

Availability of Dimensions of Blue Ocean Strategy in Kolestan Company for Agricultural Instruments / Duhok

Majed M. Salih

Northern Technical University, Iraq

Email: mm_saleeh@ntu.edu.iq

Abstract:

The researcher seeks through the study to present and analyze blue ocean strategy and the scope of adopting its dimensions which are represented by (exclusion - reduction - increase - innovation) by company . through interviews, opinions, directions of its permanent agents as well as field monitoring to determine not only the most available dimensions to be reinforced . The study presents a theoretical and field view that can be adopted as a basement for a sound application to the dimensions of blue ocean strategy as being realistically that enables an organization to sail through blue water empty of intensive bloody competition then achieving superiority and success through meeting the needs and requirements of customers in markets that competitors find difficulty to reach them and inimitable products properties. The problem statement concentrates on causes and motives which are be formulated in a main question (Are necessary dimensions for adopting blue ocean strategy available in the company under study? And what are the most and least available dimensions in it?) the researcher has used iterations, percentages, arithmetic mean, standard deviations and statistical laboratory (Z-test) to describe, diagnose and analyze variables of the study. The most important conclusion that the study reached is the availability of the dimensions discussed at high rates which demonstrate that the company has adopted this strategy, according to which suggestions and a mechanism for its implementation have been established in a way that enhances its uniqueness upon its competitors.

Keywords:

Blue ocean strategy; blue ocean strategy; agricultural instruments

I. Introduction

The end of the second millennium witnessed rapid developments in the field of production, marketing, competition, and the emergence of the concept of proactive management that is geared towards creativity discrimination, where gaining customer satisfaction and responding to his personal requests has become a goal that organizations seek to achieve distinctive success and development. The Blue Ocean strategy is one of the options aimed at adopting new approaches that achieve superiority and exclusivity far from the accelerated and protective competition by adopting dimensions that have penetration of new unknown markets to similar industries which seek to enter as competitors, so the recent sub-strategies that some organizations have begun to possess which are considered as pillars for the Blue Ocean strategy that achieve to it overcoming competitors without entering into conflicts based on the principle (it is no longer sufficient for organizations to continue to provide their typical products, or according to management ideas, as customer requests are changing and renewed, which required departments to search for ways to achieve these requests and anticipate many of these ideas to reach the front and delight the customer).

II. Review of Literature

2.1 First: Foreign Studies

1. Study by (Miano, 2013) Determinants of Blue Ocean Strategy in commercial Bank

This study was completed under the title (Determinants of the Application of the Blue Ocean Strategy in Commercial Banks in Kenya). The study was applied to (25) commercial banks in Kenya and the study sample of the study were the most important general managers in these banks.

2. Study of (Bele, etal, 2018) the study was conducted under the title (Applicability of the Blue Ocean Strategy by selected manufacturing companies in southeastern Nigeria).

This study aimed to evaluate the possibility of implementing the Blue Ocean Strategy by selected companies in southeastern Nigeria represented by the strategy (Innovation, reduction, increase, exclusion) Through the opinions of (378) employees in the companies studied, The study reached a number of conclusions, the most important of which is that the proper application of blue ocean strategies enables companies to see beyond the competition in the red ocean and obtaining orders for new customers in markets free of heated conflicts.

3. Study by (Miano, 2013) Determinants of Blue Ocean Strategy in commercial Bank

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4. Study by (Zhao, 2010) Application of Blue Ocean strategy on Chinese 3G Mobil Telecom Industry

Under the title (Applying the blue ocean strategy to Chinese third-generation telecom companies), the study was applied in these companies through the distribution of (80) questionnaire forms to managers in the middle departments and a number of related workers in order to determine the factors affecting the customers 'use of the mobile device and technologies wishing be available.

2.2 Secondly, Arab Studies

1. Study by (Al-Taie, 2008) the study of Youssef Gahem Al-Ta'i entitled (Blue Market Strategy and its Role in Achieving Competitive Excellency)

It was conducted on Pepsi Cola Company through a survey of opinions from the sample employees of Kufa Company, with the aim of examining the extent of the application of Iraqi companies in general and Pepsi Cola in Kufa in particular, the blue ocean strategy, the study sample included administrative leaders (upper and middle) and consisted of (20) department heads and (20) section's managers in the researched company.

2. Study by (Al-Benaa, 2009) this study was conducted by Zainab Makki Mahmoud Al-Benaa entitled (The Role of the Blue Ocean Strategy in Achieving a Sustainable Competitive Advantage)

By conducting a comparative study between a sample from Zain and another from Asiaceil Communications Company to determine the correlations and impact between the blue ocean strategy and its basic indicators and the sustainable competitive advantage in its approved dimensions.

2.3 The second topic Blue Ocean Strategy / Intellectual Framework

a. First: Introduction to the Strategy of the Blue Ocean and Its Essence

1. Introduction to the Blue Ocean Strategy

The blue ocean represents one of the modern terms in the field of management and strategic planning. This term began to be used in the field of business administration, specifically operations and marketing management because of its direct link to competitive advantage, markets and customers, as an indication of the color of clear blue water that is still not disturbed by the competing red competition. So the blue water is a sign that the organization has invaded markets that are still unknown to many other organizations. In addition, the organization that penetrates this ocean and this strategy is to make the demand for its outputs as new investment opportunities that may enable it to stay for as long as possible and achieve value innovation without any competition.

2. The Concept of Blue Ocean Strategy

In the field of the concept of the blue ocean strategy, it has been addressed by many researchers and specialists. For example, the researcher offers a number of these views without undermining the importance of the other. (Layten, 2009,8) counted the blue ocean strategy with the ambitious organization tool through its success to create creative added value by adopting strategic moves away from the intense competition (Saxtof, 2007,21) refers to the blue ocean strategy as a metaphor for new markets through the industry's first innovators.

3. The importance of the Blue Ocean strategy

The Blue Ocean strategy represents a recent entry from the approaches that seek to reach contemporary organizations sustainable competitive advantages with the concepts of sustainability, not to harm the environment and preserve it for future generations and not to harm human health and safety along with the concept of continuity and maintain this competitive advantage achieved for the longest possible period out of the reach of other competitors or even thinking about this competition through the distinct capabilities that the main organization possesses and constantly strives to develop with what is new, different and difficult to imitate.

b. Second: The Pillars of the Blue Ocean Strategy

Many researchers and specialists dealt with the foundations or basic principles that should be adopted by organizations seeking to exclusivity, discrimination and distance from competitors to the blue waters. In this context.

1. Planning

It is the most important pillar before the proper implementation of the Blue Ocean strategy, including the following:

- a) Redrawing the market boundaries through alternative industries by adopting the strategy of groups of buyers, complementary goods and services in addition to psychological and functional links.
- b) Relying on huge and big perception
- c) Going beyond the current real
- d) Reaching the correct sequence of works at the level of interest - prices - costs

2. Implementation

For the proper implementation of the Blue Ocean strategy, the following must be taken into consideration: -

- a) Facing the main organizational obstacles and finally overcoming them.

b) Proper building of strategy implementation by focusing on cooperation.

The system exceeded organizational incentives, whatever their type and size, if they emerged when adopting and overcoming the Blue Ocean strategy. These incentives or obstacles are as follows: -

- 1) The moral obstacle, and it is overcome by educating the workers on the importance of making a strategic change from the Red Ocean strategy to the Blue Ocean strategy as well as setting a future path for its implementation.
- 2) The resource hurdle, as the intensity of the shift in strategy necessitates an increase in implementation resources.
- 3) The impulse obstacle, which is the obstacle represented in the method of persuading the major players in the organization to move quickly and get rid of the status quo to shift to the strategy of the blue ocean.

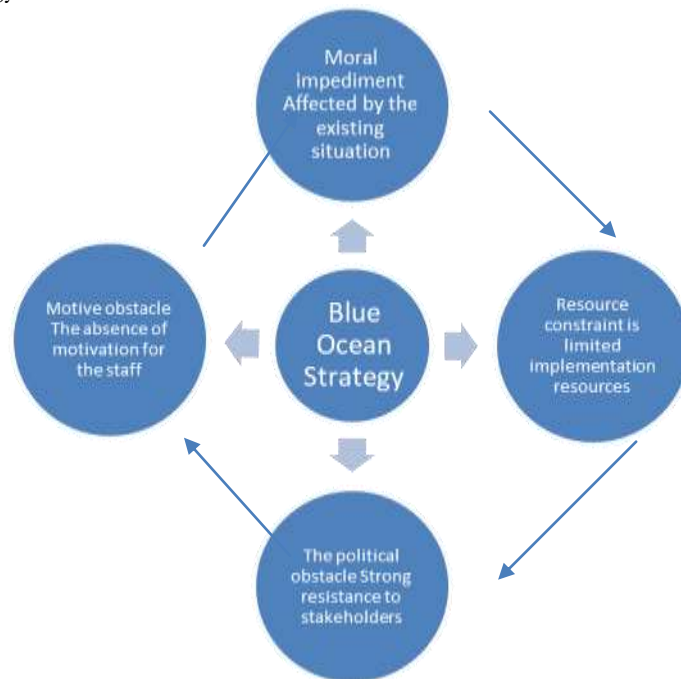


Figure 1. Organizational obstacles

Source: KM, Chan, and Mourbon, Rene, (2006), Blue Ocean Strategy, translated by Jean-Poet Hafez, Dar Al-Fikr, Damascus, Syria Source: Siegemund, Carsten, (2009), Blue Ocean Strategy For Small and Midsized Companies in Germany. Bod Books on D, P43.

c. Third: the Dimensions of the Blue Ocean Strategy

Many researchers and specialists dealt with the indicators or dimensions of the blue ocean strategy by studying and analyzing as essential pillars for the implementation of this strategy. In view of this importance, the researcher adopted the nomenclature of dimensions, and most of its users, including (Kim & Mauborgne, 2005) (Saxtoft, 2008) (Choyt, 2007) (Yang, 2007) (Taleb and Al-Banna, 2012) as represented by (exclusion - reduction - increase - increase - innovation), and (Kim & Mauborgne, 2005) expressed it through intellectual excitations about its elements to ensure sailing in clear blue waters away from the bloody red ocean and according to the following:

1. What are the elements that need to be dispensed with, despite their importance, but they do not affect the performance of the organization?
2. What are the elements that should be decreased to reduce the current costs without harming the organization's outputs?

3. What are the elements that must be increased to improve the current quality level of the organization's outputs?
4. What are the elements that must be devised to provide the best and the existing industry which are not be taken into consideration before?

Depending on the agreement and its importance, the researcher adopted these dimensions in his current study, according to the following:

1. Exclusion: Al-Sayed (239,2000) believes that organizations seeking success and excellence work to exclude the elements that they deem unnecessary and that achieve this exclusion reduce costs to the lowest possible level, while maintaining the same levels of quality and size to achieve increase and improve the level of efficiency and effectiveness of the entire production process through this exclusion and thus better investment of its resources and obtains the objectives of organization in outperforming its competitors and keeping them away in the clear blue waters.
2. Shrinking: (Kim and Renee, 540,2006) stresses the need to reduce the organization or reduce a number of work procedures that it deems unnecessary and unimportant in order to reduce unjustified costs, while emphasizing that the profits achieved remain without a decrease, such as reducing a number of services, the non-influential presented to the customers besides leaving some ideas that are not applicable, even if they are acceptable on the social, economic and moral levels.

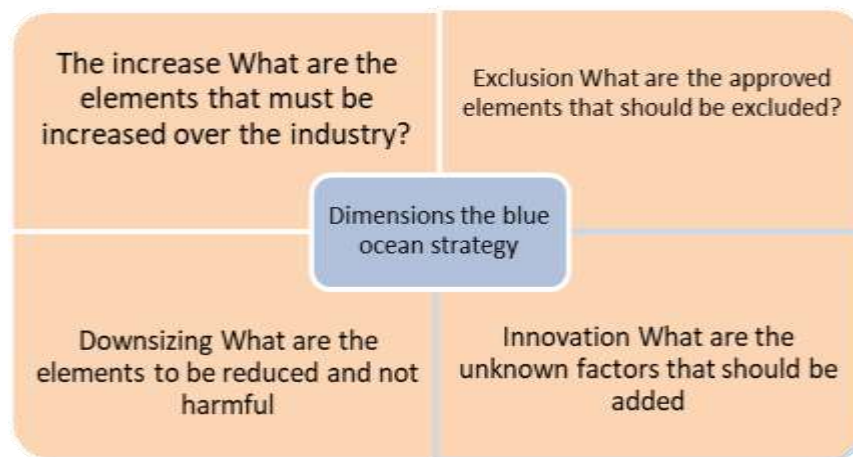


Figure 2. Dimensions of the blue ocean strategy

Source: Saxtoft, C, (2008) Convergent Ce; User Expectation, communication enablers & business opportunities, John Willy & sons, p, 196

III. Research Methods

3.1 The Problem of the Study and Its Causes

Modern production strategies attracted the attention of more researchers and specialists as well as the departments of contemporary organizations aiming to meet the renewable needs of customers within short courses without entering into the intense competition that depletes their capabilities which motivated many organizations to adopt the blue ocean strategy and adopt its dimensions as one of the modern approaches and the most successful in achieving the goals of the organization and customers alike and the organization's possession of competitive advantages that enable it to sail away from others, whether on the level of new markets or distinct products that are difficult for others to approach or reduce as a minimum level. Moreover.

According to the foregoing, the problem of the study lies in identifying in the field the extent of adopting the Blue Ocean strategy with its necessary dimensions for its proper application in Kolestani Agricultural Company in Dohuk Governorate, Kurdistan Region, and the availability of these dimensions by viewing and personal interviews, as well as the questionnaire prepared for this purpose. The causes of the study can be highlighted through the following questions:

1. Does the management of the Kolestani Company have a clear vision of the blue ocean strategy and its necessary dimensions? Are they available in the subject area suitable for the application of the blue ocean strategy, depending on its basic dimensions?
2. To what extent did the researched company adopt the necessary dimensions to implement the blue ocean strategy? What are the available dimensions in the researched project?
3. What are the most available and least available dimensions of the blue ocean strategy in the researched company?

3.2 Importance of the Study

The importance of the study stems from the necessity of the organizations seeking to develop in light of the knowledge economy for the rapid changes in the world of business and more specifically industrial and service organizations that seek to meet the renewable and repeated demands of customers, particularly personal requests at the broad level starting from the proactive concept of contemporary management to reach exclusivity far from the reach of current and potential competitors from adopting modern approaches to achieve sustainable competitive advantages in their concepts (continuity and permanence as well as preserving the environment, its scarce resources, the human being and his sustainable health).

3.3 Objectives of the Study

The current study aims to identify the availability of the dimensions of the blue ocean strategy in the researched company and to determine the extent of its application in accordance with the point of view of agents and those with a relationship with its clients.

1. Providing a theoretical framework on what the blue ocean is, its principles, the basis of its success, and the necessary dimensions for the proper application of its strategies.
2. Describing and diagnosing the dimensions of the blue ocean strategy and analyzing it statistically by (Z-test) to determine its availability in the researched field.

3.4 The Hypothetical Study Model and Its Hypotheses

In order to address the study problem systematically and achieve its goals based on the theoretical framework and field treatment of the study, the researcher adopted a hypothetical model that shows the availability of the dimensions of the blue ocean strategy as a basis for the possibility of adopting this competitive strategy by the research field as indicated in Figure 3.

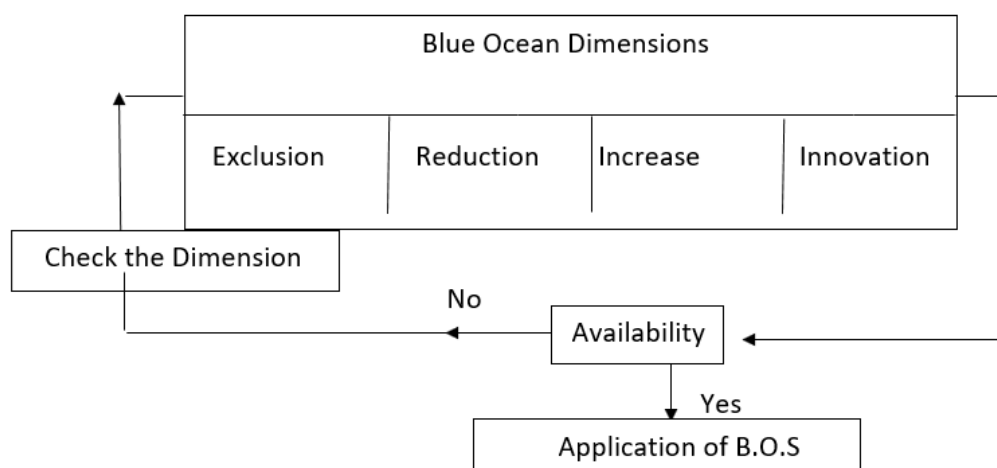


Figure 3. The hypothetical study model

To achieve the objectives of the study, answering its questions and testing its hypothetical model, the researcher adopted the following hypothesis. ((The management of Kolestan Company for General Trade and Agricultural instruments Ltd. in Dohuk does not have the qualifications to adopt the blue ocean strategy by providing its basic dimensions)).

3.5 Methodology of the Study

In this study the researcher adopted both the descriptive and analytical approach in order to build the theoretical side as an intellectual framework as well as the description diagnosis and statistical analysis of the dimensions of the blue ocean strategy and its availability in the researched company.

Seventh: Limits of the study were as follows

1. Spatial limits: Kolestan General Trading and Agricultural Instruments Company Limited.
2. Thematic limits: The study focused on the blue ocean strategy and its basic dimensions.
3. Human frontiers: the company's agents and permanent customers who continue to deal with it.
4. Temporal limits: The study spanned from 01/21/2019 to 5/12/2019.

3.6 Methods of Data and Information Collection

With the aim of obtaining the necessary data and information to build the intellectual framework for the study, testing its hypothesis, reaching results and conclusions, as well as presenting reinforced proposals to perform the research area, the researcher adopted the following methods:

1. Theoretical side: the researcher focused on the necessary data and information to establish the basic pillars of the study along with the theoretical side, on many Arab and foreign scientific sources, including studies, researches, periodicals, thesis and dissertations related to the topic, as well as the use of the international scientific information network to reach a scientific framework adopted as a basis for the field's study in the subject area.
2. The field side, the researcher adopted many tools and means to accomplish the field side of the study which began with personal interviews, viewing and observation through presence for many times at the company's headquarters as well as the questionnaire form to find the opinions and views of the directors and agents of the company and its permanent customers.

3.7 Measuring the Accuracy and Reliability of the Questionnaire

To find out the extent of the truthfulness of the questionnaire, it was presented to a number of experts, wisemen and specialization in the field of business administration, operations management and marketing management (Prof. Dr. Maysar Ahmad, Prof. Akram Al-Tawil, Prof. Dr. Faik Al-Obaidi, Prof. Dr. Maan Al-Madhidi, Dr. Danon Yunus) to determine the adequacy of its paragraphs to the objective for which it was prepared, and some of the paragraphs have been amended to be in final form four paragraphs for each of the four dimensions.

In order to determine the extent of the stability of the questionnaire and the accuracy of the respondents' answers, the researcher adopted the half-split method and found the correlation coefficient (Guttman) to measure the coefficient of stability and the value was (85%) which indicates the strength and stability of the scale.

IV. Results and Discussion

4.1 First: Description of the Subject Area

Kolestan General Trading and Agricultural Investment Co., Ltd. is one of the leading companies in the field of tools, agricultural equipment, seeds and fertilizers. The company, upon its establishment in 1983, started as a small project in Duhok with a capital of (10,000,000) ten million Iraqi dinars, managed by a technical staff with diverse and long experience in the fields as water and agriculture to respond to the demands of the region, to be the base of the current company under the same name, which was founded in 2012.

The leadership role of the company is highlighted through its various activities, the markets it covers, the work and tasks the company has accomplished in the various governorates, and its participation in many international exhibitions, as explained below.

As for the most important activities of the company, they are as follows:

1. Importing all types of pipes and fittings for drinking water projects.
2. Importing all types of agricultural machinery, equipment and materials, including seeds and fertilizers, with the aim of developing the agricultural sector in Iraq and the region.
3. Import agricultural machinery designated for green areas, gardens and orchards
4. Import landscaping and landscape engineering.
5. Design and implement an irrigation water system for many companies and projects

The company's agents approved in Iraq and the Kurdistan region of Iraq are as follows:

- Aridh A-Naakheel Company / Baghdad - Al Muthanna Agricultural Office / Mosul – A-Mudaris Office for Agricultural Supplies / Mosul - Agricultural Nationalization Office / Kirkuk - Bakhji Agricultural Office / Sulaymaniyah - Agricultural Office in Bland / Zakho - Koran Agricultural Office / Erbil - Al Qassab Agricultural Office / Erbil - Klestan Agricultural Office / Duhok-Dylan Agricultural Office / Duhok-Al-Jutiar Agricultural Office / Duhok.

The agents accredited from outside Iraq are represented as follows:

- Canada Red Bird Pipes Inc.
Germany AI-KO Grass Mouer Producer
Germany: Poppeimann piastic post producer
Netherlands: Barenbrug Grass Seeds producer

Belgium Peitracome Peat Moss Producer
Denmark Hunte

4.2 Second: - Describing and Diagnosing the Dimensions of the Blue Ocean Strategy

The scientific methodology of the study requires stopping at the dimensions of the blue ocean strategy and its availability in the Kolestani Company for General Trade and Agricultural instruments Limited by adopting, describing and diagnosing, so the data and information related to the study were analyzed by using frequency distributions, percentages, mathematical mean and standard deviations for each dimension of the blue ocean strategy according to following:

Table 1. Percentage, means, S.d of dimensions B.O.S

Stander Deviation	Average	Strongly disagree	I do not agree	Neutral	Agreed	Strongly agree		Phrases	
								Exclusion	
0.874	3.83	3.3	6.7	6.7	70	13.3	Exclusion	X1	1
7.12	4.1	-	6.7	-	70	23.3		X2	2
0.877	3.7	6.7	3.3	6.7	80	3.3		X3	3
0.64	3.93	-	6.7	3.3	80	10		X4	4
0.629	3.867	-	3.3	16.7	70	10		X5	5
0.92	3.967	3.3	7.7	3.3	63.3	23.3	Reducing	X6	6
0.802	3.667	3.3	2.3	23.3	63.3	6.7		X7	7
1.1	3.567	10	6.7	10	63.3	10		X8	8
1.00	3.767	6.7	6.7	3.3	70	13.3		X9	9
0.847	3.8	-	13.3	6.7	66.7	13.3		X10	10
0.898	3.567	-	20	10	63.3	6.7	Increasing	X11	11
0.959	3.667	3.3	10	16.7	56.7	13.3		X12	12
0.481	4.1	-	-	6.7	76.7	16.7		X13	13
1.02	3.7	-	23.3	-	60	16.7		X14	14
1.159	3.633	10	6.7	10	56.7	16.7		X15	15
1.2	3.533	10	13.3	6.7	53.3	16.7	Innovation	X16	16
0.74	3.933	-	6.7	10	66.7	16.7		X17	17
0.74	3.933	-	6.7	10	66.7	16.7		X18	18
0.691	3.933	-	6.7	6.7	73.3	13.3		X19	19
0.785	3.933	-	10	3.3	70	16.7		X20	20

a. Exclusion

Table 1 (indicates that (85.95%) of the respondents agree and strongly agree that the researched company adopts the exclusion of any business, tasks, or factors that are ineffective in the performance of the company, with an arithmetic mean and a standard deviation of (3.94) and (746) Consecutively, the highest percentage of agreement and agreement came strongly about paragraph (x2) (93.3%) which states that the company excludes everything that is not necessary without prejudice to the quality of its sales and the arithmetic mean and standard deviation of (4.1) and (7.12)), And the percentage of respondents agreed (90%), regarding paragraph (X4) that confirms that the researched company reduces its costs by getting rid of inefficient workers, with an average of (3.93) and deviation of M. Standard (629.), While answers (83.3%) of the respondents agreed on the two paragraphs (x1, x3), which indicate that the company has statements of the resources and business it has necessary and unnecessary to exclude it. The company distinguishes itself from its competitors by eliminating all that is not useful and unhelpful, and with an arithmetic mean and standard deviation (3.83) (3.7) and (874.) (877.), respectively, whereas paragraph (X5) centered on the company's superiority over its competitors by eliminating Useful tasks and activities (80%) of the respondents agreed on their content, with an mean (3.867) and a standard deviation (629.) This result is consistent with a study (KRIESI, 2006,244) that emphasizes the importance of adopting the exclusion of unnecessary activities without affecting the size or quality of outputs that meet customer demands.

b. Shrink

The respondents' answers in Table 1 about the reduction revealed a strong agreement and agreement (78.52%) of the respondents that the company is constantly working to reduce unnecessary services, applications and costs with an arithmetic mean and a standard deviation (3,75). (0.933), respectively, what is the highest percentage of agreement and agreement strongly on the paragraphs of this dimension, which was represented by (X6), as it reached (86%) about the company continuing to reduce unnecessary business and services with an average of 3.867 and a standard deviation (.92), or lower The percentage of agreement has reached (70%), which was represented by opinions on paragraph (X7), which expresses, what distinguishes the research company, its curtailment of harmful applications to society and the environment in the middle of my account and Standard deviation was (3.66) and (0.802),

As for the items (X9), (X10) and (X8), the percentages of the respondents agreement and their agreement strongly indicated (83.3%), (80%) and (73%), respectively, which emphasized that the company disposes of unnecessary services to win its customers, and that The company reduces waste and losses and reduces costs to increase profits, and that the company reduces unworkable ideas whatever they are, with an average of (3.367) (3.8) (3.567) and standard deviation (1.0) (0.847) (1.1), respectively.

These results are consistent with the trends (Kim and René, 541,2006) that stress the importance of reducing and reducing unnecessary work procedures for the proper application of the Blue Ocean strategy.

c. The Increase

Table 1 indicates that (76.7%) of the respondents agree and strongly agree, on the company seeking to adopt after the increase, to increase its new market outlets and devise new performance methods to provide distinct outputs, and the mean average for the dimension is (3.733) The standard deviation (.0903) for the same component, and this result is consistent with a study (Yung, 2007,112) that confirms that the organization must implement new

strategies that achieve an increase in its financial returns despite the accompanying risks of these strategies.

On the level of the ITEMS of this dimension, the highest percentage of agreement came around the paragraph (x13), as 93.4% of the respondents agreed and strongly agreed that the company attracts competent staff and modern methods to improve its performance with an arithmetic mean (4.1) and a standard deviation (0.481), while the ratio ranged between Strong agreement and agreement on paragraphs (X14) and (X15) between (76.7% -73.4), which indicated that increasing the quality of the company's services increases the customer's confidence in the company, and that what distinguishes the company from its competitors by adding measures to improve its performance, with an average arithmetic and standard deviation of (3.7) (3.63) and (1.02) (1.15), respectively.

As for the lowest percentage of agreement and agreement strongly between the respondents, it reached (70%) for the two paragraphs (11 x11) and (x12), which indicated that the company improves the quality of its performance to increase its sales and profits, and that the company increases its distribution outlets to increase its market share with an intermediate account (3.56) (3.66) A standard deviation (0.898) (0.959) for both paragraphs.

d. Innovation

The respondents' answers on the innovation dimension showed agreement and agreement strongly (82.02%) of the respondents that the company presents ideas and uses modern technology and innovates distinct performance methods for the proper application of the Blue Ocean strategy, with an average arithmetic and standard deviation of (3.85) and (0.831), respectively. This result is consistent with (Al-Serafi , 12,2008) point of view that confirms that creative and innovative ideas enable the organization to provide distinct outputs that meet the requirements of its customers.

As for the highest percentage of agreement on the paragraphs of this dimension, it centered around (X19) and (X20), as opinions came in agreement about the ratio (86.6%), which indicated that the modern technology used by the company is the secret of its superiority over its competitors, and that the company devises new methods to adapt to developments accelerated environmental mean deviation (3.93) (3.932) and (0.691) (0.785), respectively.

The answers were consistent with (83.4%) about the two items (X17) and (x18), which indicated that the company is ahead of its competitors in the use of modern technology in providing products, and that the company's customers trust in them whenever new, distinct and fulfilling their ambitions are presented, and the values of the arithmetic came The standard deviation, respectively, is (x3.933) (x3.93) and (0.74) (0.74) for both paragraphs.

While the item (x16) indicated the lowest percentage of agreement on paragraphs after innovation, which recorded (x70%) that expressed the researched company's presentation of new ideas and innovations that are compatible with the needs of society and its customers with an arithmetic mean and a standard deviation of (x3.53) and (1.2) respectively.

The description and diagnosis of the study variables indicate that the dimensions of the blue ocean strategy are available at high agreement rates for the research company to adopt this contemporary strategy, as the overall rate of availability of all dimensions at the macro level (80.805%) came after exclusion first to obtain the highest agreement rate of

(85.98%) with occupying innovation the second stage, at an agreement rate on its items, its value is (82.02%), to come in the third and fourth ranks, respectively, after diminishing (78.52%) and after the increase (76.7%). The above explains the availability of dimensions in a very good rate, and accordingly, the research area adopted the application of the dimensions of the Blue Ocean strategy at a close level.

The percentages of the availability of each dimension of the blue ocean strategy in the researched company can be clarified through the percentage of the respondents' answers as shown in the following figure:

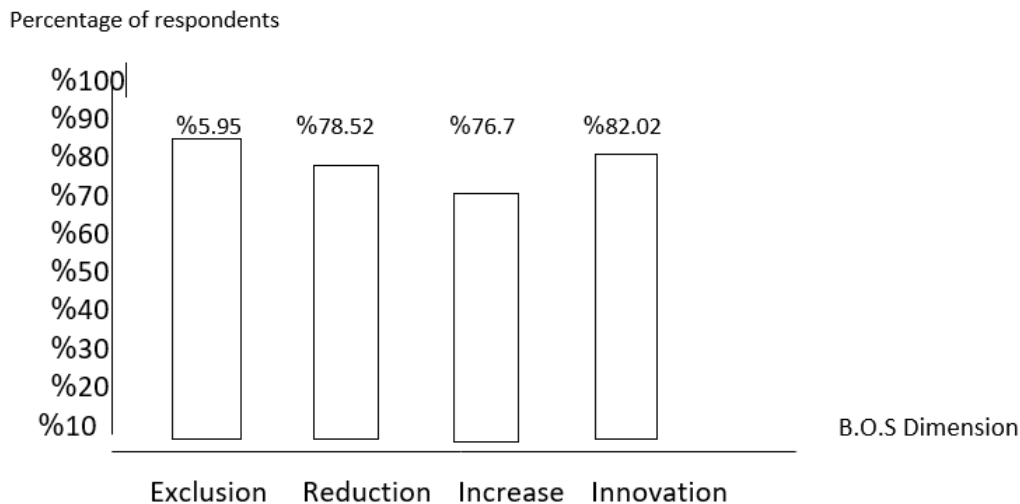


Figure 4. The percentage of respondents' answers about the availability of dimensions of the blue ocean strategy

4.3 Third: - Test of study model and its hypotheses using the statistical (Z-test)

In order to reach the measurement of the availability of each dimension of the blue ocean strategy that is shown in the questionnaire form by adopting (20) items for the four dimensions approved in the study by calculating the values of the statistical (Z-test) for each dimension of the blue ocean strategy and comparing it with the value of (P.value) which is shown in front of each of them. The variable is significant when the value of (P. Value) is less or equal to (0.05), therefore, through a number of observations which were (30) indicated in Table (2) the researcher notes the following:

a. Exclusion Dimension

Table (2) shows that the calculated values of (Z-test) for items of exclusion dimension (X1X2-X3-X4-X5) have reached (7.61), (10.04), (6.03), (8.52), (7.91) respectively. These values indicate that they are significant for all items compared to the value (P. Value) shown in front of each of them and thus the availability rate exclusion dimension as one of the dimensions of the blue ocean has reached (100%) and this indicates the possibility of applying this dimension completely in a way that enables the adoption of the blue ocean strategy is in a proper way. This result is consistent with the study (Al-Sayed, 2008) that emphasizes the need to adopt exclusion dimension as one of the basic dimensions of the proper application of the strategies of the blue ocean through the exclusion of activities or tasks that not affecting the cost and quality of the products.

b. Reducing Dimension

It is evident from the results of the statistical analysis presented in Table (2) that the calculated values of (Z-test) for item reduction dimension (x6-x7-x8-x9-x10) of (8.82) (6.09) (5.17) (7.00) (7.00) (7.30) respectively. They are significant and positive values for all items compared to the value of (P. Value) indicated in front of each of them to show that availability of reducing dimension as one of the dimensions of the blue ocean strategy is (100%). This is evidence of the possibility of proper application of the blue ocean strategy in the company under study. This result is consistent with the study of (Al-Taie and Al-Alaq, 2008) which indicates the primary role of reducing business and the unproductive stages constantly in order to improve the performance of organizations constantly.

c. Increasing Dimension

By observing the calculated values of (Z-test) and indicated in Table (2), it becomes clear that the calculated item values for the increasing dimension (X11-X12-X13-X14-X15) reached (5.17) (6.09) (10.04) (6.39) (5.78) consecutively, which are significant and positive values for the five items compared to the value of (P. Value) proven in front of each of them, to demonstrate that the researched company owns the increasing dimension completely and by a percentage of (100%). This result reflects the proper adoption of this essential dimension of the application of the proper strategy for the Blue Ocean strategy. It also demonstrates that these results are consistent with the view of (Al-Hourani, 2017) which expresses the need to introduce continuous developments in the capabilities of the organization to introduce new products and penetrate the unexplored markets which reference to the possibility of the company under study to adopt the Blue Ocean Strategy properly.

d. Innovation Dimension

Table (2) indicates that the calculated values of (Z-test) for item innovation dimension (X16) (X17) (X18) (X19) (X20) indicated (4.87) (8.52) (8.52) (8.25) (8.25) respectively. This expresses positive significance of all values compared to the value (P. Value) listed in front of each of them to reflect the ownership of the under researched company to innovation dimension as one of the dimensions of adopting the blue ocean strategy and its adoption in its activities and tasks completely as the availability ratio came according to the statistical availability completely (100%) which confirms the researcher's view (Kim & Renne, 2006) of the importance of having organizations seeking to sail away from competitors towards pure blue water is an intellectual capital that enables it to adopt creativity and innovation as a tool for distinguishing and uniqueness from others achieved to create value.

The above-mentioned results of the statistical (Z-test) related to the dimensions of the Blue Ocean strategy shows that all of their values are of significant mean at the level of the items of each dimension so that it is consistent with the results of the description and diagnosis, whether at the level of each dimension of an item of the four dimensions of the blue ocean strategy because the agreement and agreement strongly ratios exceeded (80%) about the availability of dimensions at the macro level. The results of the statistical (Z-test) indicated the significance of the values and with high percentages (100%) to demonstrate this denial of the null hypothesis and acceptance of the alternative hypothesis which expresses (owning a management of Kolestani Company the qualifications to embrace the blue ocean strategy through the availability of basic dimensions), which shows the possibility of applying the company under researched the Blue Ocean Strategy through the possession of the dimensions of the proper application of this strategy.

Table 2. The results of the statistical (Z-test) of the respondents' answers about the dimensions of the blue ocean strategy

p.value	Z-test	St. Deviation	Arithmetic mean	No.	variables	dimensions	S
0.00	7.61	0.874	3.833	30	X1	Exclusion	1
0.00	10.04	0.712	4.100	30	X2		2
0.00	6.39	0.877	3.700	30	X3		3
0.00	8.52	0.640	3.933	30	X4		4
0.00	7.91	0.629	3.867	30	X5		5
0.00	8.82	0.928	3.967	30	X6	Reducing	6
0.00	6.09	0.802	3.667	30	X7		7
0.00	5.17	1.104	3.567	30	X8		8
0.00	7.00	1.006	3.767	30	X9		9
0.00	7.30	0.847	3.00	30	X10		10
0.00	5.17	0.898	3.567	30	X11	Increasing	11
0.00	6.09	0.959	3.667	30	X12		12
0.00	10.04	0.481	4.100	30	X13		13
0.00	6.39	1.022	3.700	30	X14		14
0.00	5.78	1.159	3.633	30	X15		15
0.00	4.87	1.224	3.533	30	X16	Innovation	16
0.00	8.52	0.740	3.933	30	X17		17
0.00	8.52	0.740	3.933	30	X18		18
0.00	8.52	0.691	3.933	30	X19		19
0.00	8.52	0.785	3.933	30	X20		20

P < 0.05

N= 30

V. Conclusion

1. The Blue Ocean Strategy is one of the modern strategies that many organizations have achieved success and excellence by adopting their active role in meeting customers' requirements with time, quality and distinct cost that is difficult for others to provide with the same characteristics in light of the rapid environmental changes.
2. Organizations seeking to adopt the Blue Ocean strategy must emphasize the need to possess their dimensions and adopt the scientific foundations in their application for the purpose of achieving exclusivity from others.
3. The field study and direct observation indicate that the under researched company adopted the dimensions of the Blue Ocean strategy, which made it distinct from others, indicating that the secret of its success is in its continuous uniqueness.
4. The results of describing and diagnosing the dimensions of the blue ocean in the company under research showed the following:
 - a) The respondents agree and strongly agree on the availability after exclusion at (85.95%), indicating that the company adopts the exclusion of unproductive tasks and activities as a tool for the proper application of the Blue Ocean strategy.
 - b) As for the downsizing, it came with an agreement rate (78.52%), despite its pivotal role in improving performance and uniqueness. Perhaps the reason for this is due to the company's tendency to provide everything that is in the customer's mind

- c) It indicated the agreement on adoption of the increasing dimension with a minimum rate of (76.70%), indicating that the company is not currently interested in entering new markets or introducing new products as long as its performance is advanced and its capabilities are outstanding.
 - d) The respondents' answers indicated that the company is adopting innovation which is one of the most important dimensions of the Blue Ocean strategy, at a rate of (82,02%), which shows the uniqueness of the company from others and giving it the importance necessary for renewal.
5. The results of the statistical of (Z-test) indicated the full availability of the dimensions of the blue ocean, as the results were significant for all items of exclusion, reduction, increase, innovation to reflect the company's adoption of the strategy of the blue ocean in a proper way, to reflect this on its ownership of its markets, products and unique customers.

Recommendations

1. To Confirm that the under researched company continues to adopt the dimensions of the Blue Ocean strategy when giving the external environment and its variables due attention not to enable competitors to think about it.
* Mechanism of Implementation: Adoption of border monitoring points that enable the company to discover imitators of its products or those seeking to approach its markets, enhancing its performance and distinction in a way that prevents any attempt to approach them.
2. The necessity for the company seeking the field of research to identify those demands to compete with it to establish ways and means to impede
* Mechanism of Implementation: Pre-calculation by the company of any approach to its clear blue water by creating an alternative strategy and ready for implementation if its competitors come close to it, such as penetrating new markets or introducing innovative products or bringing in rare human resources that are able to provide ideas that cannot be imitated.
3. Although the average rate of agreement on the availability of the dimensions of the blue ocean was very good, after diminishing and increasing it reached the lowest percentage, as this is a cause for its greater attention from the other two dimensions.
* Mechanism of Implementation: Reconsidering activities, tasks and processes, their level of performance and reducing unnecessary ones.

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