

DESIGNING BLUE OCEAN STRATEGY AT UD REJEKI

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Abstract-The property industry is an industry that has intense competition. The competition creates an oversupplied condition where there are more goods offered when compared to market demand. This condition causes market players in the property industry to tend to conduct price wars. This competition is also felt by UD Rejeki as one of the players in the property industry. In order to avoid this fierce competition, companies must present innovations. This research uses Blue Ocean Strategy as a tool to design strategies so that UD Rejeki can avoid market saturation and price wars, and become a sustainable company. The design of Blue Ocean Strategy in this study is designed through the Strategy Canvas, Value Innovation, and Four Action Frameworks. This research method uses interviews from various sources that have been selected using purposive sampling method. Interviews were conducted in a semi-structured manner and documentation was conducted using transcripts, photos, and voice recordings. Data validity and reliability were tested using source triangulation.

Keywords: *Blue Ocean Strategy, Strategy Canvas, Value Innovation, Four Actions Framework.*

1 Introduction

The property industry is one industry that is experiencing rapid growth in new market entrants. In East Java, there was a growth in property industry players from 18,114 businesses in 2016 to 20,838 businesses in 2019. The growth of more than 15% indicates that the property industry is increasingly full of business actors. However, along with market conditions that are increasingly full of competitors, market behavior is also increasingly spoiled with many choices. According to Mairine as Country Manager of Rumah.com, there was an increase in the number of properties offered in the second quarter of 2020, the figure rose 21% quarter to quarter (q-to-q) and 46% year on year (y-on-y) to 113.6. The increase in the supply index was unfortunately not followed by a corresponding increase in the house price index. The Indonesia Property Market Index noted that the property price index did not reflect the same increase, and instead experienced a decline of 1.7% from the previous quarter, and stood at 110.6. It can be seen in the primary and secondary property markets where competition among business players lacks innovation and leads to price wars. Even according to AKR Land Commercial and Business Development Director Alvin Androcious, "The property market in recent times has been in a static condition and there is a tendency for market players to slam prices on each other due to the seller's market being more than the buyer's market". Seeing the increasingly full market competition plus the number of new market players who want to enter the industry, it can be concluded that the property industry has experienced oversupplied conditions, and seeing the response of market players who are less responsive to innovation and price wars, the property industry can be categorized in a red ocean state, so that market players in the industry need value innovation in order to excel from competition and transition to enter the blue ocean market. UD Rejeki is a family business that has been working since 2000 in the property industry, especially as a homebuilder. UD Rejeki's business model starts from the selection of strategic ready-to-build land locations, then proceeds to the construction stage, then continues to the project marketing and project sales process. UD Rejeki also feels full of competition both with well-known developers and new competitors, so the company tries to enter a more premium property market to avoid competition.

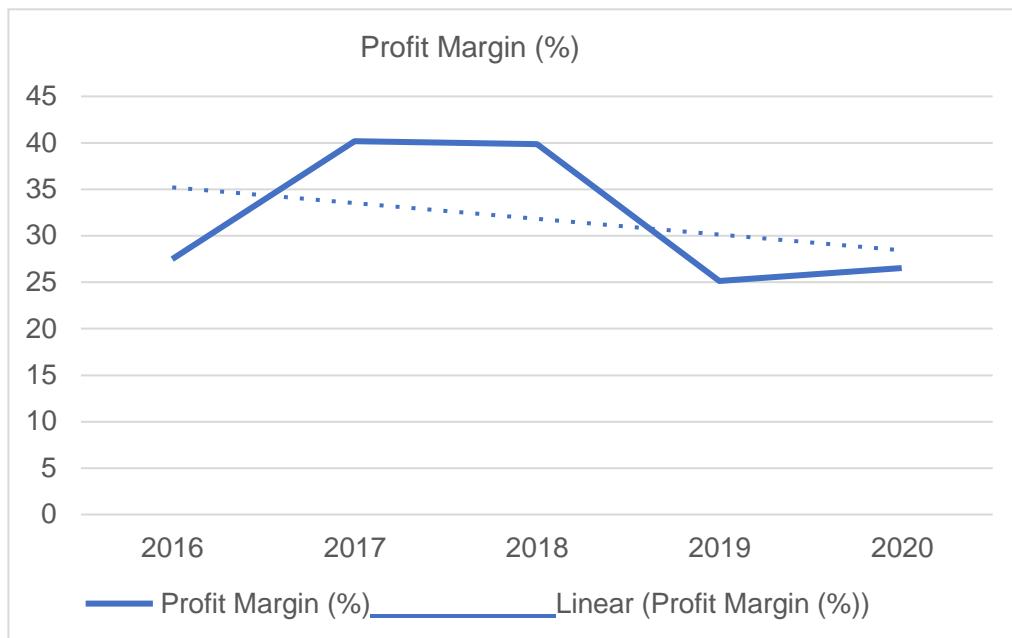


Figure 1.1 Profit Margin Chart UD Rejeki

Source: Internal Company Data

It can be seen through the data from Figure 1.1 that the company's margins over the past 5 years have slowly decreased. This decline is because the projects carried out by the company are often less efficient and exceed the predetermined budget. Figure 1.1 shows that in the last 5 years, the company has experienced a decrease in profit margins where in 2016 the company had an average profit margin of 27.47%, but in 2020 the company had an average profit margin of 26.52%. The decrease in profit margins experienced by the company is due to cost overruns that occur.

1 Literature Review

The first research used as a literature review by researchers is from Kusnita (2019) with the title: Blue Ocean Strategy in the Hospitality Industry. The purpose of this study was to determine the marketing carried out by Harper Kuta Hotel to get out of the Red Ocean. This research uses a qualitative method with a descriptive analysis mode. The research used purposive sampling technique and data collection was carried out by conducting interviews with various company informants.

The second research used as a literature review by researchers is from Mufid Ahsan Rofiqi and Nur Kolis (2020) with the title: Madrasah Development Perspective Blue Ocean Strategy MTs Al-Islam Joresan Ponorogo. The purpose of this study was to analyze the strategy of MTs Al-Islam in developing madrasas with a Blue Ocean Strategy (BOS) perspective.

The third research used as a literature review by researchers is from Orlov and Chubarkina (2017) with the title: Blue ocean strategy application in the course of planning and implementation of construction projects in the area of SMART housing and social infrastructure. The purpose of this study is to develop a set of measurement tools related to management efficiency in managing developer competitiveness in the process of planning and implementing development projects in the field of social infrastructure and SMART housing.

The fourth research used as a literature review by researchers is from Arief and Maupa (2019) with the title: Strategy Formulation with the Blue Ocean Strategy Approach at PT Alpha Beta Charlie (ABC). This research uses qualitative methods. The purpose of this study was to design and assess the strategy of PT Alpha Beta Charlie (ABC) using the Blue Ocean Strategy framework.

The fifth research used as a literature review by researchers is from Halimatus Sakdiyah and Linta Wafdan Hidayah (2020) with the title: Blue Ocean Strategy in a Creative Industry Environment: A Madura Batik Tulis Context. This research uses descriptive qualitative methods. The purpose of this study was to determine the strategies used in developing written batik at the UD company.

2.2 Theoretical Foundations

2.2.1 Blue Ocean Strategy

Blue Ocean Strategy is a strategy implemented by companies as a framework for companies with the aim of creating value innovation in companies where companies offer new value to consumers and create new markets. This value innovation creates a new market for the company where there are no competitors. Blue Ocean Strategy creates a very new market, an unknown space, where there is no competition and is not polluted by competition (Kim and Mauborgne 2017).

Table 2 2.1 Differences between Red Ocean Strategy and Blue Ocean Strateg

<i>Red Ocean Strategy</i>	<i>Blue Ocean Strategy</i>
Competition in existing markets.	Creating a market without competition.
Excellent and beat the competition..	Making competition irrelevant.
Market demand utilization	Generating and capturing new demand
Disaggregating between value-cost-trade off)	Overhauling the value-cost trade-off. trade off)
Harmonize the entire system of activities company with its strategic choice between differentiation or low cost.	Harmonize the entire system of activities companies to pursue differentiation and low costs.

Source: Samrin dan Irawan, 2019:218

Blue Ocean Strategy y is a strategy for companies to get out of a saturated market (Red Ocean) into a competitor-free market (Blue Ocean). It can be seen that in the Red Ocean, there is relentless competition between market players for profit, while in the Blue Ocean, the process of creating new markets allows companies to protect themselves from competition and be free from competitors so that they can maximize profits (Orlov and Chubarkina, 2017).

2.2.2 Strategy Canvas

Strategy Canvas analysis allows companies to understand the extent to which the company's strategy is similar to competitors' strategies. Strategy Canvas uses graphics to analyze the company's strategy versus competitors' strategies.

Strategy Canvas does 3 things in 1 picture. Firstly Strategy Canvas shows the strategic profile of an industry by clearly illustrating the factors that influence competition between industries, as well as future competition. Second, Strategy Canvas shows the strategic profile of current and potential competitors, and identifies which factors they are strategically investing in. Third, Strategy Canvas depicts the strategic profile of the company. It shows how the company should invest in the competition and invest for the future. (Kim and Mauborgne, 2017: 94)

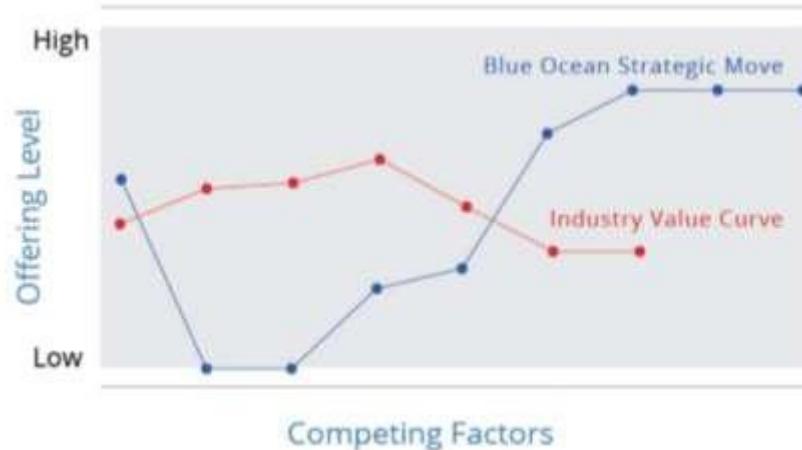


Figure 2.1 Strategy Canvas
Source: Blueoceanstrategy.com

Strategy Canvas makes it possible to diagnose and simulate future strategies. It serves as a reflection of the current market situation, so that companies can see what the market is investing in, the characteristics of products in competition, as well as knowing exactly what competitive offers are accepted by consumers in the market. In Figure 2.1, it can be seen that the main component of Strategy Canvas is the strategy curve, which is a graphical representation that compares the company's performance taking into account competitive factors. When analyzing Strategy Canvas, companies must identify the basic characteristics of their own products and competitors' products that are the subject of competition (Orlov, 2017).

2.2.3 Value Innovation

Value Innovation (Figure 2.2), focuses on value and innovation. Value and innovation go hand in hand because value without innovation will result in value creation that is onward and upward where new value creation cannot be distinguished from competitors. Value innovation is something more than innovation, because Value Innovation is a strategy that includes all activities, systems and strategies of the company (Orlov, 2017).

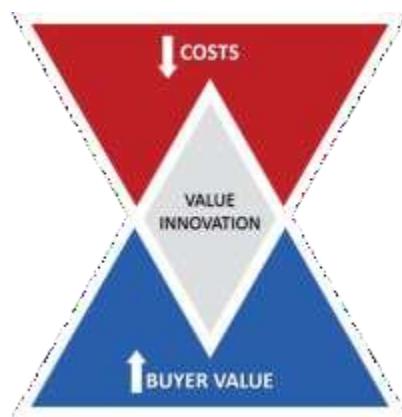


Figure 2.2 Value Innovation

Source: Business-to-you.com

Value Innovation starts with identifying a radical idea that makes a quantum leap in the value a company offers to consumers (Kim and Mauborgne, 2017:3).

2.2.4 Four Actions Framework

Eliminate	Raise
Which factors that the industry has long competed on should be eliminated?	Which factors should be raised well above the industry's standard?
Reduce	Create
Which factors should be reduced well below the industry's standard?	Which factors should be created that the industry has never offered?

Figure 2.3 Four Actions Framework

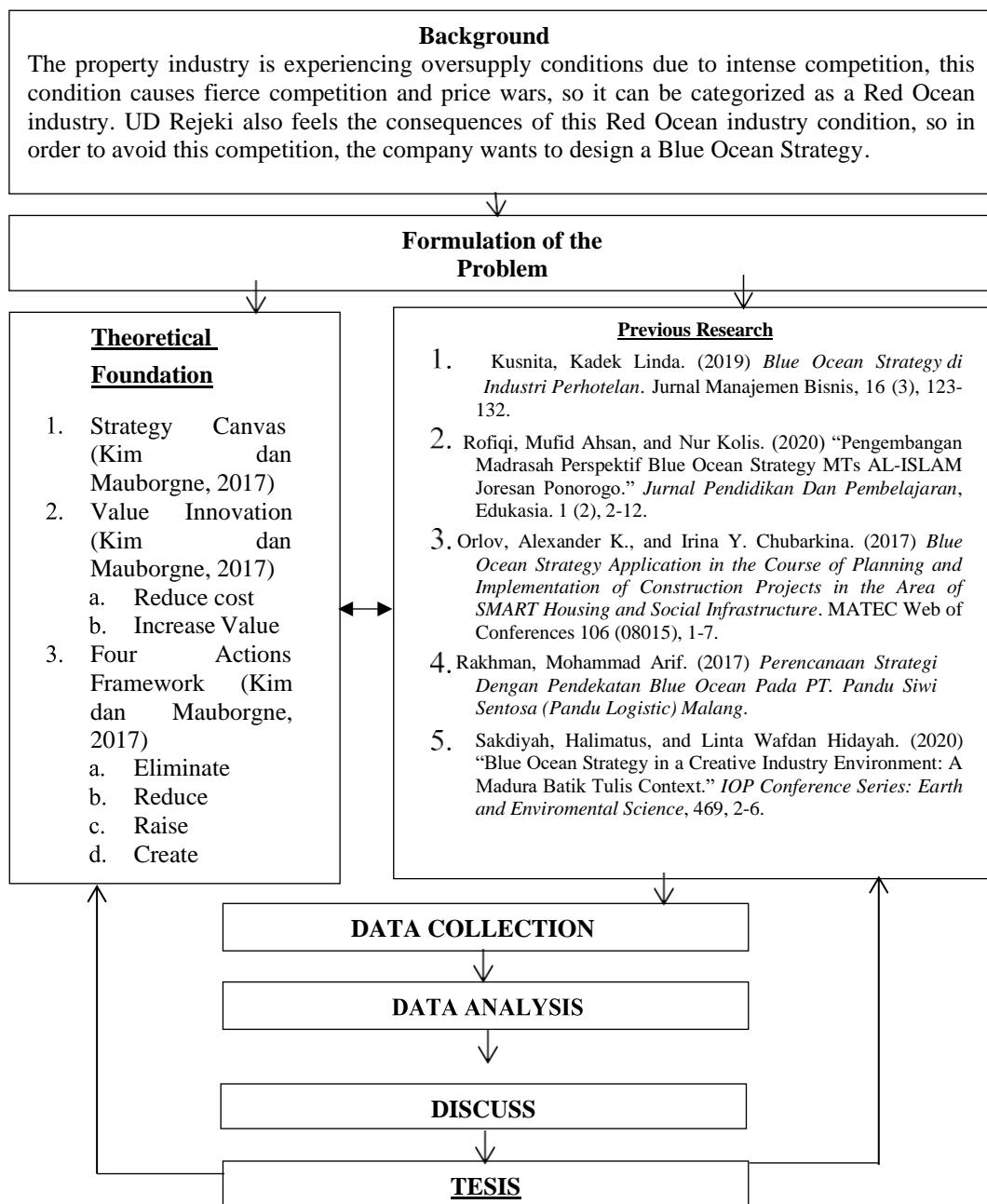
Source: Kim and Mauborgne (2006)

The Four Actions Framework analysis (Figure 2.3) is a scheme to encourage companies not only to ask 4 fundamental questions to create new value, but also to take action on that value (Arief and Maupa, 2020: 478). The Four Actions Framework process is designed to decide the tradeoff between differentiation at low cost and creating a new value curve, there are 4 key questions to create a four action framework, namely (Kim and Mauborgne, 2017: 51):

1. What factors should be reduced below the industry standard?
2. What factors should be eliminated in the industry that have been taken for granted?
3. What factors should be improved above industry standards?
4. What factors should be created that the industry never offers?

3 Research Framework

3.1 Framework



3.2 Model Analysis

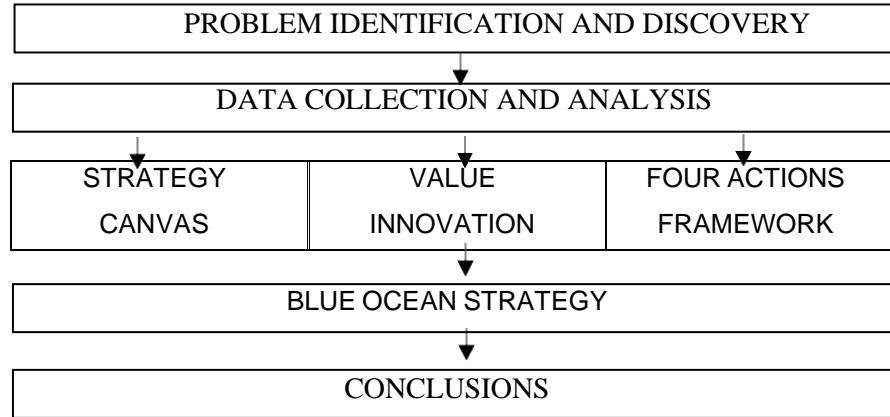


Figure 3.2 Analysis Model

4 Research Methods

4.1 Type of Research

Based on the background, subject matter, and research objectives described above, this research uses a descriptive qualitative approach. Qualitative research is used when researchers want to study a phenomenon from the object of research in a particular context. Qualitative research reveals meaning and explores in-depth understanding of a problem that appears in the form of data, namely images, words, as well as circumstances and events in natural conditions. (Yusuf, 2017: 21).

4.2 Subjects and Objects of Research

Research subjects according to Suharsimi Arikunto (2016: 26) limit research subjects as objects, things or people where data for research variables are attached, and which are at issue. In a study, the research subject has a very strategic role because in the research subject, that is the data about the variables that the research observes.

The sampling technique consists of 2, namely probability sampling and non-probability sampling. According to Sugiyono (2017: 82) probability sampling is a sampling method that provides equal opportunities for the sample population to become sample members. Meanwhile, non probability sampling is a sampling method that does not provide equal opportunities for the sample population to become sample members. The sampling technique for this research is non probability sampling with a purposive sampling approach. Purposive sampling is a method of determining samples with certain considerations (Sugiyono, 2013: 85). The subjects of this study are as follows:

Table 4.1 Research Subjects

Name	Position	Criteria
RH	Director of UD Rejeki	Director as well as founder of the company who is still actively involved in Company
FS	Project Manager UD Rejeki	Project manager of a company that still actively involved in the company
TL	Director of CV Adhitama Trisakti Construction	Contractors and homebuilders who more than 5 years of experience
JP	JP Architecture	Architects with more than 5 years

Source: Data Processed

The research subjects were selected based on their respective fields of expertise. The directors and managerial positions of the company were selected to provide insight into the internal conditions of the company, especially regarding the current state, strengths and weaknesses of the company, as well as the plans and views of the directors regarding innovation within the company. Apart from the internal side of the company, there are 2 other informants to provide insight into the external conditions of the company, TL informants were chosen to provide insight into the conditions of contractors and homebuilders. How are the developments, competition, and innovations made by market players. Informant JP was chosen to provide insights that focus on the design and aesthetics of the house, how innovations and developments occur regarding the design, and appearance of the house.

4.3 Data Collection Methods

4.3.1 Interview

An interview is a conversation between two parties between the interviewer and the informant. Interviews are conducted to collect information, knowledge, opinions, and beliefs from informants (Brinkmann, 2014). There are 3 types of interviews, namely: structured interviews, semi-structured interviews, and unstructured interviews.

Structured interviews use standardized questions. The advantage of this type of interview is ease of implementation, but the disadvantage is that this type of interview does not allow for follow-up questions and additional questions that often arise to dig deeper information. Unstructured interviews are the opposite of structured interviews, where the interviewer gives the informant free space to explain conditions and situations, the role of the interviewer is only as a listener to the informant. Semi-structured interviews are the most commonly used type where semi-structured interviews combine the natural flow of a conversation with questions that guide the informant to avoid drifting into unrelated topics (Brinkmann, 2014).

4.3.2 Documentation

Documentation is needed to provide valid evidence regarding research, documents, and also to carry a variety of important content such as words, images, and patterns (Silverman, 2016). Documentation is the process of systematically searching and compiling data. The documentation of this research uses voice recordings, photographs, and transcripts collected during the research.

4.4 Validitas dan Reliabilitas

In quantitative research, research instruments must be tested to measure valid and reliable data. This is in contrast to research that is more tested to the data (Hadi, 2016). Triangulation is basically an approach or method that has the characteristic of combining several data collection techniques and available data sources. (Sugiyono, 2013: 241). There are 3 types of triangulation, namely:

1. Source triangulation
2. Triangulation technique
3. Time triangulation

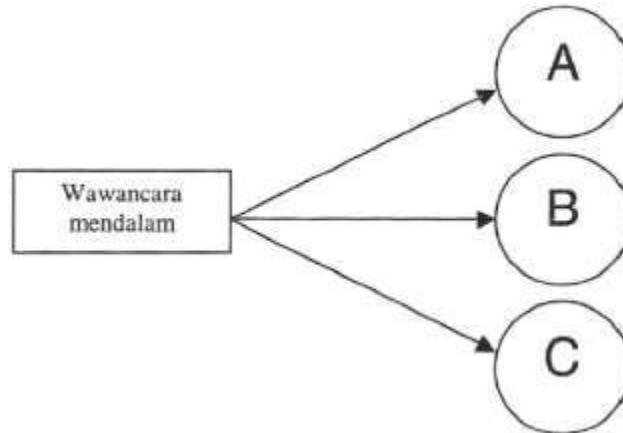


Figure 4.1 Source triangulation
Source: Sugiyono (2013:242)

This research uses source triangulation as a validity test. Source triangulation is one of the techniques to check the validity of data. The technique checks data through several sources (informants) that are relevant to the research context. These sources or informants are parties who are believed to have relevance to the research subject so that they can provide information for researchers. (Hadi, 2016).

Reliability is how the quality, appropriateness of the data, and whether the conclusions are in accordance with the data from informants (Brinkmann, 2014). Reliability explains the consistency, stability of a finding or data (Sugiyono, 2013: 268) The reliability of this research is taken from documentation in the form of interview transcripts.

4.5 Data Analysis Method

There are 3 stages to analyze interview data (Miles, et al., 2014), namely:

1. Data Condensation

Data condensation is the process of selecting, focusing, simplifying, and transforming data into interview transcripts using coding. Researchers code, label, and formulate data so that the data can be sharp, and coherent to draw conclusions. In this stage the researcher selects material, and focuses on important things and looks for patterns.

2. Data Display

Data views are information that has been organized, compressed, and assembled by the researcher to draw conclusions. Data display can be in the form of various graphs, matrices, and various networks that help researchers to analyze information. The data display in this research is in the form of narrative data display, and graphs.

3. Conclusion

At this stage, the researcher states patterns, and information from informants. Researchers must have a competent nature, and balance between having an open mind and skepticism before conclusions can be fully drawn. Researchers draw conclusions based on data that has been processed with valid evidence.

5 Data Analysis and Discussion

5.1 Company Overview

UD Rejeki is a family company engaged in the property industry, mainly as a homebuilder located in Surabaya. The condition of the property industry has decreased due to the large number of competitors entering the industry, due to the number of new players in the market, coupled with the sluggish purchasing power of the community due to the impact of the COVID-19 pandemic, and price wars between market players, causing a strategy for the company to survive. Blue Ocean Strategy is a suitable strategy for companies because this strategy focuses on how companies can avoid competition. Implementing Blue Ocean Strategy in companies is a more effective and cost-effective step for small businesses because they are able to capture better market segmentation (Au and Tucker, 2018). Blue Ocean Strategy does not compete in existing markets, but creates new markets, which results in the absence of competition (Yazici, M., and Rüzgar, N., 2019).

5.2 Resource Information

The research data was collected using a semi-structured interview method. Researchers conducted interviews directly with informants and recorded through the researcher's smartphone. Interviews were conducted with 4 informants consisting of 2 people from the company's internal parties, and 2 people from the company's external parties who are experts in the industry.

Tabel 5.1 Interviewee Information

No	Name	Position
1	RH	Director of UD Rejeki
2	FS	<i>Project Manager</i> UD Rejeki
3	TL	Director CV Adhitama Trisakti Konstruksi
4	JP	JP Architecture

Source: Data Processed

The interview transcripts are attached in the appendix. The following is an example of writing interview notations: (1-RH-6)

Description:

- 1 : Interview code
- RH : Informant code
- 6 : Sixth dialog code

5.3 Data Analysis and Discussion

5.3.1 SWOT Analysis (Strength, Weakness, Opportunity, dan Threat)

The following is an explanation of the evaluation matrix of the company's internal factors:

1. Internal factors are based on the strengths and weaknesses of the company
2. The scoring for weighting is from 0 (not important) to 1 (very important).
3. The rating assessment is from a scale of 1 (poor) to 5 (outstanding). The strength factor rating assessment is based on the greater the strength given will be given a rating of 5 and vice versa. The rating assessment of the weakness factor is based on the greater the weakness of the company will be rated 1 and vice versa.

Table 5.2 Company Internal Factor Matrix

No.	Strength	Weight	Rating	Total Scor
1.	Lean company structure	0,50	4	2,0
2.	Healthy financial state of the company	0,30	4	1,2
3.	<i>Customer service</i> memuaskan	0,20	5	1,0
Total Strength Score		1,0		4,2
No.	Weakness	Weight	Rating	Total Scor
1.	Employee performance is not good	0,30	4	1,2
2.	The company is less efficient in operational processes	0,45	2	0,9
3.	The company lacks proper and indepth market research and studies	0,25	3	0,8
4.	The company has no detailed marketing system	0,20	5	1,0
Total Strength Score		1,0		2,9

Source: Data processed

Regarding the evaluation matrix of the company's internal factors:

1. External factors are obtained based on opportunities and threats from the company's external environment.
2. The scoring for weighting is from 0 (not important) to 1 (very important).
3. The rating assessment is from a scale of 1 (poor) to 5 (outstanding). The opportunity factor rating assessment is based on the higher the opportunity that the company is rated 5 and vice versa. The threat factor rating assessment is based on the higher the threat the company will be rated 1 and vice versa.

Table 5.3 Company External Factor Matrix

No.	Opportunity	Weight	Rating	Total Scor
1.	Opportunities to enter the interior design market	0,50	5	2,5
2.	Opportunities to enter the building maintenance market	0,50	4	1,5
Total opportunity score		1,0		4,5
No.	Threat	Weight	Rating	Total Scor
1.	The number of competitors entering the industry	0,4	5	2,0
2.	Reduction of ready-to-build land in Surabaya's luxury areas	0,40	5	2,0
3.	Slowing economic growth effects COVID-19 pandemic has resulted in low purchasing power	0,20	2	0,4
Total threat score		1,0		4,4

Source: Data processed

Based on the results of the SWOT calculation above, it is found that the total score for strengths is 4.2, the total score for weaknesses is 2.9, the total score for opportunities is 4.5, while the total score for threats is 4.4. So it can be concluded that the company is in quadrant I, namely the strength and opportunity strategy as can be seen below (Table 5.4 and Figure 5.1):

Table 5.4 SWOT Strategy Matrix

SO		WO		ST		WT	
S	O	W	O	S	T	W	T
4,2	4,5	2,9	4,5	4,2	4,4	2,9	4,4
8,7		7,4		8,6		7,3	

Source: Data processed

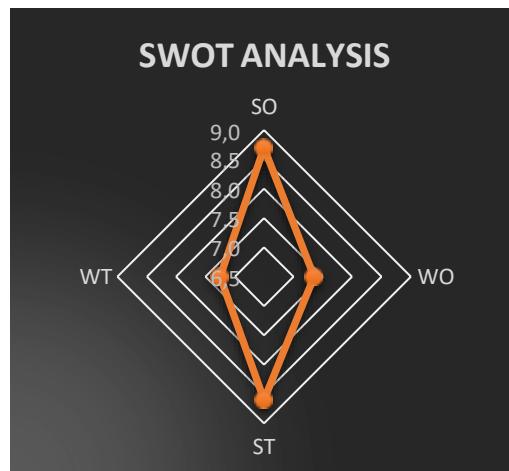


Figure 5.1 SWOT Strategy Matrix

Source: Data processed

From these results, the company can find out the company's position in terms of strength, weakness, opportunity, and threat so that it is necessary to dig deeper into the strategies implemented based on the factors in the preparation of the strategy canvas and ERRC (eliminate, reduce, raise, create).

5.3.2 *Strategy Canvas*

Strategy Canvas is a central analytic framework for value innovation. The Strategy Canvas shows how to visually depict a company's strategy that is easy to understand and communicate, and engages people throughout the organization (Kim and Mauborgne, 2017: 12).

The Strategy Canvas illustrates how the profile of an industry and the factors that drive the industry, shows the strategic profile of current and future competitors, and shows how companies can invest in factors with the aim of winning the competition (Kim and Mauborgne, 2017: 94).

5.3.3 *Value Innovation*

Value innovation is the beginning of a company's Blue Ocean Strategy. Value innovation is created from the company's actions that can be useful, so that it has an impact on changing the cost structure and the value offered to buyers. (Samrin and Irawan, 2019).

The logic of Value Innovation can be used to identify the most promising factors for company growth. Value Innovation is not necessarily about pioneers bringing new technologies into the industry, but driving the value they offer to the market. (Kim and Mauborgne, 2017:21).

Table 5.6 Summary of Comparison of Theory and Interviewees' Answers Regarding Value innovation

Teori	Narasumber	Coding
(Orlov, 2017) 1. A strategy that includes all activities, systems and strategies of the company	1. It is important for companies to implement construction management in every activity of the company so that there are cost savings, reduce miscommunication, and increase integration between divisions within the company. 2. It is important for construction companies to innovate in terms of building features and good service to attract customers	(1-RH-26) (2-FS-42) (3-TL-32) (4-JP-22) (1-RH-32) (2-FS-36) (3-TL-42) (4-JP-32)

Source: Data processed

Based on the results of interviews with resource persons, UD Rejeki's Value Innovation can be formulated as follows:

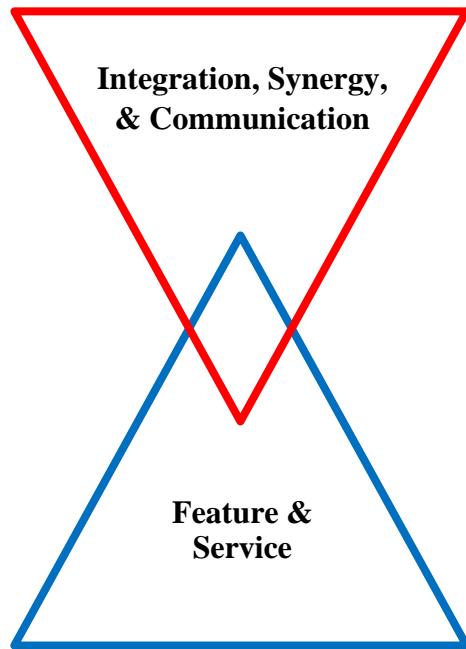


Figure 5.3 Value Innovation UD Rejeki
Source: Data processed

5.3.4 Four Actions Framework

The Four Actions Framework makes companies ask 4 specific questions and encourages companies to take certain actions to create new value. (Orlov, 2017) To gain innovation value, companies need to reconstruct strategic factors through the Four Actions Framework. The framework helps companies create new value curves to find Blue Ocean Strategy. (Arief and Maupa, 2020)

Table 5.7 Summary of Comparison of Theory and Interviewees' Answers Regarding the *Four Actions Framework*

Theory	Informant	Coding
(Kim dan Mauborgne, 2017:51) 1. Factors that should minus the company 2. Factors that should omitted company 3. Factors that should improved company 4. Factors that should created by the company	1 The company can make efficiency in time, cost, and quality of work from the company if it has good knowledge about building materials. 2 The company can eliminate Vendors/Subcontractors, and Bureaucracy so that the company can make savings on expenses and simplify the organizational structure to minimize miscommunication and bureaucracy that can occur in the field. 3 Companies can improve/add features and services from the company to have uniqueness and added value so that consumers can be attracted to the product 4 The company can create a One-stop Service system so that there is good integration and a well-conceptualized building that makes it easier for consumers.	(1-RH-36) (2-FS-38) (3-TL-48) (4-JP-40) (1-RH-40) (2-FS-36) (3-TL-54) (4-JP-44) (1-RH-48) (2-FS-44) (1-RH-54) (2-FS-52) (3-TL-64) (4-JP-52)

Source: Data processed

Based on the information that has been obtained, the UD Rejeki Four Actions Framework can be formulated as follows:

Table 5.8 *Four Actions Framework* UD Rejeki

Eliminate	Raise
• Vendor • Subcontractors • Bureaucracy	• Smart home features • Servis
Reduce	Create
• Materials	• One-stop Service System

Source: Data processed

5.4 Research Implications

Based on the results of research using Blue Ocean Strategy, UD Rejeki has an advantage when compared to competitors. Looking at Figure 5.5, it can be seen that UD Rejeki can have several points that are significantly different from competitors, namely the factors of company structure, services and features, therefore UD Rejeki can focus innovation on these factors, so that the company has a sustainable innovation advantage, and ultimately leaves the competition in the property industry. in accordance with the Four Actions Framework that has been formulated. This in-house method is done for cost savings from the company because the system is directly focused on its own specialization. In the service factor, UD Rejeki should also be able to improve the company's services by providing home maintenance and renovation programs, as well as completing drawings such as espill drawings and interior drawings in accordance with the Four Actions Framework that has been formulated.

In the feature factor, UD Rejeki can improve the features offered so that it is not only about smart home, but also utilizes technological developments through AR, VR, building renderings, and also 3D building mockups, so that consumers can feel and visualize the house better. These before sales services and features are carried out by means of rendering exterior and interior images of buildings, rendering exterior and interior videos of buildings, rendering images and videos of interior design of buildings, explaining samples of materials to be used in buildings, as well as drawings of foundations, drains and electricity. In addition, services and features from the company for after sales service can be carried out in a way that consumers can consult and work on interior design, there is a 3-year building warranty, can consult and add smart home features, and have a building maintenance program for 10 years. In addition, UD Rejeki can also create a One-stop Service system program in accordance with the Four Actions Framework that has been formulated. This program can be carried out in collaboration with the interior and architect so that the building has harmony and the same vision. With the addition of the One-stop Service system program, the company can serve the needs of consumers in an integrated manner in all services owned.

6 Conclusions and Suggestions

6.1 Conclusion

It was found that through Strategy Canvas, companies can see the key factors in the property industry, namely: (1) Company Structure, (2) Building Materials and Quality, (3) Services, and (4) Features, and how companies can explore factors (1), (3), and (4) in order to create value and avoid competition. through Value Innovation and the Four Actions Framework, where UD Rejeki can reduce costs through eliminating middleman, bureaucracy, vendors, and subcontractors, as well as through the selection of building materials. UD Rejeki can also innovate by creating a One-stop System, where buyers not only buy a house, but a vision in which there is a house building, comprehensive smart home features, beautiful space layout from architects, and interior design that can visualize the picture of the house through the use of technology.

6.2 Advice

6.2.1 Suggestion for the Company

1. Implementing the Blue Ocean Strategy design that has been made so that the company has a sustainable strategy so that the company can not only survive in the midst of competition, but can create innovations to avoid competition.
2. Innovate by creating a one-stop service system. The company can start by integrating with all vendors and third parties related to the company so that these parties can be incorporated into the company's management. the company so that these parties can be incorporated into the company's management.
3. added a division that focuses on developing services and features offered to buyers in the form of: before sales service, after sales service.

6.2.2 Suggestion for Future Research

It is also recommended that further research be carried out on a larger scale, and with related industries to be able to enrich insights into Blue Ocean Strategy.

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