reputation (Kurniawan & Achjari, 2025; Le et al., 2023). However, while these studies provide deep insights into specific contexts, there remains a scarcity of comparative research that synthesizes these theories and examines cross-national differences in strategic interaction.

Despite the availability of thematic studies on strategic interactions in individual ASEAN countries, there is a distinct lack of comparative and integrative research that synthesizes multiple theoretical perspectives (RBV, Institutional Theory, and Coopetition Strategy) across diverse socio-economic contexts. This gap limits the ability to generate generalized strategic insights applicable to the region as a whole, particularly in the formulation of adaptive strategies that balance internal capabilities, institutional legitimacy, and inter-organizational collaboration.

This study introduces a novel comparative framework that synthesizes RBV, Institutional Theory, and Coopetition Strategy to analyze 38 academic articles spanning four ASEAN countries. It innovatively maps the interplay between internal organizational power, external institutional pressures, and hybrid inter-organizational relationships, offering a holistic understanding of strategic interaction within and across national borders. The approach provides new perspectives on how different strategic logics coexist and adapt to regional dynamics.

The objective of this study is to systematically compare and analyze the strategic interaction models—competition, cooperation, and coopetition—across Indonesia, Malaysia, Thailand, and Vietnam, using an integrative theoretical approach. It aims to identify dominant patterns, theoretical implications, and practical strategies that can enhance organizational adaptability and effectiveness in varying socio-institutional and industrial contexts.

This research benefits both academic and practical communities. Academically, it advances strategic management literature by demonstrating the value of integrated theoretical lenses in examining complex organizational phenomena. Practically, it provides actionable insights for managers, policymakers, and stakeholders to design and implement adaptive strategies that align with local contexts while supporting regional integration. It also offers a foundation for future studies to explore interactional strategies in other emerging markets.

MATERIALS AND METHODS

This study employs a thematic-qualitative approach to analyze forms of strategic interaction—competitive, cooperative, and coopetitive—among organizations within a strategic management framework, based on 38 academic articles from four ASEAN countries: Indonesia, Malaysia, Thailand, and Vietnam. This method was chosen because it is deemed most suitable for revealing conceptual patterns and relational dynamics between theories. It also allows for contextual comparisons among diverse studies, as synthetic literature research recommends (Snyder, 2019; Tranfield et al., 2003).

The research process consists of several systematic stages. First, document collection was conducted purposively, based on articles uploaded by the authors, with the following criteria: (1) a focus on organizations or companies in ASEAN, (2) inclusion of explicit or implicit forms of strategic interaction (competition, cooperation, coopetition), and (3) sourced from reputable national and international academic journals. Thirty-eight articles were successfully analyzed, including 17 from Indonesia, 14 from Malaysia, four from Thailand, and three from Vietnam. These articles cover various sectors, such as MSMEs, cooperatives, logistics, e-commerce, fintech, education, tourism, and manufacturing.

Second, the thematic codification was based on three main theoretical frameworks: RBV, Institutional Theory, and Coopetition Strategy. Each article was analyzed manually using open, axial, and selective coding techniques to identify dominant themes, relational concepts, and strategic interaction patterns (Saldana, 2015). This approach enables the researcher to explore how competitive, cooperative, and coopetitive interactions are positioned within different organizational contexts.

Third, a narrative synthesis analysis was conducted to compare the findings across countries. Utilizing a comparative thematic synthesis approach (Thomas & Harden, 2008), this research identifies the strategic dimensions, organizational structures, institutional contexts, and technological influences that determine forms of strategic interaction. The data from the articles were classified into a thematic matrix, allowing for structured cross-country conclusions.

This methodology has the advantage of providing an in-depth theoretical understanding while accommodating the contextual heterogeneity of organizations across the four countries. The study's limitation lies in not using quantitative analysis tools or systematic software such as NVivo or VOSviewer; however, this shortfall is compensated for by the depth of interpretive analysis grounded in theory and empirical evidence from primary literature.

RESULTS AND DISCUSSION

Synthesis Based on Resource-Based View (RBV)

RBV emphasizes the importance of internal organizational resources—both tangible and intangible—as key elements in achieving sustainable competitive advantage. This theory posits that organizations possessing valuable, rare, inimitable, and non-substitutable resources are better positioned to compete effectively in the market (Barney, 1991).

In Indonesia, the relevance of RBV is evident in studies about transformational leadership and organizational capabilities in the plantation sector. Research indicates that a leader's ability to transform systems and harness internal human resources is a key determinant of a company's competitive success (Suhendri et al., 2023). This research expands the RBV framework by adding dynamic capabilities to respond to environmental turbulence.

In the creative industry, augmented reality (AR) technology has been utilized as part of the marketing strategy for Riau Malay batik, showcasing how intangible assets can be employed for product differentiation. This technology enhances customer engagement and strengthens the cultural brand perception, making it difficult for competitors to imitate (Mardatillah et al.,

2024). This approach demonstrates how the integration of technological innovation can enrich the strategic resource base within traditional MSMEs.

Similarly, in Semarang City, Indonesian MSMEs show that developing e-commerce and innovation can strengthen competitive advantage by improving distribution efficiency and product adaptation. The combination of information technology and innovative organizational skills broadens the scope of RBV in the small and medium-sized sector (Sutrisno et al., 2025).

In Malaysia, a study on micropreneurs highlights that digital and managerial accounting competencies are primary resources that enhance competitive performance. These capabilities act as catalysts for integrating internal processes with the dynamics of the digital marketplace, enabling organizations to respond effectively to the challenges of Industry 4.0 (Imjai et al., 2023).

Logistics companies in Malaysia are also applying the RBV approach to manage social media to build brand equity and improve customer loyalty. Interactivity, personalization, and electronic word of mouth (e-WOM) are vital resources that contribute to a competitive edge in a highly competitive market (Lin et al., 2024). Furthermore, adopting analytics-based customer relationship management (CRM) dashboards allows companies to understand customer preferences better, thereby reinforcing their strategic advantage (Zulkiflee et al., 2024).

In Thailand, retail organizations leverage AI-based chatbots to establish credible communication and enhance customer satisfaction. Although digital, this technology is viewed as a strategic asset that is difficult to imitate and can increase customer loyalty over time (Jansom et al., 2022). This condition reflects how digital technology assets represent a new form of superior resources within the contemporary RBV framework.

In Vietnam, cooperation between science parks and universities significantly creates and maintains competitive advantages for technology companies. These partnerships provide access to superior talent and enhance innovative capabilities that are not readily available in the open market (Le et al., 2023). Within the RBV context, such partnerships are relational resources that expand a company's internal competency base.

Findings from these four countries indicate that RBV remains a robust theoretical framework for explaining competitive strategy across various organizational contexts. However, these studies suggest that RBV must adapt to new complexities, such as digitalization, cross-institutional cooperation, and dynamic capabilities, to maintain relevance. Thus, a contemporary RBV approach, combined with Dynamic Capabilities Theory, becomes increasingly important for understanding the current competitive landscape (Teece et al., 1997).

Synthesis Based on Institutional Theory

Institutional Theory posits that organizations do not solely make decisions based on internal efficiency; they also seek legitimacy from external environments, influenced by regulatory pressures, social norms, and established practices. This theory emphasizes that an organization's sustainability is significantly shaped by its ability to adapt to institutional

pressures (Dimaggio & Powell, 2021).

In Indonesia, the impact of institutional pressures is evident in studies focused on strengthening the supply chain of traditional markets through partnerships among the government, private sector, and community. The ability of local actors to respond to formal policies has been shown to positively affect the effectiveness of logistics systems and traders' performance (Maryam et al., 2021). By adopting a public-private-community partnership model, local organizations adapt to policy developments and gain economic legitimacy.

A similar phenomenon is observed in the revitalization of village cooperatives, which is undertaken through mergers, business classification, and strengthening managerial capacities. The decision of cooperatives to adopt new management models is a response to normative and coercive pressures from government entities and financial institutions, aimed at increasing the credibility and trust of supporting institutions (Riswan et al., 2017).

Studies in Malaysia illustrate the strong influence of institutional pressures on adopting environmental management practices. The implementation of EMA in SMEs is enabled by regulatory pressures from the government, industry standards (normative pressures), and company imitation trends (mimetic pressures). Internal environmental capabilities further strengthen the effects of competitive pressure (Salim et al., 2023).

In the context of e-commerce, the information-sharing behavior of digital market mavens is driven not only by personal interests but also by reputational encouragement and social norms within digital communities. This behavior reflects normative pressures in online institutions, which prompt users to act following collective expectations (Abbas et al., 2022).

In Thailand, the application of Institutional Theory manifests in the adoption of open innovation by manufacturing SMEs. The study indicates that successful innovation relies on institutional support through government policies, cooperation with research institutions, and partnerships with universities. These elements constitute the institutional infrastructure that enables SMEs to access resources and enhance their innovative capacity (Naruetharadhol et al., 2022).

In Vietnam, decision-making regarding adopting electronic services within the education sector is primarily influenced by the readiness of the environment, national policies, and institutional structures. This study confirms that institutional pressure is a primary determinant in the technology innovation process within higher education institutions (Nalluri et al., 2023).

This synthesis highlights that Southeast Asian organizations do not merely succumb to institutional pressures; they also strategically leverage such pressures to enhance their legitimacy and competitive advantage. This shift supports a strategic institutionalism approach, wherein organizations actively shape institutional pressures to achieve more significant strategic superiority (Greenwood et al., 2011).

Synthesis Based on the Coopetition Strategy Framework

In the past two decades, the Coopetition Strategy Framework has gained significant attention in strategic management studies because it provides a more realistic perspective on the dynamics of relationships between organizations. Coopetition is the simultaneous connection of competition and cooperation, where organizations share resources while

competing in the same market space (Brandenburger & Nalebuff, 2011). In Southeast Asia's highly dynamic and multicultural context, this approach has proven capable of explaining the complex strategic interactions between organizations from various sectors.

One of the most prominent examples of the coopetition strategy is the relationship between Gojek and Grab in the Southeast Asian ride-hailing market. While these two companies directly compete in digital transportation services, they are also involved in acquisition strategies, initial public offerings (IPOs), and forming an interconnected digital ecosystem (Kurniawan & Achjari, 2025). In this context, coopetition occurs at the operational and strategic levels, encompassing capital, technology, and brand positioning among ASEAN member countries.

In Indonesia's cooperative sector, the coopetition approach has been applied through mergers reflecting social and commercial orientations in social entrepreneurship. Research indicates that this orientation fosters more mature business planning and enhances competitive superiority, mainly when influenced by the local socioeconomic context (Nurmayanti et al., 2024). The interaction between social objectives and business logic demonstrates how cooperatives can compete and collaborate with their communities.

In the digital MSME sector, research in Semarang shows that business actors are using e-commerce platforms to expand their markets while building cooperative digital communities. MSME players compete on prices and products and share information, marketing strategies, and logistics networks on the same platform (Sutrisno et al., 2025). This interaction illustrates a form of coopetition based on technology and community.

In Malaysia, the dynamics of coopetition are reflected in the relationships between brands, consumers, and influencers on social media. Influencers act as brand partners while functioning as independent entities, building their audience bases. The credibility and parasocial relationships formed emotionally influence purchase decisions, creating strategic interactions between promotions and audience loyalty (Wahab et al., 2025). In this context, brands and influencers rely on each other but maintain independent interests.

Using positive and negative reviews on peer-to-peer platforms like Airbnb also illustrates a form of coopetition based on reputation. Hosts compete for the best reviews while sharing information in an open system regulated by digital platforms (Ding et al., 2024). In-depth studies of coopetition explore the dynamics between utilitarian and hedonistic aspects of customer behavior.

Thailand and Vietnam also exhibit practices of coopetition through relationships involving educational institutions, companies, and public institutions. In Thailand, manufacturing SMEs partner with universities to enhance innovation through open innovation while competing for access to superior technology and talent (Naruetharadhol et al., 2022). A similar situation arises in Vietnam, where technology companies in science parks collaborate with universities on talent development while maintaining differentiation in their products and innovation strategies (Le et al., 2023).

Coopetition is also evident in corporate social responsibility (CSR) strategies within the digital sector. A study on Alibaba in Thailand shows that organizations do not necessarily

experience decreased performance when they balance CSR activities with proactive employee engagement. In this case, internal coopetition exists between institutional pressures and efforts to empower employees to enhance company performance (Zhu et al., 2024).

This synthesis indicates that coopetition is not an exclusive phenomenon of large corporations, but is also growing within cooperatives, MSMEs, the education sector, and the digital ecosystem. This strategy becomes increasingly important in a hypercompetitive environment, where organizations must simultaneously expand their resources through cooperation and sustain differentiation through competition. Thus, the Coopetition Strategy Framework provides a highly relevant theoretical lens to understand the interconnected realities of organizational strategies in ASEAN.

RESULTS AND DISCUSSION

The Prisoner Development Assessment System (SPPN) is an important part of the process of inmate development, and in the future it can be implemented properly by all correctional work units including the Ternate State Prison House, with consideration; First, the implementation of SPPN is guided by the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 35 of 2018, and the Decree of the Director General of Corrections Number: PAS-10. OT.02.02 of 2021 which is the basis for a binding law and applies comprehensively, so that all efforts made in its implementation, will refer to and follow these provisions. Both regulations are positive steps and progress in policies to maintain neutrality and ensure the realization of personality changes in prisoners. Second, the consistency and commitment of correctional officers with the view and spirit of evidence basic correctional treatment, strong desire for the policy of the inmate development assessment system to run well is a motivation to improve integrity, even though it is realized that currently the output of implementation achievements is still far from expectations. Lack of socialization, technical training and supervision are the main obstacles that have an impact on the implementation of conditional running policies. Socialization and technical training were stopped within the Echelon 1 Work Unit.

However, the existence of this Ministerial Regulation and Decree is a real transformation step that the Ministry of Law and Human Rights and the ranks of the Directorate General of Corrections have a commitment and good faith to continue to improve in supporting bureaucratic reform, namely by revitalizing the administration of corrections to ensure the neutrality of the treatment of prisoners and uphold the equality of human rights.

Three Strategic Theories Comparison

Table 1. A comparison of three strategic theories—Resource-Based View (RBV), Institutional Theory, and Coopetition Strategy—was based on synthesizing results from 38 thematic articles.

Theoretical Aspects	RBV	Institutional Theory	Coopetition Strategy
Main Focus	Internal power as a factor determining competitive superiority.	External pressure as a determinant of organizational legitimacy and	Interactions that co-occur between competition and cooperation.

Theoretical Aspects	RBV	Institutional Theory	Coopetition Strategy
Unit of Analysis	Capabilities in management (HR, technology, systems).	Organizing responses to comply with regulations, norms, and general practices under pressure.	Strategic connections between organizations, even within the same industry.
Empirical Contribution	Extending the RBV to MSMEs, cooperatives, and the public sector contexts.	Demonstrate adaptive strategies for managing pressure and social interactions.	Explain the dynamics of reality in digital organizations and social sectors.
Advantages of Findings	Identifying intangible assets, such as digitalization and reputation, as sources of strategic power.	Exhibit the combination of coercive and normative pressures in the adoption of strategies.	Able to explain the complex connections between perpetrators within one ecosystem.
Dominant Country Context	Indonesia, Malaysia, Vietnam	Malaysia, Thailand, Indonesia	Indonesia, Malaysia, Vietnam

The comparison in Table 1 above confirms that the RBV, Institutional Theory, and Coopetition Strategy provide complementary analytical frameworks for understanding the dynamics of strategic management in the ASEAN region. Each theory represents internal, external, and hybrid approaches to organizational strategy, demonstrating their relevance in Indonesia, Malaysia, Thailand, and Vietnam.

Regarding focus, RBV emphasizes developing and managing internal resources as the primary driver of competitive advantage. It addresses aspects such as digital capabilities, leadership competencies, and technological advancements, including augmented reality and chatbots, which are regarded as strategic assets (Jansom et al., 2022; Mardatillah et al., 2024; Suhendri et al., 2023). Conversely, Institutional Theory views organizational success as stemming from the ability to adapt to institutional pressures, such as government regulations, industry norms, and social expectations (Maryam et al., 2021; Salim et al., 2023). Meanwhile, Coopetition Strategy describes situations where organizations simultaneously compete and collaborate to create value, reflecting the increasingly complex and interconnected market realities (Kurniawan & Achjari, 2025; Wahab et al., 2025).

From the unit of analysis perspective, RBV tends to focus on internal capabilities, such as human resource competencies, digital infrastructure, and managerial systems. In contrast, Institutional Theory analyzes how organizations respond to external pressures, including public policies and digital community norms. Coopetition Strategy uniquely emphasizes inter-organizational connections within an industry or ecosystem, such as relationships between cooperatives and communities or companies and universities (Le et al., 2023; Nurmayanti et al., 2024).

Empirically, RBV has expanded its application beyond the corporate sector to include MSMEs, cooperatives, and educational institutions. Studies reveal that factors like digital reputation and customer interactivity are emerging as new elements within the RBV framework. Institutional Theory illustrates that organizations in developing countries are not merely victims of external pressures; they can also develop responsive and proactive strategies to achieve strategic legitimacy. On the other hand, Coopetition Strategy captures multifaceted relationships that

cannot be explained solely by theories of competition or cooperation.

Regarding research findings, RBV has successfully identified new intangible assets that underlie strategic excellence, such as AI, chatbots, and customer analytics competencies. Institutional Theory effectively explains how organizations strategically manage coercive and normative pressures to strengthen their legitimacy. Coopetition Strategy excels in elucidating the dynamics of interdependent relationships, particularly in competition within digital, social, and institutional environments.

Regarding the country context, RBV is most frequently adopted in studies from Indonesia, Malaysia, and Vietnam—nations characterized by a robust MSME base and growing technological penetration. Institutional Theory is more prevalent in studies from Malaysia and Thailand, focusing on regulations, institutional norms, and policy transformation. Conversely, the competition strategy is often highlighted in cross-border and digital sector studies, and it is strongly represented in Indonesia, Malaysia, and Vietnam.

This discussion indicates that no single theory can fully explain the complexities of organizational strategy in the current landscape. Therefore, integrating these theoretical approaches is essential, especially in addressing the challenges posed by the digital era and economic regionalization in Southeast Asia.

Cross-Country Comparison

Table 2. Comparison of organizational strategies in four countries—Indonesia, Malaysia, Thailand, and Vietnam— based on results synthesis from 38 articles on a thematic

Aspect Comparison	Indonesia	Malaysia	Thailand	Vietnamese
Dominant Industry Focus	MSMEs, cooperatives, and local digital technology.	Logistics, e-commerce, ports, micropreneurs.	Manufacturing, retail, AI services, and the public sector.	Science parks, high-level education, and technology.
Forms of Strategic Interaction	Coopetition and cooperation between MSMEs and cooperatives.	Competitive and coopetition in the digital sector.	Cooperative-based policy and innovation.	Coopetition in partnership between the university and industry
Dominant Strategic Theories	RBV	Institutional Theory	Institutional Theory and Open Innovation	RBV and Coopetition
Character of Organizational Context	Based on community, informal, and religious aspects.	Structured and responsive to regulations.	A cooperative approach with the government from a top-down perspective.	Technology in universities focuses on talent development.
Orientation General Strategy	Adaptive and socially communal.	Efficiency and digital technology.	Structured Innovation and Public Policy	Collaboration, academic excellence, and innovative capabilities.

A comparative analysis of 38 reviewed articles reveals that organizational strategies in the

Southeast Asian region are strongly influenced by the characteristics of the industry, institutional structures, and each country's social and cultural orientations. The comparison table illustrates variations in dominant strategic interactions, theoretical approaches, and how organizations respond to external pressures and manage internal capabilities.

Regarding industry focus, Indonesia stands out with its emphasis on MSMEs, cooperatives, and local digital technology. This reflects an economy rooted in the community and a strong micro-entrepreneurship spirit. Studies such as those on Gojek and Grab, village cooperatives, and the digitalization of SMEs illustrate how strategic interactions are formed organically and socially (Kurniawan & Achjari, 2025; Mardatillah et al., 2024; Riswan et al., 2017).

In contrast, Malaysia focuses more on structured logistics, e-commerce, ports, and micro-entrepreneurs, highlighting the significant role of the formal sector and the direct influence of trade policies along with national digital transformation initiatives (Salim et al., 2023; Wahab et al., 2025).

Thailand emphasizes manufacturing, retail, and technology-based public services, where government innovation policies and top-down approaches become key elements of organizational strategy. Research on open innovation and the use of AI chatbots demonstrates the synergy between public policy and organizational capability development (Jansom et al., 2022; Naruetharadhol et al., 2022). Meanwhile, Vietnam distinguishes itself in the context of science parks, higher education, and the technology sector. Strategic interactions between universities and companies are prevalent, reflecting a strong focus on innovation and talent management.

Regarding strategic interactions, Indonesia prioritizes coopetition and cooperation, reflecting social dynamics and flexibility among small-scale business actors. Malaysia exhibits competitive dominance and coopetitive interactions alongside the development of the digital sector and regional competition. Thailand shows a strong trend toward cooperative interactions driven by policy and cooperative initiatives, while Vietnam employs coopetition facilitated by formal partnerships between universities and industries.

These differences are also evident in the theoretical strategies adopted. Indonesia and Vietnam frequently utilize the RBV to emphasize internal capabilities. At the same time, Malaysia and Thailand are more inclined to adopt Institutional Theory, reflecting the influence of regulations and institutional norms. The Coopetition Strategy is used more evenly across Indonesia, Malaysia, and Vietnam to explain relations across sectors and actors.

The organizational contexts also distinguish the strategies employed. In Indonesia, organizations tend to be communal, informal, and influenced by religious values, which makes strategies adaptive and based on social networks. Malaysia displays formal and responsive organizations that prioritize regulatory compliance and efficiency. Thailand exhibits top-down, cooperative characteristics that facilitate structured innovation approaches. In contrast, organizations in Vietnam are highly development-oriented in terms of academia and talent, leading to more intellectual and technology-based strategies.

This discussion shows that organizational strategy in Southeast Asia cannot be detached from each country's structural, cultural, and institutional contexts. Thus, a flexible and adaptive theoretical framework, such as a combination of the RBV, Institutional Theory, and Coopetition Framework, is essential for understanding and designing relevant regional organizational strategies.

CONCLUSION

This study synthesizes 38 articles from Indonesia, Malaysia, Thailand, and Vietnam to examine the dynamics of competitive, cooperative, and coopetitive interactions in strategic management. Employing a thematic approach grounded in the Resource-Based View (RBV), Institutional Theory, and the Coopetition Strategy Framework, the research uncovers distinct patterns influenced by each country's economic structure, institutional pressures, and internal organizational capabilities. RBV remains central in explaining competitive advantage in MSMEs, cooperatives, and science parks through intangible resources like technology, talent, and reputation. Institutional Theory is especially pertinent in Malaysia and Thailand, where regulatory and normative frameworks strongly shape organizational behavior. Meanwhile, coopetition emerges as a strategic imperative in digital, social, and academic sectors. The study highlights that strategic interaction is context-dependent: Indonesia leans toward community-based models, Malaysia toward efficiency and digitization, Thailand toward structured innovation policies, and Vietnam toward academia-industry collaboration. These findings indicate that strategy is not merely a rational decision but a product of multidimensional relationships between internal capacities and external environments. Future research should extend this comparative framework to other ASEAN countries, incorporate quantitative models for measuring coopetition effectiveness, and explore emerging sectors such as fintech, Islamic finance, and community-based digital platforms to enrich the understanding of hybrid strategic interactions in rapidly evolving economies.

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