
The Impact of Implementing the Blue Ocean Strategy on Achieving Competitive Advantage: A Literature Review

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Abstract

Blue Ocean Strategy (BOS) offers an innovative approach to achieving competitive advantage by creating new market space (blue ocean) and avoiding direct competition. This literature review explores the impact of implementing BOS on achieving competitive advantage. Studies show a positive relationship between BOS and competitive advantage, with companies that implement BOS experiencing increased market share, profitability, and customer satisfaction. Effective implementation of BOS requires a structured process, including strategic thinking, analysis of customer needs, and alignment of organizational resources. Therefore, further research is recommended to investigate the long-term impact of BOS, its effectiveness in various contexts, and the role of leadership and organizational culture in its implementation. Conclusion Based on the theory, relevant articles and discussions, a hypothesis can be formulated for further research: BOS (X) with the indicators Eliminate, Raise, Reduce and Create has an effect on Competitive Advantage (Y). By implementing BOS, companies can create new value for customers and open up new market space, thereby achieving sustainable competitive advantage. Because the Basic Concept of Blue Ocean Strategy (BOS) is a strategic approach that aims to create new, untapped market space, where competition becomes irrelevant. Furthermore, BOS emphasizes the creation of new value for customers and companies, not just defeating existing competitors.

Keywords: *Blue Ocean Strategy, Competitive Advantage, Strategic Management.*

INTRODUCTION

In the middle intense competition, companies Keep going looking for a winning strategy For stand out and reach superiority competitive. Blue Ocean Strategy (BOS) is here as alternative innovative, offering map road For create a new market that is not refuted, ocean free blue from competition live. Review library This to sail ocean extensive knowledge For researching impact implementation Blue Ocean Strategy (BOS) against achievement superiority competitive. Through analysis deep existing studies, we will to uncover proof empirical evidence that shows correlation positive between Blue Ocean Strategy (BOS) and improvements market share, profitability, and satisfaction customers in various industry.

However, the journey going to ocean blue not as easy as reverse palm hand. Implementation An effective Blue Ocean Strategy (BOS) need the right compass, namely a structured and planned process with good. Planning strategic, analysis need customer centricity, and alignment source Power organization become element key in guide company going to ocean promising blue. More continue, review This will explore role moderation factors like dynamics industry and culture organization in influence effectiveness Blue Ocean Strategy (BOS). Understanding deep about factors This will help company in formulate the right strategy and maximize BOS potential in reach superiority competitive.

Finally, a review This will open gate For future research come, invite the explorers knowledge For Keep going dig potentials hidden from Blue Ocean Strategy (BOS). Impact term long Blue Ocean Strategy (BOS), its effectiveness in various context, and role leadership as well as culture organization in its implementation become a number of question interesting waiting For answered.

In order to build hypothesis For study Next, then based on the background on, writer formulate the problem, namely: How big is the influence of implementing the Blue Ocean Strategy on achieving competitive advantage in a company?

Literature Review

Strategic Management

Strategic management is the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. This is emphasized by David (2010:5) that the strategic management process includes environmental analysis, strategy formulation, strategy implementation, and evaluation and control. Furthermore, Hunger and Wheelen (2003:9) state that there are three levels of strategy in a business company, namely:

- A. Level strategy corporate: Formulated in a way comprehensive with objective For increase welfare all over organization through multidimensional tasks.
- B. Level strategy business: Developed at the divisional level and focused on improving Power competition product or service certain.
- C. Level strategy functional: Emphasis on maximization productivity source Power in each functional area organization.

With understand and apply third this level of strategy in a way effective, organization can reach continued success in environment dynamic and competitive business.

Blue Ocean Strategy

Kim and Mauborgne (2015) define that Blue Ocean as an unidentified and non-existent market space, represents an entirely new market with the potential to generate significant and attractive profits. Blue Ocean Strategy (BOS) focuses on finding markets that are untapped by competitors, opening up new opportunities for growth and success business. Blue Ocean Strategy (BOS) is a strategy based on the logic of competition through new applications and the creation of a conflict-free environment with extraordinary benefits for customers. Blue Ocean Strategy (BOS) goes through the formulation and implementation phases and depends on diagnostic and preparation tools that include the matrix (Eliminate, Reduce, Increase, Create) and strategic canvas. To ensure the sustainability of the institution's existence in the Blue Ocean space, it must search within the deep Blue Ocean Strategy (BOS) barriers. Sustainable Competitive Advantage or Blue Ocean Strategy is a source of better profitability. Previous research results found that Blue Ocean Strategy has a positive effect on the Competitive Advantage of microfinance foundations in Kenya.

Competitive Advantage

The concept of Competitive Advantage was pioneered by Michael E. Porter in his book "Competitive Strategy" published in 1980. Porter then expanded this concept in "Theory of Competitive Advantage" in 1985, which became the main reference for other researchers. The basic premise of Competitive Advantage is the ability of an organization to offer its customers a service or product with value that exceeds the cost of creating or delivering it. To achieve Competitive Advantage, there are three main strategies that can be implemented:

- a. Leadership: Become leader in industry with offer product or service best with competitive prices.
- b. Differentiation: Differentiate self from competitor with offer product or unique and interesting service for customer.
- c. Focus: Focus on a specific market niche and serve it need customer the with more Good than competitors.

Literature about Superiority Competitive has develop rapid in context company business. Superiority Competitive defined as ability business For offer extraordinary value normal to customer in competitive industry, something that is not Once offered by competitors. Advantages Competitive can maintained If other competitors do not can copy strategies used. The company almost always need integrate source main power and process they with a unique way to be able to serve

a group customer certain with perfect. When the company succeed do matter this, they almost always create Superiority Sustainable competitiveness.

Previous Journal Review

No	Author (Year) Title	Research Results	Variables Method
1	Zainurrafiqi, Siti Salama Amar (2022). The Influence of Innovation Capability and Blue Ocean Strategy on Competitive Advantage and Business Performance	The results of data analysis show that Innovation Capability has a positive and significant effect on Competitive Advantage, Blue Ocean Strategy (BOS) has a positive and significant effect on Competitive Advantage and Competitive Advantage has a positive and significant effect on Business Performance.	Blue ocean strategy (BOS), innovation capability, competitive advantage Quantitative
2	Hany Aly Shared (2019). Role of the Blue Ocean Strategy in Achieving a Competitive Advantage: An Empirical Study on Al - Rajhi Bank – KSA.	Research result show that there is a significant positive correlation between the dimensions of the Blue Ocean (BOS) strategy and competitive advantage indicators.	Blue ocean strategy (BOS), competitive advantage Quantitative
3	Abdulraheem Ali Alghamdi (2019). Market Knowledge, Blue Ocean Strategy, and Competitive Advantage (Direct and Indirect Relationships and Impact).	there is a relationship and impact between the market knowledge dimension and the Blue Ocean Strategy dimension; there is a relationship and impact between the Blue Ocean Strategy dimension and the competitive advantage dimension; there is a relationship and impact between the market knowledge dimension and the competitive advantage dimension, there is an indirect relationship and impact of market knowledge on achieving competitive advantage, and that is through the Blue Ocean Strategy.	Blue ocean strategy (BOS) , market knowledge, competitive advantage Quantitative

4	Mohammad Ali Al Qudah, Tareq N. Hashem (2019). The Impact of Applying the Blue Ocean Strategy on the Achievement of a Competitive Advantage: A Field Study Conducted in the Jordanian Telecommunication Companies.	It was found that the dimensions of blue ocean strategy were highly applicable. blue ocean strategy dimensions - have a statistically significant impact on achieving competitive advantage	Blue ocean strategy, Competitive advantage Quantitative
5	Durdana Ovais (2019). Blue Ocean Social Responsibility	This study uses the concept of blue ocean strategy in creating a balance between social responsibility obligations and	Blue ocean strategy, CSR,

	Strategy: Creating Competitive Advantage Through Human Resource Policies.	business cases. This study has significant implications for organizations to target different CSR stakeholders through HR policies.	Competitive advantage Quantitative
6	Abdullah M. Hersh and Khalil S Abusaleem (2019) Blue Ocean Strategy in Saudi Arabia Telecommunication Companies and Its Impact on the Competitive Advantage	This study concludes with There is empirical evidence that shows that companies that implement blue ocean strategy dimensions effectively experience a significant increase in value creation and competitive advantage compared to companies that do not implement it in telecommunications companies.	Blue ocean strategy (BOS) , Competitive advantage. Qualitative
7	Faiza Salim A. , S Porkodi, R Saranya and Vaidehi Pandurengan (2023). A Systematic Literature Review Of The Adoption Of A Blue Ocean Strategy By Small And Medium Enterprises For Sustainable Growth	Research result This shows that the Blue Ocean Strategy (BOS) has a positive impact on the performance and growth of small and medium enterprises (SMEs) . This study is effective for implementing the Blue Ocean Strategy in an organization.	Blue ocean strategy, Competitive advantage Qualitative

8	Acep Andi Suhendl (2020). Implementation of Blue Ocean Strategy (Bos) at PT. Aneka Digital Suksesindo In The Effort To Increase The Competitive Advantage Against The Competitors.	With apply The Erase-Reduce-EnhanceReduce-Create scheme and the six principles of Blue Ocean Strategy (BOS) implemented by PT. Aneka Digital Suksesindo greatly enable this company to surpass competition in conventional markets and build new profitable markets.	Blue ocean strategy (BOS) , SWOT, Competitive advantage Qualitative
9	Nasseredin AY(2023). Nasereddin, AY (2023). Impact of the Blue Ocean Strategy Dimensions in Achieving Competitive Advantage from the Perspective of Faculty Members.	A positive correlation was found between the dimensions of Blue Ocean Strategy and competitive advantage. This study also confirms that there is a significant influence of the dimensions of Blue Ocean Strategy on achieving competitive advantage.	Blue ocean strategy, Competitive advantage Quantitative
10	Ruochen Zhang (2021). Innovation of Film Industry Based on Blue Ocean Strategy -- A Case Study of Enlight Media	Enlight Media's successful implementation of the Blue Ocean Strategy is, in fact, a symbol of the transformation of the film industry under the background of the Internet, with reference to the entire film industry. The film industry can innovate from various aspects, including but not limited to market re-division and product structure adjustment, so as to finally realize value innovation and realize the transition from "Red Ocean" to "Blue Ocean".	Blue ocean strategy, Competitive advantage Qualitative
11	Awladthani, F.S., Porkodi, S., Saranya, R., & Pandurengan, V. (2023). A Systematic Literature Review Of The Adoption Of A Blue Ocean Strategy By Small And Medium Enterprises For Sustainable Growth.	Blue Ocean Strategy (BOS) has a positive impact on the performance and growth of small and medium enterprises (SMEs) . This study is effective in implementing Blue Ocean Strategy in an organization.	Blue Ocean Strategy, MSME, Sustainable Growth Quantitative

12	Massoudi, A., & Ahmed, M. (2021). The Adoption of Blue Ocean Strategy to Sustain Competitive Advantage in the Syrian Food Industry.	there is a significant relationship between the adoption of Blue Ocean Strategy and the increase in sustainable competitive advantage for the studied companies. The researchers suggest that Syrian companies emphasize the importance of innovation indicators and their role in generating new brands and creating a market free from competition which in turn contributes to the increase in the company's market share.	Blue Ocean Strategy, Sustain Competitive Advantage. Quantitative
13	Hassan, N. F., Salman, A. J., & Hawas, A. T. (2022). The Blue Ocean Strategy And Its Role In Achieving Competitive Advantage.	One of the most important research findings is that the blue ocean strategy is a framework that can contribute to adding innovative competitive advantages to the research sample banks, through its four dimensions, in order to achieve the uniqueness of the bank in providing different and unique services compared to competitors.	Blue Ocean Strategy, Competitive Advantage. Qualitative
14	Yunus, M., & Sianggaran, F.N. (2021). A Review On Blue Ocean Strategy Effect On Competitive	This study attempts to review relevant articles on blue ocean strategy and relate it to competitive advantage and firm performance. This article develops a theoretical basis to propose a framework that links the potential effects of Blue	Blue Ocean Strategy, Performance, Competitive Advantage

	Advantage And Firm Performance.	Ocean Strategy on Competitive Advantage and its implications for firm performance.	Qualitative
15	Caldwell, C., & Anderson, V. (2017). Blue ocean strategies and disruptive innovation: Creative insights for competitive advantage.	The long-term result of this approach is that “competition eventually erodes profits” when the market eventually reaches economic equilibrium at which point the BOS approach is used.	Blue Ocean Strategy, Competitive Advantage Qualitative
16	Sindakis, S., & Aggarwal, S. (2021). Blue Ocean Techniques for Competitive Advantages for Small Enterprises.	That the Blue Ocean strategy reduces competition for small companies and minimizes competition in the market and Blue Ocean allows small companies to generate competitive advantages in a costeffective manner.	Blue Ocean Strategy, Competitive Advantage Qualitative

17	Yohanes, H., Atmaji, G., Pramono, EP, Astin, EP, Setianto, WB, Susanto, M., & Untoro, M. (2024). Blue Ocean Strategy Approach and Canvas Business Model for New Technology: Case Study of a Spouted Bed Coffee Roaster System.	The implementation of the Blue Ocean strategy allows for technological innovation in the spouted bed roasting model to create new differentiation and alternatives in the roasted coffee market, and provides benefits by increasing profits and competitiveness of the business sector.	Blue Ocean Strategy, Business Model Canvas, Competitive Advantage Quantitative
18	Sari, Y., Triani, L., Dwi, M., & Purnama, I. (2023). Blue Ocean Strategy (Bos): Alternative Strategy for Management Development in Islamic Educational Institutions. Society and Humanity, 01 (01), 2023.	Adoption of Blue Ocean strategy or blue ocean strategy is implemented by applying universal principles. In general, Blue Ocean Strategy can be implemented quite well and can be used as an alternative for developing Islamic educational institution management, to compete with other competitors.	BOSS, Management development Qualitative
19	Mustafa, AKM, & Al-Rubaie, SMS (2021). Integration between the Blue Ocean Strategy and the Value Chain and its Role in Achieving Competitive	is the integration between blue ocean strategy and value chain, namely a framework that contributes to the reduction and exclusion of costs for activities that do not provide added value, in addition to creating sophisticated banking services for customers that	Blue Ocean Strategy, Value Chain, Competitive advantage Quantitative
	Advantage: An Applied Research in the International Development Bank.	provide a competitive advantage for the bank.	

20	Mohammad AlAyoubi, M (2020). Blue Ocean Strategy as an Entry Point to Achieve Competitive Advantage An applied Study at Palestine Technical College - Deir AlBalah.	This study revealed that the implementation of the Blue Ocean strategy in Palestine Technical College is very extensive and with a relative weight (71.57%). The level of competitive advantage is also high; with a relative weight (71.97%). There is also a statistically significant relationship between the dimensions of the blue ocean strategy (exclusion, reduction, improvement, innovation) and the achievement of competitive advantage (cost, quality, response speed, innovation) in Palestine Technical College. This study recommends the need to increase the role of the Blue Ocean strategy in its dimensions, and the sustainability of its implementation.	Blue Ocean Strategy, Competitive advantage. Quantitative
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Table 1. Previous research

Data source: self-processed, 2024

According to Zainurrafiqi, Siti Salama Amar (2022) in her research using data distributed to 300 Batik MSME managers in Pamekasan Regency with the title "The Influence of Innovation Capability and Blue Ocean Strategy on Competitive Advantage and Business Performance", the results of her research show that Blue Ocean Strategy has a positive and significant effect on Competitive Advantage. In line with the research results of Hany Aly Shared (2019) that the Blue Ocean strategy has an effect on competitive advantage with regression analysis which also shows a significant correlation between the dimensions of the Blue Ocean strategy and competitive advantage in the study entitled "The Role of the Blue Ocean Strategy in Achieving a Competitive Advantage: An Empirical Study On Al - Rajhi Bank - KSA". Likewise with the research results of Mohammad Ali Al Qudah, Tareq N. Hashem (2018) in a study entitled "The Impact of Applying the Blue Ocean Strategy on the Achievement of a Competitive Advantage: A Field Study Conducted in the Jordanian Telecommunication Companies." the results show that the dimensions of the blue ocean strategy are widely applied, and the dimensions of the blue ocean strategy -have a statistically significant impact on achieving competitive advantage. As well as findings from Nasseredin AY (2023) that there is a positive correlation between the dimensions of the Blue Ocean Strategy and competitive advantage. This study also confirms that there is a significant influence of the dimensions of the Blue Ocean Strategy on achieving competitive advantage. When BOS acts as an intervening variable, such as research from Abdulraheem Ali Alghamdi (2019) in the title "Market Knowledge, Blue Ocean Strategy, and Competitive Advantage (Direct and Indirect Relationships and

Impact)", the results show that there is a relationship and impact between the market knowledge dimension and the Blue Ocean Strategy dimension; there is a relationship and impact between the Blue Ocean Strategy dimension and the competitive advantage dimension; there is a relationship and impact between the market knowledge dimension and the competitive advantage dimension, there is an indirect relationship and impact of market knowledge on achieving competitive advantage, and that is through the Blue Ocean Strategy. Similarly, the study entitled "Blue Ocean Social Responsibility Strategy: Creating Competitive Advantage Through Human Resource Policies." Written by Durdana Ovais (2019), has the result that the concept of blue ocean strategy in creating a balance between social responsibility obligations and business cases. This study has significant implications for organizations to target different CSR stakeholders through HR policies.

In telecommunications companies, such as research by Abdullah M. Hersh and Khalil S. Abusaleem (2019) in the research title "Blue Ocean Strategy in Saudi Arabia Telecommunication Companies and Its Impact on the Competitive Advantage" shows the results that ".... creating value generated from the dimensions of the blue ocean strategy has achieved a strong impact on all indicators of the competitive advantage of telecommunications companies. " Likewise, the research conducted on MSMEs by Faiza Salim Awladthani, S Porkodi, R Saranya And Vaidehi Pandurengan (2023) in the title "A Systematic Literature Review Of The Adoption Of A Blue Ocean Strategy By Small And Medium Enterprises For Sustainable Growth." The results show that the Blue Ocean Strategy (BOS) has a positive impact on the performance and growth of small and medium businesses. This research is effective in deciding the implementation of the Blue Ocean Strategy in an organization.

The implementation reflected in the Erase-Reduce-Enhance-Reduce-Create Scheme and the stages of the six principles of the Blue Ocean Strategy (BOS) carried out by PT. Aneka Digital Suksesindo allows this company to jump over market boundaries and open new markets that are different from conventional markets (which have existed so far). These results are based on research by Acep Andi Suhendi (2020) in the title " Implementation of Blue Ocean Strategy (Bos) At Pt. Aneka Digital Suksesindo In The Effort To Increase The Competitive Advantage Against The Competitors." Also the findings of Ruochen Zhang (2021) that the successful Implementation of the Blue Ocean Strategy by Enlight Media is, in fact, a symbol of the transformation of the film industry under the background of the Internet, has references for the entire film industry. The film industry can innovate from various aspects, including but not limited to market redistribution and product structure adjustments, so that it can finally realize value innovation and realize the transition from "Red Ocean" to "Blue Ocean. Furthermore, by Mohammad AlAyoubi, M. (2020). In the title "Blue Ocean Strategy as an Entry Point to Achieve Competitive Advantage An applied Study at Palestine Technical College - Deir Al-Balah", this study reveals that the application of the Blue Ocean

strategy at Palestine Technical College is very extensive and with a relative weight (71.57%). The level of competitive advantage is also high; with a relative weight (71.97%). There is also a statistically significant relationship between the dimensions of the blue ocean strategy (exclusion, reduction, improvement, innovation) and the achievement of competitive advantage (cost, quality, response speed, innovation) at Palestine Technical College, where the correlation coefficient reaches (0.756). This study also reveals that there is a statistically significant influence between the dimensions of the Blue Ocean strategy (improvement and innovation) and the achievement of competitive advantage at Palestine Technical College, while other variables are weak. This study recommends the need to increase the role of the Blue Ocean strategy in its dimensions, and the sustainability of its implementation by the universities studied. Universities that intend to implement the Blue Ocean Strategy must consider the four dimensions of this strategy and adjust them to the changing environment of the university.

Several studies using Qualitative methods by several researchers revealed that the blue ocean strategy is a framework that can contribute to the addition of innovative competitive advantages (Hassan, NF, Salman, AJ, & Hawas, AT (2022). The Blue Ocean Strategy and Its Role in Achieving Competitive Advantage). Then by Sindakis, S., & Aggarwal, S. (2021) in the title "Blue Ocean Techniques for Competitive Advantages for Small Enterprises" showed the results of their research that the Blue Ocean strategy reduces competition for small companies and minimizes competition in the market and Blue Ocean allows generating competitive advantages for small companies at an effective cost. Likewise with the results obtained by Yunus, M., & Sijabat, FN (2021) in the title "A Review on Blue Ocean Strategy Effect on Competitive Advantage and Firm Performance." By research by Sari, Y., Triani, L., Dwi, M., & Purnama, I. (2023). In the title "Blue Ocean Strategy (Bos): Alternative Strategy for Management Development in Islamic Educational Institutions. Society and Humanity, 01 (01), 2023. Reveals that the adoption of the Blue Ocean strategy or blue ocean strategy is implemented by applying universal principles. In general, the Blue Ocean Strategy can be implemented quite well and can be used as an alternative for developing the management of Islamic educational institutions, to compete with other competitors.

Another study using quantitative methods by Yohanes, H., Atmaji, G., Pramono, EP, Astin, EP, Setianto, WB, Susanto, M., & Untoro, M. (2024). In the title "Blue Ocean Strategy Approach and Canvas Business Model for New Technology: Case Study of a Spouted Bed Coffee Roaster System." Reveals that the implementation of the Blue Ocean strategy allows for technological innovation in the spouted bed roasting model to create differentiation and new alternatives in the roasted coffee market, and provides benefits by increasing profits and competitiveness of the business sector. In addition, research from Mustafa, AKM, & Al-Rubaie, SMS (2021). Integration between the Blue Ocean Strategy and the Value Chain and its Role in Achieving Competitive Advantage: An Applied

Research in the International Development Bank. Studies of Applied Economics, 39 (11) with the result that the integration between blue ocean strategy and value chain, namely a framework that contributes to the reduction and exclusion of costs for activities that do not provide added value, in addition to creating sophisticated banking services for customers that provide a competitive advantage for banks.

RESEARCH METHOD

To review the literature relevant to the research topic, this article uses descriptive qualitative methods and library research. The data used in this study is limited to literature published in the last 5 (five) years (2019-2024) and obtained from online platforms such as Google Scholar, Mendeley, and other online applications.

RESULTS AND DISCUSSION

Based on understanding obtained from theoretical studies, literacy and relevant previous research, then obtained results that BOS Indicators Affect Superiority Competitive (Y);

1. When the company succeed apply fourth This BOS indicator in a way effective (X), they can create unique and valuable new market space.
2. New market space This allow company For avoid competition direct with existing competitors, so that increase superiority competitive (Y).
3. Superiority competitive results generated from BOS is sustainable, because based on innovation value and new market creation.

So, from the formulation of the problem, theoretical studies, relevant previous research, and discussion of the influence between these variables, this becomes the basis for compiling the framework for thinking about this research, and the author can describe framework conceptually as in the picture following This:

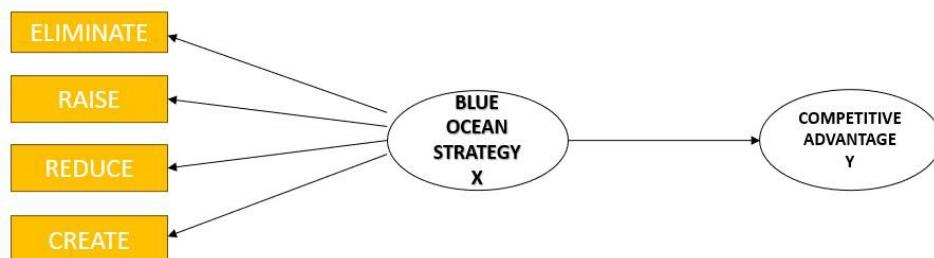


Figure 1. Framework Concept (Conceptual Framework)
Data source: self-processed, 2025

From the conceptual framework above, it can be explained that the Blue Ocean Strategy (BOS) (X) with the indicators Eliminate, Raise, Reduce and Create has an influence on Competitive Advantage (Y);

1. Eliminate (Eliminate): Indicator This focus on elimination factors that have been This considered important in industry, but Actually No give mark plus for customers. With remove factors that are not relevant, company can reduce costs and simplify its operation.
2. Raise (Increase): Indicator This emphasize on improvement factors that are considered important by customers, but during This not enough noticed by the industry. With increase factors this, company can create more value tall for customer.
3. Reduce (Reduce): Indicator This focus on reduction factors that are considered important by industry, but Actually No give mark significant addition for customers. With reduce factors this, company can reduce costs and simplify its operation.
4. Create (Create): Indicator This emphasize on creation factors new that has not been Once offered by the industry previously. With create factors new, company can open new and exciting market space customer new.

CONCLUSION

Conclusion Based on the theory, relevant articles and discussions, a hypothesis can be formulated for further research: Blue Ocean Strategy (BOS) (X) with the indicators Eliminate, Raise, Reduce and Create has an effect on Competitive Advantage (Y). With implementing BOS, the company can create mark new for customers and open new market space, so that reach superiority sustainable competitiveness. Because the Basic Concept of Blue Ocean Strategy (BOS) is approach strategic aiming For create new market space that has not been untouchable, where competition become No relevant. Furthermore, BOS emphasizes the creation of mark new for customers and companies, not just defeat existing competitors.

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