

DEVELOPMENT OF TRADITIONAL FOOD PRODUCT INNOVATION FROM AN OPERATIONAL POINT OF VIEW

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Abstract: Increasingly tight competition in the snack industry today so many new snacks are produced and packed with modern packaging causing the eroding of the traditional food industry, including bipang. In addition, changes in people's consumption patterns, Covid-19 pandemic and the existence of the concept of industry 4.0 require the traditional food industry to be more active in the development of innovation. This research was conducted from September 2021 until January 2022 using qualitative methodology with Blue Ocean Strategy approached by interviewing individuals who are working and customers of Bipang Pak Tani Pasuruan, also used relevant books, journals, and websites. Data testing has been done with triangulation method. The results of this study are: 1) Strategy Canvas that helps Bipang Pak Tani understand the strength and weakness compared to its competitors, 2) ERRC matrix where Bipang Pak Tani can simultaneously eliminate, reduce, raise and create factors that offered as an effort to differentiate and reduce costs so as to create value innovation by making a new strategic profile, 3) Bipang Pak Tani can reconstruct industry boundaries by doing across chain of buyers. In this research, finally found a new innovation strategy are rebranding products with new concept product (packaging, size and variants) also marketing innovation by doing online marketing.

Keywords: *Blue Ocean Strategy (BOS), Traditional Food Industry, Bipang, Value Innovation*

1. Introduction

Indonesia has many, unique and special foods called traditional foods. According to Professor Murdijati Gardjito from Gadjah Mada University, traditional food is food processed from locally produced, with processes controlled by the community. Traditional food products in the form of products whose taste, shape, and way of eating characterize a group of people.

For some people, traditional food is also a pride of the place of birth. So, it can be said that traditional food is a dish whose recipes are passed down through generations or have been consumed for many years and usually this traditional food industry belongs to the Group of Micro, Small and Medium Enterprises (MSMEs) or known as "Usaha Mikro, Kecil dan Menengah (UMKM)". Viewed from a business perspective, this traditional food business has

many potentials that are worth preserving and developing, among others: it can increase people's economic empowerment, reduce unemployment and poverty, preserve the nation's culture, and more than that traditional food can be used as a souvenir typical of a region to have the potential to penetrate the international market. The sustainability of the traditional food industry will be an anticipation to prevent lifestyle shifts due to the influence of industrialization, urbanization, globalization that can cause people to forget traditional food and switch to modern processed foods and even imports.

The Covid-19 pandemic not only caused a health crisis and an economic slowdown. However, many business sectors are down including the traditional food and beverage industry which belongs to the MSMEs industry. The economic crisis experienced by MSMEs is also a major threat to the national economy, considering that MSMEs are the biggest drivers of the domestic economy and labor absorbers in recent years.

According to the Rapid Study Survey of the Impact of the COVID-19 Pandemic on MSME Performance conducted by LIPI Economic Research Center on May 1 - 20, 2020 via online and involving 679 valid respondents with primary livelihoods as business actors show that during the pandemic, 94.69% of businesses experienced a decline in sales. Based on sales methods, sales decreased by more than 75% experienced by 47.44% of offline / physical sales businesses, 40.17% of online sales efforts, and 39.41% of businesses with offline and online sales methods. (LIPI Bureau of Cooperation, Law, and Public Relations, 2020).

Considering that most Indonesians have a habit to have snack while relaxing, drinking, watching TV, even while doing tasks there are some of them who do this snacking habit. They have a need for practical snacks, with good packaging, good taste, and safe to consume. However, with the development of the times and competition in the snack industry is currently very tight, where so many new snacks are packed with interesting packaging and it is causing the eroding of the traditional snack industry, including *bipang*.

Bipang or *Jipang* is a traditional snack from Pasuruan, East Java, made out of rice or glutinous rice (Wikipedia, 2021), caramelized with sugar, has a crispy texture, sweet on taste and rich of flavor. This snack is also sometimes called *berondong beras* with popular known as rice krispies treats or puff rice cakes. However, currently there are few fans of *bipang* and can be said to be almost extinct because only certain generations such as baby boomers and generation X know it.

Bipang Pak Tani has been around since 1976, and will now enter the third generation. *Pak Tani* is currently only sold offline in some souvenir shops around Pasuruan such as Probolinggo, Malang, Pandaan, and Surabaya. Since Covid-19, *Pak Tani's* *bipang* company is currently also experiencing a decrease in sales or turnover due to its own unstable economic conditions and shifting public interest in this *bipang* product. To survive the changing times, there needs to be a business strategy that includes ideas and what steps must be taken in order to develop the business to continue to exist, get more customers, expand the market, become more visible in the community and move forward from the current situation by innovating its products so that it can add new value to its consumers and companies.

According to (David, 2006) in (Ikhwan, R, 2018), "strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objective". Running a business must be measurable and lean so that it can win business competition with the lean canvas concept (Harianto, E., 2018).

Bondan Winarno also said that some product innovation must be developed in the traditional food industry to keep them exist, and this has been applied in many traditional food products.

such as “brownies kukus” from Bandung, “bolu kukus” from Medan, “Bandeng Juwana” and “lumpia” from Semarang wherein they create innovation with explore authentic food of Indonesia and did some modification on it.

Based on these problems, the researchers of this study are intended to explore and analyze business strategies for Pak Tani's bipang company using the approach of Blue Ocean Strategy so as to make Bipang Pak Tani become the first Business Family in innovation of Bipang products and continue to grow from generation to generation and can create new market share In order to win competition in the market by making product innovation so it can provide the best product in accordance with the needs of consumers.

2. Literature Review

Based on previous research, conducted by (Suyudi M. & Suryana, H., 2020) in PD. Hj. Imat Cianjur which conducted on traditional food industry. They used BOS analysis in PD Hj. Imat who produces “sale pisang” to compete and get problems solving to create value innovation. This company also had a omzet decline because of many competitors. From the researched, PD. Hj. Imat got two strategies, first is add new varian / flavor, and second is give labels in packaging.

Furthermore, in line with those researched by (Nugraha T. W & Dina N. P, 2016) at Cemara Food SMEs (soy sauce company); (Nugroho B. U, 2010) at “Your Tea” (ready-to-drink tea); (Risna et al., 2019) on Three Pigeon frozen food industry which still trapped in red ocean conditions; and (Rizky Ikhwan, 2018) at Nongkring Coffee Shop, used Blue Ocean Strategy approach with the aim to design a strategy in order to increase sales in business competition. Moreover (Dsilva, J & Subramanian A.P, 2021) also conducted the same research on the Food Industry in the UAE and From the results of the study, all of them got a new strategy through the BOS approach by using strategy canvas, four action framework, and six path frameworks to reconstruct market boundaries and based on data testing with BOS (Utility buyer, pricing, cost and adoption), those BOS were reasonable to be implemented.

Blue Ocean Strategy vs Red Ocean Strategy

Blue Ocean Strategy can be defined as an effort to open new market and create new demand by making differentiation to minimize the competition with relevant competitor. W. Chan Kim dan Renee Mauborgne who wrote the now famous book in 2005, “Blue Ocean Strategy” explained that a Blue Ocean represents uncontested market space where there is no or little competition. In their book, also explained the Red Ocean concept, where everyone is competing and markets have well defined boundaries. A Blue Ocean Strategy creates new where none existed in the past.

With Blue Ocean Strategy, businesses will create and capture new demand since there are many opportunity to get rapid and profitable growth of business. With motto, “Create uncontested market and make the competition irrelevant”, Blue Ocean Strategy is an analogy to describe a wider and deeper potential to be found in uncontested markets, therefore the business will grow to be a wide, deep, strong, and profitable.

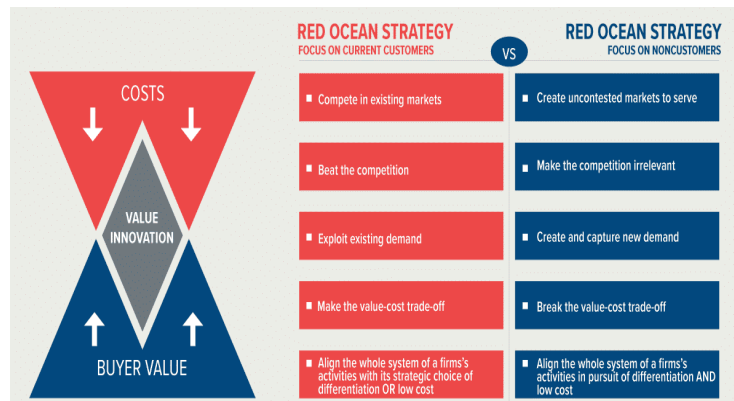


Figure 1. Red Ocean Vs Blue Ocean
 Source: Kim, C., & Mauborgne, R. (2004-2020)

Value Innovation

Applying this BOS, we will get a Value Innovation. Value innovation is used to create new markets instead of competing for an existing market share (Dsilva, J and Subramanian, A.P, 2021). Value innovation is the cornerstone of blue ocean strategy and it encourages businesses to focus on making the competition irrelevant by creating a jump in the value of the business as well as for customers/buyers, which results in creating a new market space (Ogbogu-Asogwa et. al., 2017) with cost reduction dan increase buyer value. This concept will give added value to customer and give higher value to company.

In value innovation there is no value-cost-trade off like in the Red Ocean Strategy. Value-cost-trade off is the view that a company has the choice between creating more value for customers but at a higher cost, or reasonable value for customers at a lower cost. In contrast, those who attempt a blue ocean strategy aim to achieve differentiation and at the same time, low cost. To achieve that, the company must focus and divergence, and make compelling tag line. For this purpose, value innovation is more than just innovation.

Value Innovation

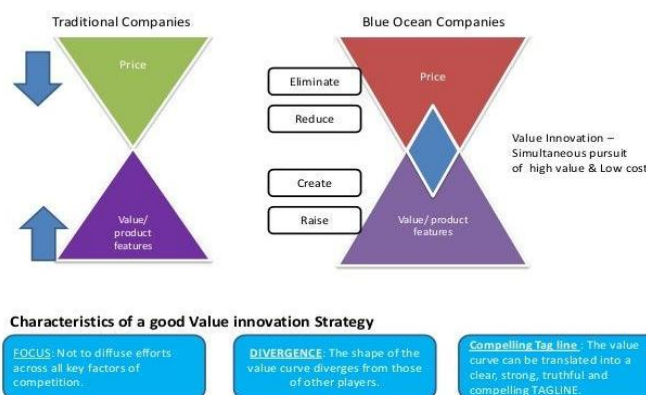


Figure 2. Value Innovation (Kim & Mauborgne, 2005)

Principles of Blue Ocean Strategy are the six main principles that guide companies through the formulation and execution of their Blue Ocean Strategy in a systematic risk minimizing and opportunity maximizing manner.

The Six Principles of Blue Ocean Strategy		
Formulation principles		Risk Factor for each principle
1. Reorganizing market parameters	↓	Search risk
2. Focus on the big picture (Future prospectus)	↓	Planning Risk
3. Reach beyond existing demand	↓	Scale Risk
4. Get the sequence of strategy right	↓	Business model risk
Execution principles		
1. Overcome hurdles	↓	Organizational risk
2. Build execution into strategy	↓	Management risk

Figure 3. Principles and Risk Factors of Blue Ocean Strategy (Kim & Mauborgne, 2005)
 There are three phases in the implementation of BOS:

Phase 1: Strategy Canvas. It is a tool that helps companies understand how they compete for the factor's customers consider when choosing offerings. A strategy canvas is essentially a graph that shows how companies, compare each other on the key customer purchase criteria. The x-axis shows the range of competing factors. The y-axis shows the offering levels to the customers corresponding to the factors available (Kim & Mauborgne, Blue Ocean Strategy & Shift Tools: Strategy Canvas, 2004-2020)

Phase 2: Four Action Framework. It is a tool used to create buyer value elements to create a new value curve or strategic profile. In order to break the exchange between differentiation and low cost in creating a new value diagram, there are 4 important questions. (Kim and Mauborgne, 2015).

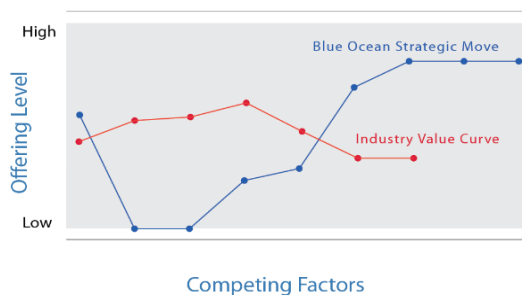


Figure 5. Strategy Canvas Graph (Kim & Mauborgne, 2004-2020)

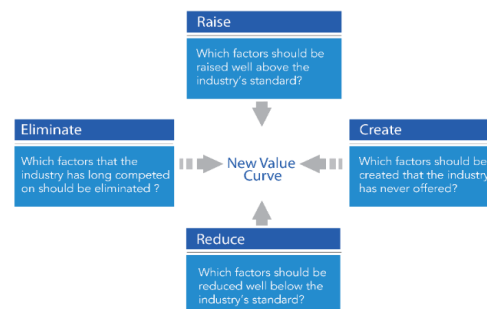


Figure 6. Four Action Framework (Kim and Mauborgne, 2015)

Phase 3: The Blue Ocean Strategy is based on the Six Path Framework. The Six Path Framework helps explore path to reconstruct industry boundaries

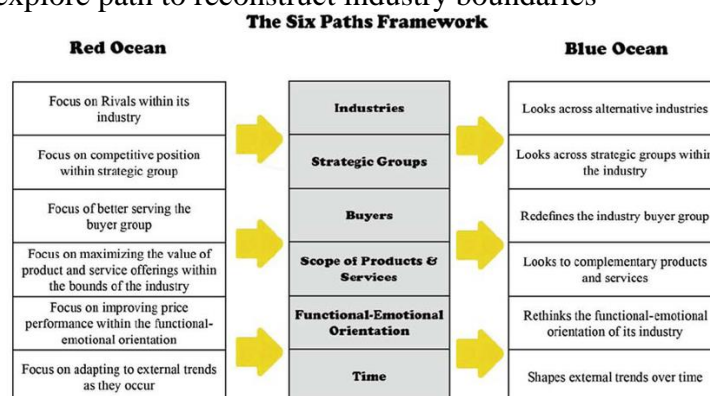


Figure 7. Six Path Framework (Kim, W. C., & Mauborgne, R. , 2004-2020)

3. Research Method

This paper utilized qualitative methodology with BOS approached by interviewing individuals who are working in the traditional food industry, Bipang Pak Tani, where located on Jl. Kalimantan no 16, Pasuruan City East Java, Indonesia. Informan for this paper are owner (2 persons), wokere (3 persons), consumers (6 persons) and reseller (2 persons) as primary data. Secondary data was collected with the help of authentic and well-known sources, such as relevant books, journals, and websites.

Due to the Corona Virus Pandemic, it was difficult to have a face to face interview, therefore, the data collection process was done by phone or whatsapp text. Collection data was conducted on September 2021 until January 2022.

Data testing has been done with triangulation method. Triangulation is a method used to increase the credibility and validity of research findings (Cohen L , Manion L , Morrison K, 2000 in Noble, H and Heale, R. 2019). Four types of triangulation are proposed by Denzin, 1970: (1) data triangulation, which includes matters such as periods of time, space and people; (2) investigator triangulation, which includes the use of several researchers in a study; (3) theory triangulation, which encourages several theoretical schemes to enable interpretation of a phenomenon and (4) methodological triangulation, which promotes the use of several data collection methods such as interviews and observations. Triangulation, by combining theories, methods or observers in a research study, can help ensure that fundamental biases arising from the use of a single method or a single observer are overcome. Triangulation is also an effort to help explore and explain complex human behaviour using a variety of methods to offer a more balanced explanation to readers.

4. Results and Discussion

4.1. Results

The implementation of BOS at Bipang Pak Tani is carried out in 3 phases, there are implementation of the Strategy Canvas , ERRC, and Six Paths Frameworks.

First Phase of Awakening: Canvas Strategy

Strategy Canvas graphic is made with identify the factors offered and invested by Bipang industry players. In this study is used two competitors - competitor A and competitor B - were chosen as the company's closest competitors.

Customer Needs	Company of Bipang Pak Tani	Company of Bipang Competitor A	Company of Bipang Competitor B
Competitive Pricing	9	7	7
Delicious Taste	8	7	6
Various of Flavor	6	9	7
Longer Shelf Life	8	8	8
Easy to Find	6	8,5	6,5
On Time Delivery	9	9	9
Good Customer Services	8,5	8,5	8
Fast Respond in Service	8,5	9	7
Impressive Packaging	5	6	5,5
Fit To Eat (Bite Size)	0	0	0

* higher score equal with better performance



Figure 8 : Strategy Canvas Pak Tani vs Competitor A vs Competitor B
Source: Bipang Pak Tani

From the Strategy Canvas graphic above, it can be seen that Bipang Pak Tani is superior to its two closest competitors in terms of competitive pricing and delicious taste. This of course needs to be enhanced and maintained. However, from the graph it can also be seen that Bipang Pak Tani is still lacking or below competitors in terms of various flavor, easy to

find, impressive packaging and size of the product. This is become the task of company to be further improved.

This Strategy Canvas graphic, in a simple graph, provides the current state of the competitive arena, the advantages and disadvantages of Bipang Pak Tani, and future prospects for the company to be able to raise the offered factors or create a new factor that has never been offered before to be better than competitors. This will be explored further with ERRC grid in the second phase.

Second Phase of Exploration: Errc

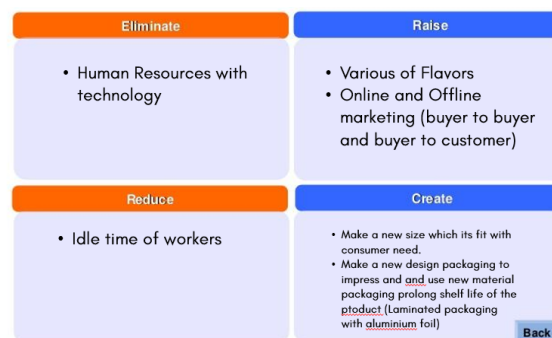


Figure 9 : ERRC Bipang Pak Tani
 Source: Bipang Pak Tani

The next phase is to implement the ELIMINATE, REDUCE, RAISE and CREATE (ERRC) matrix as company's efforts to differentiate and reduce costs so as to create value innovation by making a new strategic profile and towards the Blue Ocean. There are several things to do:

1. Eliminate: Bipang Pak Tani can eliminate unnecessary human resources to technology so that operational processes can run faster, example for mixing process can be replaced with mixing machine.
2. Reduce: Efforts will be further increased in reducing idle time of workers while the packaging workers wait the products done with cutting. It can be done with several strategies such as SOPs and KPIs. By reduce this idle time, it will be increase the productivity and efficiency in order to provide better performance and prices for consumers.
3. Raise: Bipang Pak Tani can increase varian products by adding various flavors so customers have many choices which suitable with their taste. In addition, the company can also sell the product by online besides offline sales in 2 ways, buyer to buyer (B2B) and Buyer to Customer (B2C). With online sales, the products will be more known across Indonesia and it will be more efficient in the distribution.
4. Create: Bipang Pak Tani can create new size (bite size) which fit with customer's need in order to easy to eat. Moreover, company can create a new design packaging to impress customers. New material packaging is also needed to prolong the shelf life of the product. This is certainly needed to meet the needs of consumers for attractive and easy packaging.

Third Phase EXPLORATION: Six Paths Framework



In the exploration phase of the Six Paths Framework, there are six path frameworks that can be taken to reconstruct industry boundaries and create new markets or Blue Oceans. Bipang Pak Tani by this researched can reconstruct industry boundaries by doing across chain of buyers.

Bipang Pak Tani is more focused on expand the products by *repackaging* products with new brand, packaging, bite size and more various flavors with fit with customers need. With these strategies, hopefully companies can “Scale-Up the Product” by creating new product with new customers segment in market so Bipang Pak Tani can be known, delighted, enjoyed by any ages and segment.

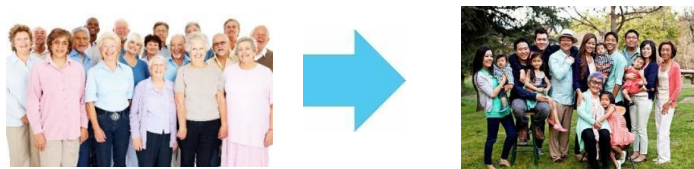


Figure 10 : Six Paths Framework Bipang Pak Tani (Across Chain of Buyers)
 Source: Bipang Pak Tani

After conducting the exploration phase with the ERRC GRID and Six Paths Framework, a strategic profile was created for Bipang Pak Tani which can be visualized as follows:

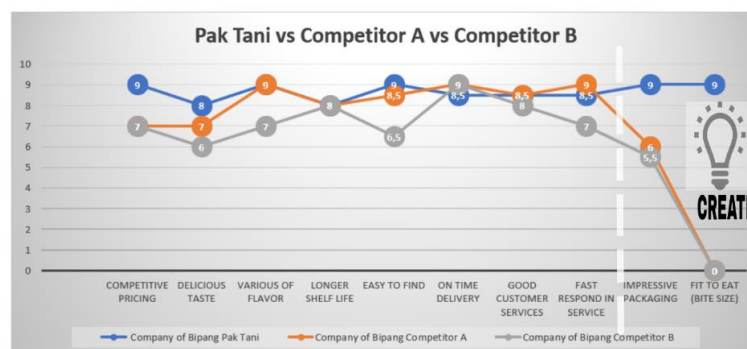


Figure 11 : New Strategy Canvas Bipang Pak Tani
 Source: Bipang Pak Tani

4.2. Discussion

The progress of the times coupled with the increasingly tight competition in the snack industry today, where so many new snacks are packed with interesting and modern packaging causing the eroding of the traditional food industry, including bipang. In addition, changes in people's consumption patterns require the food and beverage industry sector to be more active in the development of innovation. The post-Covid-19 transition period and the existence of the concept of industry 4.0 where marketing previously done conventionally switched using online marketing innovations (Abdul Rochim in Ferdi Rantung, 2021). This research was

made because of the researchers' desire to apply Blue Ocean Strategy (BOS) as competitive strategy so that the company can be expanded and sustainable across generations.

The number of replacement products, the high level of bargaining power of customers and the Covid-19 pandemic make Bipang Pak Tani experienced a decline in growth and stagnation. Therefore, companies are required to think innovatively in order to boost performance and reconstruct existing boundaries. As a result of the implementation of the Strategy Canvas, Bipang Pak Tani is superior to its two closest competitors in terms of competitive pricing and delicious taste. This of course needs to be enhanced and maintained. However, from the graph it can also be seen that Bipang Pak Tani is still lacking or below competitors in terms of various flavor, easy to find, impressive packaging and size of the product. This is become the task of company to be further improved.

Departing from a deeper knowledge of competitor and industry profiles, Bipang Pak Tani can detail and simultaneously eliminate, reduce, increase and create the offered factors to create a value innovation for consumers and company. Those factors that can be maximized include:

1. Eliminate some human resources with technology
2. Reduce idle time of workers
3. Increase the number of product variants and expand with online marketing (online sales with two ways, B2B and B2C) beside the offline sales.
4. Creating new size and desain packaging.

Muhammad Suyudi dan Hendy Suryana did research in 2020 in PD. Hj. Imat Cianjur which conducted on traditional food industry. They used BOS analysis in PD Hj. Imat who produces "sale pisang" to compete and get problems solving to create value innovation. This company also had a omzet decline because of many competitors. From the researched, PD. Hj. Imat got two strategies, first is add new varian / flavor, and second is give labels in packaging.

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Refer from the previous research, and after reviewing the previous canvas strategy, a new innovation strategy was finally found to be able to increase the competitive advantage of Bipang Pak Tani so that it can become a sustainable business and win competence in the food industry. Then, the path across chain of buyers can be taken by Bipang Pak Tani to reconstruct industry boundaries is another alternative industry path by becoming company which produce traditional food with modern concept.

5. Conclusion

From this discussion, it was clear that Blue Ocean Strategy is a new and a possible strategy and those businesses who are ready to take the risk and innovate will taste success. With the help of the informans, it was clear that it is better to learn the rule of the games and start with the Red Ocean Strategy then make a strategic move to the Blue Ocean. The strategy requires

improving existing products to a modern and millennial products, moreover, introducing new ventures, such as create new flavourings that are not available in the market before. The opportunities of using the Blue Ocean Strategy are immense as every new and innovative idea can bring higher chances of success to expand and sustain the businesses. A study combining BOS and Bipang Pak Tani has not been done before, therefore, the opinions and ideologies of traditional food industry compare with modern and millennial food industries were the main sources of information to make an important contribution in this research. This study gives future researchers an opportunity to look at different aspects of the traditional food industry and be able to relate them to BOS.

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