

# BMC Design for SAAL Strategy as the BOS in the Construction Industry Supply Chain

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## ABSTRACT

Due to the changing and complex environment of the construction industry, and the critical conditions prevailing in Iran, the managers of this industry have started to identify management approaches such as Sustainable, Antifragile, Agile and Lean (SAAL) as approaches to achieve sustainable competitive advantage. In order to use them, organizations need to adapt and create new business models. A systematic approach to integrating SAAL construction supply chain principles into the Business Model Canvas (BMC) perspective of Blue Ocean Strategy will be the first step in the process of achieving this approach. This model can identify critical factors to be included in the organisation's business model due to its wide perspective and compatibility with the supply chain. In addition, it provides how and why they are related and the conditions and boundaries of these relationships. Although this research helped identify some limitations when trying to align, it also showed that the chosen model was aligned with the supply chain, and the SAAL strategy was aligned with the blue ocean.

**Keywords:** Sustainable, Antifragile, Agile, Lean, Supply Chain, Construction, Blue Ocean

## INTRODUCTION

Strategy is a concept with a long history and goes back centuries, but the scientific view of strategy goes back to the 20<sup>th</sup> century. Despite this background, the urgent and increasing need to react to changes in the environment caused the science of strategy to be developed in businesses. Objectives such as response to needs, better interaction of the organization with the environment, and balance between future scenarios and the goals of the organization are reasons for strategic planning. Because through this, analyses are done in these processes and lead to predictions (Brunninge, 2009).

Today, the existence of significant developments and transformations in the environment has made its necessity more visible than before. Therefore, any business that wants to operate in a competitive market and at the same time achieve its long-term goals, will need strategic planning as a management tool. For this reason, one of the strategic planning tools called "Strategy Canvas" plays a very important role in the image of what the organization is now and what it wants to be (Agnihotri, 2016). For this reason, organizations are increasingly aware of the

strategic importance of positioning, especially regarding competitive components, to improve and maintain their position in the market (Ward, 2018).

One of the strategic competitive components of organizations is their supply chain. The supply chain, especially in construction projects, is a very complex and important issue. Many experts consider the supply chain to be the heart of a construction project. Because any problem in it causes problems in other parts. This issue is especially important due to the existence of multiple separate supply chains and multiple and diverse stakeholders. In this regard, construction project managers tried to use the approaches of other industries, such as the automotive or computer industry, in order to improve performance and solve problems/issues in construction projects. In this way, an effort was made to use lean, agile, flexible, resilient, and green approaches in the construction industry. But because each of these approaches was developed in a different environment from the construction industry, its generalization faces a little problem (Bäckstrand & Fredriksson, 2020).

In addition to the mentioned issues in Iran's construction industry due to its very traditional environment, the

existence of economic crises, and other problems, it was necessary to look at these approaches with a new perspective. This issue made Sadeghi et al. (2019) start to recognize Sustainable, Antifragile, Agile, Flexible, Resilient, green, and Lean supply chain management approaches. In this way, they were able to provide SAAL supply chain management approaches as a driver to achieve a sustainable competitive advantage for Iran's construction industry (Sadeghi et al., 2022).

They tried to integrate Sustainable, Antifragile, Agile, and Lean approaches to bring the best performance to organizations under chaotic conditions to make their supply chain work efficiently. The purpose of this combination is to achieve stable business and competitive advantage, especially under critical conditions. Of course, it should be noted that managing the methodologies of different approaches is a difficult task due to their different ways of functioning, with different ways of coordinating them (Sadeghi et al., 2022). It should be noted that according to experts, some of these approaches – lean, agile, flexible, and green – overlap with each other in some areas (Jamali et al., 2017).

An increasing number of researches on lean, agile, resilient, flexible, and green approaches address the drivers and functions of these approaches and the relationship between them and operational and/or economic performance (Amiri et al., 2018; Jamali et al., 2017). However, no research was found that specifically deals with the performance of the SAAL supply chain in a crisis environment, such as Iran, considering the business model canvas from the perspective of the blue ocean strategy. The current research has been carried out with the aim of understanding the expansion of its scope to strategic areas, such as the development of a business model canvas that integrates the concepts of SAAL management.

This research helps organizations to identify and focus on areas or milestones that can lead to benefits. Also, it can contribute to the decision-making process for implementing strategies in unstable, complex, or anarchic environments characterized by dynamic innovation processes and gradually dominated by new business models (toward Industry 4.0).

The business model canvas is a powerful tool for executives to analyze and communicate their strategic approaches. The business model canvas is the tool through which an organization creates value, delivers value to customers, persuades customers to pay for value, and turns those payments into profit (Leavy, 2018; Sparviero, 2019).

What is the SAAL supply chain business model for the successful performance of construction companies? How do the main factors of SAAL supply chain fit together in construction companies?

To answer these questions, defining the principles, techniques, methods, or tools of the SAAL strategy that are used in each element of the business ecosystem model is one of the fundamental goals of this project. It is assumed that the concepts of SAAL and the blue ocean strategy are harmonious in nature and can be integrated in a systematic way regardless of the nature of the business. This article is about the theoretical discussion about the creation of a potential model to enhance the management of SAAL. For this reason, efforts are made to enable the integration of SAAL management principles with the blue ocean strategy business model canvas framework to help organizations better understand how to create a competitive advantage.

## RESEARCH LITERATURE

### Strategy Objectives

Porter's analysis, SWOT analysis, and the Boston consulting matrix were the dominant theories in the strategic planning literature for many years. Each of them emphasized certain features. For example, Porter's theory emphasizes that successful businesses must either keep costs low or create differentiation to win. SWOT analysis emphasizes knowing oneself and the environment in order to deal with external factors. The Boston consulting matrix considers the human factor and learning as an important approach. Based on these strategies, companies tried to outperform their competitors and overcome the situation through competitive strategies, aggressive operations, strengthening human resources, and other tactics (Ward, 2018).

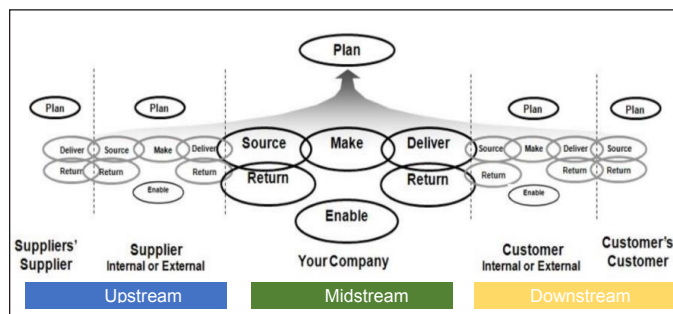
Despite all these strategies, the urgent and increasing need to show the appropriate response to environmental changes has caused the science of strategy to evolve. This issue led to the creation of a strategy called the Blue Ocean Strategy in recent decades. In 2005, W. Chan Kim and Renée Mauborgne, in their book called "Blue Ocean Strategy," first proposed this concept due to Value innovation. They state that the purpose of introducing this new strategy is how to get out of the competitive/tense environment (the red ocean) and move towards virgin environments (the blue ocean), through Value innovation. Focusing on Value innovation rather than positioning against competitors allows the company to challenge all

the factors on which an industry competes (Agnihotri, 2016).

## Supply Chain

Oliver and Weber (1982) introduced the term supply chain management for the first time. Houlihan used it to describe the management of the flow of raw materials across organizational boundaries in a series of articles. This term has been widely used since the 1990s. Researchers define supply chain management as a set of methods used to effectively and efficiently integrate suppliers, manufacturers, warehouses, and vendors. So that the goods are produced and distributed in the right volume, place, and time so that the cost of the whole system is minimized and the service level requirements are met (Stadtler, 2008).

Over the years, supply chain researchers and experts realized that in order to improve supply chain management, this is possible with the help of supply chain segmentation. Supply chain processes can be managed by segmenting these activities. For this reason, experts divided the whole process of the construction chain into three main categories: Upstream, Midstream, and Downstream (Fig. 1; Chopra et al., 2022; Stadtler, 2008).



**Fig. 1: SCOR Model (Kusrini et al., 2019)**

Upstream of the supply chain includes the organization's suppliers and the processes of managing relationships with them. Due to the focus of the business unit in the supply chain, upstream activities include raw material suppliers. After Upstream, there are midstream phases. Midstream activities include activities (transportation, logistics, warehousing, human resources, and executive operations) that occur at the project or organization site. Downstream includes organizations and processes of distribution and delivery of products to final customers (Chopra et al., 2022; Kusrini et al., 2019).

## SAAL Supply Chain

The construction supply chain is very complex due to the short-term thinking of construction projects, the existence of multiple stakeholders, or diverse and changing tastes. Due to the existence of non-specialists in Iran's construction industry, and Iran's economic, social, political, and environmental crises, the management of construction projects is very difficult. This causes to make types of conditions of anarchy/chaos and black swans. Therefore, it is very difficult to manage its supply chain and needs to be reconsidered all of the approaches (Sadeghi et al., 2022).

According to Sadeghi et al.'s (2021) statements, exchanges between SAAL supply chain approaches can help construction supply chains and ultimately their organizations to become more efficient, simpler, and more sustainable. They state that the differences between these approaches lie in their focus, but they aim to improve conditions in different ways (Sadeghi et al., 2022). Therefore, SAAL business management is not a single action but a series of continuous and consecutive actions. Factors such as the state of the industry, operational operations, supply chain, people and leadership, processes, and strategy influence how it is done. On the one hand, the challenge of implementing a SAAL business is defining the ideal formula for each business. On the other hand, understanding how to gain value from the SAAL approach is a key factor in designing the business model canvas.

## Sustainable

In recent years, sustainable development management issues have become increasingly important in public and private organizations. A sustainable development management system can be, for example, obtaining environmental certifications, implementing sustainable human resource practices, implementing customer-oriented practices, benefits realization management of stakeholders, or a variety of sustainable initiatives to stimulate businesses to play an active role in protecting the environment, social and cultural issues and the continuation of activities under unsustainable conditions (Kouhizadeh et al., 2021).

The purpose of this concept is image enhancement, continuous profitability, reduction of greenhouse gas emissions, increasing customer/employee satisfaction, minimizing adverse environmental effects and wasted

resources from obtaining raw materials to final use and disposal of products, reducing grievances, sustainable business is the adoption of environmentally friendly principles and practices which improves the quality of life of customers and protects resources. Sustainable business operations include actions such as reducing rework, continuity of activity, increasing productivity, reusing, recycling, returning, and remanufacturing (Saber et al., 2019).

### Antifragile

In general, the antifragility approach is a concept that emphasizes strengthening the system due to the occurrence of the risk, especially Black Swan risk, and their exploitation. This concept was presented by Nassim Taleb (2012) for the first time. He states that antifragility is stronger than resilience. The resilient system only bends and resists critical conditions to return to the initial conditions after the crisis, but the antifragile system benefits from the crisis and becomes stronger. One of the tools of this approach is to develop the knowledge base and create the decentralized integrated strategic potential (production, manufacturing, storage, etc.) for specific areas through the creation of fundamental concepts and principles that are closely related to the capability and the ability of a system to exploit and strengthen from the crisis and move towards a new system. In this strategy, an attempt is made to create value by obtaining accurate information and with the help of leverage of turning points and co-creation (Tembo & Nicholas Taleb, 2012). In order to create such an antifragile and value-creating system, the following 9 principles are suggested (Zarghami & Dumrak, 2021): (1) Further strengthening the disaster risk management system, especially at the micro level, (2) Timely and proportionate response/reaction, (3) Resilient infrastructure including social, economic, and environmental, (4) Flexible financial system with fair access to savings, financial credit, and insurance, (5) Social support, especially for people at the bottom, (6) Management of sustainable natural resources, (7) decentralized integration, (8) Reducing costs and waste, (9) Revision, continuous improvement of actions, and re-creation.

### Agile

Today, modern business organizations, due to the competitive and changing business environment, introduce agility as a vital strategy for survival. The basis of agile approach is based on flexibility. Agility

can be considered a dynamic capability that enables the organization to respond/reacted to uncertain and changing business environments and maintain its position in the market (Sadeghi et al., 2022). Training and culture building are known as influential and important factors for adopting agile processes and methods. Agility can be considered the best way to increase customer satisfaction due to quick reaction/response to market changes and reduced risk of customer dissatisfaction, lost orders, and too-slow responses. Agile management includes activities related to diversity strategy and change management. Agility is the ability of the supply chain to adapt and respond quickly to changing market environments. Where demand is not so predictable and there is a lot of variation, agile manufacturing works well. Agile enablers include virtual enterprise, rapid prototyping, concurrent engineering, multi-month and flexible people, continuous improvement, teamwork, change and risk management, information technology, and empowerment (Demir, 2015).

### Lean

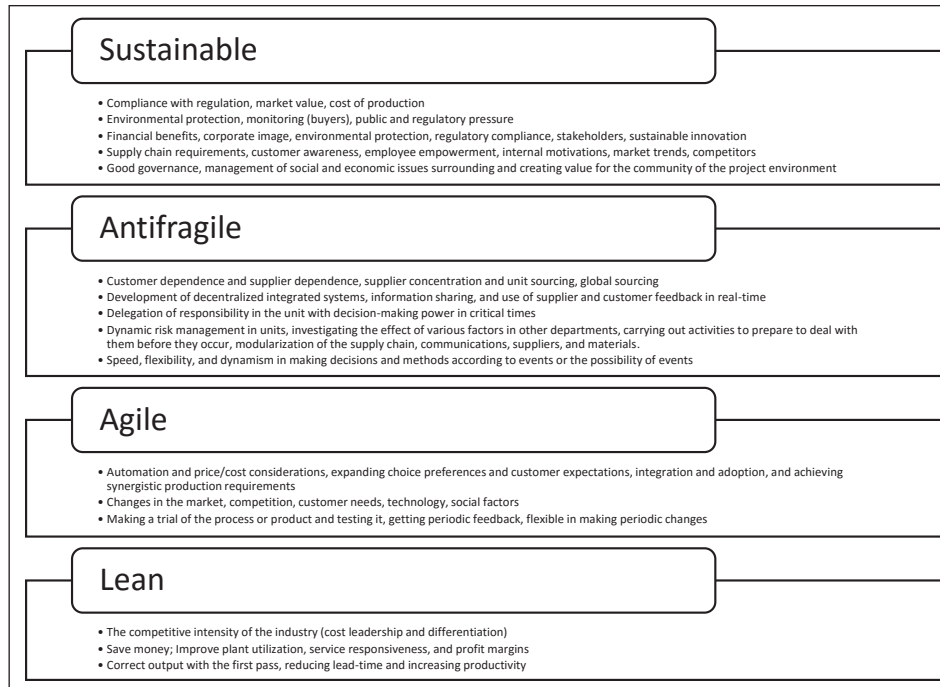
The Lean concept was popularized by Toyota. The Lean approach tries to identify and eliminate all non-value-added activities that are a potential source in any type of business process in the first phase, then continuously improve all activities, especially valuable activities. The understanding of Lean is to eliminate waste and subsequently reduce costs, improve quality, better use of resources, and provide value to customers (Demir, 2015). The goal of Lean management is to respond to customer demand by reducing waste and improving products (goods/services). The goal of Lean management is to produce products with the lowest cost, and optimal quality, at the speed required by the customer. By following Lean management of principles, organizations will be able to achieve high levels of efficiency, competitiveness, productivity, and speed of delivery with the lowest cost levels, minimum inventory levels, and optimal quality. According to Packdale and Leonard (2014), the Lean approach has to be developed throughout the organization, therefore it requires an innovation environment, an infrastructure to support it, and the full commitment of management (Reyes et al., 2021).

### Key Drivers of the SAAL Approach

In this study, the term “drivers” is defined as internal drivers or changes in the business environment that

encourage organizations to adopt the capabilities of the SAAL approach as a way to manage their business supply chain in order to ensure their competitive advantage.

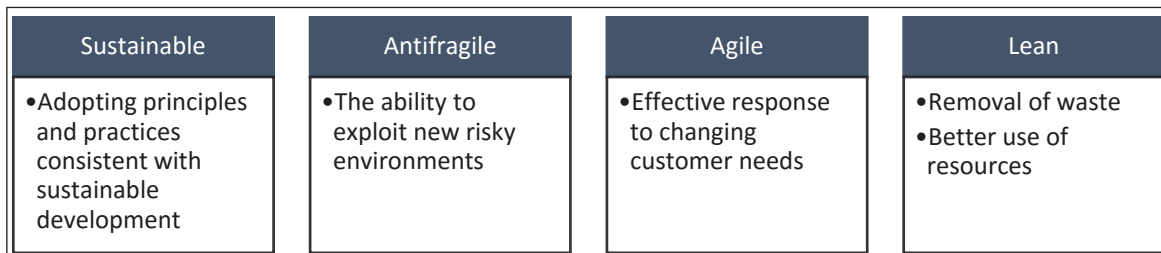
The literature review of each approach shows that these approaches have the potential to encourage organizations to adopt SAAL initiatives (Fig. 2).



**Fig. 2: Key Drivers of the SAAL Approach (Sadeghi et al., 2022).**

As can be seen, SAAL management is a decentralized integrated social and technical management system whose main goal is to reduce waste, effectively respond to changing customer needs, ability to adapt to new high-risk environments and generate value from them, strengthen

and exploit the system from risks and adopt principles and environmentally friendly practices. In other words, it can be summarized as a set of unique management practices. As noted in Fig. 3, there is a high level of consensus in the literature regarding the characteristics of each approach.



**Fig. 3: Focus of SAAL Approaches (Sadeghi et al., 2022; Soheil Sadeghi et al., 2022)**

**BLUE OCEAN STRATEGY**

According to the definition of Kim and Mauborgne (2005), the blue ocean approach divides the business space into two parts, the blue ocean, and the red ocean. Red oceans are symbols of all industries and events that exist today and organizations compete in them. Kim and

Mauborgne (2005) by introducing the blue ocean strategy tried to form the belief that the organization should create new demand in an environment free of conflict instead of competing with other organizations, human resources, and conditions. They say that in the red ocean, the producers and suppliers of products (goods and services) are engaged in competition and war in a specific ocean, in this war they have many problems and this ocean

becomes a red ocean with their blood spilled. But the blue oceans are the unknown spaces of work and service areas. Unknown markets or spaces that competitors haven't conquered, or haven't recognized their potential (Kim & Mauborgne, 2017).

In these waters, there are many opportunities for rapid growth and profitability. The blue ocean is a metaphor for the pristine, untouched, and vast space whose depth has yet to be discovered. These oceans are often created within red oceans and are primarily driven by value innovation. In fact, in order to create a blue ocean, it is not necessary to provide new products through new

technology, and organizations will not necessarily need to make or provide products that do not exist yet (Kim & Mauborgne, 2017). This strategy states that blue oceans can be created in all industries regardless of their nature, attractiveness, and degree of competition. For example, the same example of Bill Bratton, the New York police chief, in the book the Blue ocean strategy, used innovative methods to reduce the crime rate according to the existing constraints and obstacles, which the authors put forward as part of Blue Ocean strategies. The process of creating a blue ocean includes 5 steps and 17 tools as shown in Fig. 4 and Table 1 (Kim & Mauborgne, 2017).

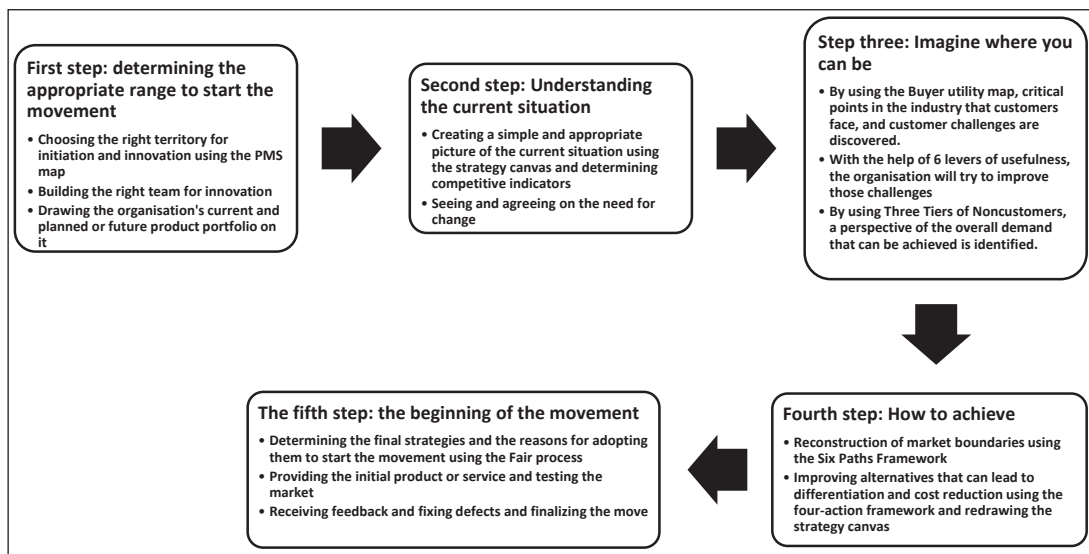


Fig. 4: Blue Ocean Strategy Process (W. C. Kim & R. Mauborgne, 2017)

Table 1: Blue Ocean Strategy Tools (W. C. Kim & R. Mauborgne, 2017)

Sr. No.	Tools	Sr. No.	Tools	Sr. No.	Tools
1	Red Ocean vs Blue Ocean Strategy	7	Buyer Utility Map	13	Four Actions Framework
2	Value Innovation	8	Three Tiers of Noncustomers	14	ERRC Grid
3	Strategy Canvas	9	Six Paths Framework	15	PMS Map
4	Price Corridor of the Mass	10	Sequence of Creating a Blue Ocean	16	Co-creation
5	Five Steps to a Blue Ocean Shift	11	Three Components of a Blue Ocean Shift	17	Three Components of Humanness
6	Four Hurdles to Strategy Execution	12	Fair Process		

As seen, the SAAL strategy is consistent with the Blue Ocean strategy in terms of the functional nature of its approaches. Now it is fully reviewed with the help of Strategy (Business Model) Canvas, ERRC Grid and Four Actions Framework.

### Strategy Business Model Canvas

Blue Ocean Strategy Business Model Canvas (MC) is a key concept for blue ocean strategy and is closely related

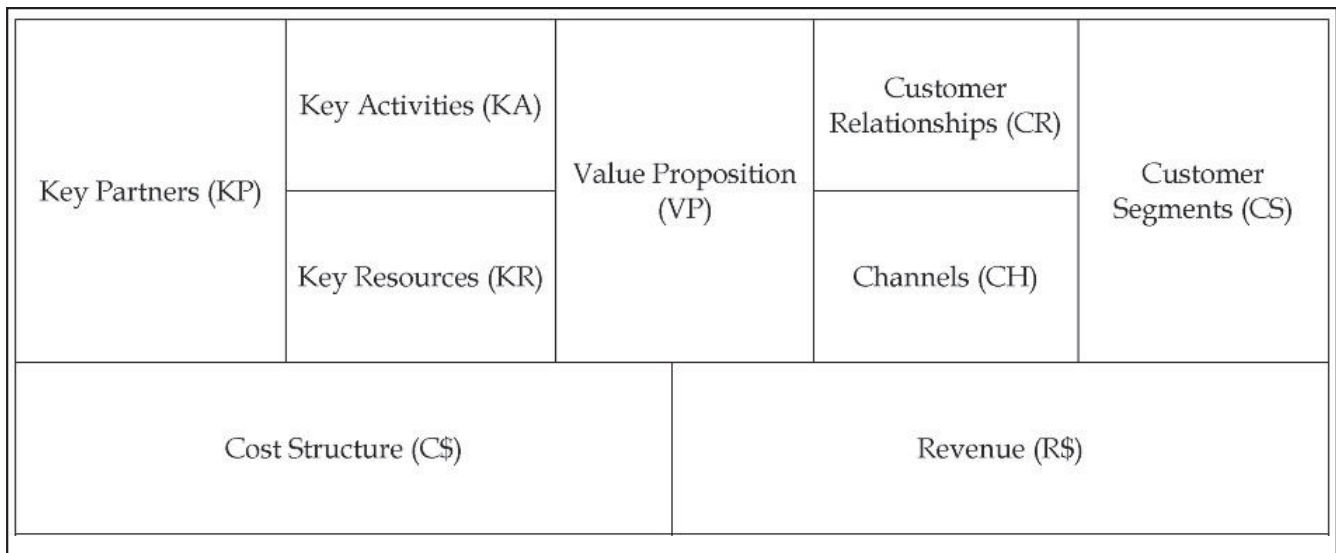
to business strategy and innovation management. This tool shows the current strategic environment and future prospects of an organization. Although the strategy canvas cannot by itself identify new market spaces, it provides a clear picture of the conditions. MC describes the logic of how an organization creates, delivers, and captures value. The “value” of any business is what is created by connecting the dots on the blue ocean strategy canvas and is a visual representation of that business’s market

strategy. The MC basically includes two elements: (1) what the business does; and (2) how the business makes money doing these things (Sparviero, 2019).

The move towards a knowledge-based economy has led to the question of how organizations can formulate their business strategies with the complexity and dynamism of the environment. The answer to this problem led managers to understand that the success of the organization depends on the quality of knowledge-based assets and the successful application of these assets in the direction of innovation and operational activities. The ability to create economic value from knowledge assets is directly dependent on strategies. Therefore, these strategies should be well formulated and well implemented based on the business models in which systematic innovation is the driver of business. For this reason, new business models are being created in which the value chain puts

its hardcore into creating, disseminating, applying, and leveraging intellectual resources (Sort & Nielsen, 2018; Sparviero, 2019).

Focusing on intangible assets creates a variety of business model canvases. Each business model canvas also focuses on different features. So, it produces a set of categories. Common to all definitions of business is the emphasis on how an organization makes money by creating value. This value network includes the company’s own suppliers, partners, distribution channels, and resource alliances. One of the best business ecosystem models is presented by Osterwalder and Pigneur (2002). They define and describe MC as a pattern of nine interconnected components, as shown in Fig. 5. The main strengths of MC visual presentation are value centrality display and coverage of different dimensions of a business model (Sparviero, 2019).



**Fig. 5: Business Model Canvas (Sparviero, 2019)**

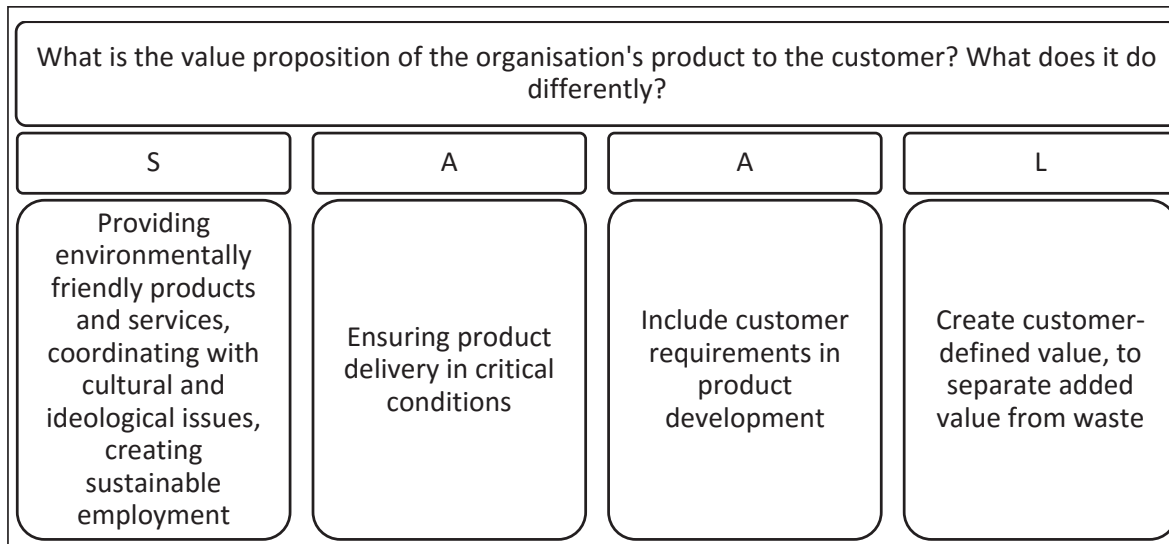
As can be seen from Fig. 1 and Fig. 5, the supply chain has a significant adaptation to this business model canvas. Therefore, this business model canvas can be used to manage the SAAL supply chain.

**CHARACTERISTICS OF THE SAAL APPROACH FROM THE MC POINT OF VIEW**

Although there are some limitations to aligning SAAL principles and business model canvas blocks, but the purpose of doing this is to help design a detailed type of business model.

**Value Proposition**

At the center of each MC is the value proposition of the organization. Value proposition refers to products that bring tangible results to the organization’s target customers. An organization’s value proposition is the value that customers are willing to pay for. This value is what differentiates it from its competitors and creates a competitive advantage. Fig. 6 shows the main features of the SAAL approach that create value for the organization.

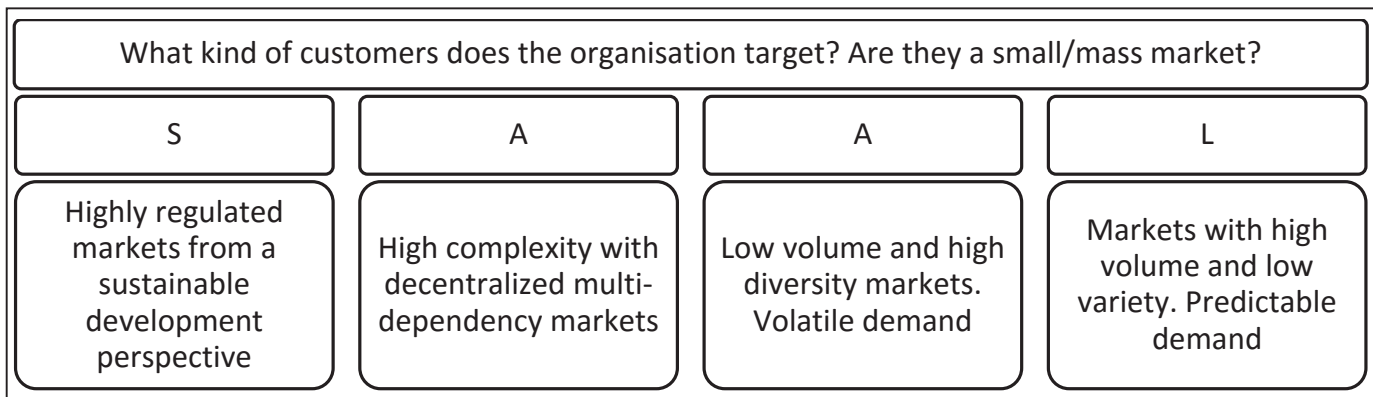


**Fig. 6: Main Features of the SAAL Approach based on the Value Proposition**

**Customers Segments**

The source of any organization’s revenue stream is its customers. Therefore, successful organizations try to

understand the needs and requirements of their customers. So, they define who are the customer segments of their MC. Fig. 7 outlines the customer segments for implementing SAAL principles.



**Fig. 7: Main Features of the SAAL Approach based on Customer Segments**

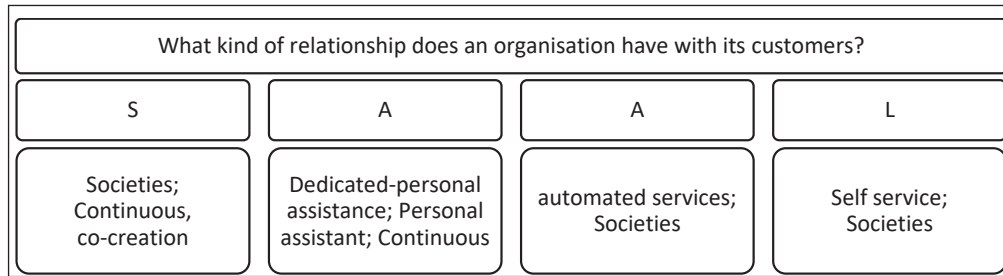
**Customer Relationships**

In the right MC, a clear strategy for managing the relationship with those customers should be determined for each customer segment according to each value proposition that the company offers to its customers. This relationship can be customized or standardized. Customer relationship literature that is common in SAAL approaches are: (1) Personal communication: Helping in a form of employee–customer interaction. This type of assistance is provided either during the sale, after the sale, and/or both, (2) Dedicated Personal Communication: In this method, there is a sales representative to handle all

the needs of a specific set of customers. For this reason, this method is considered one of the most intimate and practical methods, (3) Self-service: In this regard, there is an indirect interaction between the company and the customers. In this way, the organization provides the necessary tools for customers so that they can easily and effectively meet their needs, (4) Automated service: This system is similar to self-service, but more personalized because it has the ability to identify individual customers and their preferences, (5) Communities: By creating a community, direct interaction between different customers and the company is possible. By creating networks or communities, a space is created where knowledge can

be shared and the problems of different customers can be solved, (6) Co-creation: In this system, by creating a

direct personal relationship through the use of customers, the final products of the company are created.

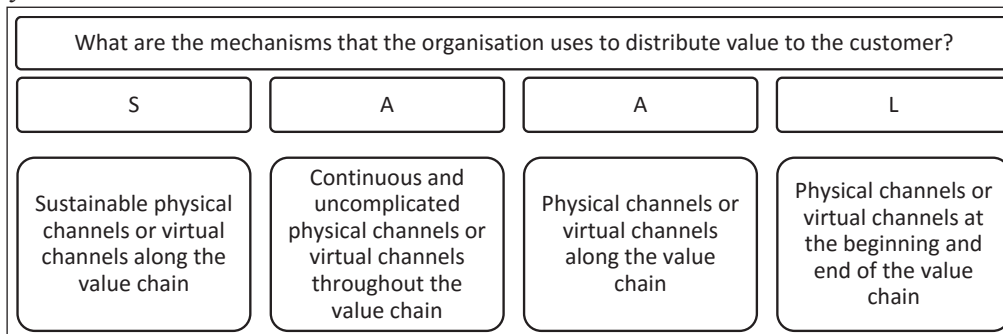


**Fig. 8: Main Features of the SAAL Approach based on Customer Relationships**

**Customer Channels**

Organizations serve their customers through communication and distribution channels. These channels are the communication path between the organization, its value proposition, and its customers. These channels are extremely important in designing an MC because they can be a lever to create differentiation

and competitive advantage. The research speaks to the important developments that are currently taking place thanks to Information and Communication Technology (ICT) and Industry 4.0 on both the downstream (demand) and upstream (supply) sides of the supply chain. This has made it possible for organizations to use physical channels or virtual channels to improve and provide their value proposition to their customers (Fig. 9).

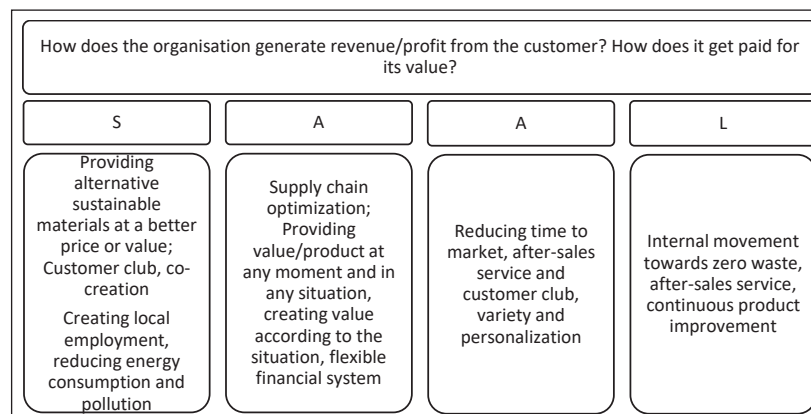


**Fig. 9: Main Features of SAAL Approach based on Customer Channel**

**Revenue**

The organization’s capacity to generate revenue from value creation and customer relationships leads to MC

sustainability. This means that segments of customers who are willing to pay for the value offered by the organization form the organization’s revenue streams (Fig. 10).

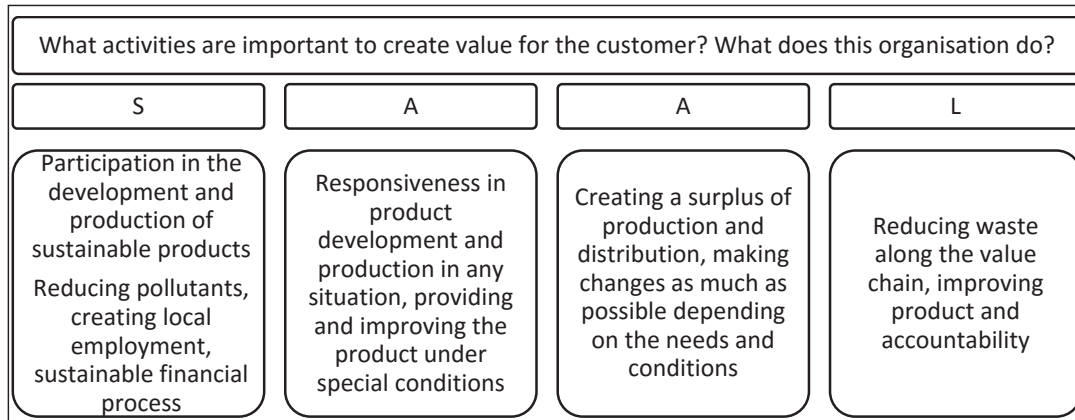


**Fig. 10: Main Features of the SAAL Approach based on Revenue Streams**

**Key Activities**

Key activities describe the most important actions an organization must take to implement its MC. In other

words, key activities are activities to create and provide value (Fig. 11).



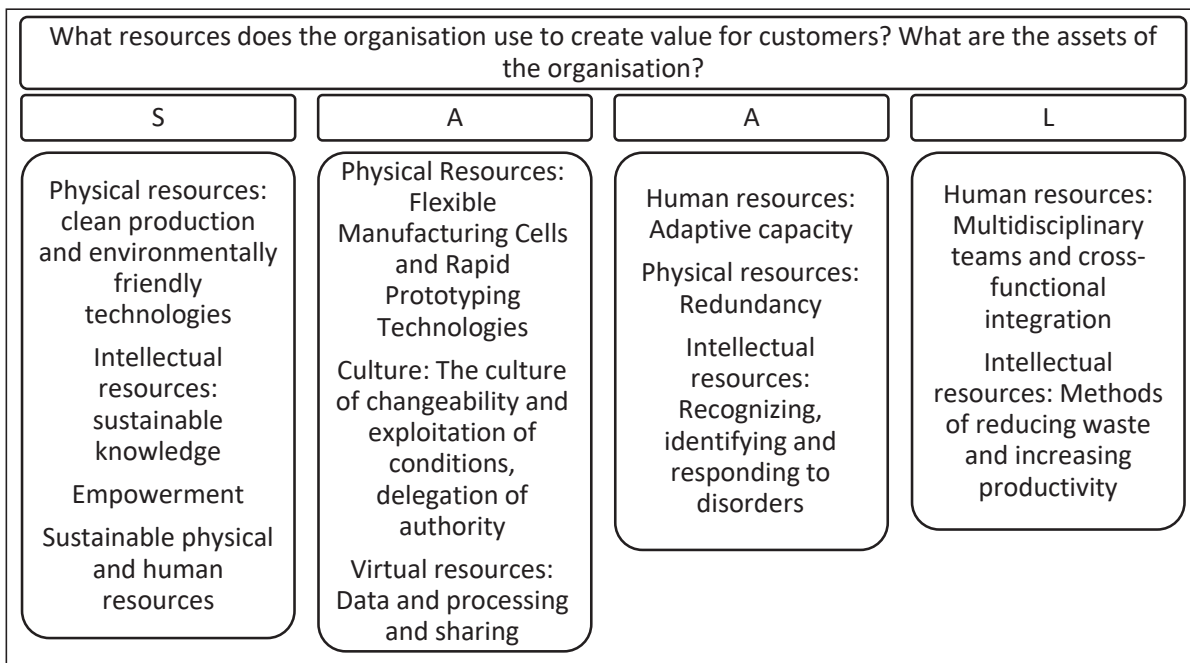
**Fig. 11: Main Features of the SAAL Approach based on Key Activities**

**Key Resources**

Key resources can create and deliver value. Resources can be physical, such as goods, they can be intellectual, such as knowledge, competence, or experience, they can

be virtual, such as data, or other types of resources, such as financial and human resources. Combining activities with resources creates value.

Fig. 12 includes the SAAL management resources needed to create value for the customer.

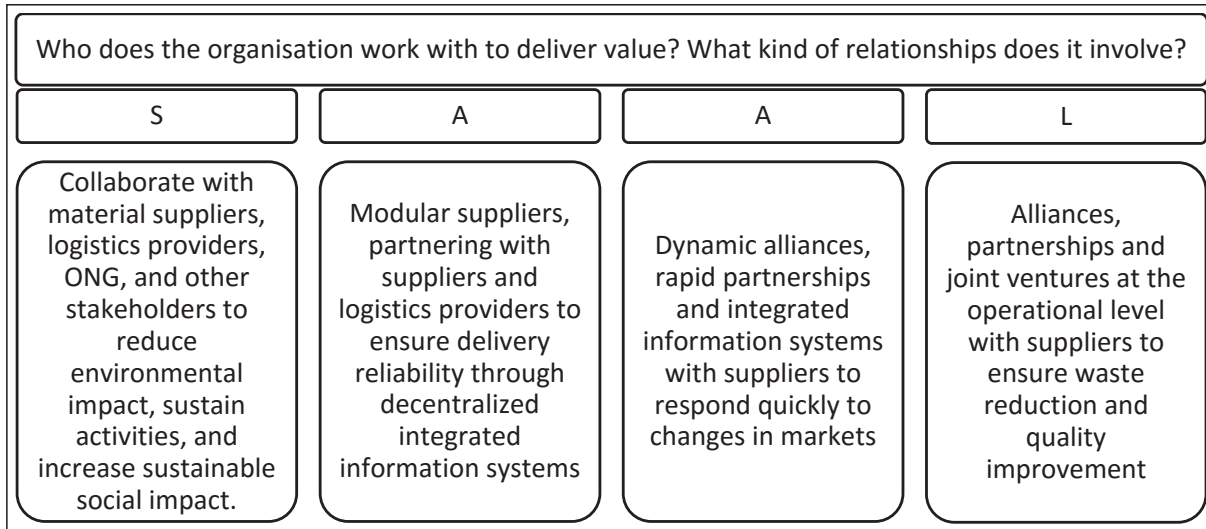


**Fig. 12: Main Features of the SAAL Approach based on Key Resources**

**Key Partners**

Key partners include a network of suppliers and partners

that enable the implementation of a business model. In the SAAL landscape, there are various key partners (Fig. 13).

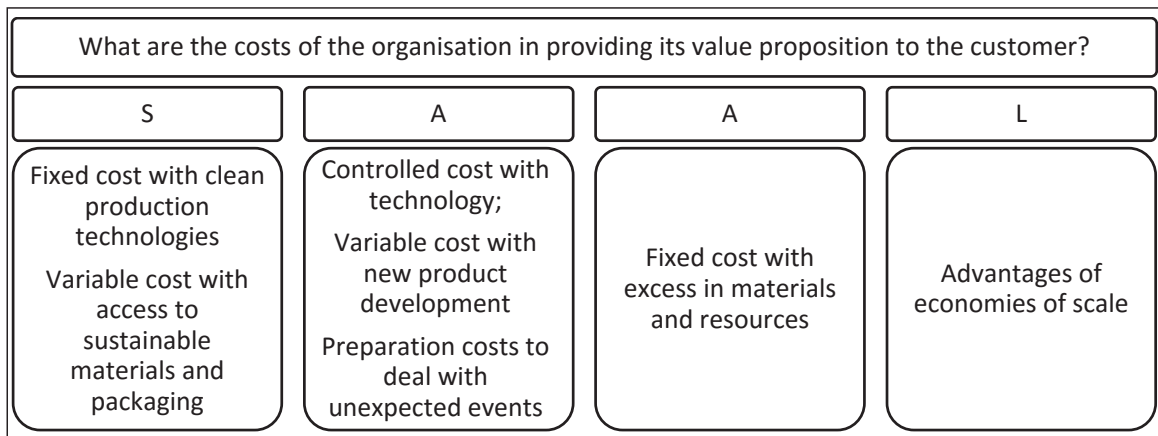


**Fig. 13: Main Features of the SAAL Approach based on Key Partners**

**Cost Structure**

of the business model. Each SAAL approach has different and distinct cost structures (Fig. 14).

The cost structure contains a clear and descriptive description of all the costs incurred for the implementation



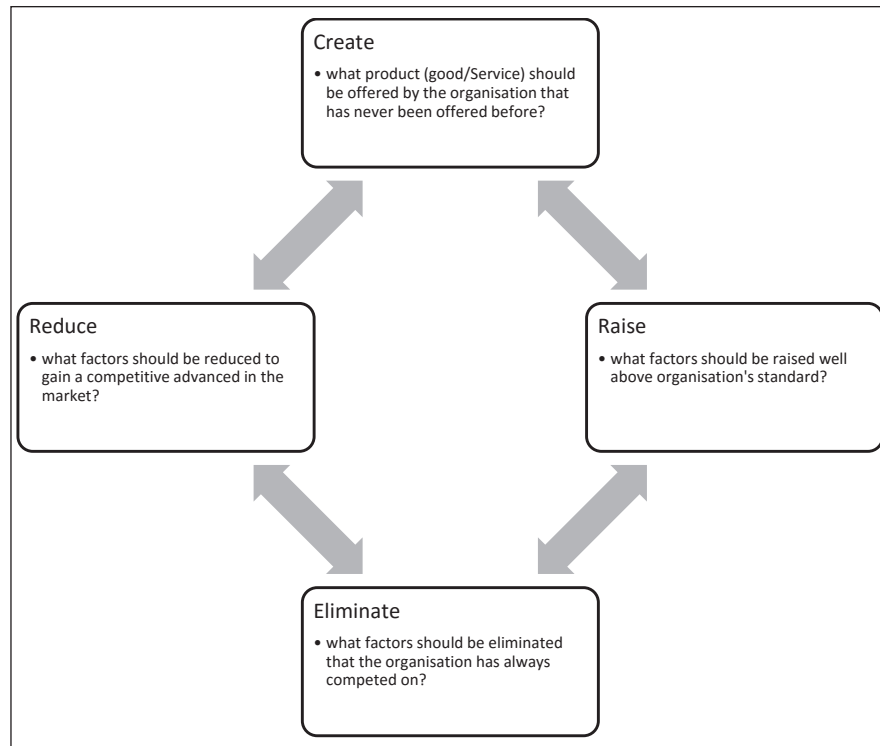
**Fig. 14: Main Features of the SAAL Approach based on Cost**

**THE LINK BETWEEN THE SAAL APPROACH AND THE BLUE OCEAN STRATEGY**

After drawing the MC, it is time to start rebuilding value instead of competing with competitors or dealing with problems. In the blue ocean strategy, two tools are used for this purpose. ERRC grid and Four Actions Framework are essential tools that help businesses to eliminate their weaknesses, reduce threats, and simultaneously improve their strengths and take advantage of new

market opportunities, therefore simultaneously pursuing differentiation and low cost to achieve value innovation.

This tool is based on four ideas: (1) Creating a market environment without competition where there are no competitors, (2) Creation and attraction of new demand, (3) Breaking the exchange of value and cost, (4) Changing the organizational level according to the way of thinking and approach. In order to implement the blue ocean strategy through these tools, 4 key questions are asked (Fig. 15).



**Fig. 15: ERRC Network**

After completing the ERRC network according to SAAL management principles, the next steps using the Four Actions Framework are as follows:

- Creation of products (goods/services) far above the market level or activities that improve construction supply chain processes or generate value. In other words, it is the creation of new value-added products that are different from others, this product can occupy a special place. It can be ensured by using information technology approaches, Just-in-Time data processing, smart factory, and control tower because it creates a market environment without competition.
- Elimination of those activities in business processes that do not add value to the system. The elimination of activities/features that reduce the value of the product (goods/services) or lead to disruptions in the construction supply chain process can be ensured using IT approaches and Just-in-Time data processing.
- Raising value-added activities, the standards of the organization are much higher than competitors, which leads to the optimization of the construction supply chain process. Improving the level of products by providing new values to products. Invasion of traditional methods and pillars to new methods

that are optimized especially with the help of new technologies. Decentralized modularization and integration of all parts of the supply chain in order to increase efficiency and productivity. It can be ensured by using IT approaches and Just-in-Time data processing.

- Reducing factors that end customers/employees consider useless or even cumbersome. Reducing non-value-added activities that hinder the optimization of the construction supply chain process can be ensured by using information technology approaches and just-in-time data processing, decentralized system integration, automation, factory, and intelligent production/manufacturing.

By using this system, the service sector can benefit as much as the production sector, thus achieving optimal business performance. Investing in technology leads to successful company performance. But on the one hand, how to implement these technologies in the organization must be carefully designed. On the other hand, technologies should be an auxiliary tool, not the main pillar. Because otherwise, relying on technology becomes the Achilles heel of the organization. In a country like Iran, where the government is fighting with technology and disrupting technology systems, relying on technology will cause fragility.

In addition, in the cyber war that is happening, the absolute piece of technology will lead to the fragility of the system.

As Sort (2018) points out, modern innovation is as much about new business models as it is about technology and R&D. Therefore, the holistic concept of SAAL strategy based on the blue ocean strategy fits well with the idea of business model innovation. Since the concept of SAAL seeks to transform the supply chain of construction projects, top management is required to be aware of the technology–organization–environment (TOE) framework, which suggests that the adoption and implementation of this approach are strongly influenced by the company's circumstances.

In addition to all the above, it should be noted that One of the issues that were strongly identified in this article was the compatibility of this strategy with the blue ocean strategy. In addition, the used business model canvas was also very useful in the analysis due to its remarkable consistency with the supply chain goals. Therefore, supply chain managers are recommended to use this model to analyze the business of supply chains.

## CONCLUSION

This paper explored the potential of integrating SAAL principles with ocean MC. The existing literature showed a clear gap in the discussion of the intersection of these two research fields. This paper, therefore, addresses this knowledge gap and contributes to the discussion of creating an ideal type of business model to accommodate the SAAL approach.

As seen, the goals and performance of the SAAL strategy approaches are remarkably consistent with the goals of the Blue Ocean Strategy. SAAL strategy tries to identify existing weaknesses with the help of data, then solve the problems with the aid of all stakeholders. Therefore, the goal of the SAAL strategy is to value innovation, value creation, and create a pristine space in the midst of chaos for exploitation and progress.

The use of MC was also very effective in presenting its business model. Because this model had significant consistency with the supply chain model. This helped a lot to analyze the supply chain. MC shows that firm characteristics and resources play an important role in the adoption of a new approach, while the structure and level of industry knowledge decide the success or failure of an adopted new approach. MC showed that using the SAAL

approach is possible and beneficial, but in Iran's current situation, this is not possible at the moment. Therefore, companies should first use all their efforts in terms of culture to develop this strategy.

This article was mostly theoretical. Its purpose is to help managers to implement this supply chain to know exactly what issues they should focus on so that, they can use it in the best way. Since the atmosphere of Iran's construction industry is very traditional and most of the people who are contractors are not civil engineers or architects, it is very difficult to implement new approaches and tools in this industry, this limitation also exists in this regard.

For future research, gap analysis through a case study is suggested. Also, Researchers can use other blue ocean strategy tools according to the path of their project and take its next steps.

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