



# Proposed Pivot Strategy for Point of Sale System Using Business Model Canvas: A Case Study of UR POS (PT. RTL)

Senna Haritsyah <sup>1</sup>, Wawan Dhewanto <sup>2</sup>

<sup>1,2</sup> Master of Business Administration Institut Teknologi Bandung

Email: <sup>1</sup> [senna.haritsyah@sbm-itb.ac.id](mailto:senna.haritsyah@sbm-itb.ac.id), <sup>2</sup> [w.dhewanto@sbm-itb.ac.id](mailto:w.dhewanto@sbm-itb.ac.id)

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## ABSTRACT

This research addresses the challenges faced by UR POS, a unit under PT. Rahmat Tuhan Lestari, as it struggles to keep pace with rapid market changes. Despite the critical role of POS systems in enhancing customer service and operational efficiency, UR POS's traditional business model no longer aligns with current market demands. Using the Business Model Canvas (BMC) and SWOT analysis via the SPACE Matrix, the study identifies 23 strengths, 16 weaknesses, 36 opportunities, and 21 threats. The findings suggest that UR POS should pivot its strategy by focusing on changing customer needs and acquiring new customers. These pivots are then integrated into a new BMC alternative, providing a strategic foundation for adapting and thriving in the evolving market.

## INTRODUCTION

The rapid digital transformation in the global market has fundamentally reshaped the operational frameworks of businesses, particularly within the retail and service industries. Central to this transformation is the adoption of advanced Point of Sale (POS) systems, which have evolved from simple transaction processing tools into comprehensive platforms that integrate sales, inventory management, and customer relationship management (CRM), thereby enhancing both operational efficiency and customer experience (Santosa and Wirawan, 2019).

In Indonesia, the Payments Infrastructure Market is projected to grow significantly, from USD 98.30 billion in 2024 to USD 218.56 billion by 2029, with a compound annual growth rate (CAGR) of 17.33% (Mordor Intelligence, 2024). This growth is largely driven by the increasing adoption of digital payment methods and the rapid expansion of Micro, Small, and Medium Enterprises (MSMEs) entering the digital space. The number of digital adopters among Indonesian MSMEs is expected to rise from 7 million in 2020 to approximately 30 million by 2024 (KADIN Indonesia, 2024). This burgeoning market presents significant opportunities but also intensifies competition among POS providers, necessitating continuous innovation and adaptability. UR POS, a business unit under PT. RTL, exemplifies the challenges faced by emerging players in this competitive landscape. Launched in 2021 with an innovative self-order

feature, UR POS quickly gained traction among small to medium-sized enterprises (SMEs), particularly in the food and beverage sector. However, despite its initial success, UR POS has struggled with high customer churn rates, scalability issues, and limited integration capabilities, making it difficult to sustain growth in an increasingly competitive market environment.

To address these challenges, this research proposes a pivot strategy for UR POS, utilizing the Business Model Canvas (BMC) as a strategic framework. The BMC is widely recognized for its ability to provide a clear visual representation of a company's business model, allowing for systematic analysis and innovation (Osterwalder & Pigneur, 2010). By conducting a thorough analysis of UR POS's current business model, internal strengths and weaknesses, and external opportunities and threats through a SWOT analysis and SPACE Matrix, this study aims to realign UR POS's business strategy with current market demands and technological advancements.

## LITERATURE REVIEW

The concept of Point of Sale (POS) systems has evolved significantly over the years, becoming an integral part of modern business operations, especially within the retail, hospitality, and service industries. POS systems are no longer just tools for recording sales transactions; they now integrate a variety of business processes, including inventory management, customer relationship management (CRM), and sales reporting (Putra et al., 2019). This transformation reflects the growing demand for systems that provide real-time insights into business performance and enable data-driven decision-making. Several studies have highlighted the critical role of POS systems in enhancing operational efficiency and customer experience. According to Santosa and Wirawan (2019), modern POS systems combine hardware and software components to facilitate customer transactions, manage inventory, and generate detailed reports. These systems offer businesses a comprehensive solution that not only streamlines operations but also improves customer service by providing personalized experiences based on historical data and purchasing patterns. Moreover, the shift towards cloud-based POS systems has further enhanced their functionality and scalability. Cloud-based systems offer centralized data management, allowing businesses with multiple locations to manage operations consistently and efficiently (Wijaya et al., 2023). This centralization also reduces the need for in-house IT support, as updates, security, and maintenance are managed by the cloud service provider, thus freeing up resources for other critical business functions (Al-Okaily et al., 2023).

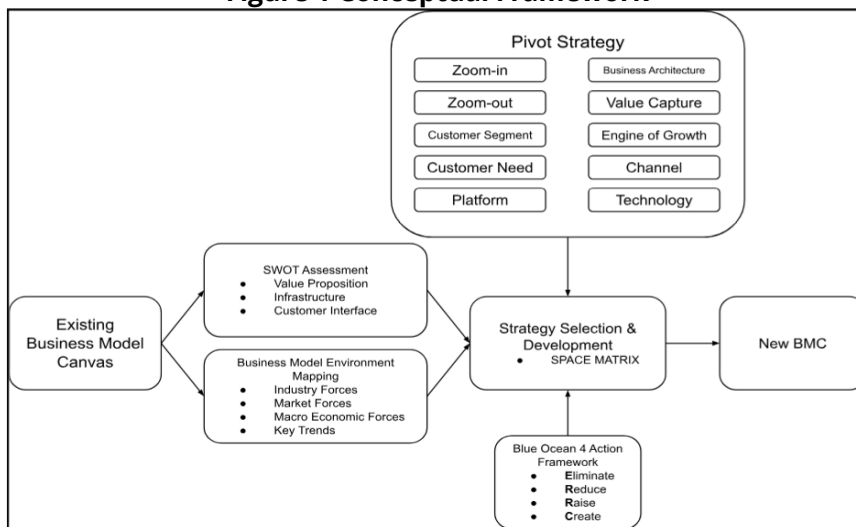
The Business Model Canvas (BMC), developed by Osterwalder and Pigneur (2010), has been widely adopted as a strategic tool to help businesses understand and innovate their business models. The BMC provides a visual framework for analyzing the key components of a business, including its value proposition, customer segments, and revenue streams. As noted by Blank and Dorf (2012), the BMC is particularly useful for startups and established businesses alike, as it helps them identify potential weaknesses in their models and develop strategies to address them. The importance of continuously assessing and adapting business models has been emphasized by several researchers. Maurya (2012) and Ries (2011) argue that businesses must remain agile and responsive to changes in the market environment to maintain their competitive edge. This need for agility is further supported by Johnson et al. (2008), who suggest that the BMC allows businesses to explore new market segments and revenue streams, ensuring their sustainability in a dynamic market.

In addition to the BMC, SWOT analysis is another widely recognized tool used to evaluate a business's strategic position. SWOT analysis provides a straightforward framework for identifying internal strengths and weaknesses, as well as external opportunities and threats (Gürel & Tat, 2017). When combined with the BMC, SWOT analysis offers a comprehensive view of a business's strategic landscape, enabling more informed decision-making and strategic planning (Phadermrod et al., 2019).

Pivot strategies, as introduced by Ries (2017), play a crucial role in helping businesses adapt to changing market conditions. A pivot is defined as a fundamental change in a business model or strategy aimed at improving a company's chances of success. This concept is particularly relevant in the startup ecosystem, where businesses often need to make quick and significant adjustments based on market feedback and evolving customer needs. Ries (2017) further elaborates on the different types of pivots, including zoom-in and zoom-out pivots, which allow businesses to refine or expand their product offerings to better meet customer demands.

Finally, the Blue Ocean Strategy, developed by Kim and Mauborgne (2005), provides a framework for businesses to create new market spaces, or "blue oceans," by redefining their value propositions. This strategy focuses on making the competition irrelevant by creating a leap in value for both the company and its customers. The 4 Action Framework, which includes the actions of eliminate, reduce, raise, and create, guides businesses in systematically rethinking their industry's boundaries and developing innovative solutions that meet unmet customer needs (Kim & Mauborgne, 2005).

**Figure 1 Conceptual Framework**



**METHODS**

This research adopts a qualitative approach, which is suitable for understanding complex phenomena within their context (Creswell, 2018). The qualitative nature of this study allows for an in-depth exploration of UR POS's business model and the external environment it operates in. Non-probability sampling, specifically purposive sampling, was used in this research. This sampling method was chosen because it targets individuals who possess the necessary knowledge and experience relevant to the research objectives (Sekaran & Bougie, 2016). The participants included the company internals and industry experts who could provide valuable insights into the challenges and opportunities facing UR POS.

The study was conducted in several stages to address the research objectives. The first stage involved identifying the business issues confronting UR POS. This was accomplished through structured interviews with industry experts and members of the company, focusing on the external business environment and internal operational challenges. Concurrently, a comprehensive review of internal documents and relevant literature was undertaken to contextualize the findings from the interviews. In the second stage, the current Business Model Canvas (BMC) of UR POS was analyzed to identify areas of misalignment with market demands. The BMC analysis was divided into nine elements, following the framework developed by Osterwalder and Pigneur (2010). Each element was scrutinized to understand how it contributed to the overall business model and where adjustments might be necessary. Furthermore, a SWOT

analysis was conducted to assess the internal and external factors impacting UR POS. The SWOT analysis was divided into four categories: customer segments, cost/revenue, infrastructure, and customer interface. Each category was assessed based on the data collected from the questionnaire. The insights gained from this analysis were then mapped onto a SPACE Matrix, which helped determine the strategic posture UR POS should adopt in the current market environment.

The final stage of the research involved formulating a pivot strategy based on the results of the BMC and SWOT analyses. This strategy was designed to address the identified challenges while leveraging opportunities for growth. The proposed pivot was then integrated into a revised Business Model Canvas, providing a strategic framework for UR POS to enhance its market position and operational efficiency.

## RESULTS AND DISCUSSION

The results of this study are presented in three main sections: the analysis of the current Business Model Canvas (BMC) for UR POS, the findings from the SWOT analysis, and the formulation of the pivot strategy.

### Business Model Canvas (BMC) Analysis

The initial analysis of UR POS's existing BMC revealed several critical misalignments between the company's current business operations and market demands. The nine elements of the BMC were scrutinized, with particular attention given to the value proposition, customer segments, and revenue streams. The value proposition, initially focused on providing a cost-effective POS system with a self-order feature, was found to be insufficiently differentiated from competitors. Customer segments were not as clearly defined as necessary, leading to a broad targeting approach that diluted marketing efforts. Additionally, the shift from a convenience fee model to a subscription-based revenue model was identified as a potential area of friction for some segments, particularly small and medium-sized enterprises (SMEs) that may prefer pay-per-use options. The analysis also highlighted strengths within UR POS's operational infrastructure, particularly its robust technological foundation and existing partnerships with payment processors. However, it was evident that while the technological infrastructure was strong, the company had not fully leveraged these capabilities to innovate or expand its service offerings in line with evolving customer expectations.

Figure 2 Current BMC Of UR POS

<p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>Manufacturers             <ul style="list-style-type: none"> <li>Hardware</li> <li>Accessories</li> </ul> </li> <li>Payment Processors             <ul style="list-style-type: none"> <li>QRIS</li> <li>E-wallet</li> </ul> </li> <li>Financial Institutions             <ul style="list-style-type: none"> <li>Banks</li> </ul> </li> <li>Affiliate Salesperson             <ul style="list-style-type: none"> <li>aaS Service Provider</li> <li>Amazon Web Services</li> </ul> </li> </ul>	<p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Problem Solving             <ul style="list-style-type: none"> <li>Maintenance                 <ul style="list-style-type: none"> <li>Feature Updates</li> <li>Hardware Integration</li> <li>Compliance &amp; Security Updates</li> </ul> </li> <li>Customer Support</li> </ul> </li> <li>Production             <ul style="list-style-type: none"> <li>Procurement</li> </ul> </li> <li>Platform/Network             <ul style="list-style-type: none"> <li>Managing Website</li> <li>Managing Social Media</li> </ul> </li> </ul> <p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Physical             <ul style="list-style-type: none"> <li>Office Building</li> <li>Equipment</li> <li>Inventory</li> <li>Vehicle</li> </ul> </li> <li>Intellectual             <ul style="list-style-type: none"> <li>Software</li> <li>Brand</li> <li>HAKI</li> <li>Designs</li> <li>Customer Data</li> </ul> </li> <li>Human             <ul style="list-style-type: none"> <li>Technical Team</li> <li>Customer Support Team</li> </ul> </li> <li>Financial             <ul style="list-style-type: none"> <li>On Hand Cash &amp; Revenue</li> <li>Investor Capital</li> </ul> </li> </ul>	<p><b>Value Proposition</b></p> <ul style="list-style-type: none"> <li>Newness             <ul style="list-style-type: none"> <li>Self Order Feature</li> <li>Customer Mobile App</li> </ul> </li> <li>Performance             <ul style="list-style-type: none"> <li>Cloud Based POS</li> <li>Integrated Payment                 <ul style="list-style-type: none"> <li>QRIS</li> <li>E-wallet</li> </ul> </li> <li>"Getting the job done"                 <ul style="list-style-type: none"> <li>All-in-One Solution                     <ul style="list-style-type: none"> <li>CRM</li> </ul> </li> </ul> </li> <li>Customization             <ul style="list-style-type: none"> <li>Personalized Interface</li> <li>Custom Feature</li> </ul> </li> <li>Design             <ul style="list-style-type: none"> <li>User Friendly Interface</li> </ul> </li> <li>Price             <ul style="list-style-type: none"> <li>Low &amp; Flexible Pricing</li> <li>Multiple Subscription Plan</li> </ul> </li> </ul> </li></ul>	<p><b>Customer Relationship</b></p> <ul style="list-style-type: none"> <li>Personal Assistance             <ul style="list-style-type: none"> <li>Sales Assistance</li> <li>On site installation</li> <li>Customer Support                 <ul style="list-style-type: none"> <li>Call Center</li> <li>Email</li> <li>Whatsapp</li> </ul> </li> </ul> </li> <li>Co-creation             <ul style="list-style-type: none"> <li>Personalized Feature</li> </ul> </li> </ul> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>Website</li> <li>Social Media</li> <li>Direct Sales</li> <li>Event &amp; Exhibition</li> <li>Referrals</li> </ul>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>Segmented             <ul style="list-style-type: none"> <li>F&amp;B                 <ul style="list-style-type: none"> <li>Cafe</li> <li>Restaurant</li> <li>Eatery</li> <li>Kiosk</li> </ul> </li> <li>Retail                 <ul style="list-style-type: none"> <li>Small</li> <li>Medium</li> </ul> </li> <li>Service Providers                 <ul style="list-style-type: none"> <li>Spa</li> <li>Barber</li> </ul> </li> </ul> </li> </ul>
<p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>Fixed Cost             <ul style="list-style-type: none"> <li>Rent</li> <li>Salary</li> <li>Utilities</li> <li>Infrastructure                 <ul style="list-style-type: none"> <li>Server</li> </ul> </li> </ul> </li> <li>Variable Cost             <ul style="list-style-type: none"> <li>Research &amp; Development</li> <li>Manufacturing &amp; Procurement</li> <li>Marketing &amp; Sales</li> <li>Utilities</li> </ul> </li> </ul>		<p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>Asset Sales             <ul style="list-style-type: none"> <li>Hardware</li> <li>Accessories</li> </ul> </li> <li>Subscription Fee             <ul style="list-style-type: none"> <li>POS System Fee</li> </ul> </li> <li>Usage Fee</li> <li>Tech Support</li> <li>Training</li> </ul>		

**SWOT Analysis**

The SWOT analysis provided a detailed examination of UR POS’s internal strengths and weaknesses, as well as external opportunities and threats. Internally, UR POS’s strengths include its strong technological foundation and established partnerships with payment processors and hardware suppliers. However, weaknesses were evident in customer relationship management and marketing strategies, which were not effectively reaching or engaging potential new customer segments.

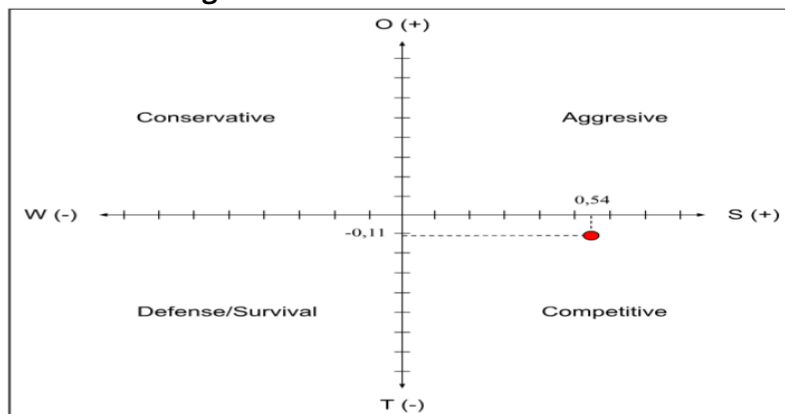
Externally, UR POS faces significant opportunities, such as the increasing digitalization of SMEs in Indonesia and the growing demand for integrated POS systems that offer comprehensive solutions beyond basic transactions. However, the company also faces threats from intensifying competition, with both local and international POS providers rapidly adopting new technologies and offering more advanced, integrated solutions.

**Table 1 SPACE Matrix Calculation**

X- Axis	Strength		Weakness	
	Total Score	77,50	Total Score	-45,25
	Total Strength	23	Total Weakness	16
	Average	3,37	Average	-2,83
	<b>Total Axis Score</b>		<b>0,54</b>	
Y- Axis	Opportunity		Threat	
	Total Score	126,43	Total Score	-74,50
	Total Opportunity	36	Total Weakness	21
	Average	3,52	Average	-3,64
	<b>Total Axis Score</b>		<b>-0,11</b>	

To refine the strategic insights from the SWOT analysis, a SPACE Matrix was employed, assessing UR POS across four dimensions: Strength, Weakness, Opportunity, and Threat (Maxi-Pedia, 2017). The analysis positioned UR POS in a competitive strategic posture, indicating that the company is well-placed to leverage its strengths to improve its market position while addressing external threats through strategic diversification and innovation (McGee and Sammut-Bonnici, 2014). This competitive posture suggests that UR POS should focus on enhancing its product offerings and aggressively pursuing new market opportunities while defending its existing market share.

**Figure 3 SPACE Matrix Coordinate**



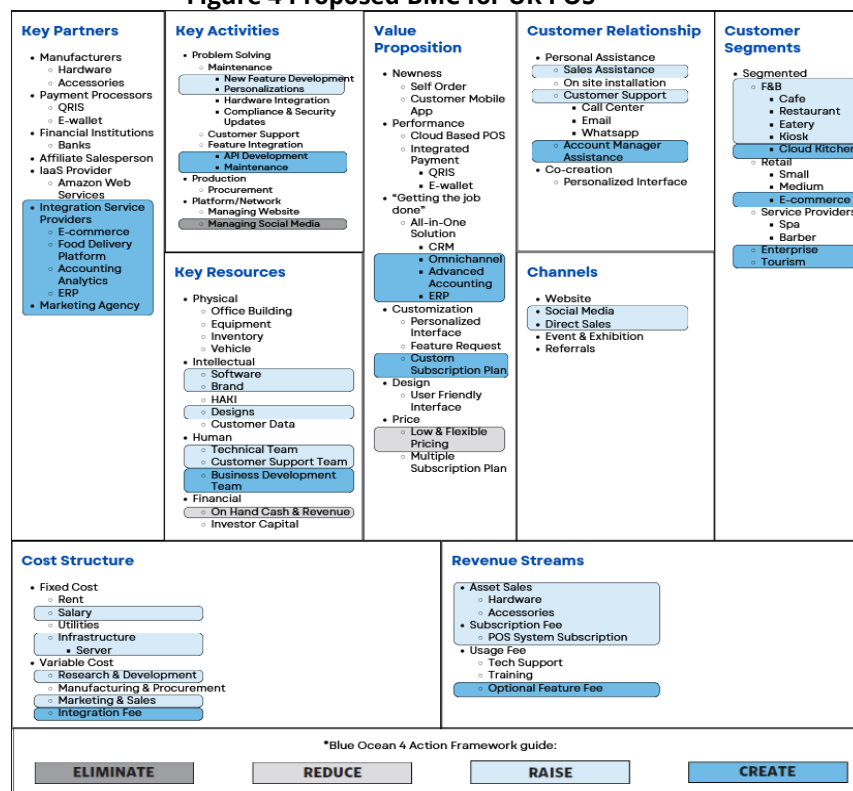
### Pivot Strategy Formulation

Based on the findings from the Business Model Canvas (BMC) and SWOT analyses, the strategic pivots proposed for UR POS—namely, the Customer Need Pivot and the Paid Engine of Growth Pivot—are designed to better align the company with evolving market needs and capitalize on emerging opportunities. These pivots aim to address the gaps identified in the current business model and leverage the strengths of UR POS to enhance its competitive position. The Customer Need Pivot involves a significant shift in UR POS's value proposition. While the company initially focused on offering a cost-effective POS solution, the pivot emphasizes the need to go beyond just affordability. The new value proposition centers on delivering advanced features that are increasingly in demand by small and medium-sized enterprises (SMEs). These features include enhanced data analytics capabilities that provide businesses with deeper insights into their operations, customer behavior, and sales trends. By equipping SMEs with these tools, UR POS can help them make more informed decisions, optimize their processes, and ultimately drive growth.

Additionally, the pivot strategy highlights the importance of integration with e-commerce platforms. As more SMEs expand their operations online, the ability to seamlessly connect their POS systems with e-commerce platforms becomes crucial. This integration allows businesses to manage their in-store and online sales through a unified system, streamlining operations and providing a more comprehensive view of their overall performance. By offering such integration, UR POS can meet the evolving needs of SMEs and position itself as a versatile and forward-thinking solution provider in the market.

The Paid Engine of Growth Pivot complements this strategy by focusing on aggressive customer acquisition efforts. To support the new value proposition, UR POS will need to expand its reach and attract a broader customer base. This can be achieved through targeted marketing campaigns that highlight the enhanced features and benefits of the updated POS system. Furthermore, strategic partnerships with e-commerce platforms and other relevant service providers can help UR POS tap into new customer segments and strengthen its market presence.

Figure 4 Proposed BMC for UR POS



## CONCLUSION

UR POS is currently operating under a business model that has been effective in establishing a presence in the Point of Sale (POS) industry. However, based on the analysis results, several strengths and weaknesses have been identified in the current business model. While UR POS has developed strong technological infrastructure and valuable partnerships, it faces significant challenges in differentiating its offerings and effectively targeting its customer segments. These challenges have become more pronounced as competition intensifies and customer expectations evolve.

The SWOT analysis, combined with the SPACE Matrix, indicates that UR POS is in a competitive strategic posture. This positioning suggests that UR POS must leverage its strengths to capitalize on market opportunities while simultaneously addressing the external threats posed by an increasingly competitive landscape. The appropriate pivot strategies for UR POS include a Customer Need Pivot and Engine of Growth Pivot.

The implementation of this pivot strategy is expected to enable UR POS to better align with market demands, enhance its competitive edge, and achieve sustainable growth in a dynamic market environment. By making these strategic adjustments, UR POS can improve its market position and secure its long-term success.

## SUGGESTION

To enhance its strategic position, UR POS should first focus on improving system integration and scalability. This involves expanding its technological capabilities, such as integrating popular e-wallets like Gopay and investing in scalable infrastructure to attract a broader range of businesses, including larger enterprises.

Strengthening customer support and feedback mechanisms is crucial for reducing churn and retaining clients. UR POS should improve response times, offer proactive support, and establish a robust feedback system to address customer needs effectively, leading to stronger customer loyalty.

Targeted marketing efforts towards SMEs and UMKM should be intensified through digital campaigns, dedicated sales team, and forming strategic partnerships with complementary businesses that can further expand UR POS's market reach and brand visibility.

Strategic partnerships are also key to expanding market reach. Collaborations with integration service providers, e-commerce platforms, or logistics companies can help UR POS penetrate new industries by enhancing its service offerings.

Finally, continuous innovation is essential for competitiveness. UR POS should focus on developing industry-specific solutions, such as advanced analytics tools and CRM functionalities, to differentiate itself from competitors and attract a broader customer base. Keeping its offerings aligned with market trends will ensure long-term relevance and success.

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