

ABSTRAK

Penelitian ini bertujuan untuk mengidentifikasi *Building Blocks of Competitive Advantage* dan menganalisa penerapan *Value Innovation* pada The Sultan Hotel & Residence Jakarta. Latar belakang penelitian ini didasarkan pada pertumbuhan yang signifikan di industri perhotelan, khususnya hotel bintang 5 di Jakarta sebesar 42,3% selama periode tahun 2017 hingga 2024. Pertumbuhan tersebut selaras dengan kenaikan Tingkat Penghunian Kamar (TPK) di hotel bintang 5 sebesar 3,91 poin pada periode Januari hingga Juni 2024. Metode penelitian menggunakan pendekatan kualitatif deskriptif dengan melakukan wawancara kepada narasumber yang bekerja dan telah memiliki pengalaman mendalam pada The Sultan Hotel & Residence Jakarta serta melakukan observasi pada objek penelitian. Analisis *Building Blocks of Competitive Advantage* dan *Blue Ocean Strategy* digunakan untuk mengetahui faktor-faktor yang menciptakan keunggulan bersaing perusahaan dan penerapan *Value Innovation* yang menekankan pada *low-cost* dan *differentiation*. Hasil menunjukkan bahwa implementasi kedua teori tersebut tidak hanya bersifat konseptual tetapi terbukti operasional dan aplikatif. Studi ini menegaskan bahwa integrasi antara faktor-faktor keunggulan bersaing dengan efisiensi internal (*low-cost*) dan inovasi nilai eksternal (*differentiation*) dapat menjadi dasar pembentukan keunggulan bersaing yang berkelanjutan dan sulit ditiru kompetitor.

Kata kunci: Building Blocks of Competitive Advantage, Blue Ocean Strategy, Value Innovation, industri perhotelan, low-cost, differentiation

ABSTRACT

This research aims to identify the Building Blocks of Competitive Advantage and analyze the application of Value Innovation at The Sultan Hotel & Residence Jakarta. The background of this research is based on the significant growth in the hotel industry, especially 5-star hotels in Jakarta by 42.3% during the period 2017 to 2024. This growth is in line with the increase in Room Occupancy Rate (ROR) in 5-star hotels by 3.91 points in the period January to June 2024. The research method uses a descriptive qualitative approach by conducting interviews with sources who work and have in-depth experience at The Sultan Hotel & Residence Jakarta and conducting observations on the research object. Analysis of Building Blocks of Competitive Advantage and Blue Ocean Strategy is used to determine the factors that create the company's competitive advantage and the application of Value Innovation that emphasizes low-cost and differentiation. The results show that the implementation of both theories is not only conceptual but proven to be operational and applicable. This study confirms that the integration of competitive advantage factors with internal efficiency (low-cost) and external value innovation (differentiation) can form the basis for building a sustainable competitive advantage that is difficult for competitors to imitate.

Keywords: Building Blocks of Competitive Advantage, Blue Ocean Strategy, Value Innovation, hospitality industry, low-cost, differentiation