



**THE EXTENT TO WHICH THE BLUE OCEAN STRATEGY OF Korek  
TELECOM COMPANY - BAGHDAD IS ADOPTED TO IMPROVE  
MARKETING PERFORMANCE-AN EXPLORATORY STUDY OF THE  
OPINIONS OF THE COMPANY'S SAMPLE SURVEYED**

Dr. Nawras Sahib Khalil Al-Hussaini

Lecturer/Finance and Banking Sciences Dep/ Mustansiriya University, Baghdad, Iraq.

E-mail: nawras\_h@uomustansiriyah.edu.iq

Phone number: +9647728526285

ABSTRACT	KEYWORDS
This research aims to find out the impact of the Blue Ocean strategy on increasing the development of marketing performance in Korek Telecom Company - Baghdad. The descriptive analytical approach was used. Also, the questionnaire was utilized as a primary tool in collecting data from the study sample. Where (40) questionnaires were distributed to the respondents of the study population, and 37 questionnaires were retrieved by (92.5%). The research found a statistically significant correlation between the dimensions of the blue ocean strategy and the company's marketing performance. The study recommended adding new value (innovation) to the company's services to improve marketing performance.	Blue ocean strategy, marketing performance, Korek Telecom Company.

**Introduction**

Due to globalization, the changes, intense competition in the global market, and the challenges that face organizations. Whether they are industrial or service organizations to achieve the goal of survival, increase demand for products, create new opportunities and spaces. Therefore, most institutions are looking for strategies that assist in gaining a competitive advantage. Furthermore, to avoid entering the field of intense competition in the local and international markets. there was an advantage of applying the Blue Ocean strategy as a modern management style for creativity, innovation, and real development to improve products. It is one of the effective pillars in developing a marketing plan that leads to the development of marketing performance, and strengthening its competitive position through the knowledge of its customers and competitors. As well as suppliers with whom you deal and understand current and expected market needs, in order to be able to keep pace with market developments based on a new vision derived from an accurate diagnosis of current reality. Emphasizing the importance of the blue ocean for the institution with a strategic dimension

that seeks to maximize the outputs compared to the inputs through the specific knowledge activities. Organizations prefer applying the blue ocean strategy to focus on using its impact to improve and develop marketing decision-making, which helps develop the marketing performance of the organization.

## **2. RESEARCH METHODOLOGY**

### **2.1 The research problem**

The global environment in which companies operate is characterized by rapid change, increasing competition, technological progress, and changing customer needs that make them unable to improve their performance, survival, continuity, and success in the long term. Therefore, it is looking for methods to implement the new blue ocean strategy, out far from competitive strategies, to add value to its products and find new markets through the optimal use of its core capabilities to perform tasks and activities efficiently and effectively. The research problem can be formulated through the following questions:

- 1- Is there a clear perception among the managers of the researched company about the concept of the blue ocean strategy?
- 2- Does the blue ocean strategy have a role in improving marketing performance?
- 3- What is the scope of the possibility of using and applying the blue ocean strategy with its variables (innovation, exclusion, reduction, increase) in the researched company?
- 4- Is there a correlation between the blue ocean strategy and marketing performance?
- 5- What is the impact of the blue ocean strategy on improving marketing performance?

### **2.2. The Importance of Research**

The importance of the research lies in the novelty of the application of the blue ocean strategy to achieve new products and markets (to increase market share) for many local and international industrial companies. The blue ocean strategy is an unconventional intellectual direction that works in the long term to discover new markets and get rid of the intensity of competition. In addition, the blue ocean strategy achieves growth, preservation. Survival some companies in the local and international markets have realized the importance of value innovation. Companies began to orient their strategies towards creating value, searching for new values for the customer, and for the company to increase products, and reaching new markets, subsequently achieving an increase in market share and improving marketing performance. As well as providing a theoretical framework on the principles of the blue ocean strategy to increase the awareness of companies in the Iraqi markets of this new strategic intellectual direction, and its major role in achieving the company's objectives.

### **2.3 Research Objectives**

- 1- Increasing the knowledge of the managers and employees for the company about the concept of the blue ocean strategy, as well as the concept of marketing performance and the definition of its dimensions.
- 2- Identifying the scope to which the dimensions of the Blue Ocean strategy are applied in Korek Telecommunications Company.
- 3- Determine the level of marketing performance in Korek Telecom Company.

4- Detecting the nature of the correlation between the blue ocean strategy in its dimensions (innovation, exclusion, reduction, increase) and marketing performance.

5- Testing the impact of the blue ocean strategy with its dimensions (innovation, exclusion, reduction, increase) and marketing performance.

## 2.4 Research Hypotheses

The first hypothesis: There is a significant positive correlation between the blue ocean strategy with its dimensions (innovation, exclusion, reduction, increase) and the dimensions of marketing performance (market share, profitability, customer satisfaction).

The second hypothesis: There is a significant impact relationship between the blue ocean strategy with its dimensions (innovation, exclusion, reduction, increase) and the dimensions of marketing performance (market share, profitability, customer satisfaction).

## 2.5 Research Methodology

To achieve the objectives of the research the descriptive analytical approach, whether in completing the theoretical or field aspect was utilized. Also, this approach has been used for investigating the availability of indicators of the Blue Ocean Strategy in Korek Telecom Company - Baghdad.

## 2.6 The Research community and sample

Due to the huge size of the research community and the difficulty of applying the search tool to the entire community, the research community based on Korek Telecom Company in Iraq. The field research sample was determined from the company's headquarters in Baghdad province including (45) individuals (from the general manager, chancellery, department managers, senior engineer, chief engineer, assistant chief engineer, senior supervisor).

## 2.7 Statistical methods

The study was based on a questionnaire to collect the necessary data from the members of the research sample. The questionnaire is one of the most common research tools in the field of field studies.

The following statistical methods were employed: The Number of iterations, arithmetic mean, and standard deviation, in addition to the measure of relative importance, also, the Pearson correlation coefficient, the simple regression coefficient, and the analysis of variance based on the statistical program (SPSS, vr.26).

## 2.8 Believe the search tool

The questionnaire was validated by a panel of judges and business management experts. Also, the validity of the questionnaire was confirmed through the internal consistency in which the value of the correlation coefficient between (0.432-0.891) showing the level of significance (0.000). Furthermore, all the results of the correlation coefficient of all areas for the questionnaire with statistical significance at the level of ( $\alpha \leq 0.05$ ), Pearson's correlation coefficient for the blue ocean strategy dimension was (0.982) and the marketing performance dimension was (0.923). All survey areas were considered valid for the scale that determined by the Cronbach alpha coefficient. the most famous test used to measure stability was found to have a value of (0.972) for the questionnaire as a whole. The reliability of the results showed that the questionnaire was effective and stable in measuring the

content of its design. In addition, the questionnaire is an efficient measurement tool suitable for the study and can be applied dependably.

## 2.9 previous studies

- **Study,(Zhao & Jin, wri ,2010) "Application of Blue Ocean Strategy to Chinese 3G Mobile Telecom Industry"** The study aimed to implement the blue ocean strategy in the Chinese third-generation cellular communications industry. This industry is one of the fast-growing industries, especially in the rapid technological development in the cellular communications area. The researchers depended on the quantitative and qualitative approach in their study by identifying competitive factors in the cellular communications industry through Porter's model of the five competitive forces. In the cellular communications sector, the researchers identified factors of value to customers, which represents a non-competitive market, and a lot of opportunities to exploit and grow in a new market. The study found that the Chinese cellular market represents a great opportunity to take advantage of by implementing the blue ocean strategy and opening new markets representing both the cellular and internet industries, to attract new customers and achieve growth in light of intense competition. The researchers recommended that companies in this industry take advantage of the opportunity to create value and open up new markets in order to achieve quick growth and success.

- **Study, (Alrubaiee, 2013)" An Investigation On the Relationship Between New Service Development, Market Orientation and Marketing Performance"** The study aimed to identify the nature of the relationship between service development and marketing performance. As well as to clarify the impact of product development on marketing performance and give a competitive advantage to the developing companies. The study used the descriptive analytical method, the current research used the questionnaire as a tool for data collection. The study found that companies that develop their products continuously have better marketing performance than others. Also, there is a relationship between product development within the company and their marketing performance, which helped them achieve their goals.

- **Study, (Badrani, 2017)" Blue Ocean Strategy as a Means to Achieve Competitive Excellence After Surveying Opinions from Zain Telecommunications Company in Mosul"** The study aimed to determine the relationship (correlation and effect) between the philosophy of the blue ocean strategy to achieve competitive excellence. In addition, to achieve the objectives of the research, the researcher designed a questionnaire to collect information from the research sample. The data was collected, analyzed and hypotheses tested using the statistical program (SPSS, vr,16). Statistical methods showed several results, most notably: A significant correlation between the blue ocean strategy and the achievement of competitive advantage. A significant impact of the blue ocean strategy in achieving competitive advantage of the company surveyed. Also, some proposals were made consistent with the conclusions.

- **Study, (JOYSIM, 2018)** The study aimed to identify the impact of strategic directions on the dimensions of marketing performance in Coca-Cola Soft Drinks Babylon, Iraq. The researcher used the descriptive analytical approach. The study population represented (365) male and female workers from the company's employees. A stratified random sample representing (85) singles were selected. The questionnaire was used to collect the data. The study concluded with a set of results. The most important outcome is that there is a significant positive correlation between the dimensions of

strategic directions and marketing performance. There is also a positive impact of the strategic direction on the marketing performance of the company surveyed.

**- Study, (Abu Hasna, 2018) "The Role of the Blue Ocean Strategy in Improving Competitive Performance: A Field Study Applied to Palestinian ICT Sector Companies"** The study aimed to identify the role of the Blue Ocean Strategy in improving the competitive performance of Palestinian ICT Sector Companies. The descriptive analytical approach was utilized. The measurement tool was designed as the questionnaire. The questionnaire was distributed to a stratified random sample of employees in Palestinian ICT Sector Companies. The statistical analysis program SPSS was employed. The study found that there is a positive impact of the Blue Ocean Strategy on improving competitive performance. In addition, the study recommended increasing attention to the Blue Ocean Strategy due to the positive impact of this strategy on improving the competitive performance of Palestinian ICT sector companies.

### **3.THE THEORETICAL SIDE**

#### **3.1 Blue Ocean Strategy**

Many companies seek to analyze the environment to identify opportunities and threat. Also, the companies seek to adapt to threats and develop their strategy according to these threats instead of focusing on the available opportunities in the market. In addition, formulating a strategy based on building the company's capabilities. Furthermore, exploiting skills and resources to present their new vision, which is the blue ocean strategy.

The concept of blue ocean strategy: It is one of the modern terms in the field of business management. The companies depend on the blue ocean strategy at the present time, away from the intense competition that may deplete the company's resources and capabilities. Therefore, the blue ocean strategy needed to search for new markets that were not previously known to them and their competitors to create demand for them. Also, to find new investment opportunities in pursuit of survival, sustainable growth and benefit. It means the organizations create a new product or imprint an existing product, create a new service, or develop it to meet customer requirements and satisfaction (Yang, 2012:111-114). It is adapted from the color of the clear, blue, unpolluted water that is not clouded by the bloodiness of red water, which collectively forms the blue oceans. From the above characteristics, philosophy borrowed its name to enter the business world due to some researchers and thinkers, to become one of the philosophies adopted by organizations in their work under the philosophy of the blue ocean. Therefore, these oceans needed to search for new markets that were not previously known to them and their competitors, to create demand for them. Also, to find new investment opportunities in pursuit of survival, growth, and benefit. That means that organizations create a new product or give a fingerprint to an existing product, or a new service or develop it to meet the requirements of the customer.

Based on the preceding, many definitions deal with the concept. In addition, there are differences in the concept of defining the blue ocean strategy according to different intellectual orientations. The following is a presentation of some of these definitions:

The strategy of Blue Neutral is the unknown market space that has not yet been discovered or that competitors have not reached. While emphasizing the independence of competition as something that is not on the table because its rules have not yet been established. ( Kim WC & Mauborgne,2005).



(Raouf :2010) defined it as "the means to discover market positions that organizations have not reached."

(Farhan and Al-Bina, 2012: 24) defined it as "the investigation for undiscovered markets or uncharted areas of the market that represent industries that do not exist today is a business strategy that stimulates the creation of new markets rather than competing in existing industries"

Companies must be different from their competitors on their way to the blue ocean. So companies must know the requirements of customers and their desires to enable companies to create new markets, defined by their strategy rather than markets determined by other companies that have to act according to competitive strategies (Al Bayrakaat & Beybur,2018:188).

The researchers defined the blue ocean strategy as "a competitive strategy used by an industrial organization to find new markets for its products that were not previously known to it and to competitors, to find demand for them, also, to find new investment opportunities in pursuit of survival, growth, and benefit. (Al-Futtaim, Al-Mujahid, 2020: 25).

The Blue Ocean is an unknown market space that denotes all industries that do not exist. So the Blue Ocean strategy identifies new customers, works to attract them, and creates new markets that exceed the boundaries of existing competing industries. This identification is done through the untapped market space (free), creating demand, high opportunities for growth and achieving a comfortable blue ocean (Singh&Paliwal, 2020:2785).

Knowing the concept of the blue ocean strategy by the company's management helps us to modify and refine the product or service. It provides increase the limits of the target market and implements its work effectively. The blue ocean strategy is to create value that can be obtained through differentiation and low cost to produce added or innovative value for companies and customers (Suci et al . , 2020: 57-56).

Through the previous definitions, the researcher can define the blue ocean strategy as: It is the search for new markets with new customers that meet their needs through new products with added value. Also, innovation is away from intense competition and red oceans in which large companies compete for market shares, depending on the company's capabilities and capabilities.

### **3.2 The importance of the Blue Ocean Strategy**

The Blue Ocean Strategy is one of the modern strategies that have gained wide attention from researchers, specialists, and companies. This strategy emerged as a result of the vast change that has occurred in the business world. (Al-Badrani, 2017) mentioned that the Blue Ocean Strategy differs from most strategies, which revolve around bloody competition.

Blue Ocean Strategy changes corporate strategy from value creation to innovation that seeks to achieve recognition and low cost simultaneously (Ganduz, 2018:4).

Where this strategy has been tried in several countries around the world, its found to be useful for creating and innovating new markets free from competitive disputes with a bloody red color of competition. Comparing the blue ocean strategy with other strategies found that the blue ocean strategy has the advantage of defining the market more clearly compared to other strategies. The blue ocean strategy enables managers to have a unique value for consumers and create more value (Alghamdi, 2016:141-142).

The blue ocean strategy follows a new strategic path or method known as "value creation", which represents the main part of this strategy, as value creation means the creation of imitable value that gives the organization a sustainable competitive advantage (Najm, 2010).

We conclude from the above, that creating blue oceans is not an easy, continuous or static process. But rather a set of moving processes organized to do something different or provide a service that others (competitors) have not done. The organization works to create a blue ocean through strong performance that leads to known results, then creativity appears on the horizon. In addition, to create a blue ocean that you need and produce something innovative for the beneficiary public.

### 3.3 Blue Ocean Strategy Indicators

The Blue Ocean strategy has a set of dimensions and indicators (exclusion, reduction, increase, innovation), which can be explained as follows:

1- Exclusion: Successful business organizations work to dispense with some components or processes that do not have a useful value in their work and do not provide any benefit for the organization. Excluding them leads to reducing expenses to a minimum without affecting the levels of sales volume, profits, quality, and service. For example, excluding the sale of products or services in one market location, as well as excluding some expenses that can be avoided in order to reduce the costs of the production process. Also, the exclusion of workers who confuse the work of the organization (Farhan, Al-Bina, 2012: 128).

2- Reduction: Reducing some of the work procedures that the organization deems unnecessary or unjustified to reduce expenses and the size of costs. Some of the services provided to customers must be reduced unnecessarily. The downsizing strategy requires the company to reduce its investments in the field of activity as much as it can and to get rid of some useless or impossible ideas (Al-Tai and Al-Alaq, 2009: 299).

3- Increase: It is the raising of features that leads to raising the level of quality of products or services provided, as the company's management adds some activities, procedures or materials that seek to achieve customer satisfaction. In addition, exceed customer expectations, which leads to an increase in the growth rate of company sales or market share, exceeds the level of profit volume, and achieves a good reputation for the organization. For example, increasing the places of sale of the organization's products or services and the way these products are displayed (Gündüz, Ş, 2018: 2).

4- Innovation: create new demand by creating new key features and new elements that have not been previously available to customers. Also, help the organization to produce better, achieve customer satisfaction, and provide the best value for him, the best way to achieve the benefit of the company and customers at the same time. Thus the secret of the success of the Blue Oceans strategy lies in the fact that it works according to an integrated and comprehensive system where the creation of value to provide products exceeds the preparations and expectations of buyers. The concept of value creation or innovative value reconciles value considerations with cost considerations by offering outstanding products and reducing costs simultaneously. (Shafiq et al, 2017:76)

### 3.4 Principles of the Blue Ocean Strategy

The principles underpinning the formulation of the Blue Ocean Strategy are structured in several main axes (Kim and Maubergen, 2006: 44; Badrani, 2017: 188-189; Mohamed ,2009: 29; Abu Hasna, 2018: 794-814).

1- Rebuilding the boundaries of the market: The idea of this principle is to get rid of competition by working to create a new market away from competition, through the role of managers to identify the characteristics of the market to rebuild the current market elements, go beyond the market limits and move towards finding a blue ocean strategy.

2- Focus on the full picture: The strategic planning process of the organization that focuses on the full picture reduces effort and time. In addition, the strategic planning process helps in exploring its future strategy, considering a competitive environment through the customer. Also, focus on what interests the customer by developing performance according to the customer's requirement, what he expects from you, and its openness towards the blue ocean.

3- Extending beyond current demand: The organization that pursues a blue ocean strategy should move away from traditional strategies by re-dividing the market into several groups. Each group includes customers with similar desires and reaches beyond the current demand by not focusing on existing customers. Then they design a product that caters to a segment of customers that didn't exist before.

4- Striving for the right strategic context: It is the implementation of strategies that helps to achieve goals using some basic criteria (customer benefit, price, cost, and adaptation). Where the customer finds a convincing reason to accept the acquisition of the benefit of the product or service and sets a price that attracts a mass of target customers who will pay with a conviction for the product or service. The principles underpinning the implementation of the Blue Ocean Strategy revolve around two main axes:

1. Overcoming organizational obstacles: Every implementation is challenged and the implementation of the Blue Ocean Strategy faces four obstacles (Kim and Mauberg, 2006: 197-198).

A- Moral: It is to alert and educate the organization's employees to realize the importance of strategic change towards the blue ocean strategy and to set a future path for its application and benefit.

B- Limited resources: The organization must know that the greater intensity of the transformation, the greater resources to achieve the strategic change required for its implementation.

c- Motivation: How to convince the main players in the company to move quickly out of a years-long situation and move to a blue ocean strategy.

D- Politics: It is represented by internal or external resistance to change by powerful influencers and interests. To achieve this effectively, it should be overcome to lead to the implementation of the new strategy. Change is not related to increasing resources and time, but to using what is called the "tipping point leadership theory".

2- Building implementation within the strategy: Management should spread deep trust and commitment among individuals of all ranks, respect their opinions and suggestions. Also, inspire individuals to cooperate voluntarily by providing energy and entrepreneurship to the best of their capabilities to reduce management risks resulting from loss of trust and lack of cooperation. For this strategy to work, operational organizational justice must be exercised (Kim and Mauberg, 2006: 231-232).

### **3.5 Marketing Performance**

Marketing performance is one of the most important priorities for organizations that must be developed for a long time, especially industrial organizations that are characterized by high costs.



### **3.5.1 The concept of marketing performance**

Organizations always seek to achieve high and distinct levels of marketing performance in the work environment to ensure survival and continuity. As performance is the outcome that the organization aims to reach by achieving its long-term goals and adapting to environmental variables, and the following are some of the researchers' contributions to those definitions.

Marketing performance is defined as the extent to which an industrial organization can achieve its objectives: (increasing profits, increasing sales, raising its market share, achieving customer satisfaction, and providing them with the greatest value) by exploiting its resources efficiently and effectively. (Al-Mujahid, Amal Mohammed, Al-Futtaim, Muhammad Muhammad, 2020: 35).

### **3.5.2 Marketing Performance Indicators**

Organizations seek to follow up on marketing performance, identify the positive and negative aspects in it, support the positive aspects, and evaluate the negative aspects, which may be complex because they face challenges in light of the environmental changes surrounding the organization (Hammoud, 2014: 45).

Marketing performance indicators are quantitative information that measures the efficiency or effectiveness of a part of a marketing process or system, about a specific and accepted marketing criterion, plan, or objectives within the framework of the organization's strategy, comparing results with predetermined standards, and analyzing deviations so that the necessary corrections can be made (Yahyaoui, 2006: 102).

The marketing performance indicators that will be studied are: (market share, profitability, and customer satisfaction).

- Market share: market share is an important indicator that enhances the competitive position of business organizations. As organizations strive to achieve a distinct and high market share in their market, provide appropriate products or services in their quality and prices, and develop their marketing activities continuously in line with the needs and expectations of customers. A higher share means better performance in serving and meeting the needs of existing and potential customers and gives the organization the ability to achieve another market penetration (Bou Kriza, 2011: 116) (Merhi, 2014: 109).

- Profitability: Organizations aim to achieve high levels of profits. The net profit contributes to the rise in the value of the organization in the service and industrial environment in which it operates, which helps in the survival and growth of the organization. The net profit is done through the development of products, services, or markets that are one of the reasons for achieving high profitability and growth. The profits generated by an organization in the market have the effect of improving its marketing performance and enabling it to cope with the competitive conditions in the markets at present (Karadaghi, 2004: 94).

Profitability "is the extent to which an organization succeeds in reducing costs and measuring its ability to reduce costs and generate profits from sales", that is, how efficiently and effectively the organization's management generates profits by using its assets efficiently (Abu Taha, 2012:25) (Van, Uyen & Phuong, 2015:4-5).

- Customer satisfaction: Customer satisfaction has become a prominent place within the organization's concerns. Many organizations have realized that customer satisfaction gives them a strong justification for survival and growth. Achieve satisfaction may make the organizations unable

to continue and compete for a long time, especially in the current challenges of technological development and the spread and expansion of multinational organizations as a tool of globalization. Customer satisfaction can be defined as "the feeling of happiness or frustration of the customer as a result of comparing the performance achieved by the product" (Kotler, 2008: 3).

The organization must let its customers express their opinions towards the organization's products and performance in general, also, use multiple methods in measuring customer satisfaction. The most important of which are: Hidden marketing, which is done through the employees of the organization to play the role of the customer to buy its products and reflect an image of the advantages and disadvantages that accompany that process in a way that enables management to improve sales methods. Follow-up on suggestions and complaints submitted by the organization's clients (Ashira& Sanna, 2021: 43).

#### 4. THE PRACTICAL ASPECT

The results of the study will be presented and discussed as follows:

##### **–Analysis of the results related to the responses of the research sample on the independent variable (blue ocean strategy):**

This part deals with the description and diagnosis of the independent variable of the research. The results of the questionnaire and Table (1) below show the frequency distributions, percentages, arithmetic means, and standard deviations of the answers from the measures of the research variables.

1- Innovation variable: Overall, it achieved an arithmetic mean of (3.53) and a standard deviation of (1.093), which is higher than the virtual mean (3), which indicates the interest of the company's management in innovation. As for the paragraphs of this variable, paragraph (X3) achieved the highest arithmetic mean, as it reached (3.88) and a standard deviation of (1.072), which indicates the company's interest in providing new ideas that meet the customer's need. For paragraph (X4), it got the lowest arithmetic mean, which reached (3.30) and a standard deviation of (1.145), which indicates the company's interest in using modern technology and information to achieve competitive superiority over the rest of the competing companies in the market.

2- Variable increase: it achieved at the total level an arithmetic mean of (3.66) and a standard deviation of (1.106), which is higher than the virtual mean (3), which indicates that the increase and expansion that the company seeks at a high level and aspires towards more. At the level of sub-paragraphs, paragraph (6X) received the highest arithmetic mean, it reached (3.88) and a standard deviation of (1.072). Paragraph (6X) indicates the company's endeavor to attract efficient elements to improve the quality of service. For paragraph (7X), it got the lowest arithmetic mean, which amounted to (3.32) and a standard deviation of (1.277), which indicates the need for the surveyed company to increase its interest in distribution channels dedicated to communication with its customers to increase its market share.

3- Reduction variable: Overall, the variable got an arithmetic mean of (3.47) and a standard deviation of (1.137), which is higher than the virtual mean (3), which indicates the company's endeavor to reduce costs by reducing unnecessary services that cause waste and loss in the production of service. At the level of sub-paragraphs, paragraph (15X) received the highest arithmetic mean, it reached (3.82) and a standard deviation of (1.047). Paragraph(15X) indicates that the company in question is striving to increase its profits by reducing the cost of production by getting rid of waste and loss in the production processes of the service, also, getting rid of the weak quality that does not provide real value for the service provided. For paragraph (12X), it got the lowest arithmetic mean, which reached (3.22) and a standard deviation of (1.242), where the company must reduce harmful applications to the environment and society.

4- Exclusion variable: This variable at the total level received an arithmetic mean of (3.59) and a standard deviation of (1.121), which is higher than the virtual mean (3), which indicates the company's increasing endeavor towards excluding unnecessary elements, materials and marketing and service activities that increase the total costs of the company. At the level of sub-paragraphs, paragraph (19X) received the highest arithmetic mean, reaching (3.80) with a standard deviation of (1.045), which indicates the company's interest in getting rid of inefficient cadres that hinder its competitive superiority and that have no point in adding value to the company or improving the quality of service. For paragraph (17X), which got the lowest arithmetic mean, where it reached (3.30) and a standard deviation of (1.263), where the company surveyed excludes some useless and expensive promotional and marketing operations.

It is clear from the table below that the second indicator (increase) within the indicators of the blue ocean strategy ranked first, followed by the fourth indicator (exclusion) ranked second, followed by the first indicator (innovation) ranked third, followed by the third indicator (reduction) ranked fourth. The percentages were convergent and the response was completely acceptable.

**Table (1) Main indicators of the independent variable**

Variables			Scale responses					Statistical Significance		
Q1	Sub-variables		Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	SD	St. error of the mean
	X1	No.	-	-	1	4	32	3.75	1.041	0.143
		%	-	-	2	11	87			
	X2	No.	-	-	3	5	29	3.35	1.173	0.187
		%	-	-	8	13	79			
	X3	No.	-	-	-	5	32	3.88	1.072	0.130
		%	-	-	-	13	87			
	X4	No.	-	-	1	6	30	3.30	1.145	0.177
		%	-	-	2	17	81			
	X5	No.	-	-	4	5	28	3.40	1.037	0.133
%		-	-	11	13	76				
The computed mean of Q1(innovation)								3.53	1.093	0.154
Q2	X6	No.	-	-	-	5	32	3.88	1.072	0.130
		%	-	-	-	13	87			
	X7	No.	-	-	3	4	30	3.32	1.277	0.181
		%	-	-	8	11	81			
	X8	No.	-	-	-	6	31	3.77	1.064	0.160
		%	-	-	-	16	84			
	X9	No.	-	-	1	4	32	3.80	1.070	0.126
		%	-	-	2	11	87			
	X10	No.	-	-	3	6	28	3.57	1.049	0.136
		%	-	-	8	16	76			
Computed mean of Q2(Increase)								3.66	1.106	0.146
Q3	X11	No.	-	-	3	5	29	3.35	1.173	0.187
		%	-	-	8	13	79			
	X12	No.	-	-	6	7	24	3.22	1.242	0.176
		%	-	-	16	19	65			
	X13	No.	-	-	3	6	28	3.61	1.050	0.137
		%	-	-	8	16	76			
	X14	No.	-	-	3	5	29	3.35	1.173	0.187
		%	-	-	8	13	79			
	X15	No.	-	-	1	5	31	3.82	1.047	0.181
		%	-	-	2	14	84			
The computed mean of Q3(reduction)								3.47	1.137	0.174
Q4	X16	No.	-	-	1	6	30	3.78	1.052	0.145
		%	-	-	3	16	81			
	X17	No.	-	-	3	9	25	3.30	1.263	0.202
		%	-	-	8	24	68			
	X18	No.	-	-	7	13	17	3.50	1.200	0.162
		%	-	-	19	35	46			
	X19	No.	-	-	2	4	31	3.80	1.045	0.178
		%	-	-	5	11	84			
	X20	No.	-	-	4	5	28	3.60	1.047	0.134
		%	-	-	11	13	76			
The computed mean of Q4(exclusion)								3.59	1.121	0.164

Source: Preparing the researcher based on the outputs of the statistical program SPSS

**- Analysis of the results related to the answers of the research sample about the dependent variable (marketing performance):**

This part deals with the description and diagnosis of the variable of the research. According to the results of the questionnaire and Table (2) below shows the frequency distributions, percentages, arithmetic means, and standard deviations of the answers from the measures of the research variables.

1- Customer satisfaction variable: This variable got at the total level an arithmetic mean of (4.09) and a standard deviation of (1.102), which is higher than the default mean (3), it indicates a general direction toward OK. The results obtained indicate that the adoption of the blue ocean strategy by the company under study has contributed to customer satisfaction by building strong relationships with them and covering their requests well. At the level of sub-paragraphs, paragraph (y 3) received the highest arithmetic mean, reaching (4.50) and a standard deviation of (1.031). Paragraph (y 3) indicates that the dimensions of the Blue Ocean strategy contributed to building good relationships between the company and its customers. While paragraph (y 2) got the lowest arithmetic mean, which amounted to (3.87) and a standard deviation of (1.264). Where the company must pay more attention to achieving good coverage of customer requests and meeting their desires.

2- Profitability variable: This variable got at the total level an arithmetic mean of (4.08) and a standard deviation of (1.067), which is higher than the hypothetical mean (3), it indicates a general direction towards Agree. The results obtained indicate that the adoption of the Blue Ocean strategy by the company has contributed to improving the company's profitability through customer dealings and efficient use of resources, which led to an increase in profits. At the level of sub-paragraphs, paragraph (y6) received the highest arithmetic mean, it reached (4.66) and a standard deviation of (1.041). Paragraph (y6) indicates that the dimensions of the Blue Ocean strategy contributed to the increase in the company's transactions, which led to an increase in its profits. For paragraph (y5), it got the lowest arithmetic mean, which reached (3.70) with a standard deviation of (1.082). Paragraph (y5) indicates that the dimensions of the Blue Ocean strategy contributed to the decrease in the overall costs of the company, which led to increased profitability but less than required.

3- Market share variable: This variable got at the total level an arithmetic mean of (3.91) and a standard deviation of (1.038), which is higher than the hypothetical mean (3), it indicates a general direction towards Agree. The results indicate that the adoption of the Blue Ocean strategy by the company has contributed to increasing market share by expanding the customer base and acquiring them. At the level of sub-paragraphs, paragraph (y 9) received the highest arithmetic mean, reaching (4.33) and a standard deviation of (1.030). Paragraph (y 9) indicates that the dimensions of the Blue Ocean Strategy contributed to customer retention and new customers. For paragraph (y7), it got the lowest arithmetic mean, which reached (3.69) and a standard deviation of (1.063), Where the company must strengthen the existing marketing outlets and open new ones.

Also, the order of the dimensions of marketing performance was noted, according to the percentage of the impact of the indicators of the Blue Ocean strategy respectively customer satisfaction, profitability, and market share.

**Table (2) Main indicators of the dependent variable**

Variables			Scale responses					Statistical Significance		
Q1	Sub-variables		Strongly disagree	Disagree	Uncertain	Agree	Strongly agree	Mean	SD	St. error of the mean
	y1	No.	-	-	1	6	30	3.90	1.013	0.152
		%	-	-	2	17	81			
	y2	No.	-	-	1	5	31	3.87	1.264	0.127
		%	-	-	2	13	84			
	y3	No.	-	-	-	5	32	4.50	1.031	0.124
%		-	-	-	13	87				
The computed mean of Q1(Customer satisfaction)								4.09	1.102	0.134
Q2	y4	No.	-	-	-	6	31	3.89	1.080	0.115
		%	-	-	-	17	84			
	y5	No.	-	-	-	7	30	3.70	1.082	0.172
		%	-	-	-	19	81			
	y6	No.	-	-	-	4	33	4.66	1.041	0.126
		%	-	-	-	11	89			
Computed mean of Q2(profitability)								4.08	1.067	0.137
Q3	y7	No.	-	-	1	6	30	3.69	1.063	0.187
		%	-	-	2	17	81			
	y8	No.	-	-	-	7	30	3.72	1.022	0.176
		%	-	-	-	19	65			
	y9	No.	-	-	-	4	33	4.33	1.030	0.137
		%	-	-	-	11	89			
The computed mean of Q3(market share)								3.91	1.038	0.166

Source: Preparing the researcher based on the outputs of the statistical program SPSS

**- Analysis of the results related to the answers of the research sample on the correlation between the dimensions of the blue ocean strategy and marketing performance.**

To test the hypothesis that states "There is a statistically significant correlation at the level of (0.05) between the dimensions of the blue ocean strategy and the marketing performance in the respondent company." Table (3) below shows the results of the correlation coefficient to know the relationship between the variables.

**Table (3) Results of the correlation coefficient between the independent variable and the dependent variable**

dependent variable independent variable	Customer satisfaction	profitability	Market Share	Marketing Performance
innovation	0.632	0.350	0.597	0.572
increase	0.521	0.473	0.456	0.412
reduction	0.398	0.427	0.434	0.392
exclusion	0.380	0.397	0.390	0.382
Blue Ocean Strategy	0.580	0.399	0.485	0.579

Source: Preparing the researcher based on the outputs of the statistical program SPSS at a significant level (0.05)

**Table 3 shows the following**

1- The results show that there is a statistically significant relationship between the dimensions of the blue ocean strategy and the marketing performance as a whole at the level of (0.05), it reached (0.579), which is a positive value. The greater the dimensions of the blue ocean strategy, the more leads to an



increase in marketing performance. Innovation with marketing performance achieved the strongest correlation relationship, the correlation reached (0.572) at a significant level (0.05), it requires the company to create new services that exceed the customer's perception, it is difficult for other companies to imitate them or reach the same level.

2- For the correlation between the variables of the blue ocean strategy and marketing performance at the individual level, the innovation variable recorded the highest correlation with job satisfaction reached (0.632) at a significant level (0.05). The correlation refers to innovation having an important role in achieving customer satisfaction. Providing new and innovative services makes the surveyed company move away from the red oceans, followed by the variable increase, where the correlation coefficient reached (0.521). The variable received the reduction on a correlation coefficient of (0.398), followed by the exclusion variable, where the correlation coefficient reached (0.380), which is the lowest coefficient compared to innovation.

3- The increase variable recorded the highest correlation with the dependent variable (profitability), where the correlation coefficient reached (0.473) at a significance level of (0.05). In turn, the correlation coefficient indicates that the opening of new branches to provide facilities to serve customers and earn them increases the percentage of profits in the company. The reduction variable in second place, where the correlation coefficient reached (0.427), It is followed in third place by exclusion, where the correlation coefficient reached (0.397). The innovation in fourth place, where the correlation coefficient reached (0.350), this indicates reducing the costs of providing services and excluding and reducing some excess links in special operations in providing service to the customer.

4- The innovation variable recorded the strongest correlation with the dependent variable (market share), it obtained a correlation coefficient of (0.597), which indicates the element of innovation that contributes effectively to increasing the market share of the company, followed by the increase variable, it obtained a strong correlation of (0.456), followed by the reduction variable, where the correlation coefficient reached (0.434), followed by the exclusion variable, where the correlation coefficient reached (0.390), this indicates that innovation depends on the company to improve marketing performance.

It is clear from the above the validity of the first main hypothesis, which states that: There is a significant positive correlation at the level of (0.05) between the dimensions of the blue ocean strategy and the marketing performance in the respondent company.

#### **- Analysis of the results related to the answers of the research sample on the impact relationship between the dimensions of the blue ocean strategy and marketing performance.**

To test the hypothesis that states "There is a statistically significant effect relationship at the level of (0.05) between the dimensions of the blue ocean strategy and the marketing performance in the respondent company."

**Table (4) below shows the two dimensions of the blue ocean strategy and the dimensions of marketing performance.**

independent variable	Correlation coefficient R	Regression constant	Regression coefficient B	Coefficient of determination $R^2$	Calculated t-value	Significance level t.Sig	Calculated F value
innovation	0.67	0.892	120.57	0.002	16.130	89.9%	0.472
increase	0.60	0.878	112.32	0.02	14.921	85.6%	0.465
reduction	0.57	0.854	105.48	0.023	10.578	80.1%	0.667
exclusion	0.51	1.035	99.19	0.033	9.835	79.6%	0.731

Source: Preparing the researcher based on the outputs of the statistical program SPSS

N:37 P:0.000  $\alpha \leq 0.05$

1- The effect of innovation on marketing performance: The correlation coefficient was (0.67) between the independent variable (innovation) one of the dimensions of the blue ocean strategy and the dimensions of the dependent variable which is a marketing performance, which indicates a direct correlation between the two dimensions. Also, it is clear that the coefficient of determination  $R^2$  has reached (89.9), which is a strong and positive impact relationship between the independent variable (innovation) and the dependent variable marketing performance. The coefficient of determination  $R^2$  indicates that innovation affects marketing performance by (89.9%). While the remaining percentage (11.1%) is other variables that have not been taken into research. The calculated value of (F) amounted to (120.57), while the value of (F) tabular (4.17) at a significant level (0.05), which indicates that the calculated value of (F) is greater than the tabular value of (F), this indicates that the strength of the impact after innovation in marketing performance.

The calculated value of (t) was (16.130), which is higher than the tabular value of (t) of (0.002) at a significant level (0.05), which means any increase in innovation one value leads to an improvement in marketing performance by (0.472).

2- The effect of the increase in marketing performance: The correlation coefficient (0.60) between the independent variable (increase) is one of the dimensions of the blue ocean strategy and the dimensions of the dependent variable which is a marketing performance, which indicates a direct correlation between the two dimensions. Also, it is clear that the coefficient of determination  $R^2$  has reached (85.6), which is a strong positive impact relationship between the independent variable (increase) and the dependent variable marketing performance, it indicates that the increase affects marketing performance by (85.6%). The remaining percentage (14.4%) is other variables that were not taken into research. The calculated value of (F) amounted to (112.32), while the value of (F) tabular (4.17) at a significant level (0.05), which indicates that the calculated value of (F) is greater than the tabular value of (F), this indicates that the strength of the effect after the increase in marketing performance.

The calculated value of (t) was (14.921), which is higher than the tabular value of (t) of (0.02) at a significant level (0.05), which means any increase in the increase of one value leads to an improvement in marketing performance by (0.465).

3- The effect of reduction in marketing performance: The correlation coefficient (0.57) between the independent variable (reduction) is one of the dimensions of the blue ocean strategy and the dimensions of the dependent variable marketing performance, which indicates a direct correlation between the two dimensions. It is also clear that the coefficient of determination  $R^2$  has reached (80.1), which is a strong positive impact relationship between the independent variable (reduction) and the dependent variable marketing performance, which indicates that the reduction affects marketing performance by (80.1%). The remaining percentage (19.9%) is other variables that were not taken into research. The calculated value of (F) amounted to (105.48), while the value of (F) tabular (4.17) at a significant level (0.05), where it indicates that the calculated value of (F) is greater than the tabular value of (F), this indicates that the strength of the impact after the reduction in marketing performance. The calculated value of (t) was (10.578), which is higher than the tabular value of (t) of (0.023) at a significant level (0.05), which means any increase in the reduction of one value leads to an improvement in marketing performance by (0.667).

4- The effect of distance in marketing performance: The correlation coefficient (0.51) between the independent variable (distancing) is one of the dimensions of the blue ocean strategy and the dimensions of the dependent variable marketing performance, which indicates a direct correlation between the two dimensions. Also, it is clear that the coefficient of determination  $R^2$  has reached (79.6), which is a strong and positive impact relationship between the independent variable (distancing) and the dependent variable marketing performance, which indicates that the distance affects marketing performance by (79.6%). The remaining percentage (20.4%) is other variables that have not been taken into research. The calculated value of (F) amounted to (99.19), while the value of (F) tabular (4.17) at a significant level (0.05), where it indicates that the calculated value of (F) is greater than the tabular value of (F). The value of (F) indicates that the strength of the effect after moving away in marketing performance. The calculated value of (t) was (9.835), which is higher than the tabular value of (t) of (0.002) at a significant level (0.05), which means any increase in the distance of one value leads to an improvement in marketing performance by (0.731).

From the above, it is clear that the validity of the second main hypothesis, which states that:

There is a statistically significant effect relationship at the level of (0.05) between the dimensions of the blue ocean strategy and the marketing performance in the respondent company.

## 5. CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Conclusions

Based on the analysis and clarification of the results of the field study, a set of conclusions were reached, which are as follows:

1- There is excellent remarkable attention by Korek Telecom to adopt the application of the dimensions of the blue ocean strategy in general, this indicates the awareness of the company surveyed to apply this strategy. Also, the company is continuing research to find new markets and innovative services that attract customers. In addition, to contribute to increasing the company's market share and profitability, which is aimed at improving its marketing performance.

2- Statistical analysis shows that the company has an interest in increasing the index through the multiplicity of distribution outlets and increasing them to increase their profits, thus improving their marketing performance. The level of application of this indicator was very high, as it was ranked first compared to the rest of the indicators, and this indicates the awareness of the company surveyed to apply the importance of this indicator.

3- It is clear that the exclusion index got a high application as well and is in second place, slightly ahead of the increasing index of the surveyed company, and this indicates the keenness of companies to exclude unnecessary elements, materials, and marketing and service activities that increase the total costs of the company.

4- There is great interest among companies in applying the innovation index, as this index ranked third with a high application. Also, the company's conviction that development at work needs continuous innovation to find new markets for its services helps the company improve its marketing performance.

5- For the reduction, it came in fourth place, which seeks to reduce waste and damage in raw materials and reduce the resulting costs to improve marketing performance.

6- The indicators of blue ocean strategy, there is a strong correlation between the blue ocean strategy in terms of its indicators and the marketing performance as a whole, and its three areas separately. As

the company's use of these dimensions (exclusion - reduction - increase - innovation), it improves marketing performance by finding new markets and product innovation, and contributes to increasing the company's market share and growth. The dimensions of the blue ocean strategy have a positive impact on marketing performance as a whole and its three areas separately. The company's keenness to reduce costs and innovate new products, represented by the application of the dimensions of the Blue Ocean strategy, increases market share, profitability, and customer satisfaction.

## 5.2 Recommendations

- 1- The senior management of Korek Telecom Company needs to pay attention to all elements of the blue ocean strategy, and the elements that help improve marketing performance, the results show their importance and impact on improving the company's marketing performance.
- 2- The researched company's endeavor to reduce complementary services to save unnecessary expenses. Also, the company emphasizes the importance of the scale of reduction by reducing the volume of internal errors in the quality of service to the lowest possible level.
- 3- Emphasizing the importance of excluding, by excluding unnecessary procedures without compromising the quality of service provided to beneficiaries, as well as reducing marketing costs to the lowest possible level by eliminating incompetent human cadres.
- 4- Emphasizing the importance of using after the increase to improve the quality of services provided to beneficiaries, adopting modern technological means to improve the efficiency of service performance, and seeking to attract qualified cadres to improve the quality of services provided to beneficiaries.
- 5- Focusing on marketing performance, measuring and analyzing it from time to time to determine its growth rate in it, in addition to detecting errors and trying to correct them.
- 6- The need to consider adding new value (innovation) to the company's services to improve marketing performance.

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