

ABSTRACT

The courier, express, and parcel (CEP) market in Indonesia is growing rapidly in line with the growth of e-commerce. These developments created intense competition among the CEP companies. SBU express PT. XYZ as a new CEP company seeks to avoid the red ocean competition by innovating the Blue Ocean Strategy. The research method used is qualitative research to study social phenomena by processing data in the form of words sourced from interviews and studies of company documents and articles from outside the company. Based on the blue ocean strategy analysis, PT. XYZ formulates the company's strategy by creating B2C (Business to Customer) and C2C (Customer to Customer) and B2B (Business to Business) business models. The formulation of the blue ocean strategy for CEP services for B2C and C2C, namely 1) Delivery via 3D printing, 2) Eco-friendly packaging, 3) Drop off drive thru, 4) Mobile outlets, and 5) Halal logistics services. Meanwhile for B2B, namely 1) Special handling for special goods, 2) Halal logistics services, 3) Environmentally friendly packaging, 4) On time delivery, and 5) Logistics consulting services.

Keywords: CEP industry, logistics, blue ocean strategy

ABSTRAK

Pasar *courier, express, dan parcel* (CEP) di Indonesia berkembang pesat sejalan dengan pertumbuhan e-commerce. Perkembangan tersebut menciptakan persaingan yang ketat di antara perusahaan CEP tersebut. SBU ekspres PT. XYZ sebagai perusahaan CEP baru berupaya menghindari persaingan samudera merah tersebut dengan melakukan inovasi Strategi Samudera Biru. Metode penelitian yang digunakan adalah penelitian kualitatif untuk mempelajari fenomena sosial dengan mengolah data berupa kata-kata yang bersumber dari wawancara dan studi dokumen perusahaan dan artikel dari luar perusahaan. Berdasarkan analisis strategi samudra biru, PT. XYZ merumuskan strategi perusahaan dengan membuat model bisnis B2C (Business to Customer) dan C2C (Customer to Customer), serta B2B (Business to Business). Rumusan strategi samudra biru layanan CEP untuk B2C dan C2C yaitu 1) Pengiriman melalui 3D printing, 2) Kemasan ramah lingkungan, 3) Drop off drive thru, 4) Mobile outlet, dan 5) Layanan halal logistik. Sementara untuk B2B yaitu 1) Penanganan khusus untuk special goods, 2) Layanan halal logistik, 3) Kemasan ramah lingkungan, 4) Ketepatan waktu pengiriman, dan 5) Jasa konsultasi logistik.

Kata kunci : Industri CEP, logistik, strategi samudra biru