

Designing a Marketing Strategy with a Blue Ocean Strategy Approach at the Dstyle Bandung Online Store

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Abstract

Dstyle is a business in the field of Fashion Online made from knitwear (Knitwear Specialist). With the market segment of adolescent women to adult women, Dstyle strives to meet market demands such as joining Marketplace (Shopee). The existence of a high level of competition makes knitwear fashion enter The Red Ocean where the market space becomes very competitive, in order to survive in the midst of competitors, it is necessary to design the right marketing strategy by providing more value to customers (focusing on creating new market spaces). Blue Ocean Strategy is the strategy chosen in the study, with 3 analytical tools namely Canvas Strategy, Four-Step Framework and ERRC Grid. From the results of the discussions that have been carried out, the proposed strategy is Knit Things, Reseller Price, Exclusivity is a strategy that has never existed so far, and is offered by competitors. Meanwhile, the attributes that need to be improved are product variations, innovations, promotions, and promos/discounts.

Keywords: Shopee, Blue Ocean Strategy, Canvas Strategy, Four-Step Framework, Value Innovation.

1. Introduction

Communication technology that is increasingly advanced and developing fosters various influences for its users. Technology is like a double edge that provides advantages and disadvantages. The trend of Online Shopping is mushrooming in Indonesia, people are increasingly liking online shopping instead of shopping directly in stores or conventional shopping. Shopping online feels much easier and simpler, just by selecting goods through pictures and videos, placing orders, and paying by transfer, then buyers just have to wait for the goods to arrive directly and be delivered to the place based on the ordering address. This is certainly very easy because it saves more time and effort than shopping directly to the store. The change in the way of shopping using online shop media slightly shifts the social value that was originally if transacting in the market using verbal communication in transactions, on the contrary, if you buy through an online shop, the transaction process is only through the internet network without meeting face to face (Ricky et al., 2021). The existence of online shops through direct marketing is increasingly felt by its growth and is undermined by consumers who are guided by practicality, because it allows shopping transactions through online (Lestari, 2016). Online Shop is an option for transactions today because of changes in consumption patterns as well as lifestyles that want to be fast-paced and practical. Dstyle is one of the Online Stores in the field of Women's clothing fashion made from knitwear (Knitwear Specialist) domiciled in Bandung regency. With the youth to adult women market segment, Dstyle seeks to expand its

target market by marketing its products throughout Indonesia through social media as well as abroad (based on demand). Dstyle always strives to meet consumer demand, such as joining the Marketplace (Shopee). Seeing the current condition of many competitors, knitwear fashion enters Red Ocean where the market space becomes very competitive. Below are the search results of similar competitors on Shopee.

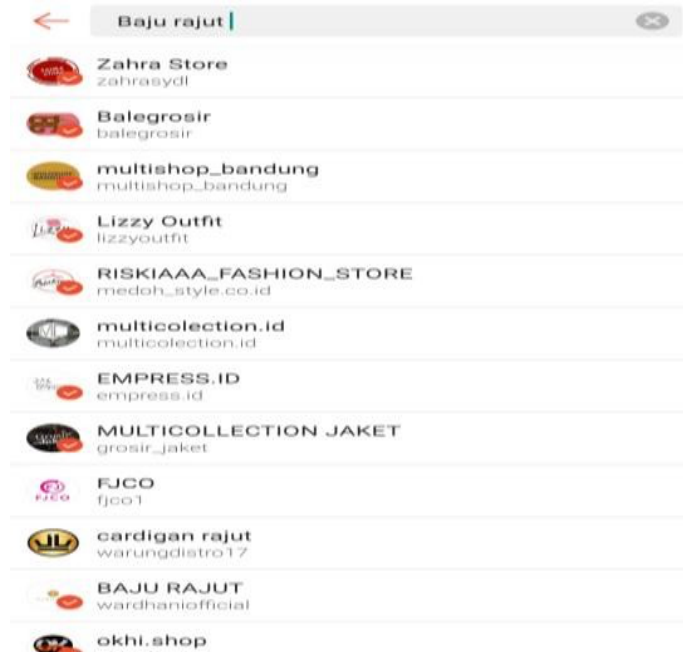


Figure 1. Similar Competitors (Shopee)

The market space is comprehensive, making competition fierce and space for dense movement. It can be seen from the number of similar competitors on Shopee, which is evidenced through the search for similar stores using search engines with the keywords "Knitwear" there are 154 similar stores/competitors, this certainly affects the company's demand and turnover. The following is Dstyle.id sales turnover data.

Table 1. Validity Test

Moon	Sales Turnover	Qty	Target
July	Rp. 26.532.000	257	600
August	Rp. 60.107.442	602	600
September	Rp. 62.349.230	591	600
October	Rp. 63.919.973	633	600
November	Rp. 50.230.286	584	600
December	Rp. 61.546.928	610	600

Based on shopee dstyle turnover table, namely in the last 6 months of 2019. It can be seen that there is a fluctuating demand quantity. In order to maintain the existence and demand amidst the many competitors, it is necessary to design the best marketing strategy. With a marketing strategy, business actors can be helped to detail the goals to be achieved, making marketing coordination more effective and targeted (Bagas et al., 2018).

According to (Hutabarat, 2004) marketing strategy is very important for companies where marketing strategy is a way to achieve the goals of a company, because the potential to sell propositions is limited to the number of people who know about it. In determining the marketing strategy to be carried out, you must first look at the situation conditions and assess the position of the business. By knowing it, a strategy design can be determined that matches the actual conditions of the market. Based on the conditions outlined, the Blue Ocean Strategy approach is the strategy chosen in the research, with the vision of creating a new market space.

Blue ocean strategy has 6 principles that drive successful implementation and implementation. Armed with creativity, innovation, to be different / create differentiation is the company's provision to sail the blue sea and create a new market space. Therefore, the author is interested in making the final project research material by raising the title "Designing a Marketing Strategy with a Blue Ocean Strategy approach at the Dstyle Bandung Online Store" and combining it with the scientific field obtained in the Industrial Engineering department of the Bandung College of Technology.

2. Literature Review

Marketing Management

Marketing management according to (Wibowo et al., 2018) is a social and managerial process where individuals and groups get their needs and desires by creating, offering, and exchanging something of value to each other. Marketing management according to (Sumarsid. Atik Budi Paryanti et al., 2022) occurs when one party in a potential exchange thinks about ways to achieve the desired response by the other party. The company's goals will be achieved if in running its business along with the implementation of good marketing.

Online Business

According to (Wahyuningtyas, 2019) business means an organization that sells goods or services to consumers or other businesses, for profit or profit. The word business from English is business, from the basic word busy in the context of individuals, communities, or communities. In a sense, busy working on activities and a job that brings profit. An online business is a business that is run online that uses the internet network while the information to be conveyed or sold usually uses website media, social networks and buying and selling forums. Online business according to (Situmeang, 2018) is one of the industries with very potential business potential. This happens along with the times, which at this time the trend with online shopping is being widely applied by people around the world, including Indonesia.

Marketing Strategy

Marketing strategy according to (Hutabarat, 2004) is very important for companies where marketing strategy is a way to achieve the goals of a company, because the potential to sell propositions is limited to the number of people who know about it. Marketing strategy according to (Rusdi, 2019) provides direction in relation to market segmentation, identification of target markets, positioning and marketing mix.

3. Methods

This type of research is quantitative research, which is research used to answer problems through careful measurement techniques of certain variables, resulting in generalizable conclusions, regardless of the context of time and situation and the type of data collected, especially quantitative

data (Bintarti & Kurniawan, 2017). The population and sample in this study were 22 votes for the 2 most vote shops. In this study, it uses the Blue Ocean Strategy approach, which is a strategy that emphasizes companies not to win the competition by doing a head to head strategy with a design. Purpose blue ocean strategy is not to join the competition in existing industries, but rather to create new market spaces or create blue oceans and make competition irrelevant.

4. Results and Discussion

Table 2. Large Recapitulation of Store Questionnaire Results Tiqar.co

X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
3.09	2.90	2.86	2.81	2.72	3.00	2.72	2.95	3.00	2.95	2.86	2.77

Table 3. Large Recapitulation of Store Questionnaire Results Dstyle.id

X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
2.72	3.54	3.54	2.77	3.68	3.45	2.59	2.90	3.50	3.36	2.45	3.36

Table 4. Large Recapitulation of Store Questionnaire Results Midun.project

X1	X2	X3	X4	X5	X6	X7	X8	X9	X10	X11	X12
3.00	2.77	3.00	3.22	2.77	2.86	2.86	3.31	2.90	3.04	2.95	2.81

Determination of Strengths and Weaknesses

The determination of strengths and weaknesses is derived from the average value of each variable to be compared. If Dstyle.id > Tiqar.co and Midun.project = will be used as company strengths, while if it is the other way around, it becomes weakness.

Table 5. Determination of Strengths and Weaknesses

Variable	Tiqar.co	Dstyle.id	Midun.project	Information
X1	3.09	2.72	3.00	Weakness
X2	2.90	3.54	2.77	Strengths
X3	2.86	3.54	3.00	Strengths
X4	2.81	2.77	3.22	Weakness
X5	2.72	3.68	2.72	Strengths
X6	3.00	3.45	2.86	Strengths
X7	2.72	2.59	2.86	Weakness
X8	2.95	2.90	3.13	Weakness
X9	3.00	3.50	2.90	Strengths
X10	2.95	3.36	3.04	Strengths
X11	2.86	3.45	2.95	Strengths
X12	2.77	3.36	2.81	Strengths

Matrix EFAS (External Factors Analysis Strategy)

Table 6. EFAS Matrix of Store Opportunities and Threats Dstyle.id

No.	External Strategy Factors (Opportunities)	Weight	Rating	Score
1.	Wide market share (many visitors because they are in buying and selling stalls.	0.14	4	0.56
2.	Availability of free and paid promotional features that can be optimized to increase sales volume.	0.14	4	0.56
3.	There is a shopee event at a time that can be used to get more orders.	0.10	2	0.20
4.	Availability of free shipping vouchers for buyers that can be claimed by took as a means of promotion.	0.07	2	0.14
Sum		0.45	12	1.46
No.	External Strategy Factors (Opportunities)	Weight	Rating	Score
1.	The abundance of competitors with old products.	0.14	1	0.14
2.	Competition in product prices with increasingly fierce competitors.	0.10	3	0.30
3.	There are similar product features that allow the emergence of similar products at the lowest prices.	0.14	1	0.14
4.	There are other product features that allow it to influence customer buying interest.	0.10	2	0.20
5.	Discounts and promos provided by competitors.	0.07	3	0.21
Sum		0.55	10	0.99
Total		1	22	2.45

Matrix IFAS (Internal Factors Analysis Strategy)

Table 6. IFAS Matrix of Store Strengths and Weaknesses Dstyle.id

No.	Internal Strategy Factors (Strengths)	Weight	Rating	Score
1.	Packaging	0.05	3	0.15
2.	Material quality	0.12	4	0.48
3.	Product quality	0.12	4	0.48
4.	Stocks	0.05	3	0.15
5.	Warranty	0.09	3	0.27
6.	Price	0.05	3	0.15
7.	Quality of service	0.05	4	0.20
8.	Response speed	0.05	3	0.15
Sum		0.58	27	2.03
No.	Internal Strategy Factors (Strengths)	Weight	Rating	Score

1.	Product variations	0.12	1	0.12
2.	Innovation	0.12	1	0.12
3.	Promotion	0.09	2	0.18
4.	Promo/discount	0.09	2	0.18
Sum		0.42	6	0.60
Total		1	33	2.63

Swot Diagram Quantitative Approach

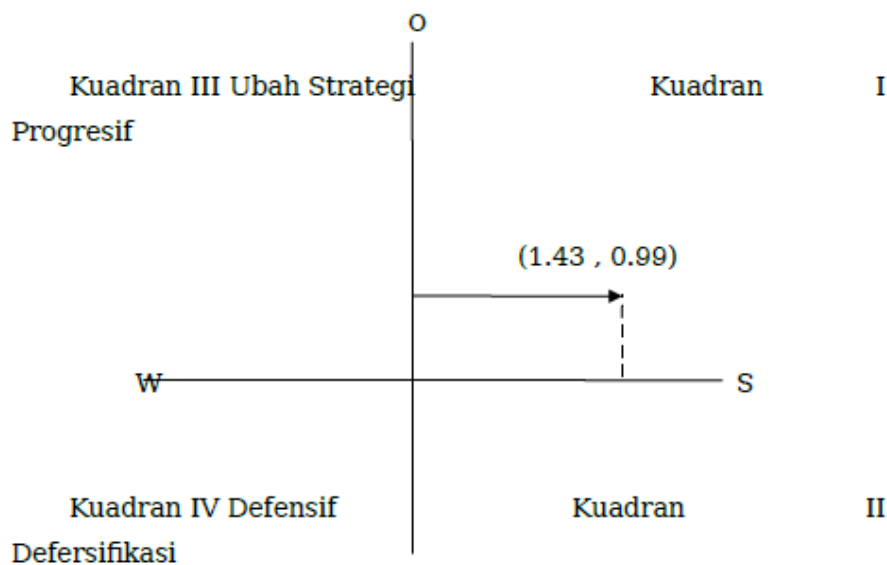


Figure 2. SWOT Analysis Diagram Dstyle.id

Based on the calculation results from the IFAS matrix, Toko Dstyle.id has a strength score of 2.03 and weakness of 0.6, a difference of 1.43 (x-axis) is obtained. Then from the IFAS matrix, Toko Dstyle.id has an opportunity score of 1.46 and threats of 0.99, then a difference of 0.47 (y axis) is obtained. The results of the intersection of the two axes obtained a SWOT analysis diagram Dstyle.id is in quadrant I.

Four-Step Framework

A four-step framework is carried out in order to reconstruct the elements of the buyer's value element in the formation of a new curve. Here are the factors in the four-step framework of this study, namely:

- a. Abolished factors
There are no factors that should be abolished.
- b. Reduced factors
In the reduced factors, overall according to the results of the graph from the questionnaire, there were no factors that should be reduced.
- c. Improved factors

On the factors that must be improved, it is necessary to consider the weakness factors to get out of the current competition zone, such factors are:

1) Product variations

The variety of products in the Dstyle.id Store is still very small compared to the competitors juxtaposed, so the product variation needs to be improved to increase the choice of products of potential buyers in the Store Dstyle.id.

2) Innovation

Innovation factor or product renewal is on the low chart compared to competitors, it is necessary to increase the product innovation factor. This innovation is illustrated by the Dstyle.id Store which rarely releases new collections, the increase in this factor demands Dstyle.id collections to be up to date, following trends in order to dominate the market.

3) Promotion

The promotional factor also needs to be improved, both to target old customers for re-purchase and potential customers both with free and paid promotions through the features that have been provided on the Shopee platform.

4) Promo/discount

To increase sales volume and maintain loyal customers Dstyle.id need to hold promos/discounts on big days or (participate) at official Shopee events so as not to turn customers' attention to competitor stores because of the discounts given.

d. Created factors

Knit Things is a new tool that is not yet owned by competitors that is juxtaposed, where in addition to knitwear Dstyle.id can create Knit Things, a complement that can be ordered along with knitwear such as Scarf, Ciput, Socks, leggings, handsocks and others without losing the characteristic of Dstyle.id, namely Knitting.

1) Knit things

Knit Things is a new invention that is not yet owned by competitors who are juxtaposed, where in addition to Knitwear Dstyle can create Knit Things, a complement that can be ordered along with knitwear such as Scarf, Ciput, Kaos kaki, leggings, handsocks and others without losing the characteristic of Dstyle, namely Knitting.

2) Reseller price

Reseller price in question is a discount or special price given by Dstyle to (reseller) with certain conditions specified.

3) Exclusivity

Exclusivity as a differentiation that Dstyle can have as a differentiator for the Store from the competitors it is juxtaposed. Because Dstyle does not lower or compete on price but rather creates value by packaging it more exclusively so that it can be comparable to the price given. Some examples of the exclusivity that will be given to this customer are brand accessories, greeting cards, packaging hard boxes/goodie bags.

New Strategy Canvas

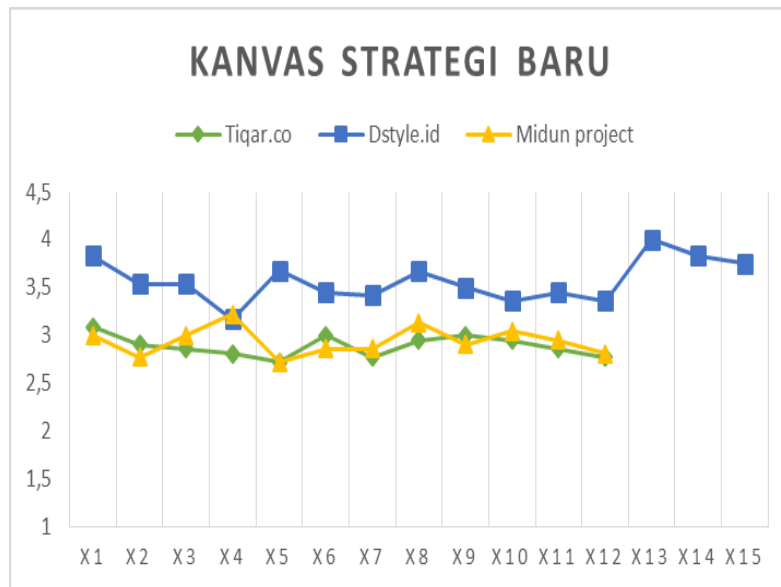


Figure 3. Dstyle.id New Strategy Canvas

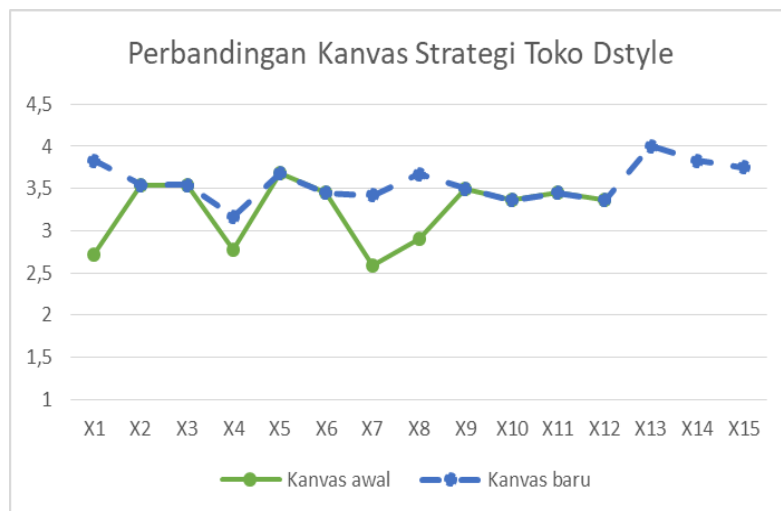


Figure 4. Comparison of the Initial and New Strategy Canvases Dstyle.id

5. Conclusion

Based on the results of the study, it can be concluded as follows:

- a. Through the EFAS and IFAS matrices, companies can find out the position (before the change) which is in quadrant I outlined strength and opportunity where it has opportunities that can be optimized to face competition.
- b. The strategy formulated to maximize the opportunities referred to in quadrant I is to add value by applying the 3 proposed strategies made, namely knit things, reseller prices and exclusivity.
- c. Strategies on products formulated by adding attributes, logos and original words so as to give an authentic impression, making the products sold have a high value compared to similar values.

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