

Analysis Management Strategy With The Blue Ocean Strategy Approach To Improve Competitive Advantage In Pt. Gojek Indonesia

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Abstarct

The research aims to find out how companies are creating sustainability with the blue ocean strategy approach to increase competitive advantage at PT. Gojek Indonesia. The study employs a qualitative approach because it explains phenomena in depth through data collection. By a qualitative method of study as a study procedure that results in a descriptive data of written and spoken facts of people and observable behavior. Studies have shown that the factors that constituted the competition in PT. Gojek Indonesia among other things PT. Gojek Indonesia breaking the exchange between fast driver service and a minimal wait time. Then PT. Gojek Indonesia Providing an alternative factor with a bonus easier on the driver. It increases the value curve PT. Gojek Indonesia on the strategy canvas. A value curve PT. Gojek Indonesia Trying to get out of the red ocean by creating additional alternative factors Such as offering attractive promotions to attract customers or cashless systems to make it easier for customers to make transactions.

Keywords: Blue Ocean Strategy, Going Concern, Competitive Advantage, PT. Gojek Indonesia.

Introduction

A company needs a strategy to face a challenge in order to win a competition. In the business context, external challenges present competition, while internal challenges face limited resources. The term strategy is also related to issues such as decisions and long-term planning, the scope of organizational activities, efforts to achieve competitive advantage, efforts to adapt to environmental dynamics, resources and competencies possessed, and about creating value for stakeholders. organization (Julius Marlissa, 2013). According to Lovas and Ghoshal (2010) strategy is defined as a decision choice. Decision choices are needed for companies to provide competitive advantage in the long term in the face of environmental dynamics so that they can always meet stakeholder expectations from organizations and businesses. A business strategy can pay more attention to the choice of methods to be used in competing. Success in achieving success in industrial competition is how to plan and then implement a strategy Julius Marlissa (2013). Currently, organizational management requires serious thinking about strategy, so that strategy has the ability to compete with companies and provide benefits that can be realized. According to Lovas and Ghoshal (2010), strategy is very important in realizing competitive advantage in an organization. Organizations that do not have a superior strategy will almost certainly experience failure in achieving their goals. Companies that make changes on an ongoing basis and keep abreast of technological developments, customer demand and entry of enthusiasts in the market, can maintain a long-term competitive advantage (Herdianti, 2010).

Of the various existing strategies, one strategy that can be developed is the Blue Ocean Strategy. According to Kim and Mauborgne (2005), Blue Ocean Strategy challenges companies to get out of the red ocean (bloody competition), by creating uncontested market space, so that the word competition becomes irrelevant. Blue Ocean strategy focuses on growing demand and staying away from competition. This condition illustrates as if the company is unable to get out of the competition. The condition where the market space is contested by many parties in any way to the point of bleeding or is referred to as the Red Ocean. In fact, highlighting values in the form of

innovation to get back potential customers is far more profitable in the long run. Therefore Blue Ocean Strategy offers managers an opportunity to remain competitive in creating new growth opportunities and shift the focus to compete on how to create strategies to develop new markets with large potential space (Hax, 2009). Blue ocean strategy denotes the formation of new corporations, unparalleled market opportunities and creating new consumer value over time. Through a blue ocean strategy, a company can get new revenue from old industries and find new opportunities. New opportunities from the blue ocean strategy, namely there must be continuous change. Every business, including online transportation, definitely wants to remain sustainable, especially in the midst of the globalization era which has resulted in increasingly fierce competition between businesses. According to Kausari (2014), the existence of a sustainability strategy will provide a competitive advantage for the company. The existence of a sustainability strategy will affect every value created within the company, so that the company will always think about remaining sustainable, which will ultimately affect all aspects of the company's operations. In Indonesia itself, many young entrepreneurs have emerged who have created startup businesses that have limitless innovation and creativity. By capitalizing on online media-based business creativity, this business is able to attract public attention and bring online business to become a trendy phenomenon. One of the most trendy online businesses in Indonesia at the moment is the online transportation business, such as gojek or online motorcycle taxis, which have sparked enthusiasm for the emergence of new startups. The presence of PT Gojek Indonesia makes managers choose the right strategy for their business and to ensure the continuity of their business. With a blue ocean strategy, it is possible for companies to develop business in untapped market space, differentiate their products, maximize their opportunities while minimizing their risks and be more innovative.

Methods

The object of this research is the Blue Ocean Strategy and increasing competitive advantage. The data collection method used is the data collection method which is carried out by observation techniques which are carried out to obtain complete and concrete data by collecting information from related companies. Then, the technique of data collection was by interviewing which was carried out by way of direct question and answer orally with informants who were considered to know the problem under study and were able to provide the necessary data and information. As well as data collection triangulation, namely collecting data which simultaneously tests the credibility of the data, namely checking credibility with various data collection techniques and various data sources.

The type of analysis used in this research is a qualitative approach because it explains the phenomenon in depth through data collection. With the qualitative research method as a research procedure that produces descriptive data in the form of written and oral facts from people and observable behavior. The stages to describe the chain of studies related to the blue ocean strategy consist of:

1. Conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).
2. Carry out the four work steps of the Blue Ocean Strategy (BOS), namely eliminating, reducing, increasing, and creating.
3. Creating a Scheme Eliminate – Reduce – Increase – Create and determine focus, movement away and strategy based on Blue Ocean Strategy (BOS).
4. Create an initial strategy canvas (to see the position between the object under study and competitors in the real situation).
5. Formulation of the Blue Ocean Strategy.

Findings and Discussion

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

The researchers conducted a SWOT analysis to assess the strengths (Strengths=S), weaknesses (Weaknesses=W), opportunities (Opportunities=O) and threats (Threats=T) in PT. Gojek Indonesia as a whole was obtained based on the results of interviews with several sources. The SWOT analysis here is used as supporting data in making the tools and framework for the formulation of the Blue Ocean Strategy. The SWOT analysis used in this stage is as follows:

1. Preparation of IFAS (Internal Factor Analysis Strategy)
The preparation of IFAS is used to see the internal conditions of PT Gojek Indonesia where there are several weaknesses and strengths that can be seen from internal factors such as in terms of service, marketing, personnel, as well as from the IT system and even from its management.
2. Preparation of EFAS (External Factor Analysis Strategy)
With the results of the internal factor analysis from Gojek, the researchers also obtained information from interviews about key external factors. External factors are used to see opportunities and threats from Gojek which can be seen from consumers, technology, competitors, the government, suppliers, Gojek drivers and even from the media provided.
3. SWOT Matrix (Internal and External Analysis of PT. Gojek Indonesia)
The SWOT matrix is compiled based on the results of an analysis of strategic factors both external and internal consisting of Strengths, Weaknesses, Opportunities, and Threats factors. Based on the SWOT matrix, 4 main strategies can be developed, namely SO, WO, ST and WT. Each of these strategies has characteristics and supports one another.

Building a Four Step Work and Reading the Value Curve (Eliminate-Reduce-Increase-Create Scheme)

The four-step framework is used in devising a strategy in which value innovation creation and low cost can be achieved together. There are four basic questions in forming the Four Step Framework namely, what factors should be removed from the factors that are taken for granted by the industry, what factors should be reduced far below industry standards, what factors should be increased above industry standards, and what factors have never been offered by the industry, so they must be created.

Tabel 1 Scheme HKTC PT. Gojek Indonesia Makassar branch

Eliminate	Increase
1. Applications that are rarely used by consumers.	1. Quality, loyalty and performance of all employee components with studies, training and bringing in consultants. 2. E-Voucher as a substitute for electronic credit card payments.
Reduce	Create
1. Too many drivers waiting for orders at the same location. 2. Do not pick up in areas that are prone to disturbances.	1. New application to expand distribution reach to suburban areas. In addition to increasing market share, it can open up wider employment opportunities. 2. Special application to manage the drivers. 3. Opening service coverage to several countries in ASEAN (Association of Southeast Asian Nations)

The research results also look at the position of PT. Gojek Indonesia is located in the blue ocean area where PT. Gojek Indonesia is carrying out a blue ocean strategy based on analysis using

SWOT analysis, carrying out the four work steps of the Blue Ocean Strategy, creating an Eliminate-Reduce-Increase-Create scheme and a strategy canvas. Curves that meet each other make PT. Gojek Indonesia and Grab are in the existing market space by competing with each other with the same value curve based on an analysis using a strategy canvas. The following is the formulation of the Blue Ocean Strategy (BOS) at PT. Gojek Indonesia Makassar Branch to create business continuity and increase competitive advantage:

1. Reconstructing Market Boundaries

The first principle of blue ocean strategy is to reconstruct market boundaries. The focus of this principle is to get away from competition and create blue oceans. Kim and Mauborgne (2005) found six basic approaches to reshaping market boundaries, which are referred to as the six-path framework. To break away from red oceans, companies must break down common boundaries about how they can compete and create blue oceans. Therefore companies need to pay close attention to alternative industries, pay close attention to strategic groups within the industry, pay close attention to the buyer chain, pay attention to complementary product and service offerings, pay attention to emotional or functional appeal to buyers, and pay attention to time.

2. Focus On The Big Picture Not On The Numbers

The second principle of blue ocean strategy is the key to reducing the planning risk of investing too much effort and time with the result being only red ocean tactical moves. According to Kim and Mauborgne (2005), in formulating a blue ocean strategy, there are three characteristics that must be met, namely focus, divergence or moving away, and an alluring motto.

3. Reaching Beyond Existing Demand

The third principle of the Blue Ocean Strategy (BOS) is a key component in achieving value innovation. The principle of BOS defies the logic of conventional strategies which carry out sharp consumer segmentation, so that potential consumers are out of reach. To maximize the size of the blue ocean that is created, companies must change their mindset, which usually concentrates on consumers, companies now need to look at non-customers. BOS classifies several criteria for non-consumers into three levels, each of which has a level of potential to become a consumer. These three levels differ in terms of their relative distance to the consumer. Observing the three levels of non-consumers is also related to the approach taken when reconstructing market boundaries within the six-roads framework. The three levels of non-consumers at PT. Gojek Indonesia namely:

The first tier of non-customers is closest to the enterprise market or potential application users. They are new users who at least only see the applications offered but not to use only while looking for something better.

The second level of non-consumers are people who refuse to use Gojek services that have been offered by the application. They are consumers who see offers from applications as an option to meet their needs, but they still refuse to use their services.

Meanwhile, the third level of non-consumers is the farthest from the market or that has not been explored. They are non-consumers who have never known about the existence of online transportation where the application has not been reached in suburban areas or in villages.

4. Doing Strategic Arrangements Right

The fourth principle of BOS contains an explanation of the strategic chain. This series requires companies to understand how to evaluate BOS ideas. The main criteria in the series of strategies include the existence of buyer utility, affordable product prices, achievement of target costs, and adoption. Buyer utility and price are related to the income side of a company's business model. Securing the profit side obtained will lead to the cost element. The cost side of a company's business model must ensure that it creates a leap in value for the company in the form of profit.

It is the combination of exceptional utility, strategic pricing, and targeted financing that enables companies to achieve value innovation (leaps in value for both buyers and the company). Then the formulation of the blue ocean strategy is said to be complete if the company can overcome the adoption hurdles from the start.

5. Overcoming Major Obstacles In The Organization

a. Cognitive Barriers

The cognitive barrier is how we can change the view of the organization that is already attached to the status quo, in this case the status quo is maintaining what is there because it is considered good enough. So far, Gojek has the view of being an online transportation provider that can be accessed easily. This will be a challenge for the company in executing its new strategy and can make employees aware of the importance of this strategic shift.

b. Resource Barriers

Have reliable and experienced human resources (Engineering + employees). To maintain quality, there still needs to be an increase in human resources. For example, by increasing the Quality, Loyalty & performance of all employee components with Studies, Training and bringing in consultants, as well as forming a special marketing team and educating drivers to serve corporate customers who want to join their services.

c. Motivational Barriers

This barrier is related to motivating staff and managers to change for the better and leave the status quo view. What is often done by staff or operators to motivate drivers is to give praise, criticism, and suggestions for their work. Apart from that, the director also motivated them by promising them higher wages if their work was maximized.

d. Political Barriers

Rintangan ini tidak menjadi rintangan yang terlalu berpengaruh dalam perusahaan. Dikarenakan karyawan yang telah direkrut adalah orang-orang yang berpengalaman dan mereka loyal kepada perusahaan. Jika ada sesuatu yang kurang sesuai, mereka akan langsung membicarakan hal tersebut pada staf atau manajer tingkat atas.

6. Integrating Execution Into Strategy

The final principle in the formulation of the Blue Ocean Strategy is integrating execution into strategy. This principle encourages companies to build a culture of trust and commitment that motivates staff and drivers to execute the agreed strategy. Creation of a culture of trust and motivation for staff and drivers can be realized through a fair process in implementing strategies. The three principles of a fair process from BOS include engagement, explanation, and expectation clarity. These three principles are interrelated with each other in achieving fairness in the process of implementing strategy in the company. The company is everything that starts from the top line to the front. When all members of an organization band together to support a strategy, both in good and bad conditions, a company can stand out as a consistent and great executor. So, PT. Gojek Indonesia can also be a great company if it can stick together. The key in integrating this strategy is communication at all levels of the organization.

Conclusion

Based on the results of the research and analysis that has been carried out, it can be concluded that:

1. Factors that become competition at PT. Gojek Indonesia, among others, namely PT. Gojek Indonesia is breaking the value exchange between fast driver service and minimal waiting time. Then PT. Gojek Indonesia provides an alternative factor with the convenience of giving bonuses to drivers. This increases the PT value curve. Gojek Indonesia on a strategy canvas. While the PT value curve. Gojek Indonesia and Grab tend to collide with each other which indicates equal competition in the existing market space. However, from the value curve of PT. Gojek Indonesia is trying to get out of the red ocean by creating additional alternative

factors such as providing attractive promos to attract customers or a cashless system to make it easier for customers to make transactions.

2. Blue Ocean Strategy for PT. Gojek Indonesia is formulated based on the creation of business continuity with the Blue Ocean Strategy approach to increase competitive advantage in PT. Indonesian GoJek.

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