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Dr. Asahaq Naser Hussain, Res. Ahmed zghair mahal & Res. Hussein Alwan Khalaf

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Employing Blue Ocean Strategies to Achieve High Organizational Performance: A Descriptive-Analytical Study of the Opinions of a Sample of Individuals at Zain and Asiacell Mobile Telecommunications Companies in Nasiriyah

[1]Dr. Asahaq Naser Hussain
Department of Business Administration
Faculty of Administration and Economics
University of Thi-Qar - Iraq

[2]Res. Ahmed Zghair Mahal
Department of Business Administration
Faculty of Administration and Economics
University of Thi-Qar - Iraq

[3]Res. Hussein Alwan Khalaf
Department of Business Administration
Faculty of Administration and Economics
University of Thi-Qar - Iraq

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Abstract

The study aimed to explore the role of the blue ocean strategy through its four dimensions-elimination, reduction, raising, and innovation-in enhancing high organizational performance. The study sought to create new, uncontested market spaces, thereby facilitating the achievement of targeted objectives. The study adopted both descriptive and analytical methodologies to examine the proposed model and hypotheses and to identify logical relationships among the study variables. The dimensions of the blue ocean strategy were treated as independent variables influencing the enhancement of high organizational performance, which was considered the dependent variable. Two telecommunications companies-Asiacell and Iraq Zain-were selected as the subjects of the study. A sample of 95 managerial leaders across various departments was surveyed. Their perspectives were gathered through a structured questionnaire developed by the researchers as the primary data collection instrument. The study found that level of attention to Blue Ocean Strategy (BOS) components was moderate to high, with the majority of respondents' answers for most items ranging from neutral to agree. This indicates a need for enhanced focus on Blue Ocean Strategies within the two companies under study. Moderate to high attention was accorded to high performance, as the majority of responses from the study sample ranged from neutral to high. This suggests a need to reinforce high performance in the two studied companies. Correlation analysis revealed a strong, positive and statistically significant relationship between Blue Ocean Strategies (BOS) and high performance. This signifies that increased attention to BOS components within Zain and Asia Cell Mobile Communications companies in Dhi Qar is associated with enhanced high performance. A statistically significant impact was found between Blue Ocean Strategies (BOS) and high performance. This explains that increased emphasis on BOS leads to an increase in high performance. The study recommends eliminating unprofitable traditional services. This is done by analyzing existing services and identifying those that no longer attract customers or generate sufficient profits, discontinuing these services, and directing resources to new and innovative services. Also eliminating inefficient processes by reviewing internal processes and identifying those that consume significant time and resources without adding value, and streamlining or outsourcing these processes to implement them more efficiently. Also, it is recommended developing new and innovative services that change the rules of the game in the telecommunications market.

Keywords: *Blue Ocean Strategies, Organizational Performance, Zain, Asiacell, Mobile Telecommunications, Nasiriyah*

1.0 Introduction

The Blue Ocean Strategy is regarded as one of the fundamental approaches to ensuring the sustainability and long-term success of firms in competitive markets. This strategy is predicated on a set of core practices—including expansion, reduction, elimination, and innovation—aimed at creating uncontested market spaces for novel products that are difficult for competitors to imitate. Such an approach enhances the firm's capacity to explore new functional domains while mitigating the risk of market displacement. In light of the prevailing system, which is governed by the principle of survival of the fittest, many organizations have exhibited hesitation in engaging in direct competition due to concerns over economic stability. However, as the intensity of market competition has escalated, most firms have begun seeking out innovative, non-traditional strategies that diverge from conventional practices—strategies that support organizational resilience and continuity. The Blue Ocean Strategy represents one of the most recent and forward-looking strategic frameworks adopted by organizations striving for renewal and transformation. It presents a novel opportunity to explore untapped blue oceans—market spaces yet to be discovered and free from fierce competition. This approach allows organizations to shift away from the cutthroat dynamics that characterize red oceans, by crafting uncontested market environments where competitive rivalry becomes irrelevant. The present study seeks to elucidate the practical implications of adopting the Blue Ocean Strategy as a pathway toward enhanced organizational performance.

2.0 Methodology

2.1 Research problem and questions

Most companies compete with one another to generate the profits necessary for market survival. However, many companies have already exited these markets, such as Compaq in the computer industry. A company's success is not solely dependent on financial returns; it also hinges on its ability to sustain and endure, which is closely tied to the strategic approach it adopts. Often, such strategies are limited to direct competition, which may result in significant losses for some companies and, in some cases, complete market withdrawal. As a response, organizations have increasingly turned to the Blue Ocean Strategy, which aims to avoid direct competition by creating new value and innovating within uncontested market spaces. This shift raises the central research question: What is the role of the Blue Ocean Strategy in achieving high organizational performance? From this central question, several sub-questions emerge:

i. What is the nature of the relationship between the Blue Ocean Strategy and high organizational performance?
ii. Does the Blue Ocean Strategy influence the achievement of high organizational performance?
iii. To what extent has the organization adopted the Blue Ocean Strategy?
iv. Is the organization capable of embracing the concept of high performance?

2.2 Research importance

The significance of this research can be highlighted through the following points:

i. Offering practical recommendations to organizations on how to implement the Blue Ocean Strategy with the objective of achieving superior performance, ensuring survival and growth in existing markets, or expanding into new ones.
ii. Organizational management aims to adopt a novel strategic approach that minimizes direct competition by focusing on untapped market spaces. This strategy enables organizations to reduce the adverse effects of intense rivalry and attain higher levels of profitability.
iii. The Blue Ocean Strategy underscores key roles in empowering organizations to confront competition more effectively by enhancing their competitive capabilities through the creation of unique added value. This strategy facilitates the achievement of a sustainable competitive advantage that attracts customers and fosters their loyalty.

2.3 Research objectives

This study aims to:

i. Comprehend the concept of the Blue Ocean Strategy by analysing its underlying theoretical and philosophical foundations. It is also essential to delineate the distinctions between the Blue Ocean Strategy and the Red Ocean Strategy, which represents traditional competitive approaches.
ii. Identify the impact of the Blue Ocean Strategy on organisational excellence by assessing its role in enhancing key high-performance indicators such as profitability, productivity, and innovation.
iii. Develop a practical framework for organisations by providing guidelines and actionable strategies aimed at achieving superior performance through the application of the Blue Ocean Strategy, while also strengthening their capacity to adapt to future changes and sustain competitiveness in an evolving business environment.

2.4 Hypothetical Research Model

To clarify the dimensions and problem of the study and to achieve its objectives, it was necessary to construct a conceptual model that reflects the nature of the relationship between the examined variables. This also entails identifying the dimensions of these variables and analysing their impact on the organisation. Accordingly, the researchers developed a proposed framework for the study that illustrates the interaction between the independent variable—Blue Ocean Strategies—and the dependent variable—High Performance. Each of these variables is further delineated into a set of sub-dimensions.

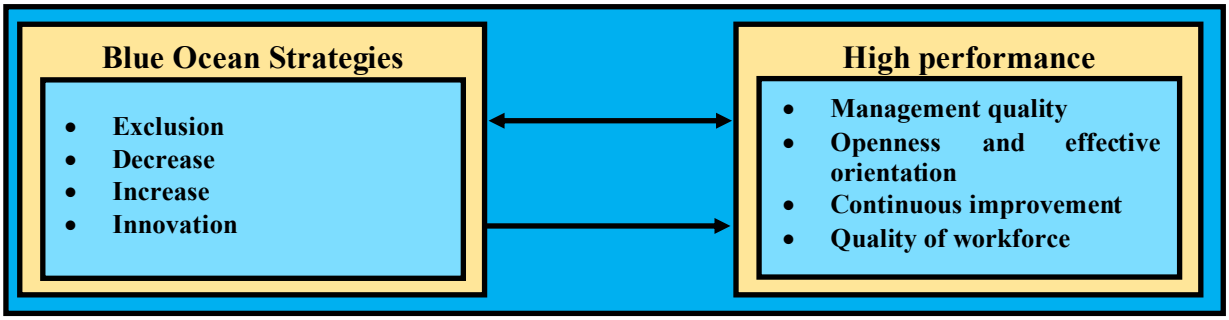

Figure 1: Hypothetical Research Model

2.5 Research hypotheses

A. Main Correlational Hypothesis (H1):

There is a statistically significant correlation between Blue Ocean Strategies and high performance. This main hypothesis is further divided into the following sub-hypotheses:

- (H1:1) There is a statistically significant correlation between Exclusion and high performance.
- (H1:2) There is a statistically significant correlation between Decrease and high performance.
- (H1:3) There is a statistically significant correlation between Increase and high performance.
- (H1:4) There is a statistically significant correlation between innovation and high performance.

B. Main effect hypothesis (H2):

There is a statistically significant impact of the dimensions of Blue Ocean Strategies on high performance. This hypothesis is subdivided into the following sub-hypotheses:

- (H2:1) There is a significant influence of the exclusion dimension on high performance.
- (H2:2) There is a significant influence of the Decrease dimension on high performance.
- (H2:3) There is a significant influence of the Increase dimension on high performance.
- (H2:4) There is a significant influence of the innovation dimension on high performance.

2.6 Research community and sample

The research population comprised all managers at Zain and AsiaCell mobile telecommunications companies in Thi-qar, totaling 125 individuals. To determine the appropriate sample size, the following formula was employed, as outlined by (Steven K. Thompson ,2012: 59) for sample size determination.

$$n = \frac{N \times p(1-p)}{[[N-1 \times (d^2 \div z^2)]] + p(1-p)}$$

N	community size
z	The standard score corresponding to the significance level of 0.95 is equal to 1.96.
d	The error rate is equal to 0.05.
p	The availability ratio of the property is neutral and equal to 0.50.

Based on this, it was determined that the optimal sample size is at least 94 individuals. Consequently, 96 questionnaires were distributed to a random sample. Upon retrieval, 95 questionnaires were collected, yielding a response rate of 100%. It was found that the number of valid questionnaires suitable for statistical analysis amounted to 95, thereby meeting the required sample size. The following table presents the demographic characteristics of the respondents.

Table 1: Description of the sample of respondents

Categorical variables	Category	Frequencies	Percentage
Sex	Male	75	78.9%
	Female	20	21.1%
	Total	95	100.0%
Academic achievement	Diploma	23	24.2%
	Bachelor's	19	20.0%
	Master's	28	29.5%
	Doctorate	25	26.3%
	Total	95	100.0%
Years of service	More than 5	11	11.6%
	6-10	16	16.8%
	11-15	29	30.5%
	16-20	17	17.9%
	21-25	12	12.6%
	26 and over	10	10.5%
	Total	95	100.0%
Age	20-30	24	25.3%
	31-40	18	18.9%
	41-50	19	20.0%
	51-60	21	22.1%
	61 and above	13	13.7%
	Total	95	100.0%

3.0 literature review

3.1 Blue Ocean Strategy

The term blue ocean strategy is a relatively modern concept within the fields of business management and marketing in particular. This term draws inspiration from the image of clear, uncontaminated waters represented by blue oceans, in contrast to the red waters symbolizing intense competition and conflict. The strategy calls for companies to explore new markets that were previously unknown either to themselves or their competitors (Mohammad et al., 2021:98). The objective is to create demand and generate new investment opportunities in pursuit of survival, growth, and profitability. This requires firms to adopt approaches distinct from those of others, producing offerings that have not been previously realized. Some scholars note that most blue oceans originate from existing markets, which comprise well-established businesses and thriving industries, as well as competitive frameworks that emphasize firms' capabilities in overcoming challenges. Such companies strive to deliver new products to customers and target markets more rapidly and effectively than their rivals. Several researchers and thought leaders have contributed to clarifying the Blue Ocean Strategy concept. For instance, (Al-Attar,2010:22) and (Al-Ghawanmeh,2019:16) highlighted that the Blue Ocean Strategy empowers organizations to think innovatively about their operations, thereby supporting the organization of financial and economic sectors—an area of significant interest for companies aiming for sustainable profit. (Hersh,2016:4) further elucidates the identification of previously unknown market spaces, which fosters opportunities for growth, demand creation, and business continuity.

Entrepreneurs' understanding of the Blue Ocean Strategy enables them to modify their business models and redefine their products or services, thereby expanding the boundaries of their target markets and enhancing the effectiveness of their operations. The Blue Ocean Strategy is recognized as a value innovation framework achieved through a combination of differentiation and cost reduction, which adds value for both customers and firms (Suci et al., 2020:56-57). Moreover, the blue ocean represents an untapped market space encompassing all industries that do not yet exist. This strategy identifies new customers and creates new markets beyond the boundaries of existing industries by exploiting unexploited market spaces and generating high-growth opportunities, ultimately resulting in a profitable blue ocean (Paliwal & Singh, 2020:2785). The significance of the Blue Ocean Strategy is manifested in the following points (Eskandari, 2015:2; Hussein & Shaker, 2022:403):

i. Firms can leverage the Blue Ocean Strategy to simultaneously pursue differentiation and cost reduction, thereby creating new value for both the customer and the company.
ii. This strategic approach constitutes a step towards innovative strategic thinking, aiming to explore untapped markets by establishing uncontested market spaces.

iii. The Blue Ocean Strategy contributes to enhancing profitability and increasing a company's sales by entering competition-free markets and generating new demand for its products.

The core contribution of the blue ocean strategy approach lies in its articulation of six guiding principles that support the formulation and execution of strategy. Among the key elements is the development of a strategic canvas for the current market, which enables firms to expand existing market boundaries and identify commonalities across non-competing organisations. As outlined by (Ellinger et al.,2020:3) and (Omar & Jaber,2021:40), these six fundamental principles are essential for any organisation seeking to adopt a Blue Ocean perspective. The first four principles pertain to the formulation of strategy, while the remaining two focus on its execution. These principles include: reconstructing industry boundaries, focusing on the big picture rather than numerical targets, reaching beyond existing demand, ensuring strategic sequencing, overcoming key organisational hurdles, and building an effective strategy for implementation. The researchers relied on have drawn upon a body of literature produced by a number of authors and scholars whose contributions demonstrate a high degree of consensus. These dimensions constitute the foundation upon which the Blue Ocean Strategy is constructed, and they are as follows (Al-Badrani, 2017:189):

a. Exclusion Strategy: This approach involves the removal of certain elements deemed non-essential to organisational operations by decision-makers. Eliminating such elements may contribute to cost reduction without adversely affecting sales volume or product quality (Saleh, 2023:216). For instance, this might include withdrawing from specific market locations, excluding personnel who obstruct workflow while commanding disproportionately high salaries, or eliminating large-scale, avoidable expenditures in order to streamline production costs (Al-Taie, 2008:7).

b. Decrease Strategy: If an organisation seeks to increase its financial returns over the long term, it must adopt a novel strategy—even if this entails exposure to certain risks (Al-Douri, 2005:221). However, it is essential to strengthen activities that promote legitimate trade, environmental sustainability, and social responsibility, aiming to exceed prevailing industry standards. Such ambitions are increasingly achievable today and depend primarily on a redefinition of the organisation's identity. Numerous studies have shown that such transformations often begin with low initial costs yet offer substantial potential for profit generation (Alawi, 2021:80).

c. Increase Strategy: This dimension entails the scaling back of certain work procedures that the organisation regards as unnecessary, thereby contributing to cost efficiency. For example, some organisations may overextend in providing customer services, which inflates operational costs without yielding proportional profits (Al-Janabi, 2024:9). Moreover, minimising negative impacts that may alienate customers and eliminating unfeasible tasks or ideas can further reduce overall product costs while maintaining profit stability. This strategy is crucial for organisations seeking

to achieve competitive differentiation by fostering innovative and novel environments (Shafiq et al., 2017:76).

d. Innovation Strategy: Innovation is characterised by the ability to integrate ideas in novel ways or establish unconventional connections between them. Organisations that encourage creativity aim to develop new methods of operation or to offer innovative solutions to emerging challenges. Nevertheless, creativity alone does not guarantee success (Fakhri, 2021:142). The outputs of creative processes must be transformed into practical products or operational methods to qualify as innovation. Thus, an innovative organisation is distinguished by its capacity to convert creative ideas into valuable outcomes. When managers advocate for creativity within their organisations, they are typically seeking to catalyse innovation (Al-Mousawi & Al-Maamouri, 2023:294).

3.2 High performance

The term high performance is employed to denote a constellation of interrelated concepts and synonymous terminology, such as High-Performance Work Systems (HPWS), Superior Performance, Exceptional Performance, High Commitment, Integrated Work Systems, High-Performance Organisations (HPOs), and Alternative Work Practices (Mohamed & Ali, 2023: 895). Achieving high performance hinges upon comprehensive effects stemming from organisational culture, coupled with the meticulous, system-wide implementation of strategic change designed to maximise returns on assets. This necessitates precise management and considered leadership permeating all organisational levels (Al-Anzi, 2014: 375). High performance refers to a diverse set of management practices aimed at cultivating strong employee loyalty and fostering mutual trust across different managerial tiers within the organisation. This trust is considered a critical factor in the adoption and provision of such practices, particularly through facilitating appropriate opportunities for employee growth and presence. These practices also encompass efforts to embed strong bonds characterised by loyalty, familiarity, and cooperation, thereby contributing to what is known as high performance (Pereira et al., 2018: 51).

Furthermore, high performance contributes significantly to strengthening organisational culture. Adequate training and the capacity to train are regarded as key factors for the successful implementation and development of an organisation's appropriate culture. It is imperative to instruct all employees in the high-performance system from the outset to ensure their commitment, which positively impacts the organisation's success (Jaafar, 2017: 173). The term High-Performance Work describes a set of management practices designed to create a specific environment within the organisation where employees are more deeply engaged and willing to assume greater work responsibilities (Amanah, 2015: 228). High performance within an organisation relies on an integrated Human Resource Management (HRM) system that achieves consistent alignment with desired objectives. This system enhances organisational capabilities and stimulates opportunities to deliver effective HRM services, consequently elevating the

organisation's performance level (Chan & Mak, 2012: 137). High performance is intrinsically linked to sustained performance as an HRM system. It is utilised to develop employee skills, enhance their commitment, and boost productivity. These factors subsequently evolve into competitive advantages for organisations in terms of employee development and retention (Shi, 2020: 29). It is also defined as performance that instils a strong desire within an individual, particularly within the Russian context, to improve both their own level and that of their colleagues, assisting them in achieving organisational goals. This is accomplished through proposing innovative ideas and activities, and actively working to implement these ideas in practical operations (Berto & Al-Humairi, 2022: 334).

High-Performance Work Systems (HPWS) contribute to enhancing workforce capability through intensive training programmes, a focus on teamwork, relationship and trust building, and the promotion of collaborative efforts. This benefits the organisation by reducing costs – achieved through the elimination of certain managerial tiers, the reduction of internal conflicts, lower labour turnover rates, and the retention of core competencies within the organisation (Al-Zaydi, 2016: 58). The significance of high performance, as previously indicated (Al-Gharawi, 2014:76; Abdullah, 2024:312), lies in its capacity to assist organisations in identifying weaknesses within their operations. This enables the enhancement, rectification, and future avoidance of such shortcomings. This necessitates implementing appropriate measures to address them, alongside evaluating the organisation's level of success in fulfilling the tasks outlined within its production plan. Furthermore, (Al-Sayyid,2015:78) contends that high performance holds considerable importance for organisations, representing the ultimate outcome of all internal processes and activities. This performance directly influences an organisation's stability and continuity: higher performance levels correlate with increased organisational stability and resilience. (Al-Ubaidi & Al-Saidi,2018:44) elucidate that the importance of high-performance manifests through:

i. A congruence between personnel competencies and capabilities, and the tasks assigned to them.
ii. The imperative for a clear vision that aligns the organisation's strategic objectives with the specific goals of its departments and units.
iii. Management's comprehensive understanding of its requirements for performance enhancement, demonstrated through setting objectives and monitoring performance to achieve them.
iv. Personnel's clear comprehension of expectations, alongside their duties and responsibilities, which must be executed to attain their individual objectives – objectives that are consonant with those of the organisation.

The hallmarks of high-performance organisations, as articulated by (Hamed, 2020:46), manifest themselves in the following key objectives:

i. Individuals assume responsibility for their own learning to enhance their skillsets.
ii. The benefits of individual learning translate into organisational gains when the institution fosters the requisite culture and environment to convert this learning into organisational practices and insights.
iii. Cultivating consistency in continuous learning through benchmarking our standards and expediting the determination of actionable pathways.
iv. Embedding appropriate values among the workforce by promoting principles such as service, professionalism, and democracy within the workplace.

And identifies (Kazem & Abd al-Hussein,2023: 358), (Al-Dabbagh, 2017: 71) a set of core characteristics essential for organisations to achieve high performance. These include:

i. Commitment to Excellence: High-performing organisations systematically embed standards of excellence within their governance structures, management processes, and programme delivery.
ii. Clearly Articulated Purpose and Demonstrable Outcomes: Such organisations possess well-defined missions that reflect their fundamental raison d'être, serving to inspire stakeholders to align with their cause.
iii. Effective Change Management Processes: High-performance organisations exhibit a robust readiness to adapt to change, underpinned by leadership capable of efficiently managing transformational processes.
iv. Open and Multi-Directional Communication: These organisations proactively establish diverse and effective communication channels and methodologies, with an expectation of universal participation and utilisation.
v. A Culture of Continuous Learning: Organisations fostering a continuous learning culture consistently generate remarkable outcomes, as individuals actively pursue and leverage multiple avenues for knowledge acquisition and development.

Research pertaining to high-performing organisations has identified a constellation of dimensions and metrics used to diagnose superior performance. Within this study, the metric established by (Al-Humairi and Hammash, 2020:42), itself grounded in the earlier work of (De Waal, 2014:37-38), was adopted. This selection was based on its recency and its demonstrable capacity to meet the specific research requirements of the organisation under investigation. This metric comprises four distinct dimensions, each of which will be elucidated in detail below.

a. Management Quality: Managers and high-performance organisations (HPOs) are characterised by their commitment to cultivating trust-based relationships with personnel. This is achieved through recognising employee loyalty and providing attentive and respectful treatment, alongside developing and sustaining positive working relationships (Al-Shammari et al., 2023:149). Managers actively endeavour to establish trusting relations with employees across all

organisational tiers. This fosters heightened organisational energy and facilitates participation in decision-making processes (Al-Hilah et al., 2020:210). Furthermore, management encourages equitable treatment and demonstrates faith in employee capabilities. They also prioritise the consistent communication of core values and strategic objectives throughout the organisation (Fernandes, 2020:385).

b. Openness and Action Orientation: These constitute fundamental attributes of HPOs. Such organisations extend beyond merely building trust to actively pursuing significant outcomes. Consequently, management places considerable emphasis on soliciting and attentively considering employee perspectives (Amer and Al-Jawfi, 2021:273). HPOs proactively foster a culture of openness to achieve results that reflect management's valuation of workforce input. This is operationalised through regular collaborative dialogues and the meaningful involvement of personnel in critical professional tasks and organisational processes (Al-Ghazawi and Al-Shammari, 2022:110). Management also provides opportunities for employees to undertake new initiatives and learn from potential missteps, thereby nurturing their capacity for measured risk-taking (Unzueta et al., 2020:1327).

c. Continuous Improvement: Globalisation has precipitated substantial transformations within industrial sectors. This necessitates that organisations enhance their performance by bolstering effectiveness and efficiency across all feasible domains (Ibrahim and Muhaibis, 2024:145). Continuous improvement impels organisations to implement incremental refinements to services and processes. This yields positive impacts for stakeholders and augments overall organisational performance (Galeazzo et al., 2021:34). Crucially, continuous improvement constitutes a dynamic strategy aligned with prevailing changes and complexities. It serves to differentiate HPOs from their counterparts and facilitates the ongoing streamlining and systematisation of operational processes (Al-Marshudi and Al-Dulaimi, 2019:320). Moreover, HPOs persistently generate novel sources of competitive advantage. This is accomplished through developing innovative products and delivering responsive services attuned to market dynamics.

d. Workforce Quality: HPOs actively seek to assemble a workforce distinguished by diversity in skills and specialisations. These organisations invest in training personnel to adeptly identify operational challenges and propose inventive solutions (Situmeang et al., 2023:138). Furthermore, HPOs maintain a commitment to workforce development through targeted training and skills acquisition, while encouraging peer learning. This contributes significantly to the attainment of exceptional results. Concurrently, employees within HPOs assume responsibility for their work outcomes. This empowerment enables them to proactively explore novel and productive methodologies to achieve desired objectives (Ali and Radi, 2018:3090).

4.0 Practical

First: Scale Reliability Tests and Normal Distribution Assessment

The researchers employed Cronbach's Alpha test to assess the reliability and internal consistency of the questionnaire. A value of 0.70 or higher is considered acceptable (Sekaran & Bougie, 2016), indicating the instrument's freedom from measurement error and its capacity to yield consistent results across repeated administrations under varying time conditions while maintaining equivalent reliability. To ensure findings accurately represent the target population, the appropriate statistical approach must align with the nature of the collected data and its distribution. Consequently, normality tests were applied to the study variables. The derived skewness and kurtosis coefficients were examined. Most studies stipulate that acceptable values for both must fall within the range of ±1.96 (Hair et al., 2010). Results within this range indicate that the data are normally distributed.

Table 2: Reliability coefficient and normal distribution of dimensions and items

Variables	Dimensions	Number of paragraphs	stability coefficient	Skewness	Kurtosis
Blue Ocean Strategies	Exclusion	4	89.3%	1.477	-1.508
	Decrease	4	90.8%	1.009	-1.061
	Increase	4	89.9%	0.776	-0.791
	Innovation	4	93.7%	1.229	-1.355
All paragraphs of the dimensions of blue ocean strategies			16	90.9%	1.123
High performance	Management quality	4	88.2%	1.668	-1.544
	Openness and effective orientation	4	87.8%	1.338	-1.291
	Continuous improvement	4	86.5%	0.556	-0.601
	Quality of workforce	4	83.4%	1.114	-1.115
All paragraphs of high performance dimensions			16	86.5%	1.169

- After conducting a scale reliability test, it became clear that all axes yielded acceptable results, individually and collectively, as shown.
- All values of the skewness and kurtosis coefficients fell within a range of (1.96: -1.96), thus all items and dimensions of the study variables were normally distributed.

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Second: Descriptive Analysis of Sample Responses

To ascertain the manifestation level of this variable within the surveyed organisation, descriptive analysis metrics—namely the arithmetic mean, standard deviation, coefficient of variation, and relative importance—will be examined. This analysis pertains to the study variables of Blue Ocean Strategies and High Performance.

A hypothetical mean threshold of 3.00 was adopted for assessment. Dimensions scoring a mean value exceeding 3.00 are deemed acceptable; conversely, those falling below this benchmark are rejected. Subsequently, comparative evaluation was conducted to determine:

(i) the degree of availability and practical application,

(ii) the extent of homogeneity, and

(iii) the level of organisational prioritisation

regarding these core dimensions and variables within Zain and Asia Cell mobile telecommunications companies operating in THI-Qar Governorate.

Blue Ocean Strategies Variable

The table and figure below present the results pertaining to the Blue Ocean Strategies variable. It can be observed that this variable achieved high levels of availability and responsiveness, evidenced by an arithmetic mean of 3.591, a standard deviation of 0.735, and a coefficient of variation of 20.5% – indicating the dispersion of values around the mean. The relative importance was 71.8%. Subsequently, the Elimination dimension attained the highest values, securing the first rank. Conversely, the Reduction dimension recorded the lowest values, resulting in the last rank. The following section delineates the key findings related to the sample's responses concerning each dimension of the Blue Ocean Strategies variable:

Table 3: Statistical description of the independent variable: Blue Ocean Strategies

No	Independent dimensions	mean	S. D	relative importance	C.V	Dimensions arrangement
1	Exclusion	3.783	0.624	75.7%	16.5%	1
2	Decrease	3.426	0.865	68.5%	25.2%	4
3	Increase	3.664	0.683	73.3%	18.6%	2
4	Innovation	3.492	0.766	69.8%	21.9%	3
Total dimensions of blue ocean strategies		3.591	0.735	71.8%	20.5%	

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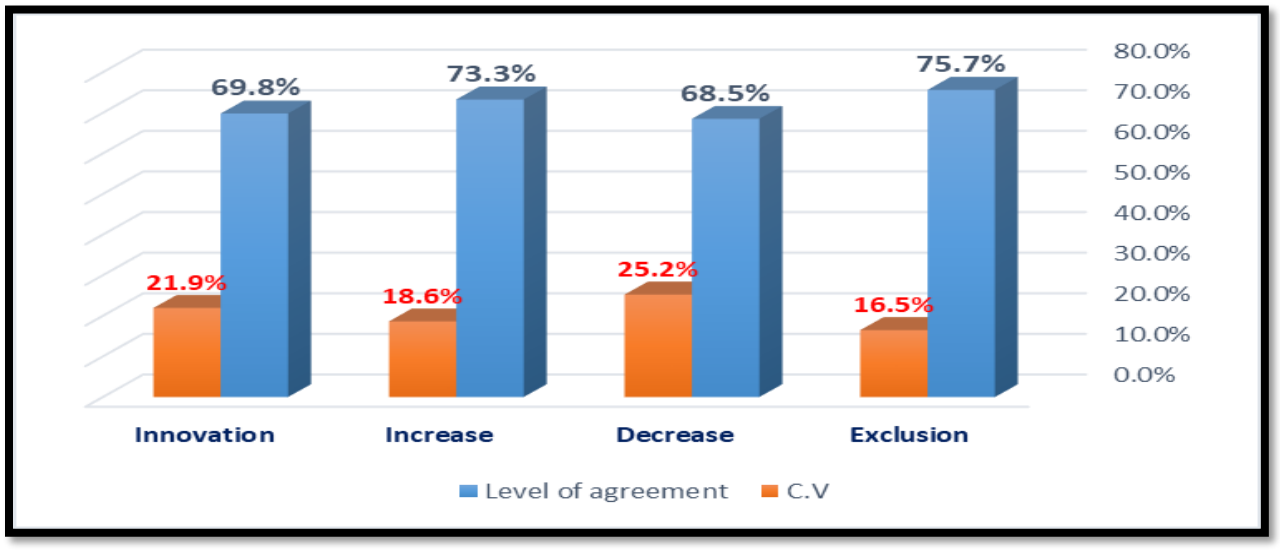

Figure 2: Statistical description of the independent variable: Blue Ocean Strategies

High Performance Variable

The table and figure below show the results related to the High Performance variable. The score reached (3.559), which is higher than the hypothetical mean, with a standard deviation of (0.712), and a coefficient of variation of (20.0%), which illustrates the dispersion of values from their arithmetic mean. The relative importance reached (71.2%). The Continuous Improvement dimension ranked first, having the highest values, while the Workforce Quality dimension ranked last, having the lowest values. The following is a presentation of the most important results related to the sample's responses regarding each dimension of the High Performance variable:

Table 4: Statistical description of the dependent variable: high performance

No	Independent dimensions	mean	S.D	relative importance	C.V	Dimensions arrangement
1	Exclusion	3.583	0.666	71.7%	18.6%	2
2	Decrease	3.516	0.723	70.3%	20.6%	3
3	Increase	3.692	0.593	73.8%	16.1%	1
4	Innovation	3.444	0.866	68.9%	25.1%	4
Total High Performance		3.559	0.712	71.2%	20.0%	

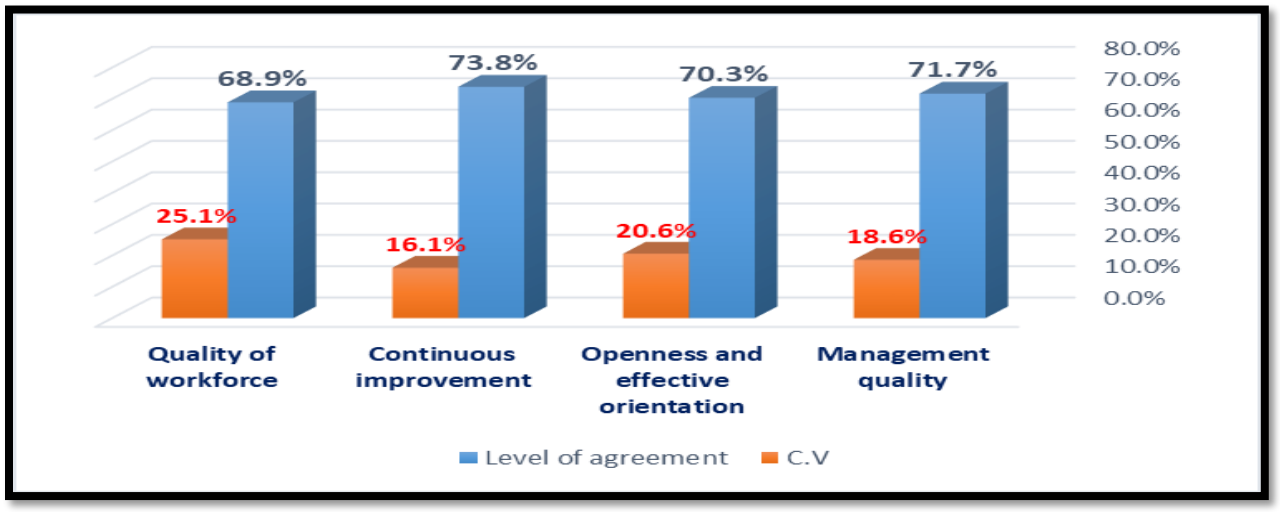

Figure 3: Statistical description of the dependent variable: high performance

Third: Testing the Study Hypotheses

The hypotheses will be tested sequentially as follows:

First Main Correlation Hypothesis (H1):

H1 posited a statistically significant correlation between Blue Ocean Strategies (BOS) and High Performance.

Results presented in Table (5) indicate a significant positive correlation between Blue Ocean Strategies and High Performance, with a correlation coefficient of 0.815 ($p < 0.001$). This p-value is below the conventional alpha level ($\alpha = 0.05$) for social sciences. Consequently, Hypothesis H1 is supported. This finding suggests that enhanced strategic implementation of Blue Ocean practices within the studied companies yields improved High Performance outcomes. The following sub-hypotheses derive from H1:

a. First Sub-Hypothesis (H1-1): posited a statistically significant correlation between the BOS principle of Elimination and High Performance. Results presented in Table (5) indicate a significant positive correlation between Elimination and High Performance, with a correlation coefficient of 0.744 ($p < 0.001$). This p-value is below $\alpha = 0.05$. Consequently, Hypothesis H1-1 is supported. This suggests that increased strategic focus on Elimination within the studied companies leads to enhanced High Performance.

b. Second Sub-Hypothesis (H1-2): posited a statistically significant correlation between the BOS principle of Reduction and High Performance. Results presented in Table (5) indicate a significant positive correlation between Reduction and High Performance, with a correlation coefficient of 0.723 ($p < 0.001$). This p-value is below $\alpha = 0.05$. Consequently, Hypothesis H1-2 is supported.

This suggests that increased strategic focus on Reduction within the studied companies leads to enhanced High Performance.

c. Third Sub-Hypothesis (H1-3): posited a statistically significant correlation between the BOS principle of Elevation and High Performance. Results presented in Table (5) indicate a significant positive correlation between Elevation and High Performance, with a correlation coefficient of 0.854 ($p < 0.001$). This p-value is below $\alpha = 0.05$. Consequently, Hypothesis H1-3 is supported. This suggests that increased strategic focus on Elevation within the studied companies leads to enhanced High Performance.

d. Fourth Sub-Hypothesis (H1-4): posited a statistically significant correlation between the BOS principle of Creation and High Performance. Results presented in Table (5) indicate a significant positive correlation between Creation and High Performance, with a correlation coefficient of 0.806 ($p < 0.001$). This p-value is below $\alpha = 0.05$. Consequently, Hypothesis H1-4 is supported. This suggests that increased strategic focus on Creation within the studied companies leads to enhanced High Performance.

Table 5: Correlation between blue ocean strategies and high performance

High performance		
Blue Ocean Strategies	Pearson Correlation	0.815 **
	Sig. (2-tailed)	0.000
Exclusion	Pearson Correlation	0.744**
	Sig. (2-tailed)	0.000
Decrease	Pearson Correlation	0.723**
	Sig. (2-tailed)	0.000
Increase	Pearson Correlation	0.854**
	Sig. (2-tailed)	0.000
Innovation	Pearson Correlation	0.806**
	Sig. (2-tailed)	0.000

The first main effect hypothesis (H1): The sixth main hypothesis states: (There is a statistically significant effect of blue ocean strategies on high performance). To prove this hypothesis, a structural model was built that clarifies the type and nature of the relationship between blue ocean strategies and high performance. The figure below shows the structural structure of the direct impact of blue ocean strategies on high performance. Table (6) below indicates that the more the

two companies studied are interested in blue ocean strategies, the more high performance increases. In other words, increasing blue ocean strategies by one unit leads to a high level of increase in high performance with a standard weight of one (0.827), in addition to its statistical significance, based on the achieved significance level of (0.000), which is smaller than the value of the tabular statistical significance for social sciences assumed by the researchers, which is (5%), with a critical value of (12.554) and a standard error of (0.082). Based on the above, the alternative hypothesis is accepted and the null hypothesis is rejected. This indicates that increased interest in blue ocean strategies in the two companies studied leads to an increase in high performance.

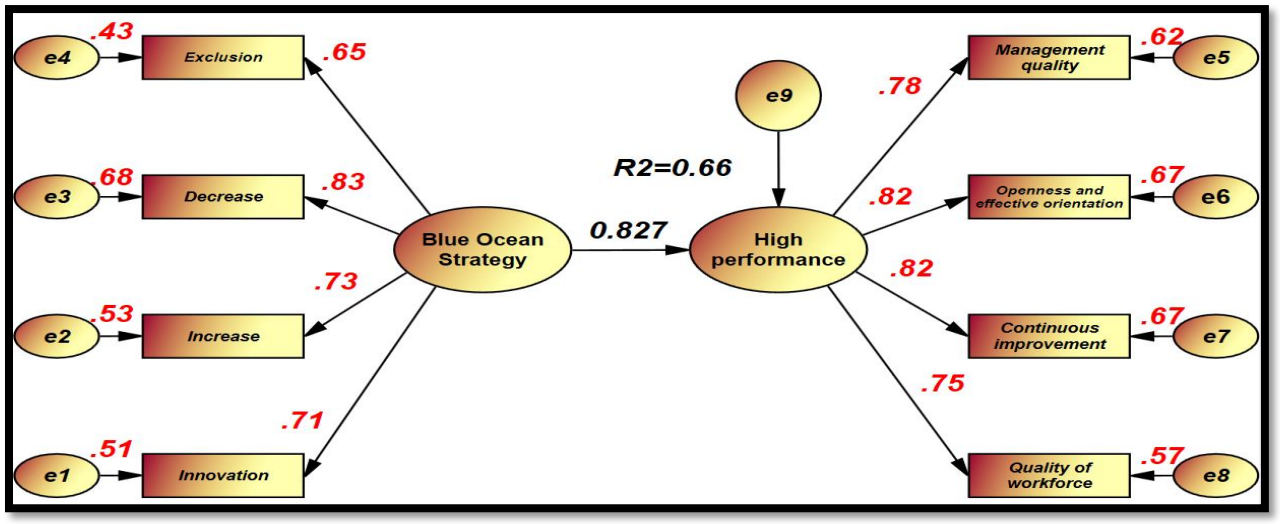

Figure 4: The structural model of blue ocean strategies in high performance

The results of the table below show that blue ocean strategies contribute to explaining at a low level (66.4%) of the increase in high performance, while the remaining value is due to factors not included in the study.

Table 6: Final results of the direct impact between blue ocean strategies and high performance

path			Standard assessment	standard error	critical value	Value R^2	Sig.
Blue Ocean Strategies	– →	High performance	0.827	0.082	12.554	66.4%	0.000

The following sub-hypotheses emerge from the main hypothesis:

a. First Sub-Hypothesis (H1-1): The first sub-hypothesis posits a statistically significant effect of Elimination on High Performance across its dimensions (Management Quality, Openness & Effective Orientation, Continuous Improvement, Workforce Quality). As indicated in the table below, a significant effect of Elimination on High Performance (in its aforementioned dimensions) was observed. Specifically, increased emphasis on Elimination within the studied companies correlates with enhanced High Performance. To elaborate, a one-unit increase in Elimination corresponds to a standardised beta coefficient increase of 0.877 in High Performance. This finding is statistically significant, evidenced by an achieved significance level (p-value) of 0.000, which falls below the conventional social sciences alpha threshold ($\alpha = 0.05$) adopted by researchers. Supporting statistics include a critical value of 10.443 and a standard error of 0.119. Consequently, the alternative hypothesis is accepted, and the null hypothesis is rejected. This indicates that heightened focus on Elimination within the studied firms leads to elevated High Performance.

b. Second Sub-Hypothesis (H2-2): The second sub-hypothesis posits a statistically significant effect of Reduction on High Performance across its dimensions (Management Quality, Openness & Effective Orientation, Continuous Improvement, Workforce Quality). Table 7 below demonstrates a significant effect of Reduction on High Performance (in its dimensions). Specifically, greater emphasis on Reduction within the studied companies correlates positively with High Performance. A one-unit increase in Reduction yields a standardised beta coefficient increase of 0.577 in High Performance, supported by a critical value of 9.880. Statistical significance is confirmed by a p-value of 0.000 (below $\alpha = 0.05$), with a standard error of 0.094. Thus, the alternative hypothesis is accepted, and the null hypothesis is rejected. This suggests that increased focus on Reduction within the studied firms drives higher High Performance.

c. Third Sub-Hypothesis (H2-3): The third sub-hypothesis posits a statistically significant effect of Raising on High Performance across its dimensions (Management Quality, Openness & Effective Orientation, Continuous Improvement, Workforce Quality). The table below 7 confirms a significant effect of Raising on High Performance (in its dimensions). Specifically, heightened emphasis on Raising within the studied companies correlates with increased High Performance. A one-unit increase in Raising results in a standardised beta coefficient increase of 0.726 in High Performance, supported by a critical value of 9.547. Statistical significance is evidenced by a p-value of 0.000 (below $\alpha = 0.05$), with a standard error of 0.076. Therefore, the alternative hypothesis is accepted, and the null hypothesis is rejected. This demonstrates that greater focus on Raising within the studied firms leads to enhanced High Performance.

d. Fourth Sub-Hypothesis (H2-4): The fourth sub-hypothesis posits a statistically significant effect of Creating on High Performance across its dimensions (Management Quality, Openness & Effective Orientation, Continuous Improvement, Workforce Quality). The table 7 below indicates a significant effect of Creating on High Performance (in its dimensions). Specifically, increased

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emphasis on Creating within the studied companies correlates with higher High Performance. A one-unit increase in Creating produces a standardised beta coefficient increase of 0.904 in High Performance, supported by a critical value of 8.989. Statistical significance is confirmed by a p-value of 0.000 (below $\alpha = 0.05$), with a standard error of 0.069. Consequently, the alternative hypothesis is accepted, and the null hypothesis is rejected. This indicates that greater focus on Creating within the studied firms elevates High Performance. Furthermore, as presented in Table 7 below, Blue Ocean Strategies collectively explain 63.4% of the variance in High Performance ($R^2 = 0.634$). The residual variance is attributable to factors beyond the scope of this study.

Table 7: Final results of the direct impact between blue ocean strategies on high performance in its dimensions

path			Standard assessment	standard error	critical value	Value R^2	Sig.
Exclusion	- ->	High performance	0.877	0.119	10.443	63.4%	0.000
Decrease	- ->		0.577	0.094	9.880		0.000
Increase	- ->		0.726	0.076	9.547		
Innovation	- ->		0.904	0.069	8.989		

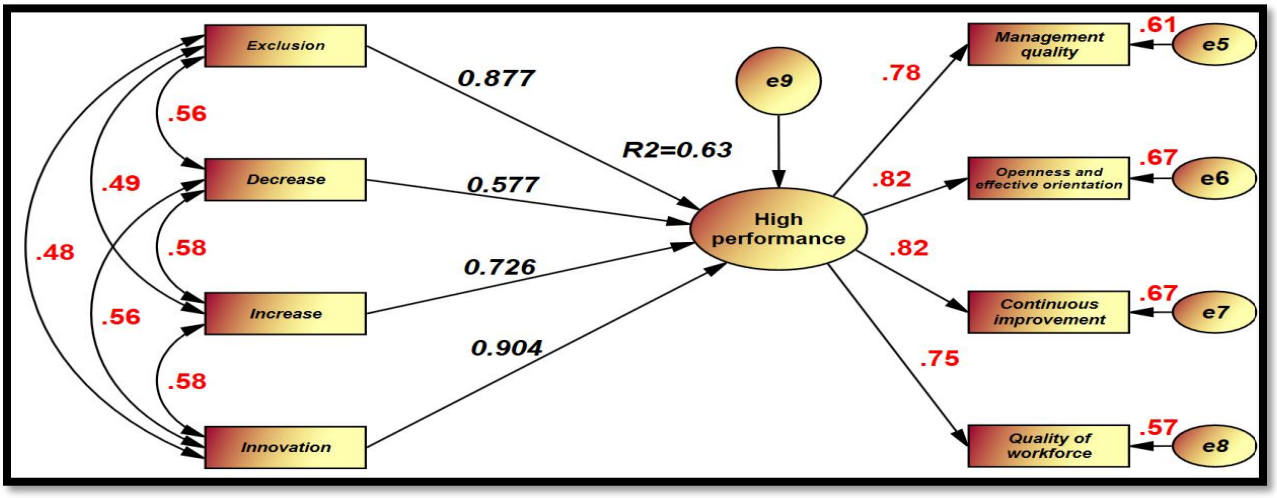

Figure 5: The final results of the direct impact between blue ocean strategies on high performance in its dimensions.

https://doi.org/10.53819/81018102t5369

5.0 Conclusions

i. The level of attention to Blue Ocean Strategy (BOS) components was moderate to high, with the majority of respondents' answers for most items ranging from neutral to agree. This indicates a need for enhanced focus on Blue Ocean Strategies within the two companies under study.

ii. Moderate to high attention was accorded to high performance, as the majority of responses from the study sample ranged from neutral to high. This suggests a need to reinforce high performance in the two studied companies.

iii. Correlation analysis revealed a strong, positive, and statistically significant relationship between Blue Ocean Strategies (BOS) and high performance. This signifies that increased attention to BOS components within Zain and Asia Cell Mobile Communications companies in Dhi Qar is associated with enhanced high performance.

iv. A statistically significant impact was found between Blue Ocean Strategies (BOS) and high performance. This explains that increased emphasis on BOS leads to an increase in high performance.

6.0 Recommendations

i. Exclusion: This is done by:
   a. Eliminating unprofitable traditional services: This is done by analyzing existing services and identifying those that no longer attract customers or generate sufficient profits, discontinuing these services, and directing resources to new and innovative services.
   b. Eliminating inefficient processes: This is done by reviewing internal processes and identifying those that consume significant time and resources without adding value, and streamlining or outsourcing these processes to implement them more efficiently.

ii. Decrease: This is done by:
   a. Reducing emphasis on traditional features that are no longer important to customers: This is done by conducting a market study to identify features that are no longer of significant importance to customers, reducing investment in these features, and directing resources to new and innovative features.
   b. Reducing operational costs: This is done by searching for ways to reduce operational costs without compromising the quality of services provided, negotiating with suppliers to obtain better prices, and improving the efficiency of energy and resource use.

iii. Increase: This is done by:
   a. Increasing investment in features that attract customers and provide added value: This is achieved by conducting market research to identify the features customers desire, investing in developing these features, and delivering them to customers with the best possible quality.

b. Expanding the scope of services provided: This is achieved by offering new and innovative services that meet changing customer needs.

iv. Innovation: Developing new and innovative services that change the rules of the game in the telecommunications market: This is achieved by exploring new opportunities for innovation in the telecommunications sector and investing in research and development to develop new and innovative services.

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