

The implications of the Blue Ocean Strategy on marketing performance: an analytical study of the opinions of a sample of workers in Asiacell Telecom in Iraq

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Abstract

The study aimed to identify how a company can harness the Blue Ocean Strategy as a new competitive strategy in improving marketing performance, as well as identifying the reality and level of application of the Blue Ocean Strategy in the company.

A hypothetical scheme has been developed to explain the nature of the relationship between the main study variables and their subdivisions of blue ocean strategy (eliminate, reduce, raise, innovation) and marketing performance represented by their dimensions (market share, profitability, sales volume, customer retention).

In order to achieve the objectives of the study, a questionnaire was designed as the main tool for data collection. It was employed to measure the study variables and their dimensions. These dimensions were covered through 65 items included in the questionnaire.

Asiacell, being one of the most important communications companies, was chosen as the research site for the current study wherein the opinions of a sample of 327 employees of the company were surveyed

The data was analyzed using ready-made statistical programs represented by (SPSS and AMOS) and based on the description and diagnosis of the study variables and their dimensions. Through testing the correlation and impact relationships between those variables and their dimensions according to the hypothesis scheme of the study, the study reached a number of conclusions, the most important of which is the existence of a correlation and effects between the dimensions of the Blue Ocean Strategy and marketing performance. The study presented a number of recommendations, most notably: paying attention to the subject of the Blue Ocean Strategy and seeking to develop it as a future direction by supporting and encouraging research efforts in relation to the formulation and planning of competitive strategies in a way that enhances marketing performance. The study also highlights the need for the company to pay attention to activities to explore marketing opportunities adopted by the Blue Ocean Strategy in order to maintain market share or attracting new customers or expanding the service activity to include new geographical areas. The study also finds that the company should seek to provide integrated digital services at the level of individuals or companies. These services include e.g. money transfer, electronic payment cards, withdrawals and deposits, remittances, salary distribution, payment of electricity or water bills, ticket reservations. In addition, the company should continue to implement development, modernization and upgrade projects on its network, such as the launch of 5G networks.

Keywords: Blue Ocean Strategy, marketing performance, Telecom.

I. INTRODUCTION

It has become fashionable when talking about companies and their position in the market to look at competition as the best solution in order for companies to ensure its continuity in the market and enhance its ability to make a profit or, put differently, improve its ability to achieve a competitive advantage. Accordingly, competition strategies have received great attention from companies and researchers alike. However, competition-based thinking began to change gradually with the emergence of technological developments, creative ideas and added values associated with goods or services. This led to the differentiation of products in the market, the emergence of new markets, and the preference for innovation over traditional ways of competition.

The new thinking has led to a move away from the red ocean of intense competition between companies that sell the same products and offer their consumers similar forms of value toward a Blue Ocean concept in which companies have more freedom in terms of market space in which to navigate without spending their time thinking about how to confront competitors (Hussein, 2020). This indicates that companies are following the Blue Ocean Strategy in order to make competition unimportant and instead provide new value through new markets and achieve a unique competitive advantage (Mohamed & Abaza, 2020). This means that the Blue Ocean Strategy seeks to create new demand in the market by focusing on creative initiatives (Markopoulos et al., 2020).

With the emergence of the Blue Ocean Strategy, companies began to move towards adopting and implementing it. However, they faced great challenges, most of which lie in the fact that the implementation of this strategy represents a continuous process based on innovation and providing added value to customers within a new market created by the company itself (Al-Bayati and Saeed, 2016). Despite the challenges, companies realize the importance of this strategy, as it avoids the

costs of competing with other companies, especially since companies follow consuming competitive methods (Kim & Mauborgne, 2005).

A review of some previous studies

The following is a review of some studies that dealt with the Blue Ocean Strategy and the marketing performance of organizations according to their chronology.

- Study of (Shafiq et al., 2017) "Relationship of Blue Ocean Strategy and innovation performance"

The study aimed to test the relationship between Blue Ocean Strategy and innovative performance by collecting data from a sample consisting of (351) participants from industrial companies in Malaysia. Results were consistent with relevant previous studies and showed a positive correlation between the Blue Ocean Strategy and innovation performance. It should be noted that the study only showed the nature of the correlational relationship that combines the Blue Ocean Strategy and the creativity performance of companies. However, it did not clarify the degree of influence between the Blue Ocean Strategy and the innovative performance of companies.

- Study of (Eltobgy & Abd Elmoaty, 2018) entitled "Effect of applying the Blue Ocean Strategy on marketing performance in the Egyptian travel agents"

The study aimed to reveal the impact of the application of the Blue Ocean Strategy in its dimensions (Eliminate, reduce, raise, and innovate) in the marketing performance of travel agencies in Egypt. The study population consisted of agency managers (1694 in total), and given that the study was limited to major agencies, an intentional sample was selected that consisted of (60) directors of major agencies. After collecting the study data by means of a questionnaire and analyzing it, the study concluded that there is a statistically significant effect of the Blue Ocean Strategy in

improving the marketing performance of travel agencies.

- Study of (Hindarsah & Soeprapto, 2020) entitled "Applying grid of Blue Ocean Strategy to business model canvas: An innovation of business model for university business incubators in West Java"

The study aimed to describe the process of applying the Blue Ocean Strategy in the business incubators of universities in the West Java region of Indonesia. The study followed the case study approach to understand the phenomenon under study. The data was collected through observations, discussions and non-structural interviews in February of 2020 with managers of business incubators. Results showed that the Blue Ocean Strategy represents an important way to modify the business models of business incubators, based on the four-way framework of the strategy (eliminate, reduce, raise, and innovation).

Discussion of previous studies

After reviewing some previous studies, the researchers captured a set of observations on these studies, the most important of which are:-

1- Previous studies were distinguished in presenting the Blue Ocean Strategy variable as a method (technical, or strategic) to attract customers in order to purchase the products on offer.

2- Most of the previous studies relied on the questionnaire as a basic tool to obtain the required data.

3- Previous studies clearly showed the importance of the variables we chose for the current study.

Features of the current study:

1) The study adopted the analytical method of the strategic role of the Blue Ocean in achieving the distinctive marketing performance of organizations.

2) Application in the service sector (telecommunications companies), while most of the previous studies applied in industrial and productive organizations. Those applied in the

field of service mostly included areas such as hotels, the health or educational sector, banks or tourism or in the pharmaceutical industry. Thus, to the best of our knowledge, the current study is the first study applied in the Iraqi environment and in the communication sector.

2. The general framework and methodology of research

This section describes the general framework of the research and its methodology. In what follows, the general framework of the research is given.

2.1 Research problem and questions

There is a number of factors that imposed a new reality that requires departments to deal and adapt so that they can enhance their ability to withstand risks and stay and grow in the market. These factors include the tremendous development in the field of technology and communications and speed change the needs and desires of customers and the intense competition between telecommunications companies at the local level in order to acquire markets and customers.

Improving the marketing performance of companies in the telecommunications sector can therefore be achieved by adopting a marketing strategy that calls for overcoming competition and investing in all opportunities by creating new markets of their own undetected and providing added value to consumers (Kim & Mauborgne, 2005; Ogbogu-Asogwa et al., 2017). These sub-questions run as follows:

1. Does the management of the researched company have a clear vision or idea of what the Blue Ocean Strategy in general is?, what its dimensions are? and what is the level of its application?

2. What is the most commonly used dimension of the company's Blue Ocean strategy?

3. How can a strategy be formulated in the competition surrounding the company?

4. What is the level of marketing performance in the company?

5. Is there a relationship (correlation and effect) between the study variables?

2.2 The importance of the study

The study is important for decision makers interested in the development of the telecommunications sector in Iraq, and decision makers in the companies themselves. In the light of its findings, the study presents some recommendations that can be used to achieve this goal by demonstrating the role played by the application of the Blue Ocean Strategy in

improving the marketing performance of companies.

2.3 Research Objectives:

1. Determining the reality and level of application of the Blue Ocean Strategy at Asiacell.
2. Revealing the level of marketing performance at Asiacell.
3. Determining how different the Blue Ocean Strategy elements are in the company.

2.4 Research Plan

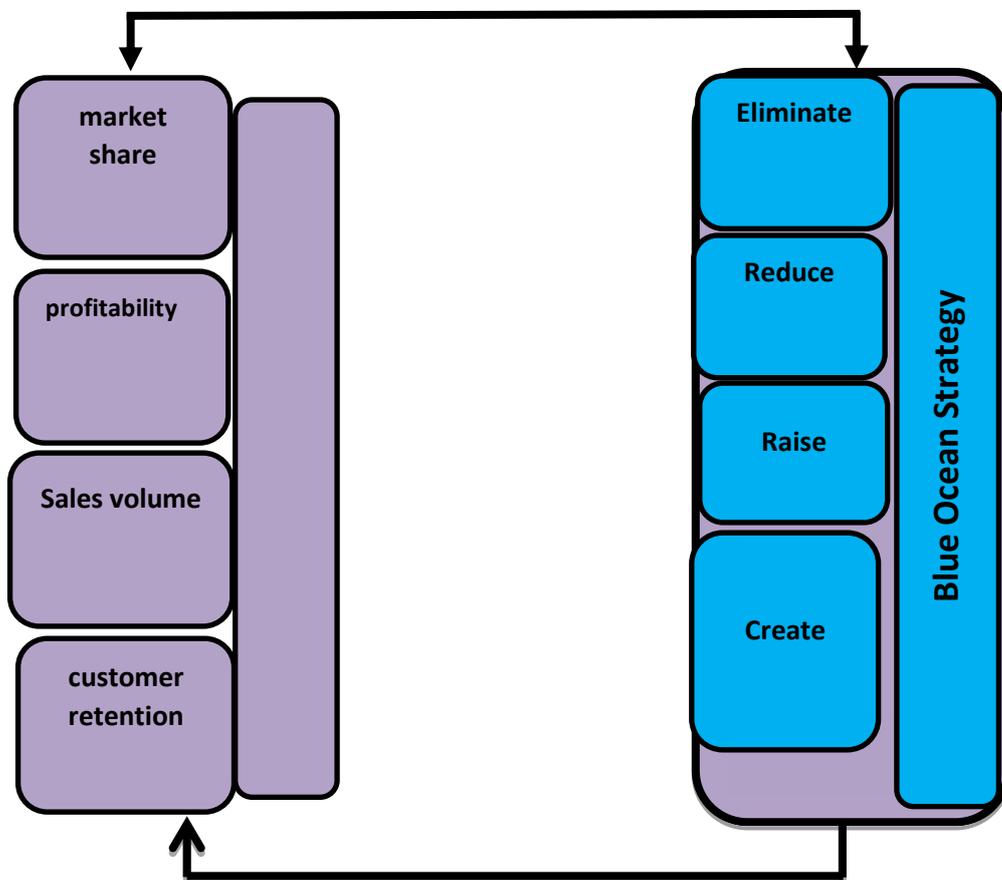


Figure (1): Suggested study plan

Source: Prepared by the researchers.

2.5 Research hypotheses

The first main hypothesis: There is a significant correlation between the Blue Ocean Strategy and the marketing performance of Asiacell, and the following sub-hypotheses emerge from it run as follows:

H1-1: There is a significant correlation between ‘eliminate’ and the marketing performance of Asiacell.

H1-2: There is a significant correlation between ‘reduce’ and marketing performance of Asiacell.

H1-3: There is a significant correlation between 'raise' and the marketing performance of Asiacell.

H1-4: There is a significant correlation between 'create' and the marketing performance of Asiacell.

: The second main hypothesis: There is a significant effect of the dimensions of the Blue Ocean strategy in marketing performance and the following sub hypotheses emerge from it run as follows:

H2-1: There is a significant effect of the 'eliminate' dimension in the marketing performance of Asiacell Company.

H2-2: There is a significant effect of the dimension of 'reduce' in the marketing performance of Asiacell company.

H2-3: There is a significant effect of the dimension of the raise in the marketing performance of Asiacell company.

H2-4: There is a significant effect of the 'create' dimension in the marketing performance of Asiacell.

2.6 The limits of the study

1. The limits of the current study were:
2. Objective limits: The study addressed the Blue Ocean strategy as an entry point for achieving the pioneering wave and affecting the marketing performance of Asiacell Communications in the main dimensions of the Blue Ocean Strategy (eliminate, reduction, raise, 'create') and marketing performance (market share, profitability, sales volume, customer retention).
3. Human limits: The field study was applied to (director, deputy director, advisors, executive director, head of the department, head of division, administrative employee, technical employee).
4. Spatial limits: The field study was applied in Asiacell Telecom Company in Iraq.
5. Time limits: the field study was implemented in 2022.

2.7 Research Methodology

In the current study, the researcher relied on the following approaches

1. Analytical descriptive approach: The study adopted the analytical approach that corresponds to opinion polls. This is operationalised by studying the relationship between the main dimensions and all sub-factors and deriving its data from the researched company, and then describing the phenomenon studied quantitatively and qualitatively. This was done by collecting, classifying and analyzing the data in order to reach the best and most accurate understanding of the problem studied.

2.8 Methods of data and information collection

In order to achieve the objectives of the study, the theoretical and field data collection process relied on the following tools:

1) The theoretical aspect

This aspect has been enriched and enriched by many works, foreign books, magazines, theses, research articles and related scientific studies.

2) Field side

A- Questionnaire: The main means of collecting field data. It diagnoses and measures key and sub-variables of the study. The items of this questionnaire was developed with regard to the Blue Ocean Strategy and marketing performance based on the theoretical aspect and reference to previous studies.

The five-degree Likert scale has been adopted to determine response weights (strongly agreed, agreed, neutral, not strongly agreed), and measures the answer scores by weights (5, 4, 3, 2, 1), respectively.

3. Rationale for choosing the study community and sample description

3.1 Rationale for choosing Asiacell Communications in the current study

There are a number of reasons that prompted the researcher to choose Asiacell Telecom companies, most notably:

1. Intense competition from other companies.
2. The company's need to take a series of actions to innovate and constantly excel in order to achieve competitive benefits.
3. The company is one of the most important private sector companies in Iraq, which constantly seeks to improve and develop its business.
4. Diversity of the services that the company provides to its customers, as well as seeking to increase its customers.

3.2 Description of the study population and sample

1) Asiacell Company

The company is a subsidiary of Oreedoo Telecommunications group in Qatar, which covers its services in countries (Qatar, Kuwait, Oman, Iraq, Palestine, Indonesia, Myanmar, Maldives, Algeria and Tunisia). Asiacell serves more than 15.9 million subscribers in all provinces of Iraq, representing approximately 13% of Oreedoo Communications Group's total customer base.

2) Description of the study sample

The study sample was represented by (director, deputy director, advisors, executive director, head of the department, head of division, administrative employee, technical employee). The current study focused on polling the opinions of the study sample for the following reasons:

1. They have experience, knowledge and awareness of the variables of the study and their awareness of them.
2. They have knowledge of all company operations.
3. They are considered the decision makers in the company.

A total of (338) electronic forms were distributed, 334 of which were retrieved. After reviewing and checking the responses of the respondents to the retrieved forms, it was found that (6 forms) were not valid for analysis. Therefore, these forms were excluded, and thus the actual number of forms approved for analysis became (328 forms), which equals a percentage of (97%) of the study population.

4. Theoretical framework

4.1 The concept of Ocean Blue Strategy.

In their book 'Blue Ocean Strategy', Kim & Mauborgne (2015, p. 4) divided markets into two types. The first is the market that includes existing business sectors, called red ocean , or 'known market'. The second is a market that includes non-existing business sectors, called blue ocean. What distinguishes the market is that it is clearly set and the companies operating in it are known as the rules of the competitive game. Within this market, companies are trying to gain greater market share than market demand. Once the market space becomes crowded with companies, companies' growth and profitability begin to decline, which increases competition between them. The Blue Ocean Strategy is defined as the concept of achieving the highest possible level of innovative values at the lowest possible cost so that the product is popular with consumers (Hussein, 2020, p. 3). To draw from the above, the following concept can be introduced: a strategy to market innovative products of high value at low cost in new markets for new consumers.

4.2 Blue Ocean Strategy Dimensions

1: (Reduce)

This constitutes the first dimension of the Blue Ocean Strategy, according to the quadripartite framework referred to earlier. It means that the company reduces activities that increase its costs or factors that do not comply with its new standards (Kim & Mauborgne, 2005). This means that the company should reconsider its production activities and reduce some activities that can be classified as costly activities and at

the same time are not considered essential activities and easy to abandon.

Of course, reducing activities entails reducing the resources used to implement those activities. Elias (2020, p. 38) asserts that reduction means reducing work procedures that are not necessary and thus eliminating the costs involved. For example, reducing some of the exaggerated services provided to customers or reducing applications that are harmful to the company's environment.

2: (Eliminate)

This is an important pillar of the Blue Ocean Strategy, and it means that the company eliminates all the factors that companies have competed around in previous periods and focus on creating new value for consumers. This means excluding traditional ways and methods of competition common among companies in the market. This confirms the description of the Blue Ocean Strategy as an innovative marketing strategy (Rianantsoa et al., 2010, p. 2). Elimination has been defined as removing unnecessary elements in order to reduce costs to the maximum extent possible with an emphasis on avoiding the negative effects of this measure on the level of sales or quality of products. The elimination of these elements leads to improving the efficiency and effectiveness of the production process, and reducing costs, while maintaining the same level of profitability or increasing it, and thus enhancing the competitive position of the company in the market.

The elimination of the Blue Ocean Strategy enables companies to achieve flexibility as they ignore the competitive methods prevailing in the market and work to find their own ways by introducing new products that differ from those in the market today. Of course, the purpose of elimination is to eliminate any activities that lead to unnecessary costs in the long run. This is especially the case since these activities do not help the company to provide value to its customers (Hussein, 2020, p. 44). At the same time, it does not contribute to achieving profits for the company (Alam & Islam, 2017, p. 10).

3: (Raise)

This is defined as the third dimension of the Blue Ocean Strategy as the company's focus on increasing the factors that would enhance its position and market ability in certain areas such as marketing in order to achieve market excellence. The importance of the increase is that it helps the company to add new factors consistent with its objectives through which this company seeks to add new value to customers (Alam & Islam, 2017, p. 10). The purpose of implementing the Blue Ocean Strategy is to provide new innovative products to new customers in new markets by focusing on adding value to customers at reasonable prices and quality products and thus achieving profit away from competition. Therefore, the application of the element of 'Raise' means adding procedures and resources that will help the company achieve those goals.

In this sense, the 'Raise' dimension relates to the factors that the company must increase in accordance with or exceed its standards (Kim & Mauborgne, 2005). It also relates to the addition of what is new to the current standards in the sector in order to provide products distinct from current products in the market.

4: (Create)

'Create', which is the last dimension of the Blue Ocean Strategy adopted in the current study, refers to the factors that the company must work to find or provide because they are not available in the market (Kim & Mauborgne, 2005). This dimension has been defined as the company's ability to add innovative and new things that add value to customers to an extent that exceeds its competitors (Najm, 2008, cited in Al-Mujahid and Al-Futtaim, 2020, p. 35). The purpose of creating these factors is to use them to introduce new innovative products that are not available in the market, thus creating new demand in the market and providing new value to new customers. (Alam & Islam, 2017, p. 10).

Accordingly, it was considered (Sadiq et al., 2021, p. 3) that 'Create' in the Blue Ocean Strategy means that the company creates new demand. It also involves finding solutions to

current problems, as companies can start their approach to providing innovative products from the problems that customers are currently facing, as these problems are the basis for creating new value by introducing new products. Thus, it is clear that companies' application of the dimensions of the Blue Ocean Strategy represented by the Eliminate-Reduce-Raise-Create (ERRC) Grid helps them to achieve the fourth dimension, which is 'Create' the usefulness of which lies in creating new demand in the markets. As a result of finding new demand, the company sells its products to new consumers outside the scope of the traditional consumers who deal with other companies using the Red Ocean.

4.3 The concept of marketing performance

Marketing performance was defined as successful marketing activities as measured by the distinct relationships between the company and its customers, the company's market share, its customer retention rate, and the growth of its sales.

Gao (2010, p. 9) stressed that marketing performance is the end result of the marketing process based on the conversion of marketing inputs such as resources, strategies, programs, and marketing activities into financial marketing outcomes such as increased market share and non-financial such as improved customer satisfaction, which leads to profit.

4.4 Dimensions of marketing performance

Although the theoretical literature of marketing performance has evolved, it lacks a clear specific definition agreed upon by researchers and authors, but the only thing agreed is that marketing performance is a multidimensional phenomenon (Gao, 2010, p. 9), which can be measured using financial dimensions (e.g. growth of sales, retention of sales, investment returns, sales volume, market share, and profitability), and non-financial dimensions (such as customer satisfaction, customer loyalty, attracting new customers to the company, responsiveness to customer requirements) (Rahman, Rodríguez-Serrano & Lambkin, 2017). Accordingly, the dimensions of marketing performance can be classified into

two categories: the financial dimensions, and the non-financial dimensions.

4.4.1 The financial dimensions of marketing performance

These include:

- 1- Growth of Sales

Sales growth is a key dimension of overall performance (Yang et al., 2021). In the context of marketing performance, sales growth rate is also used as a key dimension because achieving and increasing sales is a central objective of the marketing program. Sales growth can be viewed through its forecasting where the company anticipates the amount of products that will be sold during a specific period of time. This should be within the level of marketing activities that the company is currently carrying out, or through the maximum potential of selling certain products in the company's industry sector.

Sales growth is defined as the increase in the number of produced units sold during the current year compared to the previous year or years. In other words, it is the increase in sales volume, which refers to the number of products sold during a specific time period, usually a financial year. Marketing performance can be judged using the sales growth indicator by specifying annual increase in sales (Hidayatullah et al., 2019). The company is able to increase its sales by increasing its expected or estimated sales growth. This means the growth that the company is looking to reach, and the estimated growth is the one that must be achieved under the current conditions of the company.

- 2. (Market Share)

Market share is one of the most important indicators that can be used to evaluate the marketing performance of companies because it enables to identify the company's profitability. The market share for many institutions, including banking institutions, is a strategic goal as it affects the return on investment. Market share is defined as the percentage of the company's sales out of the total sales of the company's sector (Hidayatullah et al., 2019).

In general, there are three indicators to analyze the market share of the company: the overall market share, the relative market share, and the market share through customer loyalty. Overall market share refers to the company's share of total sales in the market as a whole. Since some companies have a large market share due to their dealings with a small number of large customers, these companies are at risk. The reason is that they lose a large percentage of their market share in the event of losing one or more of their customers. Another form of market share analysis has emerged and is the market share through loyal customers. Accordingly, the market share can be described as the ratio of the company's sales to the sales of the rest of the companies in the market or competing companies.

- 3. (Profitability)

Profitability is described as the ratio of total returns to total expenditures (Asiegbu, 2011, p. 46). In other words, the difference between the company's revenues and expenses. Achieving profit is the continuous increase in the company's profits and that the company's current profits exceed the target profits (Hidayatullah et al., 2019). Profitability indicates the efficiency and effectiveness of the company's management in using its resources to generate profits (Al-Jafari & Samman, 2015). Profitability can be considered as a result of the policies applied to manage the affairs of the company, and it represents a main goal for companies because it is the pillar of continuity in the market and growth, and profitability includes a set of financial ratios such as return on investment, return on assets, and return on equity (Ahmed et al., 2020).

4.4.2 Non-financial dimensions of marketing performance:

- 1. (Customer Retention)

Customer retention is an important goal for companies, especially in a competitive business environment where companies spend large amounts to build and develop their relationships with their customers, and achieve outstanding market performance (Bataineh et al., 2015: 117). In terms of its definition, Al-Tit

(2015, p. 130) mentioned several definitions of the concept of customer retention, which shows that this concept means the customer's desire to stay in the future with the company, and that it represents a marketing goal to avoid customers moving to competing companies. Customer retention refers to the activities carried out by the company after meeting the needs of its customers and achieving their satisfaction to ensure the continuity of the customer in dealing with the company and buying its products and preference over the rest of the products offered by companies. The importance of retaining customers for companies lies in the fact that the cost of attracting new customers to the company is much higher than the cost of retaining existing customers, which means that companies should focus on retaining existing customers (Magatef & Tomalieh, 2015, p. 79). Retaining customers also improves the company's profitability (Chattha et al., 2016).

4.5 The theoretical relationship between the Blue Ocean Strategy and marketing performance

- 1. In the Blue Ocean Strategy, the market is characterized by new demand for new goods and services, as the company within the Blue Ocean is itself the one that creates the demand for these goods and services (Kim & Mauborgne, 2015, p. 5u.5). This means that the company, under this strategy, has the opportunity to meet new needs of customers. Since consumer satisfaction is associated with meeting his needs, this feature in the Blue Ocean Strategy supports the company's marketing performance by achieving customer satisfaction, which in turn leads to achieving customer loyalty and thus increasing profitability.

- 2. The Blue Ocean Strategy enables companies to provide products with higher value than the value offered by companies in the red ocean (Riantsoa et al., 2010, p. 2). It is assumed that the increase in the value of the company's products will attract customers to the company and thus increase its sales; In fact, this improves the marketing performance of the company because the increase in the company's

sales and growth is a major dimension of this strategy.

• 3. The application of the Blue Ocean Strategy is beneficial to the company as it provides a market space free from intense competition between companies. Although the dominance of the Blue Ocean Strategy is short-lived (Stolarick et al., 2011, p. 245), this space helps the company to provide innovative products, and it is natural that those innovative products according to the requirements of customers lead to raising the level of the company's sales and growth (Liao, 2016, p. 283). It is an important part of improving marketing performance.

5. The applied framework for research

5.1 Description and diagnosis of the variable of Blue Ocean Strategy

Table (1): *The relative importance of the dimensions of the Blue Ocean strategy from the point of view of the sampled respondents.*

	Dimensions	Arithmetic mean	response rate	Dimensional order
1	Eliminate	3.763	75.268	2
2	Raise	3.78	75.6	1
3	Reduce	3.435	68.708	4
4	Create	3.670	73.416	3

The source was prepared by the researchers based on the results of the program (SPSS.ver.23).

5.2 Testing and analyzing the relationship between the research variables:

The first main hypothesis: There is a significant correlation between the Blue Ocean Strategy and the marketing performance of Asiaccell.

Through the AMOS program, the correlation factor between these two variables was found and as shown in Table (2) below::

Table (2): *Correlation coefficient between Blue Ocean Strategy and marketing performance*

Correlation		
		Blue Ocean Strategy
marketing performance	Pearson Correlation	0.75
	P-value	0.003

The source was prepared by the researchers based on the results of the program (SPSS.ver.23).

From the above table, it can be noted that the value of the correlation coefficient is high between the variable of the Blue Ocean Strategy and the marketing performance variable, which amounted to 0.75. This relationship is direct, because the value of the correlation coefficient is positive and significant. This is because the P value (0.003) is less than 0.05, i.e. we accept the hypothesis that there is a significant correlation between the Blue Ocean Strategy variable and the marketing performance variable.

The following hypotheses are derived from the above hypothesis:

-There is a significant correlation between the dimensions (Eliminate, Reduce, Raise , Create) individually and the marketing performance of Asiaccell company.

And through the program AMOS, the correlation coefficient between these two variables was found, as shown in the Table (3) below:

Table (3): *Correlation coefficient between Blue Ocean Strategy and sub-dimensions*

Correlation			
	Pearson Correlation	P-value	sub-dimensions
marketing performance	0.35	0.005	Eliminate
	0.48	0.004	Reduce
	0.68	0.003	Raise
	0.69	0.006	Create

Source: Numbers obtained by the researchers based on outputs of the AMOS V23 program.

Through the above table, it is noted that the value of the correlation coefficient is high

between the sub-dimensions (Eliminate, Reduce, Raise , Create) and the value of the correlation reached (0.35, 0.48, 0.68, 0.69). This relationship is direct as the value of the correlation coefficient is positive and significant and that because the P value is less than 0.05. Thus, we accept the sub-hypotheses.

The second main hypothesis: There is a significant effect of the strategic dimensions of the Blue Ocean in marketing performance.

In order to test this hypothesis, we must first formulate its statistical hypothesis as follows:

The results are explained in the Table (4) below:

Table (4): *Impact analysis values for Blue Ocean Strategy variable in marketing performance*

P	Confidence Interval 95%		SE	Estimate	The affected variable	Impact path	The affecting variable
	Upper Bound	Lower Bound					
0.003	0.839	0.610	0.050	0.754	marketing performance	< -----	The blue ocean

Source: Numbers obtained by the researchers based on outputs of (AMOS V23) program.

Table (4) above that shows the values of standard regression coefficients, confidence limits and the P value. It can be noted that the value of the regression factor attributable to the Blue Ocean Strategy Variable of (0.754) was positively indicative. It indicates that there is a direct relationship between the Blue Ocean strategy variable and the marketing performance variable, and that the real value of these factors ranges from the minimum and upper values to 0.610 And 0.839 respectively, and a record error (S.E.) of 0.050. The P-value (0.003) appeared to be less than 0.05 i.e. we

accept the hypothesis that there is a significant effect between the Blue Ocean Strategy and the marketing performance variable.

The following hypotheses are derived from the above hypothesis:

There is a significant effect between the dimensions (Eliminate, Reduce, Raise , Create) individually and the marketing performance of Asia Cell.

The results are explained in the Table (5) below:

Table (5): *Impact analysis of the sub-variables on marketing performance*

P	Confidence Interval 95%		SE	Estimate	The affected variable	Impact path	The affecting factor
	Upper Bound	Lower Bound					
0.004	0.495	0.188	0.082	0.346	marketing performance	< -----	Eliminate
0.004	0.621	0.310	0.077	0.484		< -----	Reduce
0.003	0.782	0.546	0.058	0.680		< -----	Raise
0.006	0.810	0.530	0.068	0.689		< -----	Create

Source: Numbers obtained by the researchers based on outputs of (AMOS V23) program.

Table (5) above that shows the values of standard regression coefficients, confidence limits and the P-value. It can be noted that the

value of the regression coefficient due to the dimensions (Eliminate, Reduce, Raise , Create) (0.484 0.680 0.6893460.) had a positive indicator. This means that there is a direct relationship between (Eliminate, Reduce, Raise

, Create) and the marketing performance variable.

The true value of these factors ranges from the minimum and upper values (0.188 to 0.495) (0.621 to 0.310) (0.782 and 0.546) (0.810,0.530), respectively, and by record error (S .E.) is 0.082,0.068 0.077, 0.058, and the value of P appeared to be less than 0.05 i.e. we accept the hypothesis that there is a morally significant effect between dimensions (Eliminate, Reduce, Raise , Create) and the variable of marketing performance.

6. Conclusions And Suggestions

6.1 Conclusions:

1. The study showed that 'Raise' dimension is the most applicable and practiced dimension of the Blue Ocean Strategy in the company as it achieved the highest arithmetic average and response intensity based on the responses of the sampled respondents. The 'Reduce' dimension of the Blue Ocean Strategy was the least applicable and practiced in the company.

2. The results of the statistical analysis showed that the level of marketing performance of the company was good based on the responses of the study sample.

3. The results of the statistical analysis of correlation relationships showed a positive correlation and a positive impact relationship between independent sub-variables and the dependent variable, indicating a correlation between the dimensions of the Blue Ocean strategy and marketing performance.

6.2 Suggestions

1. The need for the company to be interested in the activities of exploring marketing opportunities adopted by the Blue Ocean strategy and keeping up with developments and rapid change and give it great importance in order to maintain market share, attract new customers or expand service activity to include new geographical areas.

2. Pay attention to customers' opinions by measuring customer satisfaction with the quality of services and company offers and prices and taking the opinions and suggestions of customers by establishing programs or applications concerned with customer complaints and suggestions and providing incentives to those who participate in the presentation of constructive proposals.

3. Seeking to provide integrated digital services at the level of individuals or companies (money transfer, electronic payment cards, withdrawals and deposits, remittances, salary distribution, payment of electricity or water bills, ticketing) as well as expanding its business with businesses or government departments.

4. Offering attractive packages to customers such as (recreational, sports, social, cultural or economic) to serve the community.

5. The company should continue to implement development, modernization and upgrade projects on its network such as the launch of 5G networks.

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