

## **Analysis of Competitive Strategies For “Segarr” Fresh Pineapple Juice in Indonesia**

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### **Abstract**

This research aims to analyze the competitive position and formulate a competitive strategy for Segarr Pineapple Juice Drink produced by PT. Putra Jaya Nanas in facing the dynamics of competition in the fruit-based beverage industry in Indonesia. The theoretical foundation uses Porter's Competitive Advantage Theory which emphasizes differentiation, cost leadership, and focus as well as the Resource-Based View (RBV) perspective, which assesses competitive advantage based on valuable, scarce, hard-to-replicate, and organized resources (VRIO). The research approach used is a mixed methods approach by combining in-depth interviews, questionnaire dissemination, and secondary data from company documents. The analysis was conducted using SWOT, IFAS–EFAS, Industrial Attractiveness Matrix (MDTI), and Boston Consulting Group (BCG). The results showed an IFAS value of 3.10 and EFAS 3.40, which put the company on an aggressive strategy. IE results are in cell I, BCG places the product in the Star quadrant, and MDTI shows industry attractiveness of 3.40 as well as business strength of 3.10, indicating optimal conditions for growth strategies. The research findings show that the company has advantages such as the quality of local raw materials, the image of natural products, and strong partnerships with farmers. External opportunities in the form of healthy living trends and government support strengthen the company's potential to increase market penetration. Based on the results of the analysis, the main recommended strategies include continuous differentiation, distribution expansion, product innovation, and strengthening digital marketing to strengthen our competitive position in a sustainable manner.

**Keywords:** competitive strategy, swot analysis, mdti, bcg matrix, fresh pineapple juice drink

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### **INTRODUCTION**

The industrial world in the beverage sector is developing rapidly, both domestically and internationally (Arsyad, 2024). Lifestyle changes, increased incomes, and urbanization have driven demand for various types of beverages, ranging from mineral water and soft drinks to health beverages (Nurhasan et al., 2024). However, this growth has also triggered increasingly intense competition among industry players. Companies are required to continue innovating and developing effective strategies to maintain market share and achieve competitive advantages (Abdurrahman et al., 2024).

In this modern era, consumers are becoming increasingly selective in choosing and consuming products according to their needs and preferences (Aprile & Punzo, 2022; Nieto-Villegas et al., 2024). Companies or business actors are required to be more adaptive and innovative in creating products that align with consumer preferences (Adjesni & Kusumawati, 2024). Competition in the business world is intensifying, and entrepreneurs are facing greater challenges in operating their businesses in order to survive and develop them as optimally as possible (Faradannisa & Supriyanto, 2022).

In East Java, the development of the fruit-flavored beverage industry is increasing rapidly (Paz & Jaye, 2024; Raihan et al., 2022; Wachdijono et al., 2022). This rapid growth has had a positive impact, particularly in creating employment opportunities for local communities and enriching the diversity of products available in the market (Ahnaf & Anwar, 2024; Anggita et al., 2025).

PT Putra Jaya Nanas, located in Blitar Regency, East Java, is a manufacturer of pineapple juice beverages under the brand “Segarr.” The company was established with the aim of utilizing pineapples that do not meet market standards by processing them into value-added beverage products. This approach not only reduces agricultural waste but also increases the income of local farmers.

Since its establishment, PT Putra Jaya Nanas has faced various challenges in developing its business. Limited market access and suboptimal marketing activities have been the main obstacles. In addition, there is often a buildup of products in storage, resulting in delays in the production process. These conditions require the company to formulate appropriate development strategies to enhance competitiveness in the market.

Ahead of the Eid festive season, demand for Segarr pineapple juice increases significantly (Solekah et al., 2022). This surge in demand presents challenges for manufacturers in maintaining product availability in the market. It also indicates a recurring seasonal consumption pattern each year. The following presents sales data for Segarr pineapple juice at PT Putra Jaya Nanas from 2023–2024:

**Table 1. Sales Turnover of Pineapple Cider Drinks in 2023–2024**

<b>Year</b>	<b>Sales Turnover (Rp)</b>	<b>Target per Year (Rp)</b>
2023	6.701.500.000	10.000.000.000
2024	7.291.520.000	10.000.000.000

Source: PT. Putra Jaya Pineapple

Based on Table 1, the sales turnover of Segarr Pineapple Juice increased from 2023 to 2024. In 2023, the company recorded a turnover of IDR 6,701,500,000, which then increased to IDR 7,291,520,000 in 2024. Despite this year-on-year sales growth, the turnover remains below the company’s annual target of IDR 10,000,000,000. This condition indicates that PT Putra Jaya Nanas faces a significant gap between actual turnover and its established targets; therefore, the company needs to refine its competitive strategy to achieve substantial sales growth.

According to Michael Porter, there are two main competitive (generic) strategies that can be used to outperform competitors in an industry, namely cost leadership and differentiation (Islami et al., 2020). The differentiation strategy refers to a company’s ability to provide unique and superior value to consumers, both in terms of quality, distinctiveness, special features, and after-sales service (Maharani, 2024). Porter also emphasized that a company’s competitive advantage is influenced by its competitive scope, namely the breadth of the target market served by the business unit (Islami et al., 2020).

Previous studies have emphasized the importance of competitive strategy in enhancing firm performance and sustainability. Research by Firanda and Moko (2023) shows that business strategy and innovation significantly influence competitive advantage, while Aulawi et al. (2022) highlight that the integration of SWOT and business model analysis can effectively identify strategic positioning in the beverage industry. In addition, Jerab and Mabrouk (2023) argue that differentiation strategies play a crucial role in achieving long-term competitiveness, particularly in industries characterized by intense competition and product similarity. These findings are further supported by Islami et al. (2020), who confirm that the application of Porter's generic strategies, such as cost leadership and differentiation, has a direct impact on firm performance. However, most previous studies focus on general beverage businesses and have not specifically examined the integration of multiple strategic analysis tools, such as SWOT, IE (Internal-External Matrix), MDTI, and BCG (Boston Consulting Group Matrix), in analyzing local fruit-based beverage products.

The ability of fresh pineapple juice beverages to survive and grow is noteworthy amid many packaged beverage businesses that fail to sustain themselves over time. Based on these conditions, this study aims to analyze the competitive position of Segarr pineapple juice and formulate appropriate strategies to enhance its competitiveness. The novelty of this research lies in the integration of multiple strategic analysis tools to provide a more comprehensive evaluation. The results of this study are expected to provide both theoretical and practical contributions. Theoretically, this research contributes to the development of strategic management literature, particularly in the application of integrated analytical frameworks in small- and medium-scale beverage industries. Practically, the findings are expected to serve as a reference for PT Putra Jaya Nanas in formulating effective and sustainable competitive strategies, for other business actors in the beverage sector as a benchmark for strategic planning, and for policymakers in supporting the development of local agro-based industries through appropriate policies and programs.

## **METHOD**

This research used a mixed-methods approach, combining qualitative and quantitative methods. The qualitative approach was used to explore in depth the company's strategy, the perceptions of business actors, and the company's internal strengths and weaknesses. Meanwhile, the quantitative approach was used to measure external factors (opportunities and threats), consumer preferences, and the effectiveness of competitive strategies using questionnaires and statistical analysis. This research was conducted from May to August 2025 at PT Putra Jaya Nanas, located in Blitar Regency, East Java.

The sources of research data included primary and secondary data. Primary data were obtained through direct observation of production and marketing activities, in-depth interviews with the company's leadership and staff, and questionnaires administered to internal company stakeholders to measure internal and external factors through SWOT, IFAS, and EFAS analyses. Secondary data included the company's organizational structure, visual documentation, and related company documents.

Informants and research subjects were selected using purposive sampling techniques and consisted of company leaders, as well as personnel from the production, marketing, finance, and business development departments. The selection of informants was based on the consideration that they understood the company's internal conditions, operational processes, strategy formulation, and the dynamics involved in running the Freshrr Pineapple Juice Beverage business.

The research instruments used included observation guidelines, interview protocols, and questionnaires developed based on a 1–4 rating scale (Sugiyono, 2017). The indicators were derived from SWOT, MDTI, and BCG frameworks. The selection of these instruments was consistent with the mixed-methods approach, in which the integration of qualitative and quantitative data has been shown to improve the accuracy of analysis (Creswell & Plano Clark, 2018).

The data analysis technique in this study used three main tools. First, SWOT analysis was employed to identify the company's internal (strengths and weaknesses) and external (opportunities and threats) factors through the development of IFAS and EFAS matrices. Weights were assigned on a scale of 0.0–1.0, with a total weight equal to 1, and ratings were assigned on a scale of 1–4. Factor scores were calculated using the formula:  $\text{Factor Score} = \text{Weight} \times \text{Rating}$ . Second, the Industrial Attractiveness Matrix (MDTI) was used to determine the company's position based on internal strengths and external industry attractiveness. The MDTI value was calculated using the formula:  $\text{MDTI value} = \sum (\text{Weight} \times \text{Rating})$ . Third, the Boston Consulting Group (BCG) Matrix was used to analyze product positions based on relative market share (RMS) and market growth rate (MGR). RMS was calculated by dividing Segarr's sales by the sales of its largest competitors, while MGR was calculated based on the percentage of year-over-year sales growth.

## **RESULTS AND DISCUSSION**

### **Overview of Research Objects**

PT Putra Jaya Nanas Blitar is a company engaged in processing pineapple fruit into packaged pineapple juice drink products. This company was established in 2015 and is located in Sidorejo Village, Blitar Regency, under the leadership of Mr. Priadi. At the beginning of its establishment, PT Putra Jaya Nanas was still engaged in goods transportation services and pineapple distribution. However, along with the development of the business, in 2017 the company began to penetrate into the pineapple processing sector into processed products.

The background of this business change began with problems during delivery, where pineapples with small sizes (sorting) could not be marketed so they were often wasted. Mrs. Samrotul Azizah took the initiative to process sorted pineapples into derivative products. After jam and dodol products were less in demand, the idea arose to produce pineapple juice drinks which then received a good response from the wider community and developed into a superior product of Blitar Regency with the trademark "Sari Nanas Segarr".

The main product of PT Putra Jaya Nanas is pineapple juice drinks in sealed plastic cup packaging measuring 120 ml and 150 ml. The main advantages of this product are the content of

natural vitamins and antioxidants, balanced sweet-sour taste, affordable price, and no use of harmful preservatives. Product distribution is carried out through direct channels (direct selling, social media) and indirect channels (souvenir shops, minimarkets, resellers, and agents in the East Java region).

The company's vision is to make drinks made from local raw materials, affordable prices, and beneficial to the community. The company's mission includes purchasing pineapples from local farmers, empowering employees from local residents, using 100% pineapples as raw materials, creating a clean culture for employees, and distributing part of the profits to charitable activities.

### Field Observation

Field observations on the Segarr Pineapple Beverage business unit provide a comprehensive overview of the company's operational conditions. Production activities take place regularly by following the hygiene and sanitation procedures required in the processing of fruit-based beverages. The process starts from selecting quality local pineapples, which are then washed, peeled, cut, and processed into fresh pineapple juice. The company's organizational structure has run according to its function, where each part from production, marketing, finance, to administration carries out its respective roles with effective coordination.

In terms of visual branding, Sari Nanas Segarr products have been known as regional drinks that are easily recognized by consumers. Several souvenir shops around Blitar make this product one of the recommended drinks for tourists. However, the observation also identified challenges in the form of market demand dynamics that often change depending on the season and the existence of competitors from other fruit beverage industries with more flavor variants.

### Internal Factor Analysis (IFAS)

After identifying the strengths, weaknesses, opportunities, and threats of PT Putra Jaya Nanas, a SWOT analysis is used to formulate alternative competitive strategies. From the results of the identification, the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS) were prepared as follows:

**Table 2. IFAS Matrix PT. Putra Jaya Pineapple**

Internal Factors	Weight	Rating	Score Score
<b>Strengths (S)</b>			
Product Quality	0,20	4	0,80
Brand Reputation	0,15	4	0,60
Production Technology	0,08	4	0,32
Distribution Network	0,05	3	0,15
Cost Efficiency	0,10	3	0,20
<b>Sub Total</b>	<b>0,50</b>		<b>2,07</b>
<b>Weaknesses (W)</b>			
Limited Capital	0,05	1	0,05
Human Resources	0,10	3	0,30
Management System	0,10	2	0,20
Weak Promotion	0,10	2	0,20

Supplier Dependency	0,07	4	0,28
<b>Sub Total</b>	<b>0,50</b>		<b>1,03</b>
<b>Total</b>	<b>1,00</b>		<b>3,10</b>

Source: Processed primary data (2025)

Based on the results of the analysis in Table 2, the internal factors of PT. Putra Jaya Nanas shows that the quality of the product has the highest weight, which is 0.20. Brand reputation is also a major strength with a weight of 0.15, reflecting a good corporate image in the eyes of consumers. On the side of weakness, the factor of dependence on suppliers is the most significant weakness. Overall, a total score of 3.10 shows that the company's strengths are more dominant than its weaknesses, so that PT. Putra Jaya Nanas has good potential to develop.

### External Factor Analysis (EFAS)

**Table 3. EFAS Matrix PT. Putra Jaya Pineapple**

External Factors	Weight	Rating	Score Score
<b>Opportunities (O)</b>			
Consumer Trends	0,05	4	0,20
Government Support	0,05	3	0,15
Technological Innovation	0,15	4	0,60
The Role of Exports	0,05	1	0,05
Strategic Partnerships	0,20	4	0,80
<b>Sub Total</b>	<b>0,50</b>		<b>1,80</b>
<b>Threats (T)</b>			
Market Competition	0,10	3	0,30
Price Fluctuations	0,10	4	0,40
Regulation	0,05	3	0,15
Climate Change	0,15	3	0,45
Changing Tastes	0,10	3	0,30
<b>Sub Total</b>	<b>0,50</b>		<b>1,60</b>
<b>Total</b>	<b>1,00</b>		<b>3,40</b>

Source: Processed primary data (2025)

Based on the results of the analysis in Table 3, the greatest opportunity is found in strategic partnerships with the highest weight of 0.20. Technological innovation is also the main opportunity with a weight of 0.15. On the threat side, price fluctuations have the greatest impact, while climate change is a significant threat with a weight of 0.15 that can affect the availability of raw materials. Overall, a total score of 3.40 indicates that the company's external opportunities are slightly greater than the threats, so that PT. Putra Jaya Nanas has good prospects for development.

The results of the preparation of internal and external factors are summarized as follows: Strengths = 2.07; Weaknesses (Weaknesses/W) = 1.03; Opportunities (Opportunities/O) = 1.80; and Threats (Threats/T) = 1.60.

## SWOT Matrix Analysis

Based on the IFAS and EFAS values that have been obtained, a SWOT Matrix was prepared to formulate four alternative competitive strategies that can be applied by PT. Putra Jaya Pineapple. The SWOT matrix is presented in the following Table 4:

**Table 4. SWOT Matrix of PT. Putra Jaya Pineapple**

<b>IFAS/EFAS</b>	<b>Strengths(s): Product Quality, Brand Reputation, Production Technology, Distribution Network, Cost Efficiency</b>	<b>Weaknesses (W): Limited capital, HR, management system, weak promotion, supplier dependence</b>
<b>Opportunities (O): Consumer Trends, Government Support, Technological Innovation, Role of Exports, Strategic Partnerships</b>	SO Strategy: Leveraging product quality and brand reputation to penetrate healthy consumer trends; using distribution networks and cost efficiencies to strengthen strategic partnerships; optimizing production technology to support export opportunities and technological innovation.	WO Strategy: Leverage government support to overcome capital constraints and promotions; improving human resource competencies in order to adopt technological innovations; build a better management system to strengthen strategic partnerships.
<b>Threats (T): Market competition, price fluctuations, regulations, climate change, changing tastes</b>	ST Strategy: Using brand reputation and product quality to face market competition; relying on cost efficiency and production technology to reduce the impact of price fluctuations; utilizing the distribution network to remain adaptive to changing consumer tastes.	WT Strategy: Diversify suppliers to reduce the risk of price fluctuations and climate change; improve the management system to comply with strict regulations; Strengthen promotions to face market competition and maintain consumer loyalty.

Source: Processed data based on IFAS–EFAS analysis (2025)

## IE Matrix Analysis (Internal–External)

The mapping of the position of the business unit was carried out by integrating IFAS (3.10) and EFAS (3.40) values into the Internal-External Matrix (IE). This position places Segarr Pineapple Juice in cell I in the IE Matrix, which is the Grow and Build Strategy category. This position shows that the company has high internal strength while being able to respond optimally to external opportunities.

With these conditions, Segarr Pineapple Juice is in a situation that strongly supports the implementation of an intensive and integrative strategy. Intensive strategies can be realized through: (1) Market Penetration, namely strengthening promotions and increasing marketing activities to expand market share; (2) Market Development, by expanding geographically to new regions or regions; and (3) Product Development, through innovation in flavors, packaging, and new variants. Integrative strategies include forward integration (strengthening distribution

channels), backward integration (strengthening control over suppliers), and horizontal integration (cooperation with similar companies).

### Industrial Attractiveness Matrix Analysis (MDTI)

Based on the results of the evaluation of internal and external variables, the analysis of the Industrial Attractiveness Matrix (MDTI) was applied to determine the business position of PT. Putra Jaya Pineapple. The value of the external variable (industrial attractiveness) is placed on the horizontal axis with a score of 3.40, while the value of the internal variable (business strength) is placed on the vertical axis with a score of 3.10. This position shows that PT Putra Jaya Nanas is in a cell with a fairly good business strength and supportive industry appeal, indicating positive growth opportunities for the company.

**Table 5. Summary of Industrial Attractiveness Matrix (MDTI) Results**

Dimensions	Score Score	Categories
Business Strengths (Internal)	3,10	Strong
Industrial Appeal (External)	3,40	Height
<b>MDTI Position</b>	<b>Grow/Invest</b>	<b>Optimal</b>

Source: Processed research data (2025)

### Boston Consulting Group (BCG) Matrix Analysis

The Boston Consulting Group (BCG) matrix is used to analyze a company's competitive position based on its relative market share (RMS) and market growth rate (MGR). Ayyana is the main competitor of Segarr Pineapple Juice Drink in Blitar Regency so it is used as a comparison in RMS calculations.

Calculation of Relative Market Share (RMS):  $RMS \text{ in } 2023 = IDR \ 6,701,500,000 / IDR \ 341,172,500 = 19.64$ .  $RMS \text{ in } 2024 = IDR \ 7,291,520,000 / IDR \ 355,572,500 = 20.51$ . The RMS value is well above 1, which means that Segarr Pineapple Juice is very dominant compared to Ayyana's main competitors. Market Growth Rate (MGR) calculation:  $MGR = (7,291,520,000 - 6,701,500,000) / 6,701,500,000 \times 100\% = 8.80\%$ . The market growth of 8.80% is categorized as high, so Segarr products have a relatively high market share (RMS: 19.64–20.51) and a high growth rate (MGR: 8.80%). This result places the product in the Star quadrant in the BCG Matrix.

**Table 6. BCG Matrix Quadrant**

Quadrant	Conditions	Strategy	Freshrr Position
Star ★	High RMS, High MGR	Aggressive investment, market expansion	✓ (RMS 19.64–20.51; MGR 8.80%)
Cash Cow	High RMS, low MGR	Maintain it, generate cash flow	–
Question Mark	Low RMS, high MGR	Choose between investment or divestment	–
Dog	Low RMS, low MGR	Liquidation, diversification, or repositioning	–

Source: Processed data based on company sales comparison (2025)

Segarr's position in the Star quadrant indicates that the product is in a phase of rapid growth, where consumer demand has increased significantly and the product has a great opportunity to become a market leader in the natural fruit-based beverage segment. Generally, a business or product in a Star position requires a large amount of investment for growth, but it also generates significant cash flow.

### **Recommendations for Competitive Strategies**

Based on the results of SWOT analysis, IE, MDTI, and BCG Matrix, the most relevant strategy for PT. Putra Jaya Nanas is an aggressive growth strategy (Growth-Oriented Strategy). This strategy is manifested in four forms of strategic policies. First, the Market Penetration Strategy is implemented by increasing the intensity of promotion, expanding the distribution network, and strengthening the brand image among consumers through various marketing channels, both conventional and digital. Second, the Product Development Strategy by innovating in the aspects of flavor variants, packaging design, and improving the quality and nutritional value of products in a sustainable manner so that they remain relevant to consumer preferences. Third, the Vertical Integration Strategy through strengthening relationships with raw material suppliers (backward integration) and strengthening distribution control (forward integration) to create cost efficiency, maintain product quality, and strengthen the company's bargaining power. Fourth, Business Collaboration and Digitalization Strategy through the use of social media, influencer marketing, and collaboration with local business actors, educational institutions, and local governments

### **CONCLUSIONS**

The study concluded that the Fresh Pineapple Juice Drink produced by PT Putra Jaya Nanas was in a highly competitive position, as indicated by the BCG Matrix placing it in the Star quadrant with a relative market share (RMS) of 19.64–20.51 and a market growth rate (MGR) of 8.80%. This strong position was supported by IFAS and EFAS scores of 3.10 and 3.40, respectively, placing the company in Cell I (Grow and Build) of the IE Matrix, along with MDTI results that also suggested optimal conditions for growth. The company's competitive advantages included high-quality local raw materials, a strong brand reputation, and solid partnerships with farmers, while external opportunities such as increasing health awareness and government support further enhanced its growth potential. Accordingly, an aggressive growth strategy—encompassing market penetration, product development, vertical integration, digitalization, and business collaboration—was recommended to strengthen the position of Segarr Pineapple Juice in Indonesia's local fruit-based beverage market. Future efforts should focus on continuous product innovation, strengthening brand identity rooted in natural and local values, optimizing digital marketing, and improving sustainable supply chain management, while future research is recommended to explore broader market dynamics, include comparative studies across similar agro-based industries, and incorporate consumer behavior analysis using larger and more diverse samples to deepen strategic insights.

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