



Business Strategy Analysis Using the Blue Ocean Strategy Approach on Banana Lumer by Irawanchip and Ci'mot Banana Chips in Bandar Lampung City

Andra Iqbal Mashuri^{1*}, Rr. Erlina²

University of Lampung

Coressponding Author: Andra Iqbal Mashuri andraqbl@gmail.com

ARTICLE INFO

Keywords: Blue Ocean Strategy, Business Strategy, Banana Chip

Received: 8 February

Revised: 4 March

Accepted: 17 April

©2025 Mashuri, Erlina: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

Business strategy is a company's plan to achieve goals, including identifying market opportunities and challenges and developing tactics to deal with them. Lampung Province is one of the largest banana producing areas, has many banana chip companies, so competition in this industry is getting tighter. This research aims to evaluate the implementation of the strategy Blue ocean by Banana Lumer by Irawanchips and Ci'mot Banana Chips. The method used is qualitative research with a descriptive approach, collecting data through interviews, observation, literature study, and documentation, as well as analysis using data reduction techniques, strategy canvas, and the eliminate-reduce-improve-create scheme. The research results show that Banana Lumer by Irawanchips has offered unique value compared to competitors, reflected in the scoring on Blue ocean idea index. Data shows a positive response to customer satisfaction, price and costs, although there are doubts on the dimensions of strategy adoption, so that banana melt by irawanchip still requires an increase in strategy adoption to maintain implementation blue ocean strategy. Thus, it can be concluded that Banana Lumer has implemented a strategy Blue ocean. In contrast, Ci'mot Banana Chips still offer the same value as competitors. Respondents gave positive answers only to the price and cost dimensions, while for customer satisfaction and strategy adoption there were negative responses and doubts, which shows that they are still implementing Red ocean Strategy. Therefore, Ci'mot Banana Chips need to increase customer satisfaction and strategy adoption in order to transition from Red ocean Strategy become Blue ocean Strategy

INTRODUCTION

An effective business strategy plays a critical role in ensuring a company's survival and growth, especially in the context of an increasingly competitive market environment. Companies today must navigate various challenges such as intensifying global competition, evolving regulatory frameworks, and the rapidly changing preferences of consumers. According to McKinsey & Company, approximately 70% of companies have experienced significant transformations in their business models due to technological disruption and shifts in consumer preferences. This statistic underlines the vital need for adaptability and innovation in the formulation of business strategies. Companies that fail to adapt swiftly are likely to lose relevance in the market, reinforcing the importance of strategic responsiveness and innovation.

In the era of globalization, consumer behavior has undergone a significant transformation. Today's consumers are more informed and discerning, not only seeking high-quality products but also aligning their purchasing decisions with companies that reflect their values. A study by Cone Communications (2017) revealed that 87% of consumers are more likely to purchase products from companies that support social and environmental causes. This finding illustrates that modern consumers are increasingly drawn to brands that go beyond delivering quality products to demonstrating a genuine commitment to social responsibility. Therefore, companies must design strategies that extend beyond economic goals and instead prioritize cultivating meaningful relationships with consumers based on trust and shared values.

One strategic approach that aligns with these demands is the Blue Ocean Strategy, developed by W. Chan Kim and Renée Mauborgne. This strategy emphasizes the creation of uncontested market spaces—referred to as "blue oceans"—that are free from the intense competition found in saturated markets, or "red oceans." At the core of this approach is value innovation, which entails generating novel demand and unlocking new market opportunities. Through the application of Blue Ocean Strategy, companies can construct a competitive advantage that is difficult for rivals to imitate, while simultaneously offering consumers a distinctive and compelling experience. This approach encourages creativity and risk-taking in the pursuit of unique product or service offerings that can deliver sustained competitive advantages.

Several empirical studies have examined the practical application of Blue Ocean Strategy in different industries. For instance, Dirham, Sunarya, and Komariah (2022) explored how Biznet, an internet service provider, implemented the Blue Ocean Shift framework to address industry challenges such as bandwidth security and illegal resale of services. Their findings demonstrated that Biznet leveraged technological advancements in fiber optics to enhance internet speed and reliability, thereby improving customer satisfaction and maintaining a competitive edge. In another study, Sujani and Arif (2021) examined how the Blue Ocean Strategy and Business Model Canvas were utilized to scale up small shoe-making enterprises in Mojokerto. Their research highlighted the importance of production collaboration, digital marketing, brand

registration, and stakeholder involvement—such as government agencies and universities—in building sustainable business models.

Murti et al. (2022) focused on the implementation of Blue Ocean Strategy in Rezti's Batik, a microenterprise located in Jember. The study found that while existing strategies remained relevant, enhancements in product quality and customer service were necessary to broaden market reach and improve consumer satisfaction. Similarly, Ellinger et al. (2020) applied Blue Ocean Strategy in the context of human capital management, illustrating how innovative hiring practices—specifically, integrating workers with disabilities—provided a novel solution to labor shortages while advancing corporate social responsibility. These studies collectively affirm the adaptability of Blue Ocean Strategy across diverse sectors and its potential to generate competitive advantages through innovation and differentiation.

The snack food industry in Bandar Lampung, particularly banana chips, offers a compelling case study due to its rapid growth and widespread appeal across age groups. Data from the Dinas Koperasi dan UMKM Lampung (2023) indicates the presence of 40 banana chip businesses, 35 of which are officially registered. Despite the market's growth potential, the proliferation of similar product offerings in terms of flavors, packaging, and marketing strategies has intensified price competition and threatened profitability. In response, this study focuses on two businesses—Banana Lumer by Irawanchips and Keripik Pisang Ci'mot—which have distinguished themselves through innovative flavor varieties and market reach.

Banana Lumer offers contemporary flavors such as green tea, caramel, mocha, roast beef, and matcha, while Keripik Pisang Ci'mot provides variants like cheese, BBQ, sweet, salty, and rendang, with distribution extending beyond Lampung to cities like Palembang and Medan, and even internationally to Thailand. This study aims to explore how these two businesses apply the principles of Blue Ocean Strategy to differentiate themselves in a saturated market and drive sustainable growth. By analyzing their innovation practices, market responsiveness, and strategic positioning, the research seeks to uncover effective approaches for creating uncontested market space and fostering customer loyalty.

Furthermore, external factors such as market trends, consumer behavior, and economic conditions will be considered to provide a comprehensive understanding of the strategic decisions made by these companies. The findings are expected to yield practical recommendations for both firms, enabling them to enhance their competitiveness through innovative, customer-centric strategies. Ultimately, the study aspires to contribute to the broader development of the snack food industry in Bandar Lampung by identifying actionable insights for transitioning from competitive to lucrative market spaces through the lens of Blue Ocean Strategy.

LITERATURE REVIEW

Strategy Management

Strategic management is defined as the art and science of formulating, implementing, and evaluating cross-functional decisions to achieve organizational goals (David, 2011). It integrates various fields such as management, marketing, finance, operations, R&D, and information systems. Wheelen and Hunger (2011) further define it as a series of managerial decisions and actions that determine long-term corporate performance, including environmental scanning, strategy formulation, implementation, and evaluation. The strategic management process involves three key stages: strategy formulation, strategy implementation—referred to as the “action stage”—and strategy evaluation, which involves reviewing internal and external factors, assessing performance, and making corrective adjustments (David, 2011; Wheelen & Hunger, 2011).

Red Ocean Strategy

The Red Ocean Strategy refers to the competitive dynamics within established industries where market boundaries and rules are well defined, and companies aggressively compete for the same customer base by offering similar products (Kim & Mauborgne, 2004). This often results in intense rivalry and market saturation, turning the competitive landscape into a "bloody" battlefield (Kusnita, 2019; Aditya et al., 2019). As competition intensifies, products become commodified, and profit margins shrink. While overcoming competitors remains essential, limited market demand forces firms to compete for existing market share. Therefore, to achieve sustainable growth and profitability, firms are encouraged to also pursue Blue Ocean strategies (Kim & Mauborgne, 2004).

Blue Ocean Strategy

The Blue Ocean Strategy is an innovative approach aimed at creating untapped market spaces with substantial demand and high growth potential, thereby rendering competition irrelevant. As defined by Kim and Mauborgne (2005), this strategy emphasizes value innovation, which combines differentiation and low cost to enhance customer value while reducing operational expenses. It encourages firms to escape saturated markets (Red Oceans) by reconstructing industry boundaries and generating new customer bases. The implementation is guided by four actions—eliminate, reduce, raise, and create—which redefine market assumptions and value curves. The six principles of the strategy include reconstructing market boundaries, focusing on the big picture, reaching beyond existing demand, executing strategic sequences effectively, overcoming organizational hurdles, and embedding execution into strategy (Kim & Mauborgne, 2005). These principles help mitigate risks such as planning inefficiencies, scale limitations, and resistance to change. Ultimately, this strategic approach enables businesses to pioneer uncontested markets and drive sustainable growth (Naeem et al., 2022; Yunus & Sijabat, 2021).

Blue Ocean Idea Index

The Blue Ocean Idea Index is a strategic tool designed to evaluate whether a new business idea aligns with the core principles of Blue Ocean Strategy. It assesses four critical components: buyer utility, pricing, cost structure, and adoption hurdles. A viable idea must offer exceptional utility, be priced affordably for the mass market, maintain a cost structure that ensures profitability, and address barriers to adoption effectively. This index challenges the notion that innovative ideas alone suffice for commercial success, instead emphasizing holistic value creation for both customers and the firm (Kim & Mauborgne, 2004).

Competitive Advantage

Competitive advantage refers to a company's capacity to deliver superior value to customers compared to its rivals. As stated by Sugiyono in Nurfirdaus and Risnawati (2019), this advantage can be achieved through two primary strategies: offering lower prices for equivalent benefits or providing unique benefits that justify a higher price. These strategies highlight the necessity of delivering meaningful value that influences consumer purchasing decisions. Competitive advantage must be evaluated across various business activities, including innovation, production, marketing, distribution, and after-sales service. Optimizing these functions is essential for sustaining competitive superiority in increasingly dynamic and competitive market environments (Nurfirdaus & Risnawati, 2019).

METHODOLOGY

This research employs a qualitative descriptive methodology to investigate the implementation of the Blue Ocean Strategy within two banana chip enterprises located in Bandar Lampung: Banana Lumer by Irawanchip and Keripik Pisang Ci'mot. Guided by Yin's (2009) framework, the case study approach facilitates an in-depth exploration of contemporary events, particularly emphasizing the questions of "how" and "why" in contexts where the researcher has minimal influence over the phenomena. The descriptive element of the research, as articulated by Sukmadinata (2011), allows for a detailed examination of both natural and human-constructed phenomena, focusing on their interrelationships, intrinsic characteristics, and qualitative aspects. The study comprises six participants – two business owners and four consumers – selected purposively based on their familiarity with the two case companies and competing products, ensuring their input is grounded in relevant experience and insight.

The primary object of inquiry is the effectiveness of Blue Ocean Strategy adoption by the two businesses as a response to market competition. Data are sourced from both primary and secondary channels. Primary data collection is achieved through direct observation and in-depth interviews with the respective business owners, while secondary data includes an array of scholarly literature, digital publications, and academic journals. Consistent with Moleong (2005), the study emphasizes a clearly delineated focus to enhance the relevance and depth of collected data, particularly concerning the firms' strategic differentiation initiatives. Furthermore, the data collection process adheres to methods outlined

by Sugiyono in Nurfirdaus and Risnawati (2019), involving observations, interviews, and literature reviews. Participants were chosen using purposive sampling, based on their expertise and relevance to the strategic context of the study (Andrade, 2021; Sinulingga, 2015).

The analytical framework comprises several stages, including data reduction, strategy canvas mapping, and application of the ERRC (Eliminate-Reduce-Raise-Create) grid to identify key strategic moves. Additionally, the research incorporates the Blue Ocean Idea Index (Kim & Mauborgne, 2004) to evaluate the quality of innovation strategies. This includes an assessment of buyer utility, pricing strategy, cost structure, and adoption hurdles—components central to the strategic execution process. To ensure analytical rigor, both Likert-scale evaluations and binary coding techniques (+/-) are employed to systematically interpret and compare participant responses, as proposed by Kim and Mauborgne (2005) and supported by Yin (2011). This mixed approach allows for a nuanced understanding of how the two companies differentiate themselves within the competitive snack food industry through Blue Ocean principles.

RESULT

Overview of Research Objects

Banana Lumer is a well-established banana chip industry in Bandar Lampung, founded in 2017 by Mr. Hartono. The business emerged from his desire to create unique and flavorful snacks. Currently, the company is managed by his son, Mr. Andre Irawan Putra. Banana Lumer is known for its innovative and distinctive banana chip products, offering three main variants: banana chips, banana lumer, and banana sticks. Each product variation is characterized by a unique taste, providing a novel snacking experience. The company's commitment to innovation has positioned Banana Lumer as an attractive option for consumers. One of its key strengths lies in its modern and appealing packaging, which enhances the product's appeal and strengthens its branding in the local market. Additionally, the product pricing is reasonable, with the banana chips and sticks priced at Rp10,000 per pack, while the banana lumer variant is sold at Rp12,000. The company focuses on producing high-quality banana chips using premium varieties such as Raja Nangka and Kepok bananas. Through effective marketing strategies and a strong focus on customer satisfaction, Banana Lumer has the potential to expand its business using a Blue Ocean Strategy approach.

Keripik Pisang Ci'mot is a home-based banana chip company in Bandar Lampung, founded in 2012 by Mr. Eka and Mrs. Rasikem. With substantial experience in food processing, the founders are dedicated to creating delicious and high-quality snacks. Currently, Mrs. Rasikem manages the business, overseeing all production stages, from sourcing raw materials to packaging, ensuring product quality. The company is known for using carefully selected bananas to produce crispy and flavorful chips, attracting consumers seeking tasty and high-quality snacks. Keripik Pisang Ci'mot offers various flavors, including classic, cheese, BBQ, sweet, salty, chocolate, and balado, providing a wide range of options. Each pack is priced at Rp12,500. Initially, the company

distributed its products through Mr. Eka and his son, selling them in offices, but it has since expanded its market reach to cities such as Medan and Palembang, and even internationally to Thailand. With a focus on quality and innovation, Keripik Pisang Ci'mot has the potential for continued growth, aiming to become a leading choice in the banana chip industry in Bandar Lampung.

Four-Step Framework Analysis

The researcher conducted interviews regarding the four-step framework for both Banana Lumer by Irawanchips and Keripik Pisang Ci'mot, aiming to identify a new value curve. Five respondents participated, consisting of one owner and four consumers. The responses provided insights into the steps within the four-step framework, which were visualized into a value curve for both companies. Based on the analysis of the four-step framework, it is evident that merely using this framework is insufficient to formulate a Blue Ocean Strategy. An additional tool that complements the four-step framework is the Eliminate-Reduce-Raise-Create (ERRC) Grid. This grid encourages companies to take concrete actions based on the questions posed in the four-step framework.

The following table outlines the ERRC Grid for both Banana Lumer and Keripik Pisang Ci'mot:

Table 1. ERRC Grid for Both Banana Lumer and Keripik Pisang Ci'mot

Eliminate	Reduce	Raise	Create
Unattractive and non-environmentally friendly packaging	Excessive product production	Utilization of social media	Attractive and eco-friendly packaging
Homogeneous products	Inconsistent production	Reliable raw material suppliers	Product variations and flavors
Perception of high pricing	Unresponsive service	Employee numbers	Unique product identity
			Promotions

This framework and ERRC grid serve as the basis for developing a strategic canvas, providing a clearer perspective on the positions of Banana Lumer and Keripik Pisang Ci'mot in the eyes of respondents.

Strategy Canvas

To develop a strategy canvas, the researcher must first comprehend each competitive factor derived from the four-step framework, which has been converted into the eliminate-reduce-raise-create (ERRC) grid. The weight scores for each factor were determined based on follow-up interviews and are presented below.

Table 2. Weighted Indicator Scores of Competitive Factors – Banana Lumer

Factor	Owner	K1	K2	K3	K4	Average
Eliminate						
Unattractive and non-environmentally friendly packaging design	3	4	3	3	3	3.2
Production of homogeneous products	3	3	4	3	5	3.6
Perception of high pricing	4	4	4	4	5	4.2
Reduce						
Overproduction	4	4	5	4	5	4.4
Inconsistency in production	3	4	4	3	3	3.4
Unresponsive customer service	3	3	4	3	4	3.4
Raise						
Use of social media	4	5	5	5	4	4.6
Stable raw material suppliers	4	3	3	3	3	3.2
Number of employees	3	4	4	4	4	3.8
Product differentiation innovation	3	5	5	4	4	4.2
Branding	4	4	4	4	3	3.8
Ease of information access	4	4	4	3	3	3.6
Create						
Modern and practical packaging design (e.g., ziplock)	3	2	2	3	2	2.4
Product derivatives	3	3	3	3	3	3.0
Attractive promotional offers	4	4	4	5	3	4.0
New and interesting product flavors	3	5	5	4	3	4.0
Product uniqueness	4	5	5	5	3	4.4

Table 3. Weighted Indicator Scores of Competitive Factors – CI'MOT Banana Chips

Factor	Owner	K1	K2	K3	K4	Average
Eliminate						
Unattractive and non-environmentally friendly packaging design	3	2	3	2	2	2.4
Production of homogeneous products	3	2	2	1	2	2.0
Perception of high pricing	3	3	3	3	4	3.2
Reduce						
Overproduction	3	3	2	2	2	2.4
Inconsistency in production	3	3	3	2	2	2.6
Unresponsive customer service	3	4	4	3	4	3.6
Raise						
Use of social media	4	2	2	2	2	2.4
Stable raw material suppliers	4	3	3	3	4	3.4
Number of employees	4	3	2	1	2	2.4
Product differentiation innovation	3	2	2	2	1	2.0

Branding	3	3	3	3	3	3.0
Ease of information access	3	2	2	2	3	2.4
Create						
Attractive and environmentally friendly packaging (e.g., ziplock)	4	1	1	2	2	2.0
Product derivatives	3	2	2	3	1	2.2
Attractive promotional offers	4	2	5	2	2	3.0
New and interesting product flavors	4	3	3	3	3	3.2
Product uniqueness	3	2	3	2	3	2.6

Scoring was conducted based on the eliminate-reduce-raise-create (ERRC) framework. After identifying relevant factors through earlier interviews, respondents were asked to evaluate the factual condition of each factor within the ERRC framework for both Banana Lumer and CI'MOT Banana Chips. The responses were scored using a Likert scale ranging from 1 to 5, where 5 indicates a very good condition, 4 means good, 3 is average, 2 is poor, and 1 is very poor. This scoring system helped facilitate the visualization of the companies' strategic positioning through a strategy canvas.

Based on the strategy canvas, which includes responses from six individuals (one owner from each company and four consumers), the findings reveal that most of the factors evaluated for Banana Lumer received scores above 3. This suggests that the competitive factors in the ERRC framework for Banana Lumer are in relatively good condition, indicating that Banana Lumer has implemented the Blue Ocean Strategy effectively. In contrast, CI'MOT Banana Chips generally received scores below 3, indicating that the evaluated factors remain in need of improvement. This suggests that CI'MOT is still operating within the Red Ocean Strategy framework. To confirm this interpretation, the researcher will further conduct a Blue Ocean Idea Index test.

Blue Ocean Idea Index

The results from interviews and direct observations have been synthesized and previously described. However, further clarification is necessary to determine whether the strategic position of the companies involved aligns more with the Blue Ocean or remains within the Red Ocean market space. The Blue Ocean Idea Index serves as a tool to evaluate whether the business strategies of *Banana Lumer by Irawanchip* and *Keripik Pisang Ci'mot* reflect innovative differentiation or continue to compete in saturated markets. The table below presents the comparative analysis of the two companies based on four key dimensions: Customer Satisfaction, Price, Cost, and Strategy Adoption.

Table 4. Blue Ocean Idea Index: Banana Lumer vs Keripik Pisang Ci'mot

Measured Dimension	Evaluation Indicator	Banana Lumer	Keripik Ci'mot
Customer Satisfaction	Is there a unique value that differentiates Banana Lumer by Irawanchip and Keripik Pisang Ci'mot from their competitors? Is there a compelling reason for customers to choose Banana Lumer?	+	+/-
Price	Is the pricing of Keripik Pisang Ci'mot considered affordable for most consumers?	+	+
Cost	Is the cost structure of Banana Lumer and Keripik Pisang Ci'mot aligned with their target market?	+	+
Strategy Adoption	Have Banana Lumer and Keripik Pisang Ci'mot addressed the potential barriers in adopting their respective business strategies?	+/-	-

Source: Adapted from Kim and Mauborgne (2004), Processed by the Researcher (2025)

According to the Blue Ocean Idea Index, which evaluates multiple strategic dimensions, the findings offer insight into the relative positions of two banana chip businesses in Bandar Lampung: *Banana Lumer by Irawanchip* and *Keripik Pisang Ci'mot*. In the Customer Satisfaction dimension, Banana Lumer received a positive rating, indicating that respondents perceived a distinct added value in its offerings compared to competitors. This differentiation might stem from product quality, unique taste, innovative variants, or a superior customer experience. Consumers expressed clear motivation to prefer Banana Lumer over alternatives in the market. In contrast, Keripik Pisang Ci'mot was assessed ambiguously (\pm), reflecting a degree of uncertainty regarding its value proposition. This suggests that a portion of the consumer base remains unconvinced about the product's competitive edge. Given that customer satisfaction is critical for long-term consumer loyalty, this area warrants immediate improvement.

For the Price dimension, both companies received favorable evaluations. This indicates that the pricing strategies employed are considered reasonable and accessible by most consumers, which is crucial in highly competitive environments. Affordable pricing helps attract a wider customer base and enhances overall market appeal. Regarding Cost, both brands again scored positively, signifying that their cost structures are in alignment with market expectations and purchasing power. This suggests that the brands are effectively balancing quality and affordability to meet customer demand. However, under the Strategy Adoption dimension, Banana Lumer received a neutral score, whereas Keripik Pisang Ci'mot was rated negatively.

Overall, the analysis suggests that Banana Lumer by Irawanchip has made significant progress and is positioned within the Blue Ocean—indicating a relatively uncontested market space with unique value innovation. In contrast, Keripik Pisang Ci'mot remains in the Red Ocean, where it continues to compete within a saturated market, relying on conventional strategies. It is crucial for both enterprises, especially Ci'mot, to re-evaluate and innovate their strategic approaches to overcome adoption barriers and secure sustainable growth.

DISCUSSION

Banana Lumer by Irawanchips

Based on a series of evaluations using frameworks such as the four-step process, the eliminate-create-reduce-raise scheme, strategy canvas, and the Blue Ocean Idea Index, the analysis of Banana Lumer by Irawanchips revealed several key findings. The strategy canvas analysis, which involved five respondents (one owner and four consumers), indicated that most factors were rated positively. In the Blue Ocean Idea Index, which assesses dimensions such as customer satisfaction, price, cost, and strategy adoption, all respondents provided favorable feedback on customer satisfaction, noting the unique value that distinguishes Banana Lumer's products from competitors. This value is linked to product quality, distinctive taste, and innovation. Regarding price, all respondents agreed that the pricing was affordable, enhancing the product's appeal in a competitive market. However, some uncertainty was observed in the cost dimension, with some respondents questioning the transparency of the cost structure. Despite positive evaluations, there were concerns about the ability of Banana Lumer to address emerging challenges, suggesting a need for focused efforts to overcome these barriers.

The following table summarizes the recommended improvements for Banana Lumer:

Table 5. Recommended Improvements for Banana Lumer

Factor	Current Status	Action	Future
Perceived High Price	Some respondents perceive Banana Lumer's price as high, due to similar packaging with premium brands.	Eliminate	Rebrand by increasing social media presence to emphasize affordability.
Excessive Production	Overproduction leads to waste due to product expiry.	Reduce	Align production with demand to minimize waste.
Unresponsive Service	Slow response times to customer inquiries online.	Reduce	Implement a chatbot and improve online customer service responsiveness.
Staff Shortage	Only one employee handles production, leading to inefficiency.	Increase	Hire additional staff to optimize production and packaging.

Brand Awareness	Limited public awareness of the brand.	Increase	Expand branding efforts across multiple platforms and e-commerce.
Packaging Design	Packaging is attractive but inefficient for repeated consumption due to lack of resealability.	Create	Improve packaging design to allow resealing for convenience.

Source: Processed By the Researcher (2025)

Keripik Pisang Ci'mot

Based on a series of evaluations using frameworks such as the four-step process, the eliminate-create-reduce-raise scheme, strategy canvas, and the Blue Ocean Idea Index, the analysis of Keripik Pisang Ci'mot revealed several areas for improvement. The strategy canvas analysis, involving five respondents (one owner and four consumers), indicated that multiple factors required attention. In the Blue Ocean Idea Index, which measures customer satisfaction, price, cost, and strategy adoption, there was variation in the responses. Regarding customer satisfaction, two out of four respondents expressed doubt, while the remaining two provided negative feedback, signaling uncertainty about the product's unique value. In terms of pricing, all respondents rated it positively, indicating that the product is affordable, which could support increased sales. On the cost dimension, most respondents were satisfied with the cost structure, although one respondent raised concerns. Strategy adoption received mixed feedback, with some respondents questioning Keripik Pisang Ci'mot's ability to address challenges in adopting its strategy. These findings suggest that while Keripik Pisang Ci'mot has potential in price and cost, further attention is needed in customer satisfaction and strategy adoption to strengthen its market position.

The following table summarizes the recommended improvements for Keripik Pisang Ci'mot:

Table 6. Recommended Improvements for Keripik Pisang Ci'mot

Factor	Current Status	Action	Future
Unattractive Packaging	Several respondents find the packaging unappealing.	Eliminate	Redesign packaging to be more attractive and eye-catching.
Homogeneous Product	The product is perceived as similar to competitors.	Eliminate	Innovate by introducing new shapes and flavors, such as stick or melting banana chips.
Inconsistent Production	Product thickness varies, affecting texture and taste.	Reduce	Standardize production processes to ensure consistent quality.
Overproduction	Excess production leads to poor	Reduce	Adjust production levels to match

	product quality over time.		demand, ensuring freshness.
Limited Social Media Presence	Focus on G-Maps and WhatsApp for sales, limiting reach.	Increase	Expand presence on platforms like Instagram, e-commerce, and TikTok.
Insufficient Staff	The owner manages all operations, leading to inefficiencies.	Increase	Hire 2-3 employees to improve production efficiency and quality.
Limited Promotions	Promotional efforts lack variety.	Create	Develop effective and varied promotional strategies.
Lack of Unique Product Identity	The product lacks a distinct identity compared to competitors.	Create	Develop a unique product that stands out in the market.

Source: Processed by the Researcher (2025)

The recommendations aim to create new value for both companies, improving customer satisfaction. While Banana Lumer by Irawanchip has successfully entered the Blue Ocean strategy, it still requires service improvements to maintain and attract loyal customers. Keripik Pisang Ci'mot, still in the Red Ocean, must focus on enhancing customer satisfaction and refining its industry and product offerings to move towards the Blue Ocean. This is critical as competitors continue to emerge, potentially adapting to technological advancements. Failure to respond quickly may lead to challenges in the future.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the findings obtained through the application of the four actions framework, the eliminate-reduce-raise-create (ERRC) grid, strategy canvas, and Blue Ocean Idea Index, it can be concluded that *Banana Lumer By Irawanchip* has largely adopted a Blue Ocean Strategy. Customer satisfaction, pricing, and cost structure received positive responses from five respondents (one owner and four consumers). However, several respondents expressed uncertainty regarding the adoption aspect of the strategy. This suggests that while Banana Lumer has successfully differentiated itself and moved away from direct competition, it still faces challenges in fully internalizing and institutionalizing the strategy among its stakeholders. Therefore, enhancements in strategic adoption are essential to optimize its implementation.

In contrast, *Keripik Pisang Ci'mot* is currently in a transitional phase from a Red Ocean to a Blue Ocean market. Although the company shows potential through positive responses related to price and cost, concerns remain regarding customer satisfaction and the adoption of strategic elements. This reflects the need for more substantial innovation and value differentiation. Thus, *Keripik Pisang Ci'mot* has not yet fully implemented a Blue Ocean Strategy and must undertake more comprehensive improvements to achieve strategic distinctiveness and long-term market competitiveness.

Recommendation

Banana Lumer By Irawanchip is advised to continuously monitor market demand to avoid overproduction and to adopt technological tools such as chatbots or mobile applications to improve customer service efficiency. Increasing the number of production staff is also recommended to enhance operational productivity. Moreover, maximizing the use of social media and strengthening brand visibility through consistent engagement are vital. Improving packaging—such as using resealable zip-lock bags—would add practicality and appeal for consumers.

Keripik Pisang Ci'mot should revamp its packaging design to attract consumers through a modern and practical look. Increasing production staff is necessary to ensure consistency and efficiency. Promotional campaigns via social media should be intensified to expand market reach. Finally, establishing a strong product identity or uniqueness would help distinguish its offerings from competitors. Both businesses must recognize the importance of adapting to market and technological shifts. Without consistent evaluation and innovation, they risk stagnation in an increasingly competitive market. Continuous development is key to sustaining competitive advantage in the banana chips industry.

REFERENCES

- Aditya, W., Ikhwan, F. S., Pradnyana, N. A., Sherly, M., Prasetyo, B., Nazri, M., & Hidayanto, A. N. (2019, September). Analysis of information technology support for business models based on the *Blue ocean strategy* in Indonesian organization. In *2019 2nd International Conference of Computer and Informatics Engineering (IC2IE)* (pp. 153-158). IEEE.
- Andrade, C. (2021). The inconvenient truth about convenience and purposive samples. *Indian journal of psychological medicine*, 43(1), 86-88.
- Chan Kim, W., & Mauborgne, R. (2005). Value innovation: a leap into the *Blue ocean*. *Journal of business strategy*, 26(4), 22-28.
- Cone, C. (2017). Cone communications CSR study. *New York*.
- David, F. R., & David, F. R. (2011). *Strategic management: concepts and cases: A competitive advantage approach*. Pearson.
- Dirham, M., Sunarya, E., & Komariah, K. (2022). Inovasi Nilai Dalam Langkah-Langkah Sistematis *Blue ocean Shift* (Studi Kasus Pada Biznet Branch Sukabumi). *Journal of Economic, Bussines and Accounting (COSTING)*, 6(1), 569-582..
- Ellinger, A. E., Naidoo, J., Ellinger, A. D., Filips, K., & Herrin, G. D. (2020). Applying *Blue ocean strategy* to hire and assimilate workers with disabilities into distribution centers. *Business horizons*, 63(3), 339-350.
- Fitriani, D., Firdaus, M. I., & Phangestu, J. (2021). Perumusan Strategi Samudra Biru Strategic Business Unit Express PT XYZ Periode 2021-2023. *Journal of Emerging Business Management and Entrepreneurship Studies*, 1(2), 288-305..
- Fred R. David. (2017). *Strategic Management: A Competitive Advantage Approach Concepts*. Edition 16. Harlow, UK: Pearson.
- Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: how to create uncontested market space and the make competition irrelevant*. *Language*, 15(240p), 24cm.
- Kusnita, K. L. (2019). *Blue ocean strategy* di industri perhotelan. *Jurnal Manajemen Bisnis*, 16(3), 122-134.
- McKinsey & Company Inc. (2020). *Valuation, DCF Model Download: Measuring and Managing the Value of Companies*. John Wiley & Sons.
- Moleong, L. J. (2005). *metodologi penelitian kualitatif*, Bandung: Remaja. Rosdakarya. T. Hani.

- Murti, A. P., Setyowati, T., & Samsuryaningrum, I. P. (2022). Implementasi *Blue ocean strategy* Pada UMKM Reztis Batik Di Desa Tegalsari Kabupaten Jember. *Jurnal Manajemen Dan Bisnis Indonesia*, 8(1) 6.
- Nurfirdaus, N., & Risnawati, R. (2019). Studi tentang pembentukan kebiasaan dan perilaku sosial siswa (Studi Kasus di SDN 1 Windujanten). *Jurnal Lensa Pendas*, 4(1), 36-46.
- Sinulingga, P. S. B., Simanjuntak, A., & Ginting, M. C. (2022). Pengaruh penerapan sistem pengendalian intern pemerintah, sistem akuntansi keuangan daerah, pemanfaatan teknologi informasi, dan kompetensi aparatur terhadap kualitas laporan keuangan pemerintah daerah (Studi kasus pada Dinas Kesehatan Kabupaten Karo). *Jurnal Manajemen*, 8(1), 89-106.
- Sujani, S., & Arif, M. S. (2021). Perancangan Business Model Canvas Dan *Blue ocean strategy* Untuk Scale Up Usaha Pengrajin Alas Kaki Sooko Mojokerto. *Jurnal Ilmiah Bisnis dan Ekonomi Asia*, 15(2), 217-230..
- Sukmadinata, N. S. (2019). Metode penelitian pendidikan.
- Tempo.co. (2023, 04 juli) "Pengertian UMKM, Ciri-ciri, Kriteria, Aturan dan Contoh". [Pengertian UMKM, Ciri-Ciri, Kriteria, Aturan dan Contohnya - Bisnis Tempo.co](#).
- Yin, R. K. (2009). *Case study research: Design and methods* (Vol. 5). sage.
- Yin, R. K. (2011). *Qualitative research from start to finish*. Guilford publications.