

The Blue Ocean Strategy And Its Impact On Achieving A Sustainable Competitive Advantage For The Organization Is A Survey Study In A Number Of Government And Private Banks In Basra Province

Lect. Areej Kareem Rahman

Basra University / Faculty of Management and Economics / Department of Management Information Systems areej.rahmam@uobasrah.edu.iq

Lect.Arafat Nasser Jassim

Basra University / Faculty of Management and Economics / Department of Management Information Systems arafat.alyousuf@uobasrah.edu.iq

Asst Lect . Hassan Odeh Abdullah

Basra College of Science and Technology/ Department of Business Administration
hasan_oudah@yahoo.com

Summary

Many Iraqi banks are used to their work in relation to the customer and fulfilling their wishes and maintaining their presence as a permanent customer because the basis of their work depends on him in the movement of funds, so competition between government and private banks intensifies to gain the largest number of customers, in a way that prompts the need to look for a strategy to keep it working. The study attempts to test the relationship of the Blue Ocean Strategy to the sustainable competitive advantage over three branches of government banks in Basra province.

Keywords: Blue Ocean Strategy, a sustainable competitive advantage, government and private banks.

Introduction

The strategy is a long-term plan for the entire organization or for the individual. The company's strategy can be defined as "positioning and linking the company/organization to its environment in a way that ensures that its success is repeated and makes sure of surprises." A variety of factors drive organizations to adopt strategies to emerge successfully such as growth, stability, profitability, and efficiency (Bagheri et al., 2013:213). The rapid pace of innovation and change in recent years

has prompted scientists and executives to seek a more dynamic strategy, as Kim and Mauborgne (2005) have outlined achieving regulatory performance, the Blue Ocean Strategy. (Vignesh,2017:20)). They referred to all industries that do not exist today, i.e., market areas unknown or contaminated by competition, wherein the blue oceans, demand is created rather than fought. Through significant opportunities for profitable and rapid growth (Okechukwu, Ekwochi & Eze, 2018:48), profit-seeking is an important business strategy, particularly in institutions where shareholders have a significant impact. Successful growth strategies depend on having the resources to support it and identify markets that make it worthwhile to be better at competing. It includes only the stability of a unification strategy for the organization, often before a period of growth. The organization needs to develop clear procedures and regulations during this period before moving on. Efficiency is concerned with how resources are well used to achieve regulatory objectives (Hasan et al., 2017:73).

The Blue Ocean strategy transforms companies competing in rapidly changing industries to meet their customers 'demands, and global markets are guiding companies to create a versatile supply for customer demand growth. This creates fierce competition in competitive environmental industries (Vignesh,2017:20) and makes it difficult for the company to achieve high-performance growth in parallel with competitions. This is why creating new strategies that can create new value in competition or even new markets and customers, in order to survive, is necessary in a highly competitive business environment, and is the key foremost organizations, only through which they can develop other strategies (Lohtander et al., 2017:2035). Think of the market as an ocean and competing organizations like sharks fighting each other and striving to win. The bloodshed makes the ocean turn red, make a value/cost swap, and align the entire company's activity system with its strategic choice of differentiation or low-cost (Aithal, 2016:171), the blue ocean strategy in the case of the company traditionally delivers project-based products to the customer on demand. The most valuable customers of the company are currently continuing to order the product or service for now, and operations are organized on a project basis near customers (Stambaugh, Yu, & Dubinsky, 2011:49). The competitive environment is changing as competitors enter the field with new types of operations. Therefore, the company aims to develop a new file for the concept of production that increases its ability to respond to customers' needs and changing requirements(Vignesh,2017:20) The Blue Ocean strategy leads to the development of products and services and market penetration through the scope of work, services, and other areas such as cooperation, cost-behind, and conversion of the most profitable value (Hasan et al., 2017:73), and by creating value with less cost and time to create for stakeholders, it creates the value of innovation that occurs by focusing on it through the work of the organization and then transforms it into value for customers (Shafiq et al., 2019:1383).

In order to facilitate their success and improve their efficiency levels, companies should focus on maintaining and increasing their market share, as well as acquiring and sustaining (Gaya et al.2015:201), competitive advantage, 2009:82). Achieving sustainable competitive advantage has become extremely difficult, so we need a blue ocean strategy to move enterprises to safety where there is space to create the advantage in a more dynamic and very complex environment. And

constantly changing, developing a strategy of improving regulation, working and responding quickly to market changes in order to seize emerging opportunities immediately and respond quickly to changes in consumer preferences(Gaya et al.2015:201),

The importance of study

The current study is important for the following reasons:

- 1- Companies are in dire need of success and competitive advantage, which is required to ensure survival and profitability so the importance of the Blue Ocean strategy was that it achieves it.
- 2- It is absolutely necessary to explore the relationship between the application of the Blue Ocean Strategy and the achievement of competitive advantage, because it is very important for the success of the organization.
- 3- If the effectiveness of the Blue Ocean strategy is proven through studies, it is used by companies for success and growth, which will enable companies to win the competition.

Study objectives

- 1- Learn about the impact of applying the Blue Ocean Strategy to achieving a competitive advantage in civil and government banks.
- 2- Determine the impact of the dimensions of the Blue Ocean strategy jointly and separately on achieving a competitive advantage (researched company).
- 3- Propose many recommendations that may be useful to researchers, administrators and policymakers in business organizations.

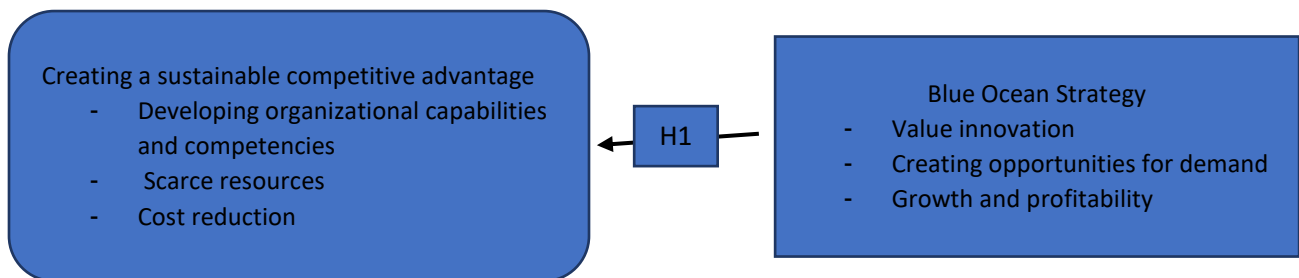
Study problem

Today, organizations face various challenges ranging from the need to increase profitability, improve customer satisfaction and attract more of them to increase their market share. The state of creativity has seen an unprecedented increase in competitiveness in the business world recently, which seems to have changed the desire of customers, thus creating a new group of customers with a unique need (Potjanjaruwit, 2018:105), and the Blue Ocean strategy supports the creation of uncontested market space, making competition irrelevant, creating and capturing new order, breaking value/cost swaps, and harmonizing the entire system of the company's activities in pursuit of differentiation and low cost(Acharya, 2016:3), the strategy shows that leading companies do not excel in competition and conflicts among themselves, but by finding a new strategy called (Blue Ocean Strategy), this is done through new markets with value innovation and trouble Competition, we note the strong leaps of value for both the organization and the customer, i.e. it encourages innovation and creativity in products and services and stands in the face of fierce competition in the business world, as well as note the reference to the blue ocean to all industries that exist today but not in competition but in an unknown place, i.e. not contaminated with competition, with the speed of production and meeting the needs of the customer, and exploiting the

great opportunities for growth and profit(Aithal, 2016:171)Kim, Chan, Mauborgne Renee, 2004) explained that companies seek to find a competitive the advantage in assembling the product and making it valuable and asking the customer, it's a desirable advantage of companies, and helps to visit profits while simulating excellence for a long period of time (Shared, 2019:159), staying, growing and continuing business is one of the most important advantages of the current era, competition can be avoided by following the blue ocean strategy by covering places in the market not covered by other competing industries, despite the importance of competition for the company but to prevent the loss of its position in the market, and that's what "It exceeds the current market limits of the enterprise and seeks to find a new market for its current products, leaving competition at the back, including the interest in creating innovative value for the product in new places in the unexploited market (Stambaugh, Yu), & Dubinsky, 2011:49), when the company's value trend is curvy, which shows that the strategy is incoherent (Tabari et al., 2014:1613), any delay in developing an effective strategy may lead to the emergence of a group of disgruntled customers. Those seeking alternative service thus affecting market share of the organization and resulting in poor performance and low profitability (Okechukwu, Ekwochi & Eze, 2018:49). Today there is intense competition between companies. Current organizations have resorted to many standard technologies to achieve sustainable competitive advantage, and because the markets are becoming more saturated, the organization with the highest levels of sustainable competitive advantage benefits moreElijah&Millicent,2018:30), andit is positively linked to organizational performance.

The question of the study ((**Can the Blue Ocean Strategy contribute to the success of institutions in staying and continuing in a place where there is no competition and creating a sustainable competitive advantage in a group of government and private banks in Basra province?**))

Study plan prepared by researchers



Hypotheses

The traditional model and ways of thinking about strategic management over the past few decades, according to Denning, (2017), KM has begun a "revolution" in strategy, the main idea behind BOS is fairly simple. Instead of trying to outperform competitors in existing and crowded market spaces

("red oceans" where competitors like sharks pollute the water), KM suggests that organizations should look for uncontested market spaces, so-called "blue oceans" where they can "swim" freely. Since its introduction a little more than a decade ago, BOS has attracted considerable interest in the business world (Ovais,2019:519).The company's decision-makers are changing their strategy to maintain a competitive business world.

In the past decades, some common strategic frameworks have been developed to create new business models. Unlimited new markets are being created and the potential for growth is enormous (Bagheri et al., 2013:213), which has a significant impact on the company's growth, although the term blue ocean is new, its existence is not. It is a feature of business life, past and present, on the other hand, defined by untapped market space, demand creation, and the opportunity for highly profitable growth. Although some blue oceans are created outside the limits of the current industry, the Blue Ocean Strategy suggests that any organization should create new demand in an indisputable market space, rather than competing face-to-face with other suppliers in an existing industry. Its cornerstone is "value innovation." Blue Ocean is created when the company achieves a valuable innovation that creates value simultaneously for both the buyer and the company. Innovation (in product, service, or delivery) must be raised and create market value while reducing or eliminating fewer valuable features or services by the current or future market. (Bourletidis, 2014:649), maintaining competitive advantage requires companies to set limits that make the traditional challenge through continuous investment to enhance strength, making this periodically long-term processing, or being exceptional in their sector in some common aspects such as customer appreciation (Elijah & Millicent,2018:32), in this era of global economic development, manufacturing companies are trying to develop competitiveness in order to survive and settle. Over the past two decades, this global competition has increased and the recent development in products and process, and technologies have increased the interest of manufacturing companies in focusing on their core competencies and manufacturing strategies Malek et al., 2015:70).

We come up withthe hypotheses:

H: There is a positive and morally significant impact relationship between the Blue Ocean strategy and achieving a sustainable competitive advantage.

The sub hypotheses are derived from:

Ha: There is a strong impact relationship with a positive moral significance between creating opportunities for demand and achieving sustainable competitive advantage.

Hb: There is a strong impact relationship with positive moral significance between creating value for customers through innovation and achieving sustainable competitive advantage.

Hc: There is a strong impact relationship with positive moral significance between profitability and growth and achieving a sustainable competitive advantage.

For the theoretical framework

First: The concept of blue ocean strategy

It is that all companies are increasing their profits and starting to compete with the entry of other companies into the new market and trying to gain more customers for them (Shafiq et al., 2019:1383), so in line with Porter's strategy 1980-1985), the more companies increase their increases with them, the more they will compete and the lower the share of the company's share of profits (Audretsch & Feldman,1996). The blue ocean theory of being far away and making profits without competition, and indisputable new market space for irrelevant competitors, this creates a new consumer value, it depends on lowering the cost and creating values (Okechukwu, Ekwochi,& Eze, 2018:49).

The idea of the Blue Ocean Strategy, based on Ansoff's general market development strategy, which brings a new perspective by referring to market redefinition came as an alternative to the simple traditional market industry "the difference between market-making and market redefinition in focusing on the logic of the new value concept despite the fact that the change in customer statistics", it is to enhance the company's return due to the new environment created by (Dehkordi, Rezvani, & Behravan, 2012:480). Companies have found an untapped market, through which they have achieved new entry with the addition of value for innovation in line with the offers of these untapped markets, such as the deployment of a telecommunications company to its investments in remote areas (Potjanajaruwit, 2018:105), the controversy remains great in modern management today about the strategy of the Blue Ocean as a critical element and important that it is considered the backbone of organizational growth, regulatory sustainability, profitability and increased market share(Ovais,2019:519).

The first to formulate and then develop the Blue Ocean strategy was Chan & Mauborgne, 2009)and called it "reconstruction", which refers to the proliferation of research, theories, and tools that researchers have worked on so far, and they have developed the idea of rebuilding the market into competitive blue oceans to take advantage of market innovation and create value, to replace competitively advantage as a fundamental goal of the company, with unique resources (Tassabehji & Isherwood, 2014:64(How to create new demand, address the risks faced by corporate strategies in which organizations will produce, services and work, and enhance this by focusing on the wishes and needs of the consumer group, Shared, 2019:160), changes in industry or market policy, and meet the challenges in order to survive and maintain market share, organizations can choose from different strategies that suit the circumstances of the organization because some focus on the product and the other on price or distribution methods and others on the promotion Dvorak, 2018:1440), it's coverage of the target market parts but here we focus on adding value to the product or service and remarketing it to the customer and market leadership and entrepreneurship by adding a new

innovation desired by the customer (Shared, 2019:158), it creates an uncontested space, makes competition irrelevant creates a new order, captures it, breaks the value swap, cost and adapts the entire system of the company's activities in pursuit of differentiation and low costately, 2016:172), in new products and services the idea of innovation and adding value to the company, it allows companies to do their business without competition, where companies in the Blue Ocean work quietly and in a net a place that is not hindered by any competition because of innovation The current addition of value to the company and its undisputed position Vignesh,2017:20), and works to create more sustainable operations and growth and here the industry bends to the limits of industry and leave the competitive environment and create new markets are the blue ocean and maintain the success of the company and its profits and growth Stambaugh, Yu, & Dubinsky, 2011:49).

Dimensions of the Blue Ocean Strategy

1- Creating opportunities for demand

The Blue Ocean strategy means the new market, where both customers are identified, and the target markets, where there is no competition at all because there are no competitors, i.e., marketers are adapting to this (Rezeki et al., 2019:3827), so the Blue Ocean strategy aims at a land without dispute, i.e., new market space (Burke, Stel, Thurik, 2016:123), the strategy aims to attract new demand and make competition irrelevant by offering a product with superior features. If the purpose of the strategy is to focus and rebuild a planned process that begins with work and diagnosis and then begins the framework of work and implementation through the analysis of the value of innovation (Lohtander et al., 2017:2040),re-analyze the market construction, and then enter the path of visual strategy i.e. big picture analysis through three levels of non-customers of the organization consisting of the framework of expanding demand, buyer's tool map, buyer experience cycle, price, profit, thus being the above a clear indicator of the blue ocean strategy Lohtander et al., 2017:2036), while the Blue Ocean strategy challenges companies to get out of it and create an uncontested market space that makes competition important, rather than dividing current and shrinking demand and measuring competitors, It revolves around growing demand and staying away from competition belt, Chigozie, & Eberechukwu, 2018:916), the Blue Ocean the strategy has been tested in case of creating a deeper understanding of the company's business environment. Is to find new partners for each new delivery, collect information from local companies and other parties and provide quick response time (Burke, Stel, Thurik, 2016:124). The main challenge of the Blue Ocean strategy is how to exploit the concept of production as the solution to current major manufacturing trends. Hasan et al., 201 7:73) Customer service as quickly as possible is one of the basic elements, getting close to the customer demand is the key element in the correct production. For the first time in the future, it is necessary to analyze current employment opportunities using blue ocean strategy tools. Of course, it is important to analyze new business ideas to suit the company's strategy (Ovais,2019:519).To mitigate the recognition of falling into the trap of old markets, managers need to focus on attracting new customers, understand market creation, stop

focusing on premium versus low-cost strategies, and reduce concern about dividing demand in the uncontested market area (Razova & Dvorak, 2018:144; Rezeki et al., 2019:3828; Alghamdi, 2016:141). Competition is irrelevant because the rules of the game is waiting to be determined. What has always separated the winners and losers in the creation of the blue oceans is their approach to the strategy Asogwa, Adeleke, & Ekoja, 2017:722), executives cannot be expected to act on the call to get out of the current competition and the creation of a blue ocean is not a constant achievement but a dynamic process that brings with it great barriers to tradition (Rezeki et al., 2019:3827) The Blue Ocean Strategy is a systems approach that requires not only getting every strategic element properly but also aligning it into an integrated system to deliver competitive innovation Dvorak, 2018:144) & Razova, but the strategists look back through "blue glasses" to find success for companies to apply their rules and that theory lacks predictive character and uses only tools to display successful historical examples (Asogwa), Adeleke,&Ekoja,2017:728). There is an ongoing quest to meet the needs of the customer by enhancing the demand for an old product but added value and acceptability through innovation and enhanced benefit from it Lohtander et al., 2017:2036), companies are trying to outperform their competitors by using cost-value differentials to capture a larger share of the current demand for their products. Due to the crowded market space and increased supply of goods, the prospects for profits and growth are lower (Dincer, Baykal, YUksel,2019:3), the Blue Ocean strategy shows itself in the sale as a way to increase profitable growth for companies by creating a new demand that no competitor is competing for. Potential innovation is the most important factor that a manager should be interested in (AlQudah & Hashem, 2018:108), developing employee mentoring and collaboration programs is the next step in implementing the Blue Ocean strategy. The latest strategy was adopted by companies to market their products and avoid negative competition. The creation of blue oceans, rather than the creation of red oceans, is done by seeking to create an indisputable market rather than competition within the current market (Rezeki et al., 2019:3827).

2- Creating value through innovation

The degree of employment and implementation of the Blue Ocean strategy is an important issue that cannot be ignored in the business world, it is an objective pricing model for creating value and economic logic in terms of revenue generation, management decision-making system and implementation of a new strategy (Dehkordi, Rezvani, & Behravan, 2012:480), the cornerstone of the Blue Ocean strategy is "value innovation" and the company achieves it simultaneously for a and for the buyer and for the market, and is product, service or delivery while reducing or eliminating features or services that are less valuable by the current or future market Bourletidis, 2014:645), the creation of value is their cornerstone, focuses overcoming competition, and make it irrelevant to open up a new and indisputable market space (Asogwa, Adeleke, & Ekoja, 2017:722), by noting the innovation of processes, increased growth such as research and development or product innovation or development, this is justified by the slow growth in the industry, the demand for capacity and competition associated with (Hasan et al., 2017:73). One of the main principles of the

recent strategy is the principal (the value of innovation), the adoption of the latter principle raises the value of the company and provides the value of customers Schmuck & Benke, 2020:1259). Users as creators are an amazing innovation that can enable the potential manufacturing units to take advantage of this user innovation in the development of its new products, while in parallel, the user benefits from the improvement Karaoulanis, 2018:53), the application of this new strategy needs to change practically through its market, to some extent to expand the curriculum through businesses such as technological innovation (Al Qudah & Hashem, 2018:108). Companies can succeed by going to an uncontested market space without competition. It refers to the undiscovered market area. It is characterized by the innovation of value, creating performance and high demand. There are no limits to the experienced market, the unique nature of the market area and the innovation of value used to borrow to photograph a blue sea (Burke, Stel, Thurik, 2016:125), so the value of innovation for the product or service is their new strategy in net blue waters that do not disturb competition and this contributes to making unique and valuable images of consumers that prove that the Blue Ocean strategy helps them gain more satisfied customers whether they are the case Or future, the value of innovation occurs in a region where the company's business has a positive impact on its cost structure and value offering to buyers(Hasan et al., 2017:73).the innovation strategy leads to better customer performance, improved business processes, and growth. Creating a competitive advantage that includes all (business processes that primarily take into account the values provided to customers. Increasingly lasting success comes not from rival fighters, but from the creation of blue oceans from new untapped market spaces ready for growth, enabling companies to innovate or expand in order to create an ocean (Hasan et al., 2017:73). where no company currently operates, leaving the company growing without competition, "uncontested market space" from engaging in traditional competition, this approach represents a simultaneous pursuit of high product differentiation and low cost, making the competition irrelevant, it is successful because it attracts large numbers of customers Ebele,Chigozie, & Eberechukwu, 2018:917). It often creates new consumer value while reducing costs, a market for a product where there is no competition or less competition. It revolves around the search for a business in which very few companies work and where there is no pricing pressure, can be applied across companies or sectors (Dehkordi, Rezvani,& Behravan, 2012:478). In today environment, most companies operate in intense competition and try to do everything to gain market share(Hong, Chai, &Ismail, 2011:86), open innovation allows for the flow of external and internal knowledge, and companies must develop an innovation strategy that defines how the company seeks and solves a problem at the regulatory level (Schmuck & Benke, 2020:1259),the main goal of innovations is to increase quality, reduce costs, increase customer satisfaction and increase the competitiveness of the company, using modern technology, it becomes possible to achieve all these goals together (Potjanajaruwit, 2018:105), employs managers to create the value of the company, the process of creating value includes the use of activity engines to improve efficiency, quality, innovation, and effectiveness of the response of individual company activities(Gaya et al.2015:201).

3- Profitability and growth

In today's environment, most companies operate under intense competition and try to do everything to gain market share, when the product is underpricing pressure, there is always a possibility, the company's operations can be welcome under threat, in fact, the company must excel without facing a dispute with its other competitors (Burke, Stel, Thurik, 2016:12). Today there is intense competition between companies, and it has become more difficult to reap profits, grow, succeed, outperform their competitors, and gain greater market share. Which is to maintain its performance, and then adopt new approaches and strategies that will enable it to implement and bring about change (AlQudah & Hashem), 2018:108)The Blue Ocean Strategy achieves higher growth is a major goal for companies, governments and communities, creating new market spaces and making profits this situation usually occurs when the company works to grow, looking for sectors or ways to find new work where they can enjoy an uncontested market share or "blue ocean" where there is a possibility of higher profits Dvorak, 2018:144) & Razova. The company is seeking huge profits where the product can be priced because of its unique features, not related to the strategy of operational effectiveness but trying to be better, faster, cheaper, and more efficient than the competitor, it's doing things better Hong, Chai, & Ismail, 2011:86). Adopting increased market share, it deals with the reality of companies long engaged in direct competition in search of profitable growth(Burke, Stel, Thurik, 2016:125). A very powerful tool in the hands of contemporary companies, namely access to the blue oceans and the creation of a new market space where they will have the ability to impose their rules on all newcomers. They will create for themselves an impeccable competitive advantage that will safely push them towards their future Karaoulanis, 2018:53). The researchers (Kim et al., 2007:522) believe that the Blue Ocean strategy is "a consistent pattern of the strategic thinking behind the creation of new markets and industries where demand is created rather than fighting for the base of irrelevant competition (Aithal, (Aithal, 2016:171).It provides companies with guidance on how to escape intense competition in the same market space, where there are a limited number of customers with an increasing number of competitors as much as creating a new market space where there is less competition (Tassabehji& Isherwood, 2014:63), it is a long-term strategy for the entire organization or the individual, and it can be defined as challenging the sites and linking the company or organization to the environment in a way that ensures and confirms its continued success, blue oceans all the unknown market area, not contaminated by competition and the demand is created instead of conflicting with it (Kim et al., 2007:526).

Most managers are working on a completely new way of reorganizing market realities, will earn managers competitiveness and have strong market incomes (Hasan et al., 2017:73).This strategy gives a clear systematic concept to competition agencies and companies in manufacturing and service, thus taking advantage of these principles: leaders, regulatory experts, management experts, consultants and all people interested in the sustainability of organizations to be effective (Shafiq et al., 2019:1383), the goal of these tools is to gain customer satisfaction by meeting their needs, requests, and desires or something beyond their expectations, On the other hand, this is an important measure for marketers who can use it to manage and improve their business by creating customer satisfaction with them (Potjanajaruwit, 2018:105), With increasing market share, try to get the

largest share through blue and monopolize the industry by creating value (Rezeki et al., 2019:3827). It is a strong demonstration of the importance of the blue ocean the strategy of the organization because it offers it solutions to its problems in the light of intense competition by gaining its customers and meeting their demands and desires and continuing profits flowing, it is a new framework for thinking about earning customers' requests for its benefit(Ovais, 2019:519), it is a great achievement and a dynamic process because it affects profitability and increased market shares and customers(Okechukwu, Ekwochi, & Eze, 2018:55), it is a turbulent environment, meaning the process of growth and meeting the needs of customers there in the discovered areas, because it is an increase in the number of new customers who will make profits for the company (Shafiq et al., 2019:1383). However, it remains to be understood that the Blue Ocean Strategy needs to understand its principles and tools from its effective implementation by exploiting existing resources and creating value and guiding towards achieving the nominal goal of survival, growth, and profitability (Potjanajaruwit, 2018:105), By creating value for the product and service according to customers' preferences and desires and achieving a competitive advantage it's searching for new ideas and applying them according to market requirements, studying the actions of competitors and setting the goals by which to avoid competition, (Shafiq et al., 2019:1382), by developing existing products and services by adding value to innovation, traditional product technologies should be emphasized that they can be successful if the right target option is achieved(Rezeki et al., 2019:3827).

The sustainable competitive advantage of the organization

Today, organizations live in a global environment with persistent market turmoil, such as potential competitors, devaluation, interest rate increases and currency fluctuations, contemporary organizations seek to manage their resources to achieve a distinct position with regard to competitors, and therefore remain competitive, the competitive advantage is the continued pursuit of enterprises, since you are in a privileged position, providing unique features for services and/or products (Guimarães, Severo, & Vasconcelos, 2017:352). It is "the organization's ability to create a defensible position on its competitors" that can be achieved if the company's value/cost gap is greater than its competitors (Elijah & Millicent, 2018:32). Access to competitive advantage is a strategic goal of a company with the highest average returns for a company, in order for companies to make a higher profit than usual, their competitive advantage must be sustainable, and they must provide comparable common value and perform activities more efficiently than their competitors, in a way that produces greater buyer value and requires an excellent price Elijah & Millicent, 2018:32 Barney, 1991)defines the competitive advantage as when the company applies to create strategic value that is not used simultaneously by any current or emerging competitors, when other companies are unable to reproduce the benefits of this strategy. She notes the importance of regulatory competitiveness to the extent that an organization can provide products or services that meet national and international market standards and are also able to increase the real income of employees under free market conditions (Gaya et al.2015:201), that companies and institutions may capture and maintain a competitive advantage by identifying and exploiting existing opportunities

and emerging markets, and aligning the company's strategy with the use of the company's core resources, competencies, and capabilities, limited resources must be of outstanding value and uncommon and unmatched so that these benefits are sustainable over time (Gaya et al.2015:201), It is clear that business sustainability is achieved through competitive advantage, when formulating business strategies and creating value for customers. In addition to driving the cost that provides products and services to customers at affordable prices, and better response to their needs, the competitive advantage is also a basis not to deny business strategies for sustainable growth (Potjanajaruwit, 2018:106). On the other hand, competitive advantage has been defined as a lot of returns and has become a major source and area of study in strategic management, because it has been associated with the performance and expectations of capital markets (Elijah & Millicent,2018:33). However, the most common in the field of competitive strategy is the value of innovation that causes revenues to exceed expenditures it is clear that each company follows a specific method, not as a sustainable competitive advantage (Hakkak & Ghodsi, 2015:299). It has been said that achieving a competitive advantage is a necessary introduction to the company's performance and business organizations must clarify the relationship between (Gaya et al.2015:201). and Warren J. Keegan's competitive advantage is that it "has a higher rate of attraction than its competitors in the offer to customers and requires that the company improve the key aspects that contribute to the success of its activities (Hakkak & Ghodsi,2015:298), it maintains higher profits than usual Hakkak & Ghodsi, 2015:300). In general, achieving this important goal requires measuring the company's performance in financial matters and in other areas, and basically the superiority it enjoys over its competitors, it can be in the form of increased sales margins or the ability to retain customers, Jussi. Krakauer, Polo, 2010:17), companies need to continue to focus on identifying differential product strategies, building or reshaping core competencies, acquiring unique competencies and technologies and accumulating intellectual property, such as K.L., which can all be harnessed to make the company a success in a competitive market (Shared, 2019:159)these have become The problem is more complex with globalization and the growth of the Internet has given open access to more competitive information during changes in the external environment, exploiting many opportunities can offer many benefits to the institution, representing political, economic, social, cultural, and technological factors (Guimarães, Severo, & Vasconcelos, 2017:355), and the institution can also have the upper hand over its competitors when it is able to respond to external changes faster than other organizations. By developing the company's internal environment at a lower cost (Gaya et al.2015:201), Elijah&Millicent,2018:33), basic capacity, knowledge sharing, market, innovation, and resources, and the information system are organizational competencies that achieve great value for sustainable competitive advantage, Malek et al., 2015:74), when competing companies abandon plans to imitate competitors' resources, obstacles are anti-imitation, and the company's competitive strategy can be called "sustainable", which is the company's primary goal and generates high profitability (Gaya et al., 2015:2050). The dimensions of sustainable competitiveness are:

1- Developing efficiency and organizational capabilities

One key model developed in core competencies designed in the 1980s as "unique resources and capabilities" was known as a company-based presentation, and sun-based opportunities from external environmental conditions that help achieve a competitive position of external threats, which could harm the company's competitive position (Shared, 2019:159), the relative competitive position within the industry, providing analysts with a clear framework for assessing the impact of the external environment on the company's ability to maintain its competitive advantage and create a real cost or differential advantage, and dynamic ability that occurs through the interaction of resources and competencies (functional and organizational) to gain a competitive advantage, it shows the dynamics of relationships between resources Capacity and industry standing and stakeholders (Guimarães, Severo, & Vasconcelos, 2017:353). Keep in mind that improvement projects should take different influences rather than stake holders, with the participation of different peers, it is possible to expand the team's internal potential and promote intangible gains that contribute to the competitiveness of the organization. The commitment of the regulatory management to make decisions and actions that work to support the company, and the image of the company in front of stakeholders, and market strategies are directly linked to the management decisions that determine the company's positions at the forefront of competitors in the industry, where capabilities and resources in the face of competition Malek et al., 2015:71) In support of the different visions of competitive advantage embodies the distinctive competencies that distinguish the organization from its competitors, giving them the upper hand in the market, and as a result of critical management decisions, the competitive advantage traditionally includes choice with regard to the markets that will compete in the company, defending it, using price and quality of product performance, as well as expectation and rapid response to changing market demands. The superior competencies that are used to generate value for Elijah & Millicent customers, 2018:32), have gained competitive advantage by the company that achieves or has the potential to achieve higher efficiency, by reintegration of the company's activities with scarce resources, to create value for the customer through the differentiation of processes and services.

2- Improving quality and reducing production costs

Environmental practices to reduce inputs used in production, as well as reduce environmental pollution, demonstrate a sustainable competitive advantage as an important factor in recognizing the value of goods and services, which should be considered distinct competitive elements (Guimarães, Severo & Vasconcelos, 2017:353), for example, low manufacturing or production costs, and lower cost of goods sold Low-price products have shown relatively better performance (Gaya et al. 2015:201), features that can enhance the differentiation between the organization facing competition, and gain a sustainable competitive advantage that can be called, based on cost, product, service, and its impact on improving the organizational performance of companies (Guimarães, Severo, & Vasconcelos, 2017:353), reducing inputs used in production,

leading to better productivity, thereby increasing competitiveness and improving organizational performance. The growing dynamics of the environment affect the ability to respond to changes and effectiveness in the development of the long-term strategy in general while strengthening the organization by capturing innovation opportunities, including new business models, exploring new markets, and winning Newmarket shares, and by reducing risks and operating costs specifically (AlQudah & Hashem, 2018:108), organizational performance aims at the quality and profitability of goods, services, and return on investment, as well as reducing operational costs, thereby increasing the overall performance of the company versus competition.

3- Scarce resources

By accumulating valuable, rare, unique, and non-replaceable resources that form the basis of the competitiveness of enterprises and the economy, resources are the elements that are inherent in the company and generate value for the enterprise (Guimarães), Severo, & Vasconcelos,2017:352), which can only be transferred at costs through which the organization can develop strategies to maintain it or obtain competitively status, resources that do not have real parity which in itself is not rare or imitative (Shared, 2019:159), a strategy that is a coherent and mutually reinforcing commitment to policies and organizational behaviors to gain a unique competitive advantage, based on schmuck resources & Benke,2020:1259), a view that the primary sources and engines of competitive advantage and superior performance are primarily linked to resource attributes and capabilities that are considered Valuable and expensive, Barney (1991) believes that the company's resources and relationships are given their own attention as a competitive advantage and its dimensions value and quality, scarcity, and resources that are difficult to find and unique and cannot be found, unorthodox, in order to be sustainable must be a huge investment of limited resources, Competitors find it difficult, i.e. entering the market is irreplaceable, and valuable resources that implement strategies that improve the company's efficiency or effectiveness and outperform or reduce its competitors, in addition to being valuable, rare, unique and irreplaceable(Guimarães, Severo, Vasconcelos, 2017:353) Given that competitive advantage can be derived not only from specific resources but also from distinct positions in the market as well, it is necessary to maintain a competitive advantage that companies set limits that make imitation challenging through continuous investment to enhance strength, making addressing this periodically in the long run. Porter's approach to competitive advantage focuses on the company's ability to be produced at low cost in its industry, or to be exceptional in its sector in some common respects that are appreciated by customers Elijah & Millicent, 2018:32), the difficulty the company faces in owning a supplier are similar to the difficulties the company faces when entering the industry. As a result, the resource-based offer was developed as an explanation for the difference in performance between companies in strategic management, and the creation of resource-based customer value (Gaya et al.2015:2055).

Study methodology

Study design:

The design of the current study will be based on the quantitative method in order to test theories embodied by the logical framework or social context.

Data collection methods:

This study was based on the survey's field side coverage on the resolution of data and information collection, where the questionnaire is the main source of data collection and the final questionnaire consisted of (24) paragraphs covering two main variables. Table 1 shows the main variables of the study and the sources adopted in the development of the questionnaire paragraphs.

Table 1: Details of study metrics

to	Variable	Procedural definition	Number of paragraphs	source
1	Blue Ocean Strategy	It is a strategy to research and create new needs and desires, and develop a suitable strategy to satisfy them.	12	Kim & Mauborgne, 2005 Chakrabarti, 2014
2	Sustainable competitive advantage	Are the company's assets, features or capabilities that are difficult to replicate or exceed, and provide a superior or appropriate long-term position over competitors.	12	Joshi & Mittal, 2018.

Source: Who brought back researchers based on previous studies

Sample study:

Employees of three government banks were targeted for the purpose of conducting the study in accordance with the random sample method. For the purpose of exploring the extent to which banks use the Blue Ocean strategy to achieve sustainable competitive advantage. Table 2 details the collection of data from the three banks.

Table2: Study sample details

to	Bank/Branch Name	Number of branch employees	Number distributed	Number recovered
1	Rafidain/ Code 002 / Ashar	110	35	24
2	Al-Rasheed/ Code 598 / Basra University / Bab Al-Zubair Colleges	40	15	8

3	Sword/ Code 60 / Old Basra	95	20	12
	Total	245	70	44

Source: Who brought back researchers based on previous studies

Statistical analysis

Internal honesty and fortitude:

Internal honesty indicates the stability and stability of the tool used in data collection, as it reflects internal consistency or the extent to which the test produces results that are almost similar under similar circumstances and at all times also leads to the clarity of the resolution paragraphs and to determine the sincerity of the measurement tool, the item-to-Total Correlation test was used to measure the effect of each paragraph of the questionnaire on the basic variable, Each paragraph that receives a value of less than(0.40) is excluded and the paragraphs that exceed that value are retained (Pallant, 2011:100). Twelve paragraphs representing the independent variable (Blue Ocean Strategy) has been introduced in three dimensions, in addition, this study relied on a number of measures previously used in management literature, which are characterized by high stability designed based on the five-year Likert scale and for the purpose of ensuring the stability and consistency of the study measures.

Table 3: Internal honesty and stability

Paragraphs	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Paragraphs	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Blue Ocean Strategy			Sustainable competitive advantage		
Q1	.594	.910	Q13	.546	.911
Q2	.700	.906	Q14	.686	.905
Q3	.736	.904	Q15	.576	.910
Q4	.690	.906	Q16	.583	.910
Q5	.787	.901	Q17	.599	.910
Q6	.703	.905	Q18	.528	.912
Q7	.646	.908	Q19	.713	.904
Q8	.607	.910	Q20	.737	.903
Q9	.648	.908	Q21	.695	.905
Q10	.630	.909	Q22	.732	.903
Q11	.611	.909	Q23	.752	.902
Q12	.543	.913	Q24	.689	.905
Cronbach's Alpha		0.915	Cronbach's Alpha		0.914

Source: SPSS Outputs

The results in the table above indicate that all paragraphs have achieved sufficient correlation value, indicating that all paragraphs are retained and none of them are excluded. In addition, the total stability factor of the variables exceeded (0.90) at a very good level of stability (Zikmund et al., 2010:306).

Testing the natural distribution of data:

The most appropriate statistical method is determined by the nature of the distribution of the data of the variables studied if the distribution follows the natural distribution, the appropriate statistical method is (statistical statistics), either if the distribution is abnormal, the appropriate statistical method is (Pallant, 2011:57). Since the evidence of this study is data for a single sample, the Kolmogorov-Smirnov and Shapiro-Wilk test are most appropriate, and according to this method, the data are naturally distributed if the Sig values of the variables are greater than (0.05). The table below shows the results reached.

Table 4: Nature of data distribution

Variables	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Blue Ocean Strategy	.098	44	.200	.910	44	.202
Sustainable competitive advantage	.105	44	.200	.968	44	.248

Source: SPSS Outputs

The table above shows that the distribution of data is normal and prompts the use of parameter statistics tools.

Descriptive statistics and correlation:

The results indicated that the calculations of variables ranged from (3.59-3.17), and the standard deviation of variables showed a slight disparity among the opinions of the respondents, indicating the consistency and promise of data dispersion much. The results of the correlation between variables provide initial support for testing the main hypothesis and its sub-hypotheses.

Table 5: Descriptive statistics and correlation

Variables		Arithmetic medium	Standard deviation	1	2	3	4	5	6	7	8
1	Creating opportunities and demand	3.59	0.724	1							
2	Creating value for service with innovation	3.59	0.812	.656**	1						
3	Profitability, growth and continuity	3.59	0.757	.619*	.635*	1					
4	Developing organizational competencies and capabilities	3.46	0.812	.434*	.664*	.549*	1				
5	Scarce resources	3.35	0.868	.451*	.611*	.619*	.572*	1			
6	Cost reduction	3.17	0.974	.443*	.583*	.644*	.541*	.724*	1		
7	Blue Ocean Strategy	3.59	0.675	.692**	.608**	.649**	.626*	.637*	.633*	1	
8	Sustainable competitive advantage	3.33	0.764	.513*	.715*	.703*	.601**	.690**	.691**	.733*	1

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Outputs

The results in the table above confirm that correlations do not exceed(0.80)indicating that there is no problem with the linear correlation between variables (Saunderset al., 2009:463; Pallant, 2011:151).

Test hypotheses:

Linear regression analysis was used to test the main hypothesis and its sub-hypotheses. The hypothesis is accepted when the t value is greater than ± 1.96 and the moral p-value is less than 0.05. Table 6shows the results of the hypothesis test.

Table 6: Test hypotheses

The main hypothesis	Beta	Std. Error	T value	P value
Blue Ocean Strategy	0.733	0.119	6.976	0.000
R²	0.537	F	48.666	.000 ^b
Sub hypotheses	Beta	Std. Error	T value	P value
Creating opportunities and demand	-0.215	0.160	-1.415	0.165
Creating value for service with innovation	0.580	0.145	3.753	0.001
Profitability, growth and continuity	0.468	0.130	3.632	0.001
R²	0.634	F	23.050	.000 ^b
A. Dependent Variable: Sustainable Competitive Advantage				

Source: SPSS Outputs

From what the table above shows, it is clear to us:

- 1- A positive impact relationship with moral and statistical significance of the Blue Ocean strategy in sustainable competitive advantage at a moral significance level(0.01).
- 2- The lack of a positive impact relationship with moral and statistical significance to create opportunities and demand for sustainable competitive advantage at the level of moral significance(0.01).
- 3- Having a positive impact relationship with moral and statistical significance to create value for service and innovation in sustainable competitive advantage at the level of moral significance(0.01).
- 4- Having a positive impact relationship with moral and statistical significance for profitability, growth, and continuing sustainable competitive advantage at a moral significance level (0.01).
- 5- The R² value that represents the determining factor for the sub hypotheses model is greater than the main hypothesis model, indicating the importance of multi-variable construction to build a blue ocean strategy.
- 6- The F value of the two models was acceptable and indicated support for the current study model.

Conclusions and recommendations

Conclusions:

Based on the findings of the data analysis, the conclusions reached by my agencies will be presented:

1. There was no impact to create demand opportunities with a sustainable competitive advantage. It is probably because the long-term nature of sustainable competitive advantage

- needs time periods to be recognized by its employees, and this is not commensurate with relatively short-term demand. This effect may therefore be discovered in longitudinal studies.
2. The results indicate that creating value for service and innovation positively affects the sustainability of banks' competitive advantage. These results confirm that making value for the service provided contributes to building an ongoing competitive advantage that is consistent with the size of the value made. When the bank succeeds in creating a unique value for its services that differ from competitors, it creates a sustainable competitive advantage provided it is developed and maintained.
 3. The results also indicate that growth and profitability affect the creation of a sustainable competitive advantage. This naturally indicates the importance of the financial aspect in making competitive advantage by investing and reinvesting bank assets for returns that are inherently sustainable in the concept of competitive advantage.
 4. Government banks are increasingly competing with banks in the private sector in an effort to explore new desires for the purpose of satisfying them with a focus on reducing the cost of research and development, and reducing the time required to provide services to customers.
 5. Reducing the waste of its scarce resources, maintaining its responsibility to the surrounding community and its reputation and gaining customer confidence contributes to creating a sustainable competitive advantage.
 6. To partner with stakeholders from other banks, customers, suppliers and distributors for the purpose of exchanging information and accepting their requests and ideas and developing them in a way that suits the reputation and status of banks and achieves customer satisfaction by relying on technological methods for the purpose of reducing daily work procedures and thus speeding up the completion of daily transactions for customers and accustoming them as their own business culture. In addition to training and training employees in accordance with the advanced, modern, and technical procedures followed by banks.
 7. The effectiveness of reinvesting government banks in profits and returns by granting loans with easy interest to customers and earning them as permanent customers, as well as achieving their expectations and the services they want to develop as a new creative idea achieves a competitive advantage for banks.

Recommendations:

In the light of the results of the test of the theories of the study, and based on what has been concluded from this we can recommend the following:

1. There is a need to develop the creative ideas of government banks for the purpose of providing the best electronic services to customers, so banks need to look for new opportunities and gain them for their benefit.
2. Government banks should use investments other than loans to increase returns and profits. In addition to increasing the effectiveness of reinvesting in bank assets to maximize interest.

3. We recommend that government banks exchange information with customers, suppliers and distributors permanently and continuously to keep up to date with the latest developments and expectations, and to constantly announce their new services to keep customers in the process and get new ones.
4. It is essential for government banks to find themselves a competitive advantage to reduce costs and gain new opportunities in the market, while moving away from the threats coming from other competitors in order to keep banks in the stability zone.
5. Attention to human integration with advanced technology and technology is important and necessary to increase the speed of response to the wishes and demands of customers, in addition to increasing the effectiveness, quality, and speed of the work.
6. Finally, government banks should urge employees to enter development courses to increase their expertise and competencies in ways of dealing with the customer, in a way that makes them win for them and keep them going with it.

Future parameters and trends:

Of course, any study there are determinants that should be taken into account both when trying to benefit from the results and through future studies. We can review future parameters and proposals with the following points:

- 1- The small sample size is the most important determinant in this study and indicates concern about the possibility of generalizing the results even though we have a statistically acceptable stability factor. On this basis, we recommend similar studies with larger samples.
- 2- Limited to banks in the government, the sector is another determinant of the study. We, therefore, recommend conducting studies in private banks, focusing on making comparisons between results in both sectors.
- 3- Limiting only two variables also limit results. We, therefore, recommend adding intermediate or interactive variables that are compatible with the theoretical construction of the study for the purpose of obtaining more accurate results.

Reference

- Acharya,A., (2015) “Identity Without Exceptionalism: Challenges for Asian Political” , International Studies Asian Political , International Studies Review ,Vol. 1, No.1: 1-1.
- Aithal,P.,S.,(2016),” The Concept of Ideal Strategy and Its Realization Using White Ocean Mixed Strategy”, International Journal of Management Sciences and Business Research, April-2016 ISSN (2226-8235) Vol-5, Issue 4
- Alam ,S.,& Islam,M.,T., (2017),” Impact Of Blue Ocean Strategy On Organizational Performance: A Literature Review Toward Implementation Logic “,Iosr Journal Of Business And Management (Iosr-Jbm, Volume 19, Issue 1. Pp 01-19

- Alghamdi,A., A., (2016),” Market Knowledge, Blue Ocean Strategy, And Competitive Advantage (Direct And Indirect Relationships And Impact)”, *Universal Journal Of Management* 4(4): 141-160
- AlQudah,A., A.,& Hashem,T.,N.,(2018),” The Impact Of Applying The Blue Ocean Strategy On The Achievement Of A Competitive Advantage: A Field Study Conducted In The Jordanian Telecommunication Companies”, *International Business Research*; Vol. 11, No. 9.
- Asogwa,O., O., Ike ,R., N., Adeleke,B,M S., And Ekoja, G., O.,(2017),” Impact Of Blue Ocean Strategy On Value Innovation: A Study Of Selected Firms’ In Fmcg And Telecommunications Sectors In South-West Nigeria”, *International Journal Of Scientific & Engineering Research*, Volume 8, Issue 10.
- Audretsch ,D.,B.,& Feldman,M.,P.,(1996), R-D Spillovers and the Geography of Innovation and Production, *The American Economic Review*; Jun 1996; 86, 3; ABI/INFORM Global pg. 630.
- Bagheri,R., Eslami,S., P., Yarjanli,M., And Ghafoorifard,N.,(2013), Factors Affecting The Implementation Of The Blue Ocean Strategy A Case Study Of Medicom Production Manufacturing Company”, *Australian Journal Of Basic And Applied Sciences*, 7(4): 213-222.
- Bourletidis,D.,(2014),” The Strategic Model Of Innovation Clusters: Implementation Of Blue Ocean Strategy In A Typical Greek Region”, *Procedia - Social And Behavioral Sciences* 148 (2014) 645 – 652.
- Burke, A., Stel A., V., S., B, and Thurik, R., (2016),” Testing the Validity of Blue Ocean Strategy versus Competitive Strategy: An Analysis of the Retail Industry”, *International Review of Entrepreneurship*, Article #1529, 14(2): pp. 123-146.
- Čirjevskis, A., Homenko,G., And Lačinova3,V.,(2011),” How To Implement Blue Ocean Strategy (Bos) In B2b Sector”, *Business, Management And Education*”, 9(2): 201–215.
- Čirjevskis,A., (2017),” Exploration Of Qualitative Success Factors Of Innovative E-Business Startups: Blue Ocean Strategy Versus Dynamic Capabilities”, *Int. J. Business Excellence*, Vol. 13, No. 4.
- Dehkordi,G.,J., Rezvani,S., and Behravan,N.,(2012),” Blue Ocean Strategy: A Study Over A Strategy Which Help The Firm To Survive From Competitive Environment”, *International Journal Of Academic Research In Business And Social Sciences* ,Vol. 2, No. 6
- Dincer,H., Baykal,E., Y`Uksel,S.,(2019),” Innovative Capacity-Based Approach To Blue Ocean Strategies Of Family firms: An It2 Fuzzy Hybrid Decision-Making Analysis For Potential Investors”, *Journal Of Intelligent & Fuzzy Systems*, Issn 1064-1246/19/\$35.00
- Dvorak, J ., & Razova, I ., (2018),” Empirical Validation Of Blue Ocean Strategy Sustainability In An International Environment”, *Foundations of Management*, Vol. 10, ISSN 2080-7279.
- Ebele,O.,C., Chigozie,M.,P., And Eberechukwu,O.,E.,(2018),” Applicability Of Blue Ocean Strategy Among Selected Manufacturing Firms In South-East, Nigeria”, *Scholars Journal Of Economics, Business And Management (Sjebm)*, 5(10): 916-927
- Elijah,A ., B ., & Millicent, A., D ., (2018),” The Impact Of A Sustainable Competitive Advantage On A Firm’s Performance: Empirical Evidence From Coca-Cola Ghana Limited”, *Global Journal of Human Resource Management* Vol.6, No.5, pp.30-46.

- Gaya ,H ., J ., Struwig, M ., andSmith , E., E .,(2015),” Creating a sustainable competitive advantage at a high performing firm in Kenya”, African Journal of Business Management, Vol. 7(21), pp. 2049-2058, 7.
- Guimarães,J ., C ., F., Severo, E., A., and Vasconcelos, C., R., M., (2017),“Sustainable Competitive Advantage: A Survey of Companies in Southern Brazil”, This article has a Creative Commons License - Attribution 3.0 Not Adapted.
- Hasan,F., A., Komoo,I., Nor,M.,N.,M., And Abdullah,Z.,(2017),” Transformation Of Universities And The National Blue Ocean Strategy: A Case Study Of Universiti Malaysia Terengganu”, Journal Of Sustainability Science And Management Volume 12 Number 1,
- Hong,A.,N.,H., Chai,D.,L.,H.,And Ismail,W.,K.,B.,W.,(2011),” Blue Ocean Strategy: A Preliminary Literature Review And Research Questions Arising”, Australian Journal Of Basic And Applied Sciences, 5(7): 86-91
- Joshi, A., & Mittal, A. (2018). Strategic Management-The Strategies that Leads Sustainable Competitive Advantage. Asian Journal of Research in Business Economics and Management, 8(9), 1-7.
- Karaoulanis,A.,(2018),” Strategic Transformation And Innovation Towards Blue Ocean Creation In A Changing Corporate Reality”, Business Ethics And Leadership, Volume 2, Issue 2, 2
- Kim W. Chan , C., Yang,K., H.,And Kim W. Chan ,J.,(2007),” A Strategy For Third-Party Logistics Systems: A Case Analysis Using The Blue Ocean Strategy”, Management Department Faculty Publications. 4. A 36:4, Pp. 522–534.
- Lohtander,M., Aholainen,A., Peltokoski,V.,M.,And Ratava,J.,(2017),” Location Independent Manufacturing – Case-Based Blue Ocean Strategy”, Procedia Manufacturing 11, 2034 – 2041
- Malek,N. , A.,A., Shahzad,K ., Takala, J ., Bojnec,S ., Papler, D ., and Liu,Y., (2015),” Analyzing Sustainable Competitive Advantage: Strategically Managing Resource Allocations To Achieve Operational Competitiveness”, Management and Production Engineering Review, Volume 6 ,Number 4 , pp. 70–86.
- Okechukwu,E.,U., Ekwochi,E., A., And Eze,J.,O.,(2018), Effect Of Blue Ocean Strategy On The Performance Of Telecommunication Firms In South East Nigeria”, European Journal Of Business And Management, Vol.10, No.21.
- Ovais,D.,(2019),” Blue Ocean Social Responsibility Strategy: Creating Competitive Advantage Through Human Resource Policies”, International Journal Of Recent Technology And Engineering (Ijrte) Issn: 2277-3878, Volume-8 Issue-3.
- Pallant, J. (2011). SPSS Survival Manual. 4th ed., open university press, McGraw-Hill education.
- Potjanajaruwit ,P ., (2018),” Competitive advantage effects on firm performance: A Case study of startups in Thailand”, Journal of International Studies, 10(1), 104-111.
- Rezeki,S ., Sentanu,I., G., E ., P., S., Sanawiri,B., Shankar,K., Nguyen,P., T., (2019),” Blue Ocean Strategy for creating Value of the Organization: Examination of Differentiation with Red Ocean Strategy, International Journal of Recent Technology and Engineering (IJRTE), ISSN: 2277-3878, Volume-8, Issue-2S11.

- Saunders, M. N., Lewis, P. and Thornhill, A. (2009). Research methods for business students. 5th ed., Pearson Education Limited.
- Schmuck, R., & Benke, M., (2020),” An overview of innovation strategies and the case of Alibaba”, 30th International Conference on Flexible Automation and Intelligent Manufacturing (FAIM2021) 15-18 June 2021, Athens, Greece, Procedia Manufacturing 51 , 1259–1266.
- Shafiq, M., Tasmin, R., Qureshi, M., I., And Takala, J., (2019),” A New Framework Of Blue Ocean Strategy For Innovation Performance In Manufacturing Sector”, International Journal Of Engineering And Advanced Technology (Ijeat), Volume-8 Issue-5c.
- Shared, H., L., (2019),” The Role Of The Blue Ocean Strategy In Achieving A Competitive Advantage: An Empirical Study On Al - Rajhi Bank – Ksa”, International Review Of Management And Business Research Vol. 8 Issue.2
- Stambaugh, J., E., Yu, A., and Dubinsky, A., (2011),” Before the Attack: A Typology of Strategies for Competitive Aggressiveness”, Journal of Management Policy and Practice vol. 12(1) .
- Tassabehji, R., Isherwood, A., (2014),” Management Use Of Strategic Tools For Innovating During Turbulent Times”, Strat. Change 23: 63–80.
- Vignesh, M., (2017),” Unleashing The Competitive Environments - A Review Of Blue Ocean Strategy”, International, Journal Of Commerce And Managerial Science Research”, Volume 1 Issue 1,
- Zikmund, W., Babin, B., Carr, J., and Griffin, M. (2010). Business research methods. 8th ed., South-Western, Cengage Learning.