THE INFLUENCE OF BLUE OCEAN STRATEGY AND INNOVATION CAPABILITY ON PURCHASING DECISIONS IN THE RUMOH TUHA COFFEE SHOP, LHOKSEUMAWE CITY

Nelly Astria [1], Cut Sukmawati[2], Teuku Zulkarnaen[3], Nanda Ameliany [4], Sufi [5]
Universitas Malikussaleh, Lhokseumawe
Email: nelly.210260057@mhs.unimal.ac.id [1], skripsitesiscutsukmawati@gmail.com [2],
teukuzulkarnaen8771@gmail.com [3], nanda.ameliany@unimal.ac.id [4], Sufi@unimal.ac.id [5]

Abstract

The purpose of this study is to examine how Rumoh Tuha Coffee Shop in Lhokseumawe City's customers' decisions are influenced by Blue Ocean Strategy and Innovation Capability. The highly competitive culinary industry serves as the backdrop for this study, which requires companies to offer unique value in orders to attract customers. Questionnaires were distributed to 100 respondents using a simple random sample technique to complete in order to gather primary data for the descriptive quantitative approach. Multiple linear regression was used to analyze the data. The findings show that the Blue Ocean Strategy significantly and favorably influences purchase decisions to some extent. On the other hand, purchasing decisions are significantly impacted by innovation capability. Both factors simultaneously have a favorable and noteworthy impact. These findings indicate that a unique value creation strategy is more appreciated by consumers than innovations that do not align with market preferences. Therefore, implementing an appropriate and targeted strategy is key to driving consumer purchasing decisions.

Keywords: *Blue Ocean Strategy, Innovation Capability, Purchasing Decisions, Coffee Shop, Marketing Strategy.*

INTRODUCTION

Indonesia's economic growth in recent years has been largely driven by household consumption, with the food and beverage (F&B) sector being a key driver. The F&B industry has shown significant and stable growth even amidst economic fluctuations, as it is classified as a non-cyclical consumer industry on the Indonesia Stock Exchange. Rising purchasing power, particularly among the middle class, has driven increased spending on food and beverage products. According to World Bank research, 52 million Indonesians are middle class, accounting for approximately half of household spending in the country (Fahmi, 2024). The growth of the F&B industry is also reflected in its contribution. In the first quarter of 2023, the coffee industry's contribution to the national Gross Domestic Product (GDP) reached 5.33% (YoY), surpassing the GDP growth rate of 5.03% (Sari, 2022). The coffee shop industry is one of the rapidly growing subsectors within this sector. By 2023, it is estimated that there will be 10,000 coffee shops in Indonesia, according to estimates from the Indonesian Coffee and Cocoa Association (APKCI), and this figure continues to grow in line with the high public interest in coffee consumption culture. National coffee consumption also reached a record high, reaching 0.18 ounces per capita per week in 2023 (Ahdiat, 2024).

Coffee shops have evolved from simply places to drink into social hubs that embody the metropolitan lifestyle. These spaces are often used for socializing, working, and conversation (Syahsudarmi, 2018). For coffee shop owners, this phenomenon presents both opportunities and challenges to survive in the face of increasingly fierce competition. A sound and adaptive business plan is essential for staying relevant amidst ever-changing market dynamics. One strategy widely used to address competitive pressures is the Blue Ocean Strategy, an approach that emphasizes creating new market areas that have not yet been penetrated by competitors, rather than competing directly with them in saturated markets (Kim & Mauborgne, 2015). This strategy encourages companies to innovate in products, services, and customer experiences to create unique and difficult-to-imitate added value. The four-action approach: Eliminate, Reduce, Raise, and Create is the main framework for building sustainable competitive advantage.

However, in a rapidly changing market context, Blue Ocean Strategy alone is not enough. Companies also need the ability to continuously innovate. Innovation capability, an organization's ability to create and implement new ideas, whether in the form of products, processes, or business models, is key to maintaining long-term competitiveness (Mohamad & Niode, 2020). This innovation capability enables businesses to adapt to consumer preferences and evolving technologies. The Rumoh Tuha coffee shop in Lhokseumawe City is an example of a culinary business that strives to implement the Blue Ocean Strategy approach through a traditional concept and a distinctive Acehnese atmosphere. The shop's unique interior and local cultural nuances are its main attractions. However, observations revealed customer complaints, such as long waiting times, limited parking facilities, and the lack of integration of digital services such as GoFood, GrabFood, and ShopeeFood. Thirty respondents participated in a preliminary survey, which showed that while the shop's concept and atmosphere were appreciated, most customers desired improvements in service and digitalization. These findings emphasize the importance of synergy between Blue Ocean Strategy and Innovation Capability in influencing consumer purchasing decisions, especially in the highly dynamic F&B sector. Therefore, this study aims to analyze the influence of Blue Ocean Strategy and Innovation Capability on consumer purchasing decisions at Rumoh Tuha Coffee Shop in Lhokseumawe City. It is hoped that this research will provide both theoretical and practical contributions to the study of relevant and flexible marketing tactics in an era of increasingly fierce competition.

LITERATURE REVIEW
Strategic Management
Strategic management is the process of developing and implementing long-term strategies to gain a competitive advantage. Pearce and Robinson, in Jannah et al. (2023), state that strategic management involves the formulation, implementation, and evaluation of decisions that enable an organization to achieve its goals. David (in Huda, 2018) adds that strategic management is the integration of art and science to coordinate all organizational functions to effectively address changes in the business environment.

Blue Ocean Strategy
Blue Ocean Strategyis a tactic that seeks to establish new and uncontested market space, thus enabling a company to gain sustainable growth and profitability opportunities (Kim & Mauborgne, 2015). This strategy differs from Red Ocean Strategy, which focuses on competition in existing markets. Blue Ocean Strategy emphasizes value innovation, namely increasing value for consumers while reducing costs for the company.
Blue Ocean Strategy Indicators (Kim & Mauborgne, 2015):
1. Eliminate: Factors that have been taken for granted by the industry but need to be removed.
2. Reduce (Reduce): Factors that are excessive and must be reduced.
3. Raise (Increase): Factors that need to be increased higher than industry standards.
4. Create (Create): new elements that have never been provided by the industry.

Innovation Capability
Innovation CapabilityInnovation capability is an organization's ability to generate and implement innovative ideas in the form of new products, processes, or services. According to Lawson and Samson (in Nugroho, 2013), innovation capability enables a company to survive in a rapidly changing and competitive environment.
Innovation Capability Indicators (Kuratko in Megawati & Farida, 2018):
1. Invention: The ability to create new, original ideas or products.
2. Extension (Development): The ability to expand or improve an existing idea or product.
3. Duplication: The ability to imitate and adopt ideas from others with contextual adaptation.
4. Synthesis: The ability to combine two or more ideas into a new form of innovation.

Buying decision
According to Engel (in Firmansyah, 2018), a crucial step in the customer decision-making process occurs when they decide to purchase a product. This is because it involves interrelated steps, from identifying needs to selecting a product that they deem appropriate.
As for the indicators according to Engel inFirmansyah (2018)is asfollowing:
1. Need recognition: Awareness of a problem or desire that needs to be met.
2. Information search: Gathering information from various sources regarding available solutions.
3. Alternative evaluation: Consideration of various options based on features, price, quality, etc.
4. Purchasing decision: Selection of the product or service to be purchased.

5. Post-purchase behavior: Consumer responses after making a purchase, such as satisfaction or complaints.

RESEARCH METHODS

All visitors to Rumoh Tuha Coffee Shop in Lhokseumawe City constitute the demographic of this study. The sampling strategy used was probability sampling combined with basic random sampling method. Since the exact population size in this study was unknown, the sample was selected using the Lemeshow formula. To increase accuracy and prevent errors, the minimum sample size was set at 96 respondents, and rounded up to 100. Primary data is the type of information used. Questionnaires were given directly to respondents—namely customers who had shopped at Rumoh Tuha Coffee Shop—to collect data. Data were collected using questionnaires, related documentation studies, and direct observation on site. The measuring instrument used was the Likert Scale. Respondents' reactions to indicators in each research variable were measured using this scale, which has five assessment categories: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1).

RESULTS AND DISCUSSION

Validity Test

To determine how well the questionnaire instrument measures the intended outcomes, a validity test was conducted. With degrees of freedom (df) = n – 2, or 98, and a significance level of 0.05, this test uses the Pearson Product Moment correlation. The r-table value, as determined by the r-table, is 0.197. If the calculated r-table value exceeds the r-table, the statement is considered valid. Based on the test results, each statement item in the purchasing decision, innovation capability, and blue ocean strategy variables has an r-table value higher than the r-table and is therefore considered valid.

Tabel 1. Hasil Uji Validitas

Variabel	Rhitung	Nilai Signifikan	Rtabel	Keterangan
X1.1	0,700	0.000	0,197	Valid
X1.2	0,750	0.000	0,197	Valid
X1.3	0,753	0.000	0,197	Valid
X1.4	0,733	0.000	0,197	Valid
X1.5	0,758	0.000	0,197	Valid
X1.6	0,575	0.000	0,197	Valid
X1.7	0,507	0.000	0,197	Valid
X1.8	0,579	0.000	0,197	Valid
X2.1	0,579	0.000	0,197	Valid
X2.1	0,501	0.000	0,197	Valid
X2.2	0,566	0.000	0,197	Valid
X2.4	0,419	0.000	0,197	Valid
X2.5	0,462	0.000	0,197	Valid
X2.6	0,508	0.000	0,197	Valid
X2.7	0,538	0.000	0,197	Valid
X2.8	0,664	0.000	0,197	Valid
Y.1	0,512	0.000	0,197	Valid
Y.2	0,532	0.000	0,197	Valid
Y.3	0,526	0.000	0,197	Valid
Y.4	0,682	0.000	0,197	Valid
Y.5	0,620	0.000	0,197	Valid
Y.6	0,625	0.000	0,197	Valid
Y.7	0,714	0.000	0,197	Valid
Y.8	0,750	0.000	0,197	Valid
Y.9	0,698	0.000	0,197	Valid
Y.10	0,620	0.000	0,197	Valid

Sumber: Data diolah (2025)

Reliability Test

The internal consistency of the research instrument was evaluated using a reliability test. Cronbach's Alpha value was used to evaluate the reliability standard; values above 0.60 were considered dependent.

Tabel 2. Hasil Uji Reabilitas

No	Variabel	Cronbach's Alpha	Keterangan
1	Blue Ocean Strategy	0,833	Reliabel
2	Innovation Capability	0,627	Reliabel
3	Keputusan Pembelian	0,832	Reliabel

Sumber: Data diolah (2025)

Based on the test results in Table 2 above, the alpha values for the Blue Ocean Strategy (X1), Innovation Capability (X2), and Purchasing Decision (Y) variables are 0.833, 0.627, and 0.832, respectively. As a result, each variable in this study has a higher value than the lowest value, so the instrument is declared reliable.

Normality Test

Tabel 3. Hasil Uji *one sample kolomogrov semirnov*

		Unstandardized Residual
N		100
Normal Parameters	Mean	0,0000000
	Std. Deviation	2,61986483
Most Extreme Differences	Absolute	0,074
	Positive	0,061
	Negaative	-0,074
Test Stastistic		0.074
asymp sig. (2-tailed)		0,196

Sumber:Data Diolah (2025)

The One-Sample Kolmogorov-Smirnov method was used to test for normality, and the results are shown in Table 3 above. The Assimilation value of the test was 0.196, which is higher than the 0.05 significance level. Therefore, it can be said that the research data is regularly distributed.

Heteroscedasticity Test

The scatterplot method in SPSS version 27 was used to test for heteroscedasticity. The test results showed no clear pattern, with points randomly distributed above and below the zero axis. Therefore, it can be concluded that this regression model does not show any signs of heteroscedasticity.
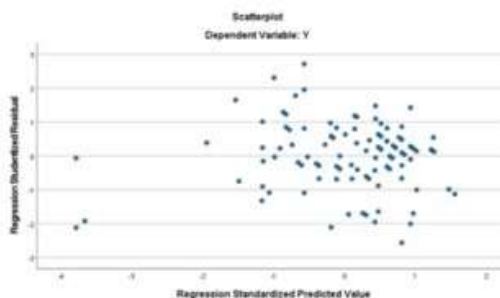
Gambar 1. Hasil Uji Heteroskedastisitas
Sumber: Data diolah (2025)

Multiple Linear Regression Test

Hypothesis testing in this study uses multiple linear regression analysis with the help of SPSS software version 27 for Windows.

Tabel 4. Hasil Pengujian Regresi Linear Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	11.121	1.906		5.833	<.001
Blue Ocean Strategy	1.416	.141	1.359	10.076	<.001
Innovation Capability	-.526	.121	-.586	-4.347	<.001

Sumber:Data di olah (2025)

Based on the results of the partial test, the following regression equation was obtained:

$$Y = 11.121 + 1.416X_1 - 0.526X_2$$

From this equation it can be explained that:

1. The constant is 11.121shows that if the Blue Ocean Strategy (X_1) and Innovation Capability (X_2) variables are zero, then the Purchase Decision (Y) value is at 11.121.
2. X_1 coefficient (1.416)shows that, assuming all other factors remain constant, a one-unit increase in Blue Ocean Strategy will result in 1,416 more purchasing decisions.
3. Assuming all other factors remain the same, the coefficient of X_2 (-0.526) indicates that every one unit increase in Innovation Capability actually results in a 0.526 unit decrease in Purchase Decision..

Partial Significance Test (t-Test)

The test was carried out with a significance level of 5% and degrees of freedom (df) = n − k − 1 = 100 − 2 − 1 = 97, resulting in a t-table value of 1.98472.

Tabel 5. Hasil Pengujian Regresi Secara Parsial

Variabel	Nilai Signifikan	t hitung	t tabel
Blue Ocean Strategy	0,001	10.076	1,98472
Innovation Capability	0,001	-4.347	1.98472

Sumber: Data diolah (2025)

The partial test results based on table 5 above show:

1. Blue Ocean Strategy(X_1)has a significance value of 0.001 and a t-value of 10.076. Purchasing decisions are positively and significantly influenced by the Blue Ocean Strategy, as indicated by the t-value > t-table (10.076 > 1.98472) and significance < 0.05. Thus, the hypothesis H_1 is accepted.
2. Innovation Capability(X_2)shows a significance level of 0.001 and a t-count value of -4.397. Because the |t-count| value is greater than the t-table (4.397 > 1.98472) in absolute terms, it can be said that Innovation Capability has a significant and negative influence on purchasing decisions. Hypothesis H_2 is rejected because it is not in line with the initial assumption, even though the direction of the relationship is negative and its significance still shows a fairly large influence.

Simultaneous Test (F Test)

Simultaneous testing is carried out to determine the joint influence of independent variables on the dependent variable.

Tabel 6. Hasil Uji Secara Simultan

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1801.495	2	900.747	128.582	.000
Residual	679.505	97	7.005		
Total	2481.000	99			

Sumber : Data diolah (2025)

Based on the test results, there is a significance level of 0.000 and an F-count value of 128.582. At a significance level of 5% (α = 0.05), this value is compared with the F-table of 3.09 with degrees of freedom df1 = 2 and df2 = 97. It can be concluded that Blue Ocean Strategy (X_1) and Innovation Capability (X_2) both have a significant impact on Purchasing Decision (Y) simultaneously because F count > F table (128,582 > 3.09) and the significance value < 0.05 (0.000 < 0.05). Thus, hypothesis H_3 is accepted.

Correlation and Determination Coefficient Test (R – R2)

Tabel 7. Hasil Uji Korelasi dan Determinasi

Model	R	R square	Adjusted R square	Std Error of the Estimate
1	0.852a	0.726	0.720	2.64674

Sumber: Data diolah aplikasi SPSS Versi 27.0 (2025)

Based on Sugiyono's (2020) categorization, the analysis results show a correlation coefficient (R) of 0.852, making it a very strong relationship (0.800–1.000). This means there is a very strong relationship between Blue Ocean Strategy (X_1) and Innovation Capability (X_2) and Purchasing Decisions (Y). The Blue Ocean Strategy and Innovation Capability variables cover 72% of the variation in Purchasing Decisions (Y), while the remaining 28% is influenced by variables not included in this research model, based on the coefficient of determination (R^2) value of 0.720.

Discussion

The Influence of Blue Ocean Strategy on Purchasing Decisions

The results of the analysis show that Blue Ocean Strategy has a positive and significant influence on purchasing decisions at Rumoh Tuha Coffee Shop, Lhokseumawe City. The significance value is 0.001 <0.05 and the calculated t value (10.076) > t table (1.98472) indicates that the better the product quality, the better the product quality, and the better the product quality. The Blue Ocean Strategy is implemented, the higher the purchasing decision. The four indicators of Blue Ocean Strategy, namely Eliminate, Reduce, Raise, and Create, have been proven to be implemented effectively, such as eliminating unpopular menus, reducing waiting times, increasing product quality, and creating unique concepts. These results support the theory of Kim and Mauborgne (2015) and are strengthened by previous research (Nurrasyidah, 2024) which shows that innovation and unique differentiation can increase consumer purchasing interest.

The Influence of Innovation Capability on Purchasing Decisions

With a calculated t-value of -4.347 > t-table and a significance level of 0.001 < 0.05, this study indicates that Innovation Capability has a negative and substantial influence on purchasing decisions. This finding contradicts Kuratko's (1995) theory and several previous studies, which state that innovation capability should increase competitiveness and purchasing. In the context of Rumoh Tuha, overly modern innovations, such as the use of digital services (GoFood), have the potential to disrupt the traditional identity that is the main attraction. Customers value authenticity of the atmosphere and historical value more. Therefore, appropriate innovations are those that strengthen the old-school concept, such as the addition of traditional menu items and classic ornaments.

Simultaneous Influence of Blue Ocean Strategy and Innovation Capability on Purchasing Decisions

With a calculated f of 128,582 > f table 3.09 and a significance of 0.000 < 0.05, both Blue Ocean Strategy and Innovation Capability significantly impact purchasing decisions simultaneously. However, respondents were more supportive of the implementation of Blue Ocean Strategy (mean 3.99) than Innovation Capability (mean 3.58), indicating that differentiation strategies and unique services are more aligned with Rumoh Tuha's character than digital innovations that may not be appropriate. This finding emphasizes the importance of aligning innovative strategies with business identity in order to optimally drive purchasing decisions.

CONCLUSION

Based on the results of the analysis and discussion that has been carried out, it can be concluded that:

1. The Influence of Blue Ocean Strategy on Purchasing Decisions

   Blue Ocean Strategyhas been shown to have a positive and significant impact on purchasing decisions at Rumoh Tuha Coffee Shop in Lhokseumawe City. This strategy, which involves creating new value, service innovation, and differentiation from competitors, is able to attract consumer interest and encourage purchases. The more effective the Blue Ocean strategy implementation, the greater the likelihood of customers making a purchase.

2. The Influence of Innovation Capability on Purchasing Decisions

   Innovation Capabilityhave a negative and substantial influence on purchasing choices. These results indicate that the innovations implemented have not fully aligned with customer desires. Innovations that are not aligned with customer identity and expectations, particularly in the context of a traditional coffee shop like Rumoh Tuha, can actually reduce consumer appeal. Therefore, innovative capabilities need to be directed towards strengthening the unique and authentic values that are the shop's main characteristics.

3. Simultaneous Influence of Blue Ocean Strategy and Innovation Capability on Purchasing Decisions

   Simultaneously, Blue Ocean Strategy and Innovation Capability have a significant impact on what people decide to buy. Although Innovation Capability has a partial negative effect, their combined contribution remains significant in influencing consumer decisions. This emphasizes that strategy and innovation need to be designed harmoniously, in accordance with business characteristics and customer needs and perceptions, to increase the effectiveness of purchasing decisions.

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