

Implementing Blue Ocean Strategy for Value Innovation at Elmaskin Aesthetic and Anti-Aging Clinic

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ABSTRACT

The aesthetic clinic industry in Surabaya is characterized by intense competition, homogeneous treatment offerings, price-driven promotions, and growing customer expectations for transparent and personalized services. This study aimed to design and implement an innovation strategy grounded in Blue Ocean Strategy to create value innovation at Elmaskin Aesthetic & Anti-Aging Clinic. A descriptive qualitative approach with a project-based research design was employed. Data were collected through in-depth interviews, observations, and document analysis involving ten informants selected through purposive sampling, including representatives of management, doctors, nurses, customers, competitors, and aesthetic clinic industry expert. The data were analyzed using SWOT Analysis, Key Success Factors, Strategy Canvas, Four Actions Framework, and Six Paths Framework. The study developed the Elmaskin Transparent & Personalized Beauty Journey, which transforms conventional treatment transactions into a transparent, personalized, educational, and continuous care journey. The concept was operationalized through eight integrated strategies: brand positioning, personalized programs, treatment development, membership optimization, customer relationship management, information transparency, omnichannel marketing, and digitalization of forms. Initial implementation increased customer satisfaction from 82.2% to 94.3%, average returning-patient visits by 11.5%, and the number of new patients by 8.2%. Revenue in May 2026 was also 5.6% higher than the pre-implementation average. These findings suggest that information transparency, service personalization, and continuity across the customer journey can create a differentiated value curve in the aesthetic clinic industry.

ABSTRAK

Industri klinik estetika di Surabaya ditandai oleh persaingan ketat, kesamaan jenis perawatan, promosi berbasis harga, serta meningkatnya harapan pelanggan terhadap layanan yang transparan dan personal. Penelitian ini bertujuan merancang dan mengimplementasikan strategi inovasi berbasis *Blue Ocean Strategy* untuk menciptakan inovasi nilai di Elmaskin *Aesthetic & Anti-Aging Clinic*. Penelitian menggunakan pendekatan kualitatif deskriptif dengan desain penelitian berbasis proyek. Data dikumpulkan melalui wawancara mendalam, observasi, dan dokumentasi terhadap sepuluh informan yang dipilih secara purposif sampling, terdiri atas manajemen, dokter, perawat, pelanggan, kompetitor, dan pakar industri klinik estetika. Data dianalisis menggunakan *SWOT Analysis*, *Key Success Factors*, *Strategy Canvas*, *Four Actions Framework*, dan *Six Paths Framework*. Penelitian ini menghasilkan konsep Elmaskin *Transparent & Personalized Beauty Journey* yang mengubah transaksi perawatan konvensional menjadi perjalanan perawatan yang transparan, personal, edukatif, dan berkelanjutan. Konsep tersebut dioperasionalkan melalui delapan strategi terintegrasi, yaitu *brand positioning*, *personalized program*, pengembangan perawatan, optimalisasi *membership*, *customer relationship management*, transparansi informasi, *omnichannel marketing*, dan digitalisasi *form*. Hasil implementasi awal menunjukkan peningkatan kepuasan pelanggan dari 82,2% menjadi 94,3%, peningkatan kunjungan pasien lama sebesar 11,5%, serta peningkatan pasien baru sebesar 8,2%. Pendapatan pada Mei 2026 juga tercatat 5,6% lebih tinggi daripada rata-rata pendapatan sebelum implementasi. Temuan penelitian menunjukkan bahwa transparansi informasi, personalisasi layanan, dan kesinambungan perjalanan pelanggan mampu menciptakan kurva nilai berbeda dalam industri klinik estetika.

1. Introduction

The beauty and personal care industry continues to expand alongside technological advances, product innovation, digital communication, and increasing public awareness of physical appearance, skin health, and healthy aging. The growth of the global beauty and medical aesthetics markets has been driven by the wider adoption of minimally invasive procedures, advanced treatment technologies, and improved access to aesthetic services [1], [2], [3]. In Indonesia and the broader Asia-Pacific region, this development has been further supported by social media exposure, digital commerce, changing lifestyles, and industry growth [4], [5], [6]. These conditions create substantial business opportunities while simultaneously intensifying competition among service providers.

Surabaya represents a highly competitive market for aesthetic services. Clinics compete through their locations, facilities, medical personnel, technologies, treatment outcomes, pricing strategies, promotional activities, social media presence, online reviews, and digital advertising. Patients can compare multiple clinics before making treatment decisions, while similarities in treatment offerings and promotional strategies make meaningful differentiation increasingly difficult [7]. Although technology expands the reach of communication and patient interaction, it also makes marketing strategies easier for competitors to imitate [8]. This environment reflects the characteristics of a red ocean, in which organizations compete on relatively similar factors and increasingly depend on price-based promotions.

Elmaskin Aesthetic & Anti-Aging Clinic is a local aesthetic clinic established in 2019, with three branches in Surabaya and Sidoarjo. The clinic is supported by qualified medical professionals, a positive reputation, the use of safe equipment and materials, integrated digital systems, personalized communication, and particular expertise in facial injectable treatments, especially skin boosters. Nevertheless, internal data indicate fluctuations and a downward trend in revenue, patient visits, and new-patient numbers. Revenue reached its highest level in March 2025 but subsequently declined through October 2025 without demonstrating a stable recovery. Total patient visits decreased from 954 in March 2025 to 637 in October 2025, representing a decline of 33.2%. Visits at the Surabaya Utara branch fell from 435 to 271, those at the Waru branch declined from 258 to 199, and visits at the Surabaya Barat branch decreased from 261 to 167. During the same period, the number of new patients fell from 320 to 156, representing a decline of 51.3%. These findings indicate that Elmaskin simultaneously faces challenges in maintaining revenue stability, acquiring new patients, and retaining existing patients.

The clinic has implemented various initiatives, including discounts, flash sales, live-stream

promotions, referral programs, treatment packages, membership programs, exhibitions, and digital advertising. However, these initiatives remain broadly similar to common industry practices and have not yet created a sufficiently distinctive value curve. Dependence on discounts and paid promotions has also increased customer acquisition costs. Therefore, Elmaskin's principal challenge is not a lack of marketing activity but the absence of an integrated value proposition that combines clinical credibility, information transparency, personalization, and continuity of care.

Patient expectations have also evolved. Patients consider not only price but also product ingredients and dosages, treatment benefits, procedural alternatives, potential risks, recovery time, post-treatment care, additional costs, and treatment suitability. Price transparency in healthcare can support patient decision-making; however, in aesthetic services, transparency should also include expected benefits, available alternatives, potential risks, downtime, aftercare, and the clinical rationale underlying treatment recommendations [9]. Personalization is equally important because each patient has different skin conditions, treatment objectives, risk profiles, and financial capacities. Aesthetic clinics must therefore develop services that are transparent, personalized, and consistent throughout the patient journey.

Blue Ocean Strategy offers a framework for moving beyond conventional competition by reconstructing the factors on which competition is based and creating value innovation [10]. The Strategy Canvas enables organizations to compare their value curves with those of their competitors. The Four Actions Framework is used to determine which factors should be eliminated, reduced, raised, and created, while the Six Paths Framework supports the identification of new market spaces [10]. The concept of Blue Ocean Shift strengthens this approach through a systematic, human-centered transformation process based on customer needs [11]. This approach enables organizations to establish a competitive advantage without relying primarily on price-based competition [12].

Digital transformation supports the implementation of this strategy through data-driven communication, integrated service channels, documented consultations, digital forms, patient reminders, and structured follow-up [8]. Research on digital market competition suggests that strategic innovation must be combined with technological adaptability to create differentiation that is difficult for competitors to replicate [13]. In aesthetic clinics, technology should function not only as a promotional medium but also as a means of improving service consistency and ensuring continuity throughout the patient journey.

Several studies have examined the application of Blue Ocean Strategy in healthcare services. At the Kimia

Farma Malang Clinical Laboratory, service-flow redesign, digital registration, and service development were proposed to increase transactions and operational efficiency [14]. In a primary clinic setting, administrative innovation and health education were used to increase enrollment in Indonesia's national health insurance program [15]. Research conducted in Bali also demonstrated that experience-based differentiation and strategic collaboration could increase patient visits to clinics located in tourism areas [16].

Within the aesthetic clinic industry, Blue Ocean Strategy has been used to identify competitive factors that can be developed into sources of differentiation. Research on Serena Skin and Wellness employed the Strategy Canvas to map the clinic's position relative to its competitors and identify opportunities for value creation through service innovation, technology utilization, improved customer experience, and stronger brand positioning [17]. This approach indicates that a clinic's competitive advantage is determined not only by the treatments it offers but also by how its services are designed, communicated, and experienced by patients. Research at Athena Medical Clinic also found that the application of Blue Ocean Strategy dimensions was associated with improved organizational performance, particularly through the creation of new value, stronger differentiation, and reduced dependence on direct competition [18].

The same framework has also been applied to a local cosmetics company to create added value through product and market innovation [19]. At PT Kalbe Farma Tbk., Blue Ocean Strategy was used to evaluate opportunities for market development, product innovation, and the expansion of healthcare-related businesses [20]. Meanwhile, an analysis of PT Mandom Indonesia Tbk. emphasized the importance of market repositioning, product differentiation, and the development of more relevant forms of customer engagement [21]. Collectively, these studies demonstrate the relevance of Blue Ocean Strategy across the healthcare, pharmaceutical, cosmetics, and beauty industries. However, most previous studies have focused on competitive-position mapping, strategy formulation, or business recommendations. Research explaining how such strategies can be translated into operational programs that integrate information transparency, service personalization, digitalization, membership development, and patient follow-up within a continuous aesthetic care journey remains limited.

Based on this research gap, the present study addresses the following question: How can an innovation strategy based on Blue Ocean Strategy be implemented to create value innovation at Elmaskin Aesthetic & Anti-Aging Clinic? This study aims to identify the clinic's competitive position, formulate a divergent value curve, implement innovation programs, and evaluate

initial changes in customer satisfaction, returning-patient visits, new-patient acquisition, and revenue. The study contributes to the literature by integrating transparency and personalization throughout the patient journey. The proposed value proposition shifts the clinic's focus from transactional sales toward continuous, relationship-based care.

2. Research Method

2.1. Research Design, Location, and Period

This study employed a descriptive qualitative research design combined with a project-based research approach. The qualitative component was used to examine competitive conditions, customer expectations, service limitations, organizational strengths, and potential sources of value innovation. The project-based component translated the research findings into operational programs that were subsequently implemented within the organization. The pilot project was conducted at the Surabaya Utara branch of Elmaskin, while the competitive analysis covered the broader aesthetic clinic market in Surabaya and included relevant local and national competitors.

The study comprised three interconnected periods. The pre-intervention review drew on internal data and observations collected from November 2025 to February 2026. Strategy formulation, organizational socialization, operational preparation, and implementation were carried out from February to May 2026, followed by an initial evaluation conducted in May and June 2026. This evaluation period was considered sufficient to identify early operational outcomes and customer responses, but not to establish long-term causal relationships. Figure 1 illustrates the analytical and implementation sequence applied in this project.

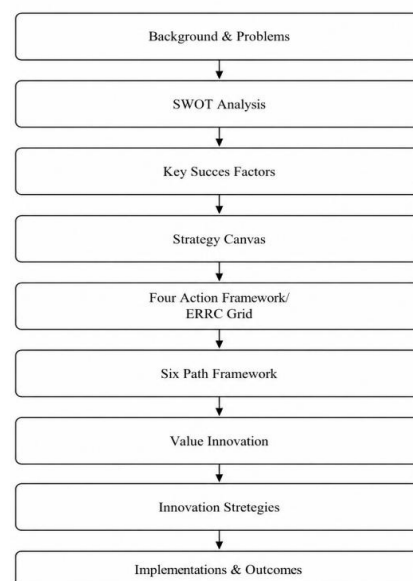


Figure 1. Analytical and implementation framework

2.2. Informants and Data Collection

Informants were selected through purposive sampling because the study required insights from individuals directly involved in strategic decision-making, clinical service delivery, customer interactions, market competition, and customer experiences. Purposive sampling is appropriate when information-rich cases are required in implementation research [22]. Ten informants participated in the study, representing the clinic's owners, operations and marketing personnel, doctors, nurses, customers, a representative of a competing clinic, and aesthetic clinic industry expert. This composition enabled comparisons among managerial intentions, frontline practices, external perspectives, and customer interpretations.

Primary data were collected through semi-structured, in-depth interviews. The interview guide explored organizational strengths and weaknesses, external opportunities and threats, key success factors, customer expectations, competitor practices, information transparency, personalization, the customer journey, membership programs, treatment innovation, digital marketing, and customer follow-up. Observations covered the registration and consultation processes, promotional materials, social media platforms, WhatsApp interactions, website information, treatment documentation, and aftercare communication. Documentary data included patient visit and revenue records, customer satisfaction surveys, standard operating procedures, forms, dashboards, treatment menus, customer follow-up records, and evidence of program implementation.

2.3. Data Analysis and Validity

The data analysis followed an iterative process involving data condensation, data display, and conclusion drawing [23]. Interview and observational data were initially coded and categorized into SWOT factors and Key Success Factors. The clinic's existing competitive position was subsequently visualized using a Strategy Canvas based on the factors customers considered when comparing aesthetic clinics. The ERRC Grid was used to identify conventional competitive factors that should be eliminated, reduced, raised, or created, while the Six Paths Framework was applied to explore opportunities beyond direct competition. The resulting value innovation was then translated into eight innovation strategies, corresponding implementation activities, and indicators for evaluating initial outcomes.

The credibility of the findings was strengthened through source triangulation, method triangulation, and comparison with organizational documents. Statements provided by management were compared with perspectives obtained from doctors, nurses, customers, the owner of a competing aesthetic clinic, and aesthetic clinic industry expert. The interview findings were also

cross-checked against observational data, internal records, marketing materials, digital dashboards, and documented evidence of implementation. Informants were identified using codes to protect their confidentiality. Because the principal researcher also held a managerial position within the organization, multiple categories of informants, clearly defined analytical frameworks, and external perspectives were incorporated to minimize potential managerial bias.

2.4. Implementation and Evaluation Indicators

Implementation activities included management briefings, weekly and monthly clinical meetings, the development of standard operating procedures, staff training, standardized consultation procedures and digital forms, improvements to the clinic's website and social media platforms, CRM-based follow-up dashboards, detailed treatment menus, standardized promotional templates, customer education, revised membership benefits, and continuous progress monitoring. These activities were designed as components of an integrated operational system rather than as separate promotional campaigns.

The evaluation used customer-related and business performance indicators derived from internal records. Customer satisfaction was assessed across four dimensions: customer service, treatment outcomes, services provided by doctors and nurses, and customers' intention to return. The retention of existing patients was evaluated by comparing the average number of returning patients during the pre-implementation and implementation periods. New patient growth was assessed monthly, with particular attention to the change observed between April and May 2026. Revenue during the implementation period was compared with the average revenue recorded during the pre-implementation period. Process indicators, including WhatsApp response time, follow-up completion, use of digital forms, compliance with standard operating procedures, staff training, and the production of educational content, were incorporated into a proposed Balanced Scorecard for ongoing performance monitoring.

2.5. Performance Calculations and Project Stages

Three calculations were used to standardize the evaluation of initial outcomes. Customer satisfaction was calculated by dividing the total score obtained from the survey by the maximum possible score. Growth was calculated by comparing the current value with the baseline value, while the customer retention rate was defined as the proportion of returning customers within the relevant active customer base. These calculations were used for descriptive purposes because the project did not include an experimental control group.

The project followed eight operational stages: diagnosis of the initial conditions; identification of key

industry success factors; competitive mapping using the existing Strategy Canvas; strategic reconstruction using the ERRC Grid; opportunity exploration through the Six Paths Framework; formulation of the proposed value innovation; translation of the value innovation into eight innovation strategies; and implementation followed by an initial evaluation. Each stage generated documented outputs, enabling the progression from qualitative insights to organizational actions to be systematically traced. This traceability was particularly important because the project was conducted within the principal researcher's own organization.

3. Result and Discussion

3.1. SWOT Analysis and Key Success Factors

The SWOT analysis identified professional medical personnel, effective treatment outcomes, safe equipment and materials, friendly service, a positive reputation, three operational branches, and increasingly integrated digital systems as Elmaskin's principal strengths. The identified weaknesses included inconsistent consultation documentation, dependence on promotional discounts and paid advertising, inconsistent customer follow-up, limited differentiation in promotional communication, and the absence of a standardized personalized treatment plan. Opportunities arose from the growing demand for aesthetic services, increased digital accessibility, customer interest in educational information, and the need for transparent and personalized treatment recommendations. The main threats included the increasing number of aesthetic clinics, service homogeneity, price-based competition, rising

advertising costs, rapidly changing treatment trends, and low customer switching costs.

The strategic assessment indicated that Elmaskin should adopt an assertive approach by leveraging its professional capabilities, reputation, service quality, and organizational systems to address competitive threats. The strategic direction was not to become the lowest-priced clinic, but rather to strengthen a credible and distinctive service experience. The coding of interview data showed that treatment outcomes, doctors' credibility, service quality, safety, reputation, information clarity, personalization, and customer follow-up were the most frequently emphasized key success factors. Location, facilities, equipment, price, and promotional activities remained relevant; however, these factors were insufficient to create sustainable differentiation because competitors offered similar attributes.

3.2. Strategy Canvas and Value-Curve Reconstruction

The initial Strategy Canvas revealed a high degree of convergence between Elmaskin and the selected competitors. Competition was concentrated on treatment outcomes, reputation, doctors, technology, price, location, service quality, facilities, and promotional activities. Elmaskin performed strongly in equipment, treatment outcomes, doctors, service quality, and reputation; however, its value curve was not sufficiently divergent from those of its competitors. Transparency remained below the desired strategic level, while personalization had not yet been formally established as a competitive factor. Figure 2 illustrates the transition from the existing value curve to the intended value curve.

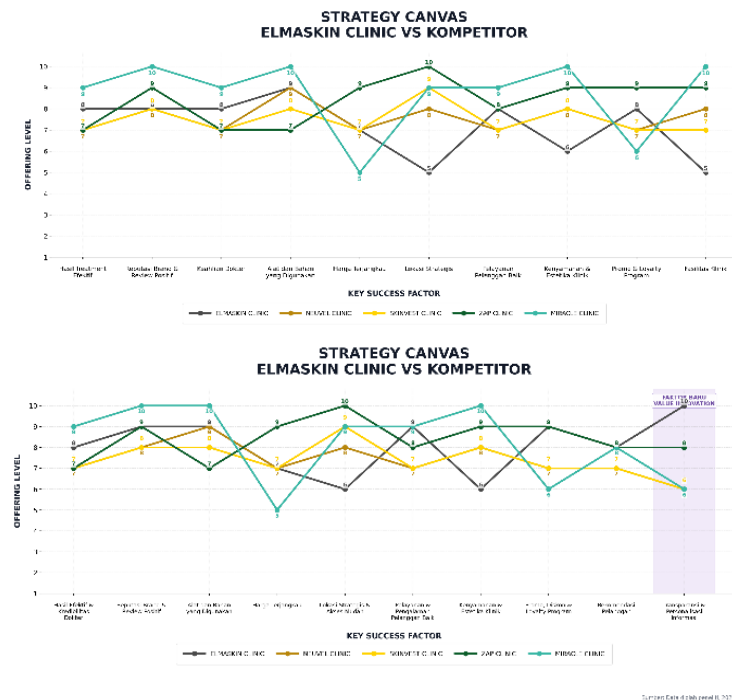


Figure 2. Strategy Canvas before and after Blue Ocean Strategy

The new value curve demonstrates both focus and divergence. Rather than increasing the offering level across all competitive factors, Elmaskin maintained its clinical competence and technological capabilities, avoided excessive reliance on price-based competition, and redirected its strategic emphasis toward transparency, personalization, continuity of service, and information quality. The strategic message that emerged from the analysis was the creation of a transparent and personalized beauty journey. Through this approach, customers are expected to understand what treatments they need, why those treatments are recommended, what alternatives are available, what benefits and risks may be expected, and how their treatment progress will be monitored.

3.3. ERRC Grid and Six Paths Analysis

The ERRC Grid was used to reconstruct the service offering, as presented in Table 1. The elimination dimension focused on manual registration, generic discount-based promotions, and consultation processes that were neither standardized nor documented. The reduction dimension addressed dependence on price-based competition, generic treatment packages, and promotional materials that were not aligned with customers' concerns. The raising dimension emphasized doctor-led education, transparency regarding prices, benefits, risks, downtime, and aftercare, as well as nurse assistance and service documentation. The creation dimension focused on developing an integrated Transparent & Personalized Beauty Journey, the Elmaskin Personalized Program (EPP), trend-based treatment reviews, detailed treatment and promotional information, data-driven omnichannel marketing, before-and-after treatment follow-up, enhanced membership benefits, and digital customer forms.

Table 1. ERRC Grid for Elmaskin

Action	Strategic factors
Eliminate	Manual registration; generic discount-based promotions; undocumented consultations.
Reduce	Dependence on price-based competition; generic treatment packages; irrelevant promotional materials.
Raise	Doctor-led education; price-benefit-risk transparency; aftercare; nurse assistance; documentation.
Create	Transparent & Personalized Beauty Journey; Elmaskin Personalized Program (EPP); trend-based treatment review; omnichannel marketing; before-and-after treatment follow-up; enhanced membership benefits; digital customer forms.

The six paths analysis emphasized five strategic paths. The analysis across strategic groups identified an opportunity to combine the professional standards associated with larger clinic networks with the relational closeness of a local clinic. The analysis of buyer groups indicated that customers, doctors, nurses, customer service personnel, and family members or social influencers collectively shaped treatment decisions. This finding highlighted the need to provide

consistent information across these groups. The analysis of complementary products and services emphasized skincare products, appointment reminders, aftercare, progress documentation, and membership programs. The functional-emotional orientation suggested a shift from selling individual procedures toward supporting customer confidence, safety, and a sense of being understood. Finally, the analysis of trends over time supported the implementation of digital forms, omnichannel communication, educational content, and the controlled adoption of safe and relevant treatments.

3.4. Value Innovation and Innovation Strategies

The resulting value innovation was named the Elmaskin Transparent & Personalized Beauty Journey. This concept transforms the service model from a series of separate treatment transactions into a structured and guided customer journey. Transparency is provided through treatment maps, clear price-benefit comparisons, realistic explanations of expected outcomes, information regarding risks and downtime, clearly stated promotional terms, aftercare instructions, and documented treatment progress. Personalization is delivered through doctor-led assessments, alternative treatment plans tailored to customers' skin conditions, goals, and budgets, and individualized follow-up recommendations. Continuity is maintained through CRM-based schedules, appointment reminders, before-and-after documentation, digital educational content, membership benefits, and coordinated communication across online and offline channels.

The innovation addresses three major sources of customer uncertainty: treatment suitability, transparency, and post-treatment support. A documented, doctor-led treatment plan strengthens clinical credibility and reduces concerns that recommendations are influenced by sales targets. Clear and consistent information regarding prices, promotional terms, expected outcomes, risks, and treatment limitations reduces perceived financial and performance-related uncertainty. Structured aftercare and follow-up further transform one-time procedures into continuous relationships based on treatment progress rather than repeated promotional exposure.

To operationalize this value innovation, eight mutually reinforcing strategies were developed, as presented in Table 2. These strategies include brand positioning, the Elmaskin Personalized Program, CRM-based follow-up, digital forms, transparent information, membership and skincare programs, and treatment innovation. Implementation involved management briefings, regular clinical meetings, the development of new standard operating procedures and forms, staff training, website and social media revisions, follow-up dashboards, treatment menu books, standardized promotional templates, customer education, and ongoing performance monitoring across the clinic.

Table 2. Eight innovation strategies and implementation actions

Innovation strategy	Principal implementation actions
Transparent-personalized positioning	Core message, doctor education, proof of results, consistent omnichannel narrative.
Elmaskin Personalized Program	Standardized consultation, skin assessment, economical and premium alternatives, treatment map.
Trend-based treatment diversification	Monthly trend and safety review, clinical training, controlled introduction.
Membership optimization	Revised benefits and integration with treatment and skincare journey.
CRM follow-up journey	Scheduled follow-up, reminders, aftercare, before-after records, progress monitoring.
Transparent treatment information	Detailed menu, price-benefit comparison, sessions, terms, risks, downtime, aftercare.
Omnichannel marketing	Integrated channels, lead dashboard, response-time and conversion monitoring.
Digital customer forms	Registration, satisfaction survey, information support, accessible records.

The first implementation cluster integrated transparent and personalized brand positioning with the Elmaskin Personalized Program (EPP). The positioning was communicated through management briefings, doctor-led educational content, updated digital channels, and documented treatment outcomes. The EPP translated this strategic promise into a standardized consultation process in which doctors recorded patients' primary concerns, treatment objectives, relevant skin findings, cost-conscious and premium alternatives, estimated treatment sessions, and follow-up plans. This approach maintained clinical discretion while reducing variation in the explanation and documentation of treatment recommendations.

The second cluster combined trend-based treatment diversification with membership optimization. Emerging treatments were reviewed monthly based on scientific evidence, safety, operational readiness, and relevance to patient needs. This process prevented the indiscriminate adoption of market trends. Membership benefits were also redesigned to integrate treatment plans, skincare products, reminders, and customer privileges, thereby supporting long-term relationships based on treatment progress rather than short-term discounts.

The third cluster integrated CRM-based follow-up with transparent treatment and promotional information. Follow-up protocols specified the responsible personnel, timing of contact, aftercare information, and documentation of concerns, photographs, and treatment progress. Treatment menus and promotional materials were standardized to present treatment objectives, expected benefits, recommended sessions, prices, promotional terms, potential risks, downtime, and aftercare instructions. The same information framework was applied across the clinic, website, social media platforms, and WhatsApp to minimize inconsistencies.

The fourth cluster combined data-driven omnichannel marketing with digitized customer forms. Social media, the website, WhatsApp, lead-management dashboards, and in-clinic interactions were integrated into a unified customer acquisition and service funnel. Daily reports monitored lead sources, response times, appointment status, conversion rates, and follow-up responsibilities. Registration forms, satisfaction surveys, personalized treatment plans, and supporting records were digitized to reduce manual processes and improve data accessibility. Collectively, these four clusters aligned marketing communication, clinical consultation, service delivery, and post-treatment continuity.

3.5. Early Implementation Outcomes

Customer satisfaction demonstrated the clearest initial improvement, which can be seen on Table 3 and Figure 3. The overall customer satisfaction score increased from 82.2% before implementation to 94.3% after implementation. Satisfaction with customer service increased from 78.7% to 97.1%, satisfaction with treatment outcomes increased from 79.6% to 97.1%, and satisfaction with services provided by doctors and nurses increased from 79.6% to 93.6%. Customers' intention to return also increased from 97.8% to 100%.

The average number of returning existing patients increased from 232 patients per month during the pre-implementation period to 259 patients per month during the implementation period, representing an increase of 11.5%. The customer retention rate recorded in May 2026 was 79.7%. The number of new patients increased from 61 in April 2026 to 66 in May 2026, representing a month-on-month increase of 8.2%. However, this figure had not yet exceeded the pre-implementation average of approximately 70 new patients per month.

Table 3. Early implementation outcomes

Indicator	Baseline	Early result	Change
Customer satisfaction	82.2%	94.3%	+12.1 pts
Returning patients	232/month	259/month	+11.5%
New patients	61 (Apr 2026)	66 (May 2026)	+8.2%
Revenue	Pre-period avg.	105.6% of avg.	+5.6%

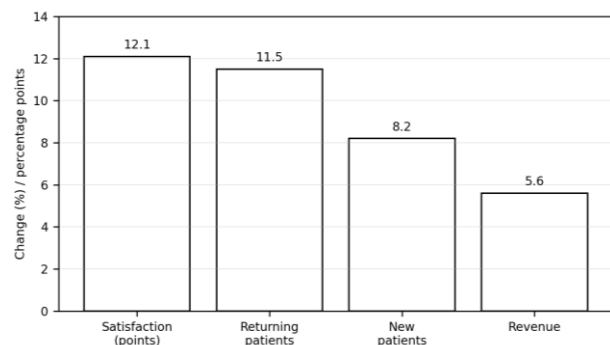


Figure 3. Early changes following implementation

3.5. Discussion

The findings support the central argument of Blue Ocean Strategy that organizations should not attempt to outperform competitors by increasing every conventional competitive factor. Elmaskin did not seek to become the least expensive clinic, the clinic offering the most aggressive promotions, or the clinic with the most luxurious facilities. Instead, it maintained its strong clinical capabilities and created divergence through transparency, personalization, and continuity of care. This strategic choice is consistent with value innovation because it increases customer utility without relying solely on expensive technology or price reductions. Consequently, the basis of competition shifts from determining which clinic offers the largest discount to identifying which clinic provides the clearest, safest, and most personally relevant customer journey.

Transparency functions as a mechanism for reducing perceived risk. Aesthetic treatments involve information asymmetry because doctors and service providers possess more knowledge than customers regarding indications, products, dosages, techniques, expected outcomes, and potential adverse effects. Customers may therefore question whether a recommendation genuinely reflects their needs or is influenced by the provider's sales interests. Transparent treatment maps, alternative plans, detailed pricing information, realistic explanations of expected outcomes, and explicit aftercare instructions reduce uncertainty and support informed decision-making. These findings extend the literature on healthcare transparency by demonstrating that elective aesthetic services require multidimensional transparency. Information regarding prices, clinical reasoning, benefits, risks, treatment sequences, promotional terms, and evidence of treatment progress must be communicated in an integrated manner [6].

Personalization represents the second mechanism of value creation. The Elmaskin Personalized Program transforms clinical assessments into a structured decision-making process. It enables doctors to explain economical and premium treatment alternatives while maintaining their professional judgment. Recommendations are linked to customers' skin conditions, treatment goals, preferred timelines, budgets, and acceptable levels of downtime rather than to generic treatment packages. Documentation also makes personalization scalable because nurses, customer service personnel, and management can review the recommendations. Furthermore, it reduces variation among doctors and supports continuity when customers interact through different touchpoints or receive services at another branch.

The integration of transparency and personalization is more powerful than either factor alone. Transparency without personalization may overwhelm customers

with information that is not relevant to their individual needs, whereas personalization without transparency may be perceived as subjective or sales-driven. Together, these factors provide a credible explanation of the customer's condition, the recommended treatment, available alternatives, expected costs and benefits, potential risks, aftercare requirements, and the method through which progress will be monitored. This combination creates cognitive value through greater decision clarity and emotional value through increased confidence and a sense of being understood.

CRM and digitalization connect the value proposition throughout the customer journey. In many clinics, the relationship with customers weakens after payment or treatment has been completed. Follow-up schedules, digital aftercare information, reminders, before-and-after documentation, and progress monitoring extend the service beyond the treatment room. This continuity provides evidence of care, encourages treatment adherence, facilitates the early identification of problems, and creates a clinically relevant reason for customers to return. The 11.5% increase in returning patients is consistent with this proposed mechanism. However, a longer observation period and cohort-based analysis are required before the increase can be attributed exclusively to the innovation.

The improvement in customer satisfaction was greater and occurred more rapidly than the improvement in financial performance. This temporal pattern is reasonable because service innovation initially affects process quality and customer perceptions, while retention, treatment mix, average transaction value, customer lifetime value, and revenue may respond over a longer period. Management should therefore avoid evaluating the strategy based on a single month of performance. Instead, customer cohorts should be monitored over a period of six to twelve months by examining repeat-visit frequency, cross-selling between treatments and skincare products, membership conversion, lead conversion, average transaction value, and customer lifetime value.

New patient growth was positive but remained below the broader management target. A new market positioning requires repeated and consistent communication before customers recognize and trust the proposed value. External conditions, including consumer spending patterns, school-related expenses, holidays, and aggressive promotional activities by competitors, may also influence short-term customer acquisition. Blue Ocean Strategy should therefore be treated as an iterative process in which content, customer segments, communication channels, lead response processes, and evidence of treatment outcomes are continuously evaluated without compromising clinical credibility.

This study contributes to the literature by presenting an implementation pathway within a local professional

service organization. Previous studies have frequently concluded with the development of a proposed Strategy Canvas or ERRC Grid, whereas this project proceeded to the development of standard operating procedures, staff training, digital tools, educational content, follow-up systems, membership programs, treatment reviews, and outcome measurement. The study also demonstrates that, in healthcare-related services, elimination and reduction initiatives must not compromise clinical safety. Innovation should remove administrative friction, generic promotional activities, and irrelevant processes while increasing informed decision support, professional education, documentation, and aftercare.

3.6. Theoretical and Managerial Implications

Theoretically, this study extends the concept of value innovation in professional services by identifying the integration of transparency and personalization as a competitive factor. In high-involvement services, value is generated not only through technical outcomes but also through decision clarity, risk reduction, relational continuity, and customer confidence. Strategy Canvases for aesthetic clinics should therefore include informational and relational factors alongside price, promotion, equipment, doctors, and facilities. The study also demonstrates that Blue Ocean Strategy tools can be integrated with project-based implementation and initial performance evaluation, thereby bridging strategy formulation and execution.

From a managerial perspective, the Transparent & Personalized Beauty Journey should be institutionalized as an operational system rather than treated as a temporary marketing campaign. Consultation standards, promotional information, treatment menus, aftercare procedures, and follow-up activities should apply consistent terminology and decision-making logic. Expansion to other branches should be implemented gradually through training, audits, and dashboard-based monitoring. Marketing communication should shift from a discount-centered approach toward a value-centered approach through doctor-led education, clear treatment comparisons, realistic evidence of outcomes, treatment progress stories, and relevant personalized recommendations.

A Balanced Scorecard can support the continued evaluation of the strategy. Financial targets include revenue growth of 15–20% over six months, a 10% increase in average transaction value, and an increase in the contribution of skincare sales from 15% to at least 20%. Customer targets include a customer satisfaction rate of at least 90%, new patient growth of at least 15%, an increase in existing patient retention of 10–15%, and a membership conversion rate of at least 15%. Internal process targets include a WhatsApp response time of less than five minutes, follow-up completion and digital form usage rates of at least 90%, and standard operating procedure compliance of

at least 90%. Learning and growth targets include monthly staff training, monthly treatment-trend reviews, complete staff understanding of the new standard operating procedures, and the production of eight to twelve pieces of educational content per month.

For similar local clinics, the essential sequence involves identifying sources of customer uncertainty, mapping the existing value curve, reducing dependence on generic promotional activities, standardizing professional recommendations, and creating continuity after service delivery. Clinics should select competitive factors that are appropriate to their target segments and organizational resources. A value-oriented clinic may emphasize price transparency and safe essential care, whereas a premium clinic may emphasize advanced diagnostics, concierge services, and long-term healthy-aging programs. The underlying principle is to create a focused and divergent value curve rather than an undifferentiated collection of service features.

3.7. Implementation Governance and Performance Monitoring

Sustaining the new value curve requires effective governance because a positioning statement can easily weaken when operational practices, doctor communication, promotional design, and follow-up activities are inconsistent. Management should therefore assign a person responsible for each strategy, establish a defined review frequency, require documentary evidence, and implement corrective actions when necessary. Weekly operational reviews can focus on leads, response times, follow-up completion, customer concerns, and implementation barriers. Monthly management reviews can evaluate customer satisfaction, retention, acquisition, revenue, treatment mix, skincare contribution, and membership conversion.

Table 4. Proposed Balanced Scorecard for continued implementation

Perspective	Six-month targets
Financial	Revenue +15-20%; ATV +10%; skincare contribution $\geq$ 20%.
Customer	Satisfaction $\geq$ 90%; new patients +15%; retention +10-15%; membership conversion $\geq$ 15%.
Internal process	WA response $<$ 5 min; follow-up, digital forms, and SOP compliance $\geq$ 90%.
Learning and growth	Monthly training and trend review; 100% SOP understanding; 8-12 educational contents/month.

The proposed Balanced Scorecard presented in Table 4 translates the innovation strategy into measurable targets across four perspectives. Financial indicators assess whether increased customer value generates sustainable economic results. Customer indicators evaluate satisfaction, acquisition, retention, and membership conversion. Internal process indicators monitor the reliability of response times, follow-up activities, digital forms, and standard operating

procedure implementation. Learning and growth indicators ensure that doctors, nurses, customer service personnel, and marketing staff continuously develop the knowledge and communication capabilities required to support the new market positioning.

These targets should be interpreted as an integrated cause-and-effect chain rather than as a set of independent performance targets. Staff training and regular treatment-trend reviews strengthen employee capabilities; enhanced capabilities improve consultation quality, information delivery, and follow-up processes; reliable processes increase customer satisfaction, retention, and conversion; and improved customer outcomes contribute to higher average transaction value, greater skincare sales contribution, and increased revenue. A dashboard that reports only financial results would fail to capture the operational and customer-related changes through which the Blue Ocean Strategy is expected to generate value.

3.8. Limitations and Future Research

The findings of this study are limited by its focus on a single organization, the implementation of a pilot project at the Surabaya Utara branch, and the relatively short evaluation period. Customer and revenue outcomes were evaluated before the new positioning had been fully established. Moreover, external factors, including seasonality, consumer purchasing power, holiday periods, school-related expenses, and competitors' promotional campaigns, were not controlled for. The principal researcher's managerial role within the organization also created the possibility of interpretive and implementation bias. However, source and method triangulation, as well as the involvement of external informants, were used to minimize this potential bias.

Future studies should employ longer observation periods and cohort-based analyses and should compare branches or clinics serving different market segments. Mixed-methods research could integrate qualitative explanations with statistical analyses of customer satisfaction, conversion rates, repeat-visit frequency, customer lifetime value, and financial performance. Studies conducted by independent researchers could also examine whether transparency and personalization mediate the relationship between service innovation and customer loyalty. Further research is required to determine which elements of the proposed innovation are transferable to other regulated professional services and which depend on the specific capabilities, resources, and market position of an aesthetic clinic.

3.9. Practical Implementation Roadmap

A staged roadmap is required to ensure consistent implementation across branches. The first phase should stabilize the operating model at the pilot branch by finalizing standard operating procedures, assigning strategy owners, implementing digital forms,

standardizing treatment information, establishing CRM follow-up schedules, and defining monitoring evidence. The value proposition must be communicated consistently by doctors, nurses, customer service personnel, and marketing staff. A program should be considered implemented only when it is routinely applied and supported by verifiable documentation.

The second phase should strengthen organizational capabilities through training and audits. Clinical staff should be trained in treatment explanations, alternative planning, risk and aftercare communication, and documentation. Customer service training should cover booking, reminders, escalation, and follow-up, while marketing staff should communicate clinical value without exaggerated claims. Audit findings should support process improvement rather than individual punishment. The third phase may extend the system to the Waru and Surabaya Barat branches after evaluating staff understanding, doctor participation, form availability, dashboard access, follow-up capacity, and information consistency. The fourth phase should optimize the strategy using customer and business data, including consultation conversion, repeat visits, average transaction value, membership conversion, skincare cross-selling, and customer lifetime value.

Table 5. Strategy-level implementation indicators

Strategy	Short-term KPI	Implementation evidence
Positioning	8-12 educational contents/month	Content calendar; engagement and lead report.
EPP	Usage $\geq 90\%$ of eligible consultations	Completed digital plans; consultation audit.
Treatment development	Trend review and training ≥ 1 /month	Review minutes; clinical training records.
Membership	Conversion $\geq 15\%$	Membership dashboard; benefit usage.
CRM follow-up	Completion $\geq 90\%$	Follow-up dashboard; escalation log.
Transparent information	100% approved promo and menu format	Approval checklist; published materials.
Omnichannel marketing	WA response < 5 minutes	Lead dashboard; response and conversion report.
Digital forms	Usage $\geq 90\%$	Form-completion dashboard; data-quality audit.

Management should combine leading indicators, such as training, form usage, response time, compliance, and follow-up, with intermediate indicators, including engagement, conversion, membership, and repeat visits. Lagging indicators, such as transaction value, skincare contribution, customer lifetime value, and revenue, demonstrate long-term business impact.

4. Conclusion

Blue Ocean Strategy was implemented at Elmaskin Aesthetic & Anti-Aging Clinic through strategic diagnosis, value curve reconstruction, operational

design, and initial outcome evaluation. The competitive analysis revealed convergence among aesthetic clinics in terms of treatment outcomes, reputation, doctors, equipment, price, location, service quality, facilities, and promotional activities. Transparency and formalized personalization were comparatively underdeveloped and therefore became the primary basis for strategic divergence. The ERRC Grid and Six Paths Framework resulted in the development of the Elmaskin Transparent & Personalized Beauty Journey, which integrates clear information, doctor-led recommendations, alternative treatment plans, aftercare, CRM-based follow-up, digital documentation, membership benefits, and omnichannel communication. Eight integrated strategies were developed to operationalize the value innovation and produced encouraging initial outcomes. Customer satisfaction increased from 82.2% to 94.3%, while the average number of returning patients increased by 11.5%. The number of new patients increased by 8.2% between April and May 2026, and revenue in May 2026 was 5.6% higher than the pre-implementation average. These findings indicate that transparency, personalization, and continuity of care can strengthen customer value and contribute to business stabilization.

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