

IMPACT OF BLUE OCEAN STRATEGY ON COMPETITIVE MARKETING FOR SPORTS ORGANIZATIONS

Lect.Dr. Karar Saleh Jebur Suhail*

*Business Administration Department, Al-Rafidain University College, Baghdad, Iraq.

Abstract

The research aims to identify the impact of the Blue Ocean Strategy in improving competitive marketing for sports organizations. The study was applied to a sample of athletes in Iraq. The research adopted the analytical approach by adopting structural modeling. The research reached a set of conclusions, the most important of which is that the Blue Ocean Strategy is one of the successful strategies that contribute to achieving competitive marketing by eliminating some operations, reducing procedures and costs, increasing capabilities and capabilities, and supporting innovation..

Keywords: Blue Ocean Strategy , exclude, reduce, Raised, innovate , Competitive Marketing.

Introduction

Contemporary business organizations, regardless of their sizes and goals, are experiencing a difficult reality and major challenges in light of the rapid environmental changes, the intensity of competition witnessed in the business environment, and the ongoing technological developments (Hakansson, 2015), which has forced them to keep pace with these developments and strive to excel in their performance, in order to obtain a strong and distinctive competitive position in the market. Through it, you can achieve a competitive advantage to ensure its survival and continuity (Ding et al., 2015).

One of the modern administrative trends that has emerged recently is competitive marketing, as organizations that adopt the philosophy of competitive marketing work continuously on an early competitive understanding of the needs and desires of their customers, whether declared or latent (Damanpour, 2010). Attention was also paid to the competitive marketing variable as it is a realistic necessity for organizations because it comes with solutions that address the challenges and potential risks resulting from organizations entering into new projects and investments, entering new markets, or developing existing markets, as well as adding appropriate solutions associated with uniqueness, innovation, and creativity in knowing everything that is new (Kotler, 2012). This philosophy focuses on (creative ability, search for new opportunities, flexibility and risk tolerance). This understanding allows organizations to meet the needs and desires of their customers with excellence and to anticipate their future needs (Moorman, 2016).

Based on the systems approach to management, the sports field is a system within society that must be developed and the regulations that govern the work of the bodies operating in it must be developed. Therefore, sports institutions must keep pace with scientific and technological development to keep pace with the features and trends of the modern era, but with the modern trend, competitive sports marketing must be adopted (Lundqvist, 2011).

Therefore, all organizations are keen to provide the requirements for their success and growth to support their competitive position, enabling them to accomplish their plans under complex circumstances by excluding some unnecessary procedures, operations and resources that do not affect sales levels. It is also part of the organization's plan to reduce service quality errors to gain the trust of customers where it works (Cennamo & Santalo,2013). A successful organization strives to raise the standards of services and is keen to present them in a distinctive way to increase the volume of sales achieved, in addition to inventing new ideas and identifying new methods for providing goods and services and displaying them at a level that satisfies customers, and all of these indicators are included under the name of the "Blue Ocean Strategy" (Kim & Mauborgne,2014).

Organizations that want to survive and succeed on an ongoing basis must provide the best products and services to current and targeted customers, and even reach non-customers, and their prices must be responsive. In order to achieve its goals, it must possess a competitive advantage that expresses its uniqueness over other organizations. Accordingly, the research aims to identify the impact of the blue marketing strategy on the success of competitive marketing for sports organizations.

Literature Review

Blue Ocean Strategy

One of the key points of the Blue Ocean Strategy is that in addition to competing in existing marketing spaces, companies must also look for forms of play in non-negotiable business spaces. The idea is to create a space that disadvantages competitors in the market by creating and excluding new demands, thus making efficiency irrelevant (Kabukin, 2014). Blue Ocean Strategy created an integrated marketing space to sell TV shows online, and it worked at the same time, ensuring efficiency is not important, and it creates and attracts new demand for services that are not

currently available on the market. At the same time, you can find trade-in costs that offer greater value than cable TV (Lindič et al., 2012). By offering Blue Ocean, it can gain low-cost leadership and differentiation compared to alternatives for products.. The goals of this strategy are (Koutsopoulos & Bider,2018):

- 1- Look for places where competition is irrelevant
- 2- Reconstructing market boundaries
- 3- Create and capture the new order
- 4- Avoid price wars and shrinking profits

Blue Ocean Strategy Dimensions

Blue ocean strategy includes :

Exclusion

Research organizations can eliminate certain elements of their work that are considered unnecessary decision-making, and if these elements are eliminated, costs can be reduced and sales or quality levels will not be affected. For example, excluding the process of selling the organization's products in marketplaces and excluding some workers who carry out sabotage acts for the organization and receive high wages. In addition to eliminating some large works that can be avoided to reduce costs (Harsh and Abu Salim, 2016).

Reduced

Reducing certain job practices that the firm finds superfluous also helps to cut expenses. For instance, businesses overstate the services they offer their clients , which increases the cost ratio without profit. Organizations use this strategy to reduce unnecessary work while reducing unjustified expenses and expenses (Papazov & Mihaylova, 2016).

Raised

This entails increasing certain factors that have the potential to raise and improve the quality of the products the company offers to customers. Some examples of these include expanding the locations and ways in which the company sells its products, raising the product's quality standards, or stepping up its search for success factors in satisfying the needs and preferences of the clientele. (Leavy, 2018).

Innovation

Innovation refers The capacity to bring ideas together in novel ways or to establish atypical links between them is known as innovation. an establishment that fosters innovation to produce fresh approaches to tasks or novel answers to issues. However, inventiveness on its own is insufficient.(Saxtoft, 2008).

Competitive Marketing

Competitive strategy is part of marketing strategies, where organizations develop strategies to grow and become more prosperous and to make their business relationships larger and stronger (Damanpour, 2010). Competitive strategy is a long-term plan for any organization whose goal is to determine how to compete and excel over other organizations after studying the strengths and weaknesses of the labor market (Pike & Page, 2014).

It is defined as the marketing strategy that the company adopts after analyzing the actions or actions of competitors and their strengths and weaknesses, so that they are taken into consideration when preparing the competitive strategy so that the organization is able to competently confront competitors and give it the strongest possible strategic superiority. Competitive marketing strategies depend on designing plans that include many alternatives that are related to the elements of the marketing mix, whether product, pricing, distribution, or promotional campaigns (Pike & Page, 2014). Competitive strategy is part of marketing strategies, where organizations develop strategies to grow and become more prosperous and to make their business relationships larger and stronger. Competitive strategy is a long-term plan for any organization whose goal is to determine how to compete and excel over other organizations after studying the strengths and weaknesses of the labor market. It challenges competitive pressures, works to attract customers and helps strengthen the organization's position in the market (Sheth, 2011).

Methods

Model

The research model in Figure 1 consists of two types of variables: the independent variable (BOS), its dimensions (BOS1, BOS2, BOS3, BOS4), and the dependent variable (CM), and the analytical method and questionnaire form were adopted. as it shown in Figure 1.

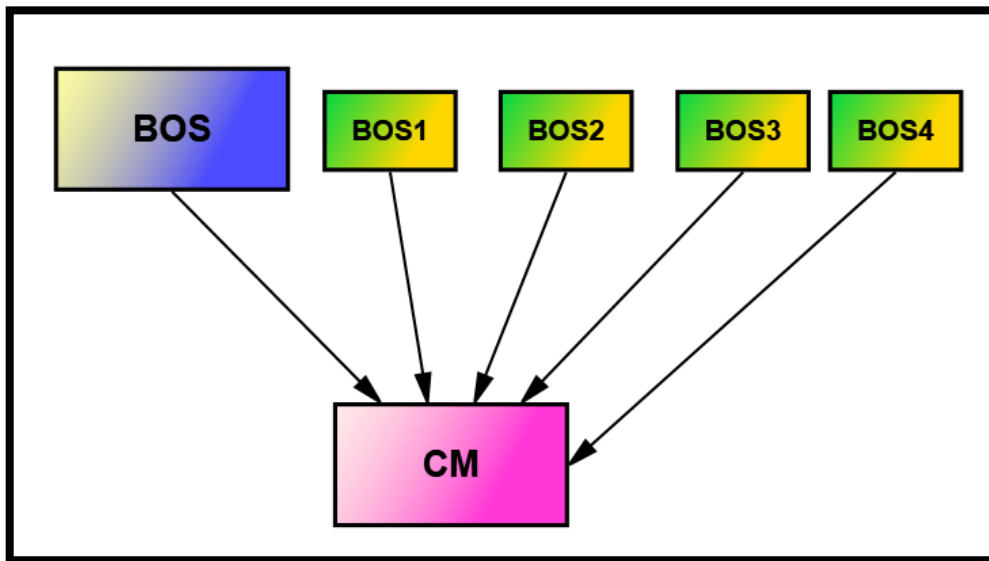


Figure 1: Study Model

Data Linearity Test

Linear analysis can be used to analyze data by creating charts and graphs to represent data more clearly and easily to understand. These graphs can be used for several purposes, including: 1- Analyzing trends and key features in the data. 2- Analyzing changes in data over time or in different locations. 3- Show relationships between data sets. 4- Analyzing deviations and errors in the data. 5- Choosing appropriate statistical tools. In order to test the linearity of the data, the linearity test is used, which indicates that the data must be distributed around the scattering line to confirm that the data is linear. Figure 2 indicates that the data is distributed in an acceptable manner around the scattering line, and this confirms that it has acceptable linearity.

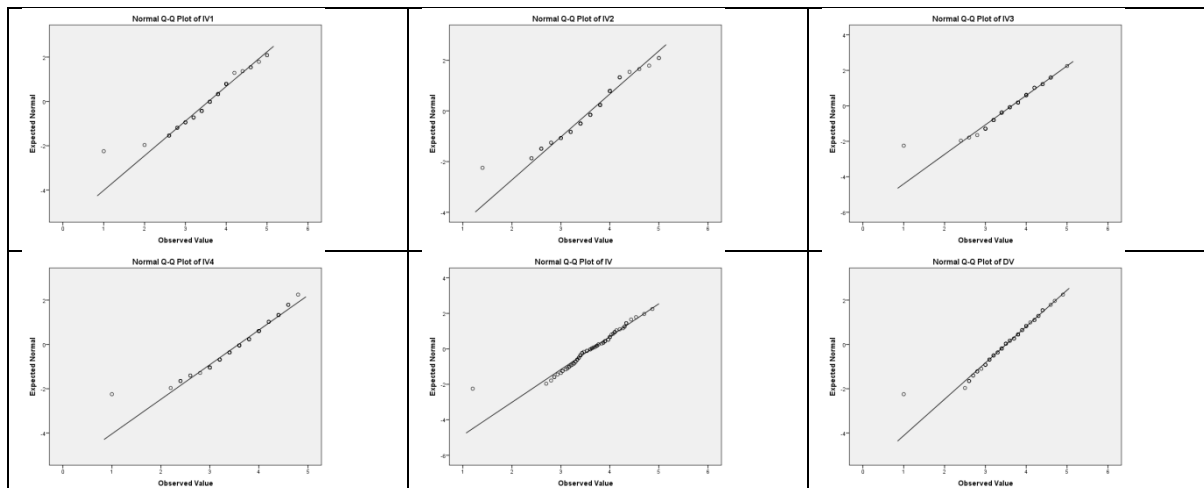


Figure 2: Data Linearity Test

Findings

Hypothesis 1

Table 1 indicates the correlation between the variables, and that the relationship between BOS and CM is a positive relationship. The correlation between the two variables was high positive (0.000), and this value is a significant value at the level of (0.05), and this proves Hypothesis 1

Regarding the relationship between BOS1 and CM , the relationship is positive between the two variables, and the correlation coefficient was (0.000). This indicates that an increase in one of the two variables increases the other variable at a high level., and this proves Hypothesis 1-1.

Also, the relationship between BOS2 and CM is a positive relationship. The correlation between the two variables was high positive (0.000), and this value is a significant value at the level of (0.05), and this proves Hypothesis 1-2.

Regarding the relationship between BOS3 and CM , the relationship is positive between the two variables, and the correlation coefficient was (0.000). This indicates that an increase in one of the two variables increases the other variable at a high level., and this proves Hypothesis 1-3.

Also, the relationship between BOS4 and CM is a positive relationship. The correlation between the two variables was high positive (0.000), and this value is a significant value at the level of (0.05), and this proves Hypothesis 1-4

Table 1: Correlation Matrix

Var.	r	T	Sig.	H.
BOS 1	0.658 **	14.051	0.000	Support
BOS2	0.647 **	13.513	0.000	Support
BOS3	0.681 **	14.152	0.000	Support
BOS4	0.724 **	15.874	0.000	Support
BOS	0.758 **	16.215	0.000	Support

Hypothesis 2

The researcher used the structural modeling method to identify the influence relationships between variables. Table 2 and Figure 3 indicate that there is a significant effect of (BOS) on (CM), where the influence factor was (0.401), and that this result is significant because the error value is within acceptable limits (<0.05) This proves hypothesis 2.

Also, there is a significant effect of (BOS1) on (CM), where the influence factor was (0.310), and this result is significant because the error value is within acceptable limits (<0.05), and this proves Hypothesis 2-1.

In addition to that, there is a significant effect of (BOS2) on (CM), where the influence factor was (0.181), and this result is significant because the error value is within acceptable limits (<0.05), and this proves Hypothesis 2-2.

Also, there is a significant effect of (BOS3) on (CM), where the influence factor was (0.140), and this result is significant because the error value is within acceptable limits (<0.05), and this proves Hypothesis 2-3.

In addition to that, there is a significant effect of (BOS4) on (CM), where the influence factor was (0.273), and this result is significant because the error value is within acceptable limits (<0.05), and this proves Hypothesis 2-4.

Table 2: Path Analysis

Var.	Estimate	T	Sig.	H.
BOS1	0.310	15.847	0.000	Support
BOS 2	0.181	11.514	0.000	Support
BOS 3	0.140	11.054	0.000	Support
BOS 4	0.273	15.214	0.000	Support
BOS	0.401	16.245	0.000	Support

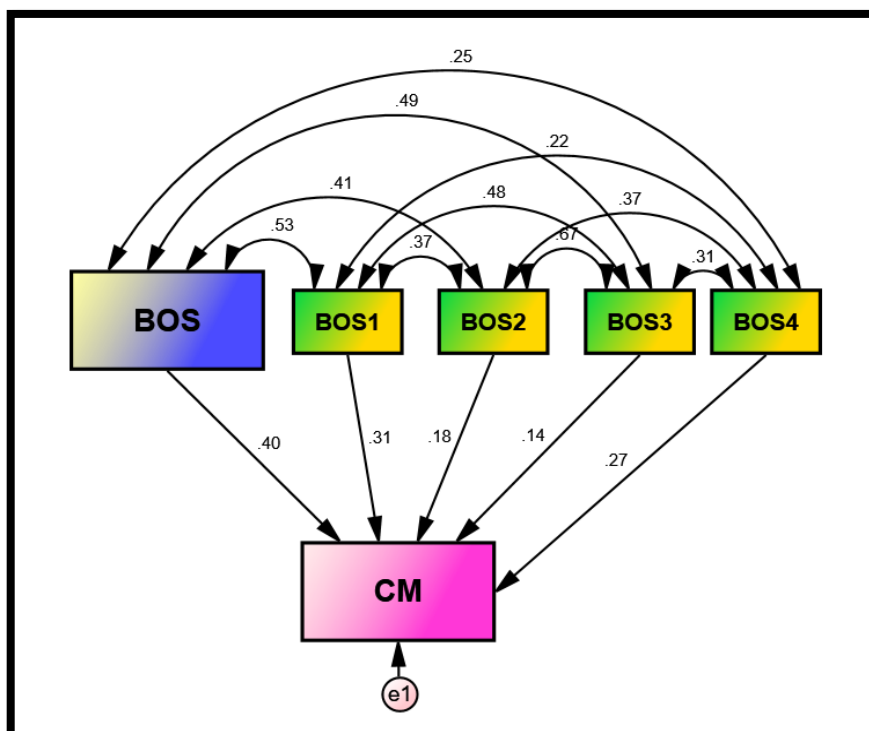


Figure 3 : Structural Model

Discussion And Conclusions

The results proved that the blue marketing strategy has a positive effect on supporting competitive marketing capabilities, as it has the least competition. The goal of developing this strategy is to search for opportunities in areas where there are very few organizations operating in the market in a specific sector and where there is no significant competition pressure, which supports competitive marketing.

The exclusion strategy contributes to supporting the competitive marketing capabilities of sports organizations. There are many organizations that are going through a stage that requires eliminating some ineffective processes in order to increase the effectiveness of the production process so that the organization maintains the same amount of benefits while reducing costs and volume of investment. Using the strategy of reducing unnecessary work and excess expenses will support competitive marketing, and ideas can be reduced through a logical and scientific process of elimination in which useless ideas are excluded. Increasing and improving the quality, method and procedures in which it is dealt with will support competitive marketing capabilities. If the organization wants to increase its financial returns in the long term, a new strategy must be adopted despite the expectation of risks. Innovation is also one of the distinctive characteristics of sports organizations. The best organizations are those that are able to innovate and innovate on the basis of development, creating new ideas, determining methods for presenting work, and creating new systems or new practices that help organizations work better.

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