



## Bos Salad Competitive Advantage Analysis Using Strategic Position and Action Evaluation (SPACE)

### Matrix Analysis

Viky Octaviyona<sup>1,\*</sup>, Wan Junita Raflah<sup>2</sup>

<sup>1,2</sup> Politeknik Negeri Bengkalis, Bengkalis, Riau, Indonesia, 28711

[vikyocta@gmail.com](mailto:vikyocta@gmail.com)

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#### ABSTRACT

This study aims to determine the right strategy to apply to the Bos Salad Business using a Strategic Position and Action Evaluation. In this sample, there are three business ventures, namely, Bos Salad as an internal party as the party being studied, Floor Café, and New Fanelco as external parties who are the closest competitors to Bos Salad. Data collection methods in this study used questionnaires and interviews. The variables used in this study are four variables. The analytical method uses a parabolic non-linear trend using OLS (Ordinal Least Square). Based on the research results, the right strategy for Bos Salad is an Aggressive Strategy, in which Financial Strength and Competitive Advantage dominate the business.

**Keywords:** Strategy, SPACE Matrix, Internal Dimensions, External Dimensions.

### 1. Introduction

The development of today's business forces with strong production influenced by the scientific and technological revolution will then become the main force to accelerate the process. The era of globalization affects all areas of life starting from the socio-economic in line with developments and progress. This is directly proportional to economic growth which is associated with an increase in average income and can increase product demand. In each business, Leaders will advance their business lines to achieve business goals by creating and developing sustainable advantages through increased business effort. Building a business is certainly not easy, of course, it is considered the backbone of development in an economic sense, because it contributes to economic growth through creating jobs, innovation, and growth.

This has sometimes led to the emergence of so much competition from food entrepreneurs, especially in the healthy food sector. There are various things that need to be considered by food entrepreneurs so that their products are superior to other products. So to respond to this business, it is necessary to innovate buying interest so that consumers make purchases by providing a comfortable and pleasant store atmosphere for customers, by providing promotions to discounts if each purchase and outlet location is easy to reach or a strategic place. One of them is by doing good marketing and market positioning that is designed to meet the desires of target market consumers.

One of the marketing strategies that can be used in the Bos Salad business is to use the Strategic Position and Action Evaluation (SPACE) Matrix. This matrix shows the evaluation of the position and strategic actions of a particular business. The SPACE matrix consists of four quadrants, each quadrant addressing the right alternative strategies for the Bos Salad business, namely. Aggressive, conservative, defensive, and competitive. The Matrix can also be used as a basis for research analysis. Therefore, strategy in creating competitive advantage is very important for the success of a business. One of the healthy foods that are currently popular with the public is or is known as "Bos Salad" in the city of Bengkalis which is a business of healthy food and drinks from selected fruits that can be made into healthy snacks and drinks.

Fruit salad is also served with an interesting composition consisting of a mixture of various kinds of fruit as well and can be combined with milk and other ingredients. With a fresh and delicious taste, this healthy drink is the prima donna of the latest fruit preparations. Fruit salad is a healthy alternative, it can even prevent and treat several types of diseases. Fruits in salads are rich in nutrition, and nutritional content, contain high fiber, and also contain various vitamins and minerals which are very beneficial for the health of the body. Fruit salad is a healthy food that has its fans. The fruit salad market group is very specific, Usually the market is people with a healthy lifestyle or are on a diet. In general, fruit salad is also widely consumed by children and the elderly. Because fruit salad has a unique and healthy taste. Eating fruit

\* Corresponding author

E-mail addresses: [vikyocta@gmail.com](mailto:vikyocta@gmail.com) (2023)

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salad is another way for those who don't like eating fruit directly. This is because fruit salad is usually mixed with other additional ingredients such as milk and yogurt. All the materials needed can also be obtained easily. Zakawali (2022)

Consuming delicious and healthy food is a pleasure in life. It is recommended to consume a variety of menus to support the growth and development of the body. Consuming various types of food can provide different nutrients so that the nutrients needed by the body can be fulfilled as is now available at Boss Salad. It also provides drinks that are no less competitive with the food. Now Bos Salads provides detox drinks with fresh juice. With a blend of fresh fruit, it becomes rich in sweet, sour, and salty flavors that taste delicious. The formulation that has been carried out by this effort includes holding promotions through social media and providing price discounts and making product packaging that attracts consumers to buy the food. Salad is a culinary business that is growing rapidly, especially fruit salad, the packaging tends to be attractive and the selection of various fruits can be the main attraction for connoisseurs. Young and old, men and women can enjoy this fruit salad. considering the importance for us to regularly consume fruits that are good for the body, and so that nutritional needs can be fulfilled. Not infrequently people choose fruit salad because it is considered to provide quite a lot of benefits, be. After all, there are various variants of fr it.

The types of products marketed by "Bos Salad" in Bengkalis include Fruit Salad, pudding, dessert, super toast, and many other fruit salad variants marketed at Bos Salad Bengkalis Outlet. However, based on the background described above this research is a scientific essay with the title: Bos Salad Competitive Advantages Analysis Using Strategic Position And Action Evaluation (SPACE) Matrix Analysis.

**2. Research Method**

In this study, the researcher that Bos Salad is well known and widely spread in Indonesia. And for this research, only doing research at Bos Salad in Bengkalis City. The object of research is something that will be the focus of this research or what will be researched. The object of this research is the Bos Salad product. The type of data in this study used descriptive data. Descriptive data is a description of data or objects used in research that is examined in depth, broadly, and in detail.

A population is a group of objects that will be examined based on predetermined research locations. The population in this study were all Bengkalis people who had visited Boss Salad. the number of research populations that are capable of being respondents in this study. the author makes the population of this study, namely those who are in a business venture from the owner to the employees because it is business confidential. The collection of research data used was carried out in several ways as follows: Interview, Observation, Documentation, and Questionnaire.

**3. Result and Discussion**

**3.1. Result of Descriptive Statistic**

**A. Internal Strength**

Internal strength is the strength involved in the business venture that will be studied, divided into two parts: financial strength and competitive advantage.

**1. Financial Strength = FS**

Financial strength is measured by the financial performance variables, namely: financial strength is the strength that directs the financial performance of a business as measured by the results of financial ratios, capital requirements, and business funding for a business. Financial strength is measured by the financial performance variables, namely: return on investment (ROI) liquidity as measured by the current ratio and leverage as measured by the ratio of debt and working capital. From the questionnaire that has been distributed to the Bengkalis' Boss Salad, the results can be determined as follows:

Table 1. Financial Strength of Bengkalis's Boss Salad

Item	The value of the respondent's answer						Score
	1	2	3	4	5	6	
FS <sub>1</sub>					3	7	6
FS <sub>2</sub>					2	8	6
FS <sub>3</sub>					3	7	6
FS <sub>4</sub>					6	4	5

Processed Data:2022

a. Return on investment (ROI) Bos Salad

Return on investment or ROI (FS1) is profit or investment useful for evaluating profitability. This ratio is calculated by dividing the net profit by the total price. The score obtained by the Bos Salad Bengkalis.

Table 2. Return on Investment of Bos Salad

Years	Y	Y'
July	3,58%	3,68%
August	3,75%	3,59%
September	3,43%	3,53%
October	3,60%	3,50%
November	3,42%	3,50%
December	-	3,52%

On the ROI trend, Y the total number of requests for the product in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 3.52%. So, at the trend level, ROI in December should reach 3.52% in return on investment growth.

b. Liquidity Bos Salad

Liquidity (FS2) is used as an indication of the company's ability to fulfill its obligations in a short time. This ratio is calculated by dividing current assets by current liabilities. The liquidity score obtained by the Bos Salad is 6.

Table 3. Liquidity of Bos Salad

Years	Y	Y'
July	3,75%	17,86%
August	4%	10,33%
September	3,75%	3,04%
October	2,5%	4,01%
November	2,4%	10,82%
December	-	17,39%

On leverage, Y the total number of requests for the product in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 17.39%. So at the level of leverage, in December it must reach 17.39% to fulfill its obligations in a short time.

c. Leverage Bos Salad

Leverage or leverage ratio (FS3) states the source of capital of outside owners or creditors. The most widely used ratio is total debt divided by total price. The score obtained by the Bos Salad Bengkalis is 6.

Table 4. Leverage ratio of Bos Salad

Years	Y	Y'
July	0,36%	0,432%
August	0,33%	0,39%
September	0,36%	0,36%
October	0,4%	0,342%
November	0,41%	0,336%
December	-	0,342%

On leverage, Y the total number of requests for the product in December is not yet known = 0. And the value of Y' is the trend value of the estimated growth rate in the coming December of 0.342%. So, at the level of leverage, in December it must reach 0.342% to find out the source of the owner's capital.

d. The working capital of the Bos Salad

Working capital (FS4) is the difference between short-term assets and liabilities. The main short-term assets are cash, trade receivables, and inventories of raw materials and finished goods. As well as the main short-term liabilities are trade payables, notes payable, and accrual liabilities. The working capital score obtained by the Bos Salad is 5.

Table 5. The working capital of Bos Salad

Years	Y	Y'
July	Rp.55.000.000	Rp.60.400.000
August	Rp.60.000.000	Rp.55.000.000
September	Rp.55.000.000	Rp.51.600.000
October	Rp.50.000.000	Rp.50.200.000
November	Rp.48.000.000	Rp.50.800.000
December	-	Rp.53.400.000

On working capital, Y the total number of requests for products in December is unknown = 0. And the value of Y' is the trend value of the estimated growth rate in the coming December of IDR 53,400,000. So, for working capital, in December it must reach IDR 53,400,000 to find out cash.

2. Competitive Advantage = CA

Competitive advantage is an advantage possessed by a business, especially in the Bos Salad business in overcoming competition. Competitive advantage is measured through market share, product quality, life cycle, and customer loyalty. From the questionnaire distributed to the Bos Salad, the following results were obtained:

Table 6. Competitive Advantage of Bos Salad business

Item	The value of the respondent's answer						score
	-1	-2	-3	-4	-5	-6	
CA <sub>1</sub>	7	3					-1
CA <sub>2</sub>	7	3					-1
CA <sub>3</sub>	8	2					-1
CA <sub>4</sub>	7	3					-1

a. Market shares

Market share can also be used to find out potential sales at Bos Salad. market share (CA1) for bos salad with a score of -1.

Table 7. Market shares

Years	Y	Y'
July	73,33%	75,28%
August	75%	73,27%
September	73,33%	71,99%
October	71,42%	71,45%
November	70,58%	71,65%
December	-	72,66%

On market share, Y the total number of requests for the product in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 72.66%. So, in terms of market share, in December it must reach 72.66% to find out the potential for market growth in the bos salad business.

b. Product Quality

Product quality (CA2) from the Bos Salad is good or superior, this is evidenced by the acquisition of a score of -1.

c. Product life cycle (PLC)

The product life cycle (CA3) of the Bos Salad product gets a score of -1 which means the product is in the initial position.

d. Consumer loyalty

Consumer loyalty (CA4) to the Bos Salad is high, this is evidenced by the acquisition of a score of -1

**B. External Strength**

External strength is the forces involved outside the business venture at the boss salad that will be examined which are competitors from the bos salad business, which are divided into two parts, namely environmental stability and industrial strength.

**1. Industry Strength = IS**

Industry strength is the strength possessed by a business or company when compared to competing companies in terms of growth potential, ease of new entrants entering the market, technological know-how, and resource utilization. From the questionnaire that was distributed to the closest competitor of the Bos Salad, Floor Caf,e and New Fanelco the following results were obtained:

Table 8. Industry strength

Item	The value of the respondent's answer						Skor
	1	2	3	4	5	6	
IS <sub>1</sub>					2	8	6
IS <sub>2</sub>				1	2	7	6
IS <sub>3</sub>					3	7	6
IS <sub>4</sub>					2	8	6

a. Growth Potential

The sales ratio serves to determine sales growth at Bos Salad. So, that the percentage of sales growth can be known each month.

Table 9. Growth Potential of Bos Salad

Month	Y	Y'
July	7,14%	186,68%
August	6,66%	92,27%
September	6,25%	1,2%
October	6,66%	86,53%
November	9,33%	170,92%
December	-	251,97%

On the Growth Potential of Bengkalis Bos Salad (In Percent), Y the total number of requests for the product in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 251.97%. So in the Bos Salad Bengkalis Growth Potential, in December it should reach 251.97%. To find out the growth potential in the bos salad business and it can be seen that the growth potential for bos salad in December has increased significantly in percentage.

Table 9. Growth Potential of Bos Salad

Years	Y	Y'
July	42,85%	22,99%
August	10%	9,73%
September	6,66%	5,85%
October	16,66%	11,34%
November	5%	26,22%
December	-	50,487%

On the growth potential of floor cafe (in percent), Y the total number of requests for products in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 50.487% So in the growth potential of the floor cafe, in December it must reach 50.487% to find out the growth potential in the floor cafe business.

Table 10. Growth Potential of Bos Salad

Years	Y	Y'
July	2,22%	2,246%
August	3,06%	2,346%
September	1,05%	3,036%
October	6,25%	4,316%
November	5,55%	6,186%
December	-	8,646%

On the Growth Potential of New Fanelco (In Percent), Y the total number of requests for products in December is not yet known. And the value of Y' is the trend value of the estimated growth rate in the coming December of 8.646%. This can be seen in the value of Y' every month increasing. So, in New Fanelco's Growth Potential, in December it must reach 8.646% to find out the growth potential in the New Fanelco business.

1. Ease of Market Entry

Ease of market entry (IS2) for newcomers to enter a business tends to be difficult, this is evidenced by the score of 6.

2. Technology Know-How

Technology know-how (IS3) refers to skills or mastery of technology that are required to be quite complex.

3. Resource Utilization

Resource utilization (IS4) in the boss salad business gets a score of 6, which means that the use of resources tends to be efficient.

Hence, it can be seen from the table above. it can be concluded that from the growth potential of the internal parts of the boss salad that the party studied. The superior value of 251.97% in December. Where the value must achieve a high average value compared to competitors. And on external parties on the cafe floor its value in December reaches 50.487% which is balanced and every month it always increases while the third is in New Fanelco where the potential growth in percent for December reaches 8.646% which must be achieved for December in the new fanelco business.

**2. Environmental Stability = ES**

Environmental stability is the ability of a business to cope with environmental changes that can affect the viability of a business. The stability of the boss salad business environment is measured by technological changes, price competition, market entry barriers, and competitive pressures. From the questionnaire that was distributed to the Bos Salad Bengkalis' closest competitors, Floor Café, and New Fanelco, the following results were obtained:

Table 11. The environmental stability of Bos Salad

Item	The value of the respondent's answer						Score
	-1	-2	-3	-4	-5	-6	
ES <sub>1</sub>	10						-1
ES <sub>2</sub>	6	2	2				-1
ES <sub>3</sub>	10						-1
ES <sub>4</sub>			3	7			-4

1. Technology Changes  
Technological changes (ES1) are evidenced by the acquisition of the largest score of -1
2. Price Competition  
Price competition (ES2) with competitors in technological change, is evidenced by the acquisition of the largest score -1 of
3. Barriers to Market Entry  
Barriers to new market entry (ES3) to enter this business get a score of -1 which means a lot
4. Competitive Pressure  
The competitive pressure (ES4) that occurs in the Bos Salads business is high. This is evidenced by the acquisition of a score of -4

**6.2. SPACE Matrix Analysis Results**

The SPACE matrix consists of a four-quadrant framework consisting of aggressive, conservative, defensive, and competitive strategies, where these four quadrants indicate which strategy is most suitable for a particular organization. The SPACE matrix axis describes two internal dimensions and two external dimensions. The two internal dimensions are strength (financial strength=FS) and (competitive advantage=CA). While the two external dimensions are (environmental stability) and (industrial strength).

Table 12. The results of the calculation of the SPACE on the Bos Salad matrix variable

Strategic Position	Score Value						Mode
	1	2	3	4	5	6	
<b>Internal</b>							
<b>Financial Strength (FS)</b>						6	6 or 5
Return of investment						6	
Liquidity						6	
Leverage						6	
Working Capital					5		
<b>Internal</b>							
<b>Competitive Advantage (CA)</b>	-1	-2	-3	-4	-5	-6	Mode
Market Share	-1						-1
Customer Loyalty	-1						
Product Quality	-1						
Product Life Cycle	-1						
<b>External</b>							
<b>Environmental Stability (ES)</b>	-1	-2	-3	-4	-5	-6	Mode
Technology Changes	-1						-1 or -4
Barriers To Market Entry	-1						
Competitive Pressure	-1						
Price Competition				-4			
<b>External</b>							
<b>Industry strength (IS)</b>	1	2	3	4	5	6	Mode
Ease to Enter The Market						6	6
Growth Potential						6	
Know-How Technology						6	
Resource Utilization						6	
<b>Total score Y : (FS+ES)= 6+(-1) = 5</b> <b>Total score Y : (FS+ES)= 5+(-4) = 1</b> <b>Total score X : (IS+CA)= 6+(-1) = 5</b>							

Processed Data: 2022

### Characteristic of Respondents

The characteristics of the research respondents are 2 types, namely: internal respondents as the business under study, namely Bengkalis Bos Saladses, and external party respondents as the company's closest competitors, namely, floor cafe and new panel. The number of respondents in this study was determined as many as 30 respondents. 10 for internal parties and 20 for external parties because this research concerns business strategy, so not all other people have the right to fill out the questionnaire.

### 4. Conclusions

Based on the results of the analysis of the SPACE Matrix (strategic position and action evaluation) matrix that was carried out in the study on the Bos Salad Bengkalis, it can be concluded as follows: Recommendations for references are:

1. Financial strength position, bos salad is in a healthy financial position, reflected in quite a high return on investment (ROI), increased profitability as well as balanced liquidity and leverage.
2. Competitive advantage position, bos salad is in a fairly strong position. It can be seen from the relatively large market share, and relatively high product quality, however, the product life cycle is starting to enter the mature stage and fairly balanced consumer loyalty.
3. Environmental stability is relatively stable, this is reflected in rapid technological changes, intense price competition and difficult industry entry barriers, and high competitor pressure.
4. Industrial strength in this business venture is quite stable, as can be seen from the relatively high growth potential, the ease of entering markets that tend to be quite difficult as well as the technological know-how which is quite complex, and the efficient use of resources.
5. The right marketing strategy for bos salad which is in the aggressive quadrant.
  - a. Product strategy  
The product determination strategy implemented by Bos Salad includes:
    - a) Repositioning products, for products that have entered the mature stage.
    - b) Eliminate unsold products, to achieve production efficiency.
    - c) Develop products according to the trend.
  - b. Pricing strategy  
Pricing strategies that Bos Saladses can implement include:
    - a) Implement a bundling price strategy
    - b) Provide promotional prices at certain events
    - c) Provide functional discounts to trade members
    - d) Provide customer segment discrimination pricing
    - e) Provide time discrimination pricing
  - c. Promotion strategy  
Promotional implementation strategies that boss salad can implement include:
    - a) Increase advertising
    - b) Increase sales promotion
    - c) Increase compensation for salespeople

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