

## **Adopting the dimensions of the blue ocean strategy its role in small projects, an analytical study on a number of service and organizations**

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### **Abstract:**

This paper is aimed at the fact that society is experiencing unemployment, and the researcher is faced with the distribution of 50 questionnaires as a statistically analyzable community sample where the sample consists of a random questionnaire formulated according to the Likert scale. The use of interviews and personal observations are additional tools for data collection and a number of statistical methods are used to analyze data such as simple regression and correlation coefficient (Pearson). Among the most notable conclusions are, there is a correlation between the Blue Ocean Strategy in service organizations and the success factors of the project, especially for-profit organizations more than public ones

Keyword: (blue ocean strategy small projects Exclusion Project team)

### **Introduction:**

The Blue Ocean Strategy has emerged as a modern way to go to blue places free of competition and adopts the dimensions of the Blue Ocean Strategy at the level of dimensions (increase, exclusion, downsizing, innovation ) and its role in small projects in dimensions ( organizational commitment, communication, project team, project monitoring). the researcher also confirmed a number of recommendations that confirm successful strategies and encourage employees to build creative ideas in light of the accelerated movement in the markets, technological developments and the increasing intensity of competition , A blue ocean strategy emerged that prompted organizations to head to undiscovered market areas and stay away from areas crowded with competitors (red ocean ) ,the research dealt with three topics the

first topic :the researcher's methodology, the second theoretical and relationship aspect, and the third topic : dealing with the analytical and applied aspect and measuring the correlation between the dimensions of the Blue Ocean Strategy.

## RESEARCH PROBLEM

Competition between companies has become a must-have reality, and the research goal has become to find new markets, especially after the rapid transformations and changes in our time, as they had to look for strategies to gain power and influence and increase their market share over their competitors, the problem of searching for unemployment treatment focused on creating virtual markets in order to make profits and reduce competition, and thus the research will answer the following questions

### QUESTIONS:

1. :The level of application of the dimensions of the Blue Ocean Strategy in small and medium-sized enterprises
2. What is the relationship between the level of application of the Blue Ocean Strategy dimensions in small and medium-sized enterprises?
3. Is there a statistically significant relationship between the Blue Ocean Strategy and SMEs

### RESEARCH OBJECTIVES:

The hypothesis of the research:

The hypothesis scheme aims to clarify the logical relationships of the set of primary variables and related sub-variables for each of them

### Research importance:

The research presents the adoption of the Blue Ocean Strategy dimensions and project success factors to raise the attention of individuals about the term Blue Ocean Strategy on society and organizations and its role in small projects as leading organizations highlights the role of the entrepreneurial leader and his entrepreneurial tools in the organization and how to use the Blue Ocean Strategy in small.

## THE HYPOTHESIS OF THE RESEARCH:

The hypothesis scheme aims at clarifying the logical relationships of the set of main variables and related sub-variables for each of them.

### The first main hypothesis.

First: the emergence of a significant correlation between the removal of the Blue Ocean Strategy and the critical success factors.

The hypothesis has four sub-hypotheses:

1. The emergence of a significant correlation relationship between the dimension of the increase and the factors of project success.
2. The emergence of a significant correlation relationship between the dimension of exclusion and the factors of project success.
3. The emergence of a significant correlation between the dimension of downsizing and the factors of project success.
4. The emergence of a significant correlation relationship between the dimension of innovation and the factors of project success.

### The second sub-hypothesis :

1. The presence of a significant influence of independent dimensions ( organizational commitment ,communication ,project team ,project control The following sub-hypotheses branch out of them:
2. The emergence of a significant influence relationship in the increase and success factors of the project.
3. The emergence of a significant influence relationship in the exclusion and success factors of the project.
4. The emergence of a relationship of significant significance in the downsizing and success factors of the project
5. The emergence of a significant influence relationship in innovation and project success factors.

**Project success factors**

**Blue Ocean Strategy**

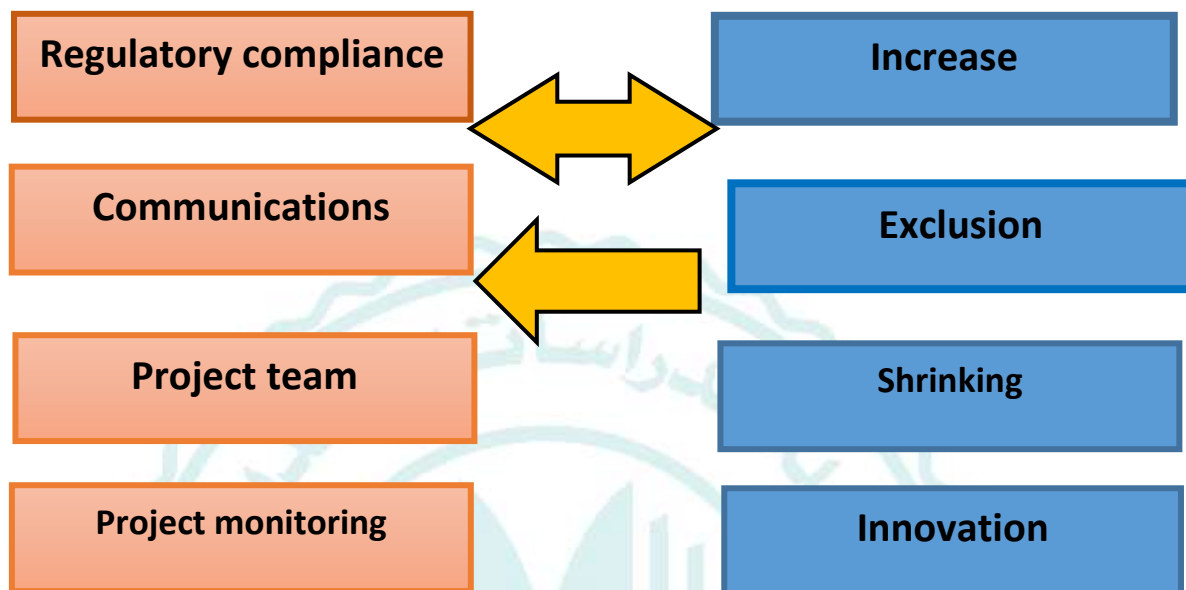


Figure (1) Research Model  
Source: Prepared by the researcher

### First: : theoretical framework of it variables of the Blue Ocean Strategy :

The Blue Ocean Strategy (Blue Ocean Strategy) is a new theory developed by Kim and maubourn in ( 2005 ) if there is no consistently high-performing company or organization where an analysis was made exploring the roots of high performance and the Blue Ocean.The strategic step is an analysis to explain the creation of high-performance blue and sustainable oceans under the umbrella of the new intellectual system represented by the perspective of reconstruction in the strategy, where they spent almost twenty years with the aim of reaching a strategic pattern that leads companies to move away from highly competitive markets, create value for

customers in order to grow and The strategy was seen as unsuccessful, but Compaq created the server industry. This cyber strategy has opened up a new multi-billion-dollar market in the computing space. (Kim W. Chan, Mauborgne. Renee. 2005: P.10)

The Blue Ocean Strategy is also considered as a way to develop profitable frameworks that include the basic idea of developing new innovative markets. The Blue Ocean strategy seems to be the ideal solution for existing companies to become successful sustainable. The real need for this research can be explained by the fact of giving practical users scientific verification of the reliability of the Blue Ocean Strategy. Moreover, the personality of motivation and fascination to do research on Ocean Strategy (p9: 2014: Dmitriy Kabukin).

### Definition of strategy:

There are many points of view of the researchers of the problem of the concept of strategy, as this concept dates back to the first concepts of Igor gor Ansoff in 1965, and the term strategy was mentioned in the book (The Art of War) The Art of War, written by a famous Chinese commander San Tzu Sun Tzu in 2500 BC, explaining how to prepare a military strategy and how to implement it in reality in order to outperform the opponent or the enemy. Therefore, the beginnings of the concept of strategy were in the study of ways to succeed in wars and battles

The term strategy originated from the Greek word stratos, which means Army, and the second part Again, meaning to lead, and the term strategos was used in ancient Athens, which meant commander, a post created in a war with the Persians in 509 BC. Thus, the transfer of this term to the field of

management will primarily mean "the art of leadership or management"(al-ghalbi, 2009, p.29.).

Strategy as a means of achieving organizational purpose through the development of programs of action, allocation of resources, and setting long-term goals: this is evidenced by the definition introduced by Chandler Chandler in 1962 defined strategy as "involves setting long-term goals and objectives of the enterprise, harnessing the means (Charron J.L, Sépari. S: 2010: p385) and the materials necessary to achieve these goals.

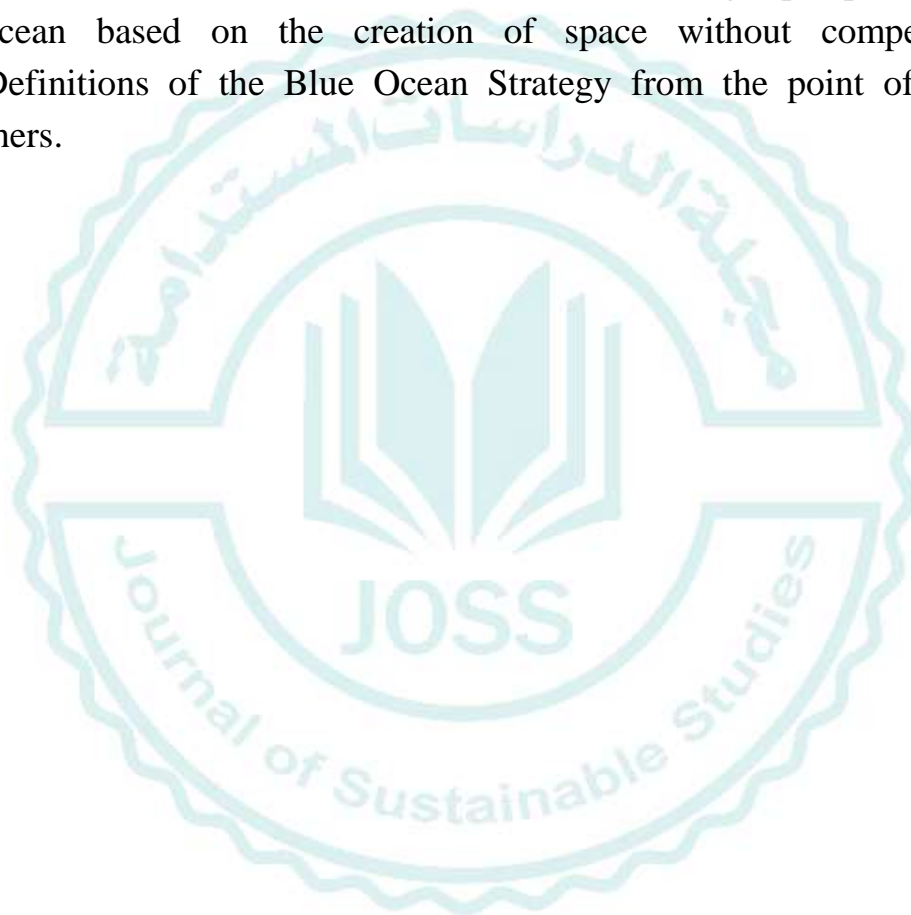
The Strategy is the basic goals and objectives of the enterprise, the choice of action programs to reach these goals, a fundamental method of allocating the resources used, linking the enterprise with its environment"(Hax A.C, Majluf, N. 1983: p86).

Michael Machesney also focused on the same dimension by considering that strategy is "a set of ideas, decisions, actions, aimed at setting goals and objectives, adjusting the choice of means to achieve these goals, implementing actions and activities and controlling performance to properly implement to achieve these (Marchesnay M:2004: p21).

Strategy is considered as a reaction to external opportunities and threats, strengths, and weaknesses of the organization, and in this perspective, it is mainly considered as a response to internal and external forces affecting the organization, and among the researchers who focused on this approach, we find Mary Coulter Mary Coulter) in his definition "strategy is considered as a series of goals to guide decisions and actions so that organizational skills and resources match opportunities and threats in the external environment"(.Verbamova L.,2013:,p121)

It has also been defined as "a set of related actions taken by managers in order to raise the performance of organizations, thereby achieving superiority in performance compared to its competitors, which allows the organization to gain a competitive advantage" (Hill.C.W. L, Gareth: 2013: p4)

Through the search for new blue oceans as "the strategic perspective of the blue ocean based on the creation of space without competition A Definitions of the Blue Ocean Strategy from the point of view of researchers.



التعريف	المصدر	
The unknown market space that has not been discovered yet, which competitors have not reached, and the assurance that competition is not on the table	(Kim&Mauborgne 2005)	
A new style of creative management such as opening new markets by inventing new methods and systems to maximize efficiency in management and thus create more profits"	(Pinal :2006:6)	
The philosophy of the organization to obtain a previously untested market space and break free from competition	(Yang: 2007:p4)	
It is " a pattern of strategic thinking to create a new market for the industry in which demand is available instead of entering the competition market with competitors and according to its rules	( Changus et:522,2008)	
The mission of a successful organization is to create creativity and value based on strategic moves away from intense competition	(Layton,2009:non)	
That organizations do not excel through wars by their struggle with competitors, but by finding blue oceans with conflict-free markets around them, that is, by not resorting to competition as the foundations of their work, but by following a different strategic logic called "value creation", which is the cornerstone of this strategy, the creation of non-imitable value gains the organization a sustainable competitive advantage	(Nagem :2019 P:66).	
The main pillar of the Blue Ocean Strategy is value creation , and value creation is something more than creativity, which organizations are trying to achieve value	(Dehkord,et.al,2012:479)	

"Table No. (1) of the researcher's preparation

On this basis, the researcher believes that the blue oceans have conflict-free markets without resorting to competition, but by following a different strategic logic called "value creation", which is the cornerstone of this strategy.

#### Value creation:



Value creation differs from Value Addition, where the first belongs to the Blue Ocean and the second belongs to the red ocean, the value that belongs to the red ocean is called added value, while the value that belongs to the Blue Ocean is called innovative value, and the companies that succeed in inventing the blue ocean do not depend on cost but on creativity.

Source: Kim. Chan , Mauborgne. Renee. (2005), " Blue ocean strategy. How to create uncontested market space and make the competition irrelevant", Harvard Business School Press, Boston, Massachusetts, USA, p.18

Blue Ocean Strategy	The Red Ocean Strategy	
Opening existing markets	Competing in current markets	.A
Making competition inappropriate	Focus on competition	.B
Creating new needs	Exploiting current customer needs	.C
Eliminate the trade-off between cost and value	The trade-off between cost and value	.D
Adopted for cost reduction differentiation by the organization as a whole	Adoption of cost reduction and differentiation by the organization as a whole	

:The difference between the blue and red ocean

The red ocean, where competition is intense because its borders are known, also seeks to obtain the highest percentage of demand, but with the congestion of the market area, competition becomes fierce and many people leave the market, while the blue ocean: markets where there is no strong competition, which has not yet been discovered and has not been polluted with pollution, red means creativity and innovation. (.Kim W. Chan., aMauborgne. Renee. 2014: p18)

:Blue market instruments

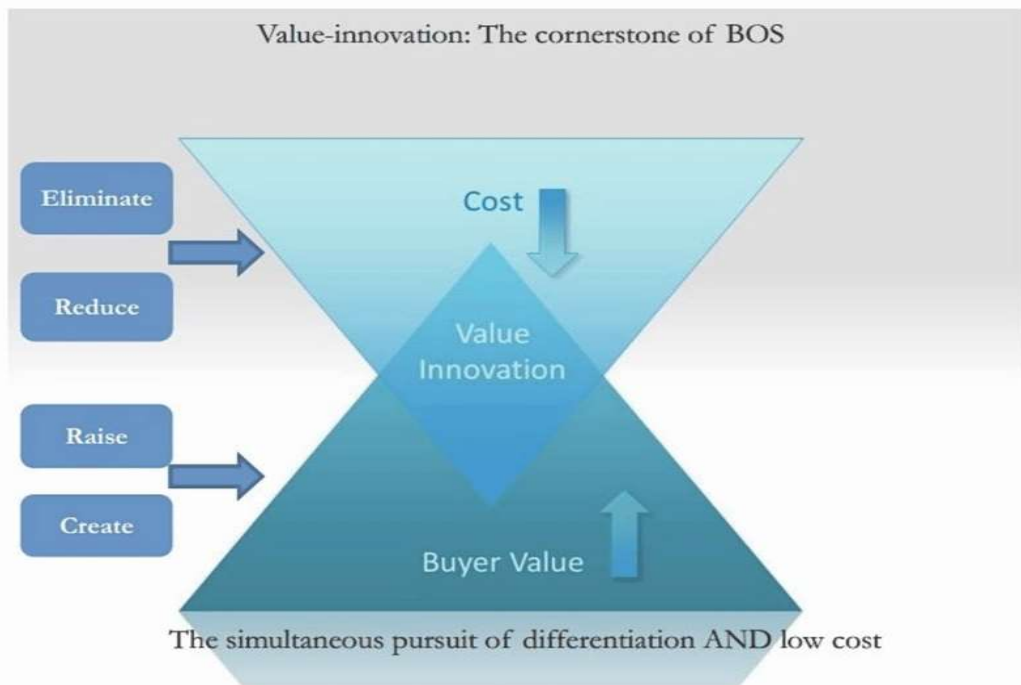
A-value curve: you can increase and decrease the percentage of each feature in your product compared to competitors of the Old Market. To fit the new target group and reduce your Cost-B-the model of exclusion-reduction-supply-anufacture (Eliminate-Reduce-Raise-Create)

.Exclude the most expensive

.Reduce the average cost, but it is necessary to need some of it

.Provide the lowest cost (basic or added value)

.Add new ideas (elements of innovation)



The existence of these motives reflects the environment of the red ocean in the food industry sector, and an urgent need to escape from

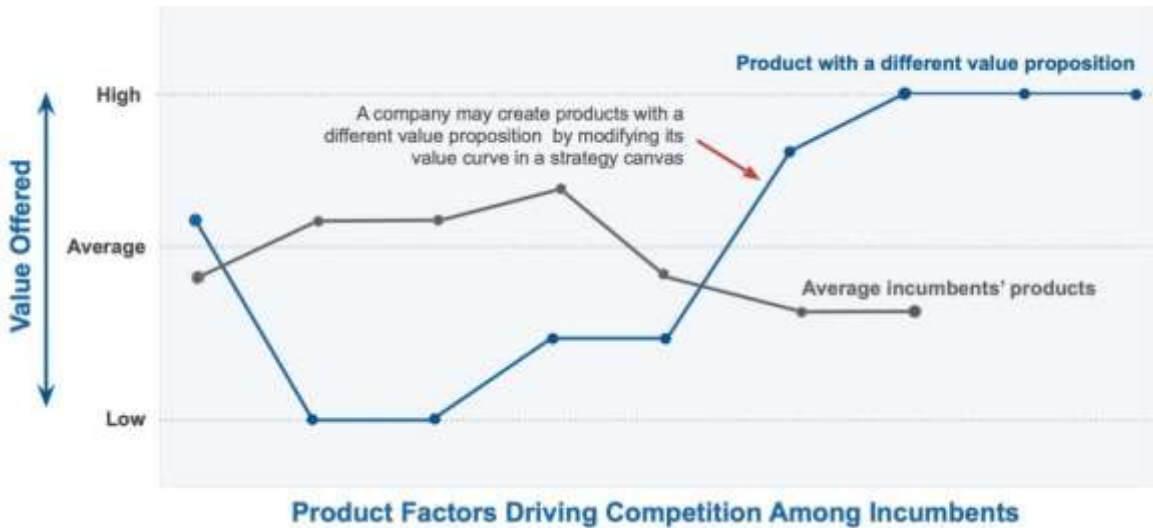
these markets and move towards the Blue Ocean and value innovation by offering new values in products at attractive prices, and the creation of new markets far from competition, which is consistent with what Kim and Mauborgne pointed out (Kim & Mauborgne, 2005 p: 25) profitable growth is achieved through strategic movement in a set of management decisions and procedures that include

(Strategy Canvas)

It is a diagnostic framework for building a Blue Ocean Strategy: (Kim & Mauborgne, 2005) the following two steps:

1- Determine the current competitive situation in the industry by identifying the factors of competition in the industry, which is a graph that links the current Value Curve and the value curve of the factors of competition in the current industry, which is represented on the X-axis, and the relative performance of the organization according to these factors, which is represented on the Y-axis.

2-Determining the level of performance of the organization according to competitive factors in the industry: (Kim & Mauborgne: 2005)



<https://strategyforexecs.com/strategy-canvas>

### DIMANTION STRATEGY BLU OCEAN

Increasing raising: the increase of some things represents an increase in the ability to improve quality in the quality of products required for the consumer, such as places of sale, methods of sale, increasing the level of quality, seeking to meet needs, and in this way achieving superiority in competition and thus focusing on the element of increase (Tai: 2006: 17)

-exclusion elimination: it is represented by the exclusion of unnecessary elements that reduce costs and do not affect the levels of sales or quality ,as well as the exclusion of huge expenses that reduce the production process, and the exclusion of what can be excluded from unnecessary elements .( Burkhart Kriesel, C. A. 2006, p244 )

Reduction: reduction of unnecessary work procedures that contribute to reducing costs and reducing harmful ideas for the

development environment, which distinguishes the organization, customers and stakeholders.

\_innovation creation: innovation is one of the qualities of progressive organizations in today's changing environments and innovation is represented by creating new ideas into useful outputs and identifying ways to provide goods. creative organizations are characterized by their ability to transform creative ideas and those who want to stimulate innovation. (Yang. Kai. 2007: p 4).

### The second dimantion

Project Success Factor Concept: Through this, the concept of Project Success actors (Chandra, 2015:55) of the project is covered on the basis of the following aspects (Chandra,2015:55).

A-scope: focuses on the competence and mission of the project and its objectives

B-planning: represents the levels of planning at the local and global level.

C-organization: focus on formal and informal organization

D-implementation: includes activities and decisions in the project.

E-control: financial and technical control, internal and external communications

First: the importance of the main factors in the success of the project.

Projects require increased attention from the executive management, which makes important decisions for the success of any project, as the main factors for achieving the success of the project are based on (the skills and

experience possessed by the individuals working on the project, the personal characteristics of the project owners, openness to globalization in our time and taking advantage of modern technologies and technology and other factors (Saadé,et al,2015:63)

The success factors of any project depend on stakeholders as they are important sources for providing ideas and perceptions about the management and success of the project (ZHENG, 2017:3)

The importance of the success of the project focuses on the basis of the correct planning of resources and how to implement them through the application of important indicators that enhance the means of success, namely internal support including the support of senior management, good project planning mandatory training and benefit from expert consultation, which includes providing the information needed by project workers, both of which have a significant impact on the project success factors, quality specifications and budget limits (Chung,2007:119)

If you develop a set of basic methods for determining the importance of success factors in the project (Beleiu, et al, 2015:65)

1. Successful projects have clearly defined goals and directions.
2. The necessary competence and experience of the project team members.
3. Clearly define roles and responsibilities.
4. Consult and communicate with the parties involved in the project if necessary.
5. The completion of the project is tied within the limits of the allocated budget, time standards and performance level

Project managers consider the need to determine the most important criteria required for the success of any project as each stage of project implementation requires the availability of the basic factors that achieve success, which clarifies the resources and criteria that the project needs (Sebestyen, 2017:572)

Project managers consider the need to determine the most important Each stage of project criteria required for the success of any project implementation requires the availability of key factors that achieve success which explains the resources and standards that the project needs (Sebestyen, 2017:572 )

#### Reasons for the success and failure of the project :

The reasons for the failure of the project are the lack of clarity of goals, \_ poor project management, complexity of relations with clients, non-compliance with legal agreements, fundamental factors, conflicts within the project, lack of competence and experience.

As for the reasons for the success of the project, realistic goals, achieving competition, customer satisfaction, profitability, improving relations with stakeholders, the presence of markets , the implementation process, the perceived value of the project success ( Munns, A K & Bjeirmi,: 1996:82 ).

The evidence also varies to assess its success or failure and to assess the success and failure of the project (Najm, 2013:121).

## Project Success Factors project failure factors

	Factors of project failure	Project success factors
A.	Inadequate reporting on the status of the project	Supervision and support from senior management
B.	Inadequate or appropriate supervision from senior management	Early effective planning
C.	Inappropriate skills for the project manager in terms of management skills, interpersonal relationships, communication skills, decision-making abilities, poor vision	Delegation of appropriate powers to the Working Group
D.	Poor participation of project team members in decision-making	Strong participation of team members in decision-making and project implementation
E.	Inadequate resources and project planning	Objectives and realistic costs of the project
F.	The use of the art of inappropriate management of engineering changes and incomplete cost estimates leads to underfunding	The commitment of the project manager to the performance goals, budgeting and scheduling of the project
G.	The project ended at the wrong time inefficiency in the use of resources, poor definition of powers and responsibilities weak lack of commitment of team members to the project	Availability of an effective information system

### Dimensions of Project Success Factors:

#### Organizational Commitment:

The concept of commitment developed in the middle of the last century as a set of accumulated material and immaterial investments that are assessed by individuals when leaving the organization, after which the concept of commitment shifted from investments to psychological attachment related to individuals towards the organization and the relative strength to determine the identity of each person through their participation in the work, therefore, commitment was based on the theory of exchange by strong faith,



acceptance of the goals and beliefs of the organization, willingness to exert greater effort on its behalf and the desire to maintain membership of the organization based on the three dimensions of commitment are emotional, continuous and normative, (Alam'dar, 2013:61).

### Communication:

it is an important process in which ideas and information are exchanged to facilitate business and provide the best opinions and suggestions they have . Communication is a key and vital element in the success or failure of the project because of its effective role in delivering the data needed by working personnel and the ability to meet their needs in a timely manner ,because any delay will lead to significant losses, and can be ranked first for its great importance in coordinating and integrating all departments and branches of the project and the organization, whether at the local or global level (ZHENG, 2017:79 ).

### Project teamproject Teamwork

Teamwork is a necessary strategy for building traits and cooperation in modern organizations , and the team should be guided by previous conclusions and experiences and monitor and analyze individual differences to see if the results match the plans set for them (2012:21: Felty )and Team Building focuses on a set of key elements ( Selnes , & Mandson : 2015:23), namely .

A-functional teams: they are the people who work together on a daily basis to carry out tasks and are found within departments

B-multifunctional teams : people who perform various functions simultaneously and require concerted efforts to achieve the goals of the team.

C-problem solving team: it is to find the best solutions in a timely manner according to existing standards.

D-self-management of the team: it is to organize the work themselves and make the right decisions in emergency cases and at the right time without referring to the manager

Project control project Control :

(Sabeghi et al., 2015:71) pointed out that project monitoring is a process that focuses on the critical aspects of the project during its life cycle and taking preventive and precautionary measures when necessary and in a timely manner to avoid any opportunity that leads to loss and loss.

Custom (Abbaszadegan,2016:2) project monitoring is the procedures and tools used in the planning and control of all stages of the project, includes risk management, cost, schedule, changes, value gained and forecasting events in advance, in addition, the monitoring process includes several stages, including planning and clarification of the baseline of control over operations, data collection and analysis to establish the status of the project, reporting to senior management for decision-making, taking corrective actions.

The relationship between search variables

The success of the project using information technology is a source of concern for many organizations around the world, as there are different

measures to determine the level of success and this is related to (system quality, user satisfaction, information quality, organizational impact on the use of Information, individual impact), so most researchers agree in planning and classifying the projects that the organization seeks to achieve success when they are completed within the specified schedule and budget as measures to assess success, in addition to the level of performance that determines the impact of organizational factors and Risk Management in achieving The success of the project (Pimchangthong & Boonjing,2017:580,581 )

This relationship also reflects the possibility of employers to understand the success factors of the project, which results in the development and introduction of new products and technologies to the market proactively through their search for new markets,investing surrounding opportunities and creating a competitive advantage in the Blue Ocean Strategy that is not available to competing organizations (Machado ,et al ,2016:1619, 1620)

Second topic / practical aspect.

The research relied on the Likert five–point scale in the sample answers for the resolution, the level of each variable will be between (5–1) with four . levels, Table (2) shows this

Table (2) shows the weighted average and the level of the answer

Level of response	Response scale	Weighted average
Very weak	I don't quite agree	From 1 to 1.80
Weak	Disagree	From 1.81 to 2.60
Average	Neutral	From 2.61 to 3.40
Good	I agree	From 3.41 to 4.20
Very good	I totally agree	From 4.21 to 5

### First: the test of honesty and constancy

The Cronbach's Alpha coefficient  $\alpha$  has been used to measure reliability, which means that the scale must consistently reflect the structure, Table (3) shows the Cronbach's Alpha coefficient  $\alpha$

Table (3) coefficients Alpha cronbach (Cronbach's $\alpha$ )	
50	Sample size
24	Number of paragraphs
0.929	Cronbach's cornbrash's coefficient
0.963	Coefficient of statistical honesty

From the above table, we note that the value of the coefficient of honesty and constancy (reliability )is equal to (0.929), and the value is acceptable in studies that use the questionnaire form. As for the level of sub-dimensional search resolution, the table shows the alpha kronbach coefficient(as follows.

Table (4 ) cronbach's Alpha scale for dimensions and variables			
Cronbach's coefficient	Number of paragraphs	Dimensions	
0.721	3	Increase	.1
0.773	3	Exclusion	.2
0.800	3	Downsizing	.3
0.809	3	Innovation	.4
0.819	3	Organizational commitment	.5
0.828	3	Communications	.6
0.832	3	Project team	.7
0.906	3	Project control	.8

It is clear from the above table that the reliability measure for all variables of the form is within the acceptable ratios within the limits of the cronbach ratio ( 0.929), an indicator of the stability of the dimensions of the sub-variables

## Second: the moral test

The purpose of this test is to verify the significance of the tabular variables with the standard moral significance, and accept any variable whose moral significance is ( 0.05 ) or less, as in Table No. (5) above.

Table no. (5) testing the significance of variables and dispersion						
Variable symbols	variable dimensions	variable names	T	Df	Sig.	Mean Difference
Increase	Improving the quality of the service provided to the customer leads to an increase in customer deposits and thus increase profits	A1	43.48	50	.000	3.26
	Attracting qualified cadres leads to service performance and improvement	A2	32.64	50	.000	3.27
	Increasing the quality of the service provided increases the confidence of the subscriber	A3	23.52	50	.000	3.36
Exclusion	The group is excluded in the project by getting rid of useless processes to raise the efficiency and effectiveness of the service provided	A4	32.71	50	.000	4.22
	The project team excludes routine procedures during the provision of a service or product, especially useless to the client	A5	21.13	50	.000	4.55
	The project team periodically reviews the investment expenses in the market	A6	31.16	50	.000	4.13
Downsizing	The project team seeks to reduce costs and increase profits by relying on	A7	33.40	50	.000	3.12

	reducing waste and loss					
	Gain the client's trust and get rid of poor and poor quality services	A8	33.76	50	.000	3.06
	Getting rid of ideas that are impossible to implement or useless, even if they are good economically and technically	A9	35.35	50	.000	3.15
Innovation	The team is characterized by its ability to find creative ways to do business	A10	36.72	50	.000	3.89
	The team has the ability to quickly adapt, environmental changes and new situations	A11	43.81	50	.000	3.02
	Contributes to the expansion of its services and gaining new customers for its new services and products	A12	38.98	50	.000	3.18
Organizational commitment	The department is committed to providing financial support and sufficient resources for the success of the project .	A13	39.42	50	.000	4.07
	The management is committed to setting a project schedule and adapting it to meet changes in the environment.	A14	29.18	50	.000	3.60
	The work team is committed to the project until the completion of its implementation and delivery to the beneficiary.	A15	36.88	50	.000	4.09
Communications	Appropriate use of communication tools to meet the needs of senior management and the project team.	A16	23.17	50	.000	3.13

	Communication is used to plan and coordinate project activities and communicate with team members.	A17	21.00	50	.000	3.31
	The project team selects the appropriate communication medium for the purpose of communication efficiency.	A18	23.83	50	.000	3.49
Project team	The project team members are characterized by the challenge of achieving the project objectives and development	A19	21.34	50	.000	2.20
	The project management grants rewards and incentives to the project workers .	A20	19.25	50	.000	2.02
	Sometimes the project team participates in the decision-making process, which increases self-confidence.	A21	16.13	50	.000	2.73
Project control	Senior management proactively monitors the work of the project to prevent the occurrence of problems and obstacles in the work.	A22	21.59	50	.000	3.31
	There are no criteria for determining deviations that help the administration to find out the extent of project implementation.	A23	19.51	50	.000	3.04
	Take prompt corrective measures in case of errors or deviations	A24	18.47	50	.000	2.18

We note that all the variables (main and Sub) have reached (.000) the level of moral Sig. That is, less than (0.05), which is statistically acceptable, but the

Mean Difference, the statistical dispersion and the statistical difference were in small proportions, which in turn, the acceptance of the model variables statistically and the consistency of the variables.

### Third: descriptive statistics

Descriptive statistics seeks to identify the reality of the Blue Ocean Strategy and the critical success factors according to the response of the studied sample of a number of service organizations, and will be based on the arithmetic mean, which is the most important measure of centralism, the most famous and most important in various metrics. Represents the value of the arithmetic mean, the standard deviation, and the standard line  
And Table (2) shows this, the levels of the weighted average and the level of the answer, the research was based on the five-point Likert scale in the sample answers in the questionnaire and Table (6) shows the results of descriptive statistics

Table (6) descriptive statistics results						
Names of variables	Dimensions of variables	Symbol s of variabl es		Mea n	Std. Deviation	Std. Error Mean
Increase	Improving the quality of the service provided to the customer leads to an increase in customer deposits and thus increase profits	A1	50	4.44	0.69	0.09
	Attracting qualified cadres leads to service performance and improvement	A2	50	4.25	0.73	0.13



	Increasing the quality of the service provided increases the confidence of the subscriber	A3	50	4.27	0.69	0.10
Exclusion	The group is excluded in the project by getting rid of useless processes to raise the efficiency and effectiveness of the service provided	A4	50	3.55	0.96	0.13
	The project team excludes routine procedures during the provision of a service or product, especially useless to the client	A5	50	3.84	1.25	0.17
	The project team periodically reviews the investment expenses in the market	A6	50	3.80	0.98	0.13
Downsizing	The project team seeks to reduce costs and increase profits by relying on reducing waste and loss	A7	50	4.02	0.89	0.12
	Gain customer trust and get rid of poor and poor quality services	A8	50	3.89	0.79	0.11
	Getting rid of ideas that are impossible to implement or useless, even if they are good economically and	A9	50	4.15	0.87	0.12

	technically					
Innovation	The team is characterized by its ability to find creative ways in doing its business	A10	50	4.31	0.90	0.12
	The team has the ability to quickly adapt, environmental changes and new situations	A11	50	4.02	0.68	0.09
	Contributes to the expansion of its services and gaining new customers for its new services and products	A12	50	4.18	0.80	0.11
Organizational commitment	The department is committed to providing financial support and sufficient resources for the success of the project .	A13	50	4.07	0.77	0.10
	The management is committed to setting a project schedule and adapting it to meet changes in the environment .	A14	50	4.09	0.92	0.12
	The team is committed to the project until the completion of its implementation.	A15	50	3.6	0.82	0.11
Communications	Appropriate use of communication tools to meet the needs of senior management and	A16	50	3.13	1.00	0.14

	the project team.					
	Communication is used to plan and coordinate project activities and communicate with team members.	A17	50	3.31	1.17	0.16
	The project team selects the appropriate communication medium for the purpose of communication efficiency.	A18	50	3.49	1.09	0.15
Project team	The members of the project team are characterized by the challenge of achieving the objectives of the project and its development	A19	50	3.01	1.15	0.16
	The project management grants rewards and incentives to the project workers .	A20	50	3.02	1.16	0.16
	Sometimes the project team participates in the decision-making process, which increases self-confidence.	A21	50	2.73	1.25	0.17
Project control	Senior management proactively monitors the work of the project to prevent the occurrence of problems and obstacles in the	A22	50	3.31	1.14	0.15

	work.					
	There are no criteria for determining deviations that help the administration to find out the extent of project implementation.	A23	50	3.04	1.15	0.16
	Take prompt corrective measures in case of errors or deviations	A24	50	3.18	1.28	0.17

1-The results related to the Blue Ocean post-increment strategy showed that the highest value was at paragraph (A1 ) with an arithmetic mean of (4.44 ), which is higher than the hypothetical mean of (3), at a good level and with a standard deviation of (0.69), as the standard error reached (0.09), while the lowest value came at paragraph (A2 ), with an arithmetic mean of (4.25), the answers of the research sample (0.73) this indicates that the project team is working to improve the level of quality of service provided to the client leads to an increase in customer deposits and thus increase profits .

2\_ the results related to the Blue Ocean Strategy for the dimension of exclusion showed that the highest value was at paragraph (A5) with an arithmetic mean of (3.84), which is higher than the hypothetical mean of(3), at a good level and with a standard deviation of (1.25), as its standard error reached (0.17), the lowest value came at paragraph (A4) and with an arithmetic mean of (3.55) that the answers of the research sample (0.96 ) and the standard line (0.13), this indicates that the group excludes routine and useless procedures in the project during the provision of service or to achieve renewal and added value Downsizing

3-the results related to the Blue Ocean Strategy for the dimension of innovation showed that the highest value was at paragraph (A10 with an

arithmetic mean of (4.30), which is higher than the hypothetical mean of (3), at a good level and with a standard deviation of (0.90), as the standard error reached ( 0.12), the lowest value came at paragraph A11) and with an arithmetic mean of ( 4.02 ) that the answers of the research sample the standard line was (0.68 ) and the standard line was (0.09), which indicates the team's ability to find creative ways to practice its work and its ability to adapt quickly and environmental changes .

4-the results related to the project success factors for the dimension of organizational commitment showed that the highest value was at paragraph (A14) with an arithmetic mean (4.09), which is higher than the default mean of (3) and at a good level and with a standard deviation (0 .92), reaching its standard error (0. 12) as for the lowest value, it came at paragraph A. 13) and with an arithmetic mean (4.07) that the answers of the research sample are heading towards agreement for the content of this paragraph, as for the value of the standard deviation was (0.77) and the standard line (0.10), this indicates the commitment of the project team to provide financial support and adequate resources for the success of the project and setting a project schedule.

5\_ the results related to the success factors of the project for the dimension of communication showed that the highest value was at paragraph (A16 ) with an arithmetic mean of (3.13), which is higher than the hypothetical mean of (3) with a good level and with a standard deviation of ( 1.00), as its standard error reached (0.14), the lowest value came at paragraph( A18) and with an arithmetic mean (3.49) that the answers of the research sample( 1.09 )and the standard line (0.15 ) appropriate use of means of communication to meet the needs of senior management and the project team.

6 - the results related to the success factors of the project showed to the dimension of the project team that the highest value was at paragraph (A19 ) with an arithmetic mean ( 3.01), which is higher than the hypothetical average of (3) at a good level and with a standard deviation of 1.15), as the

standard error reached ( 0.16), but the lowest value came at paragraph A21 ) and with an arithmetic mean (2.73) that the answers of the research sample 1.25 )and the standard line(0.17), this indicates that the project team members are working to achieve the goals of the project and develop it well

To rank the importance of the dimensions of the Blue Ocean Strategy and the critical success factors, the arithmetic mean and the standard deviation were used according to the importance as shown in Table (7)

Table (7 ) for the order of importance of dimensions					
Order of dimensions	Paragraph	Standard deviation	Arithmetic mean	dimensional Blue Ocean	ت
The first	Improving the quality of the service provided to the customer leads to an increase in customer deposits and thus increase profits	0.69	4.44	Increase	1
The fourth	The group is excluded in the project by getting rid of useless processes to raise the efficiency and effectiveness of the service provided	0.96	3.55	Exclusion	2
The third	The project team seeks to reduce costs and increase profits by relying on reducing waste and loss	0.89	4.02	Contraction	3
The second	The team is characterized by its	0.90	4.31	Innovation	4

	ability to find creative ways to do business				
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:Fourth: correlation relations of model variables

Table (8) results of correlation relations between the Blue Ocean Strategy and critical success factors					
Project success factors (y)	Project success factors				The dependent variable / The independent variable
	Project control Y(4)	Project team Y(3)	Communications Y(2)	Organizational commitment Y(1)	
0.438**	0.380	0.440**	0.325*	0.426**	Increase (x1)
0.421**	0.498**	0.411**	0.224	0.357**	Exclusion (x2)
0.421	0.095	0.041	0.021	0.017	Shrinking (x3 )
0.083	0.094	0.093	0.018	0.090	Innovation (x4)
0.845**	0.357	** 0.726	** 0.693	** 0.621	Blue Ocean Strategy (x)
Relatively good moral significance * * 0.0 1					

The results of correlations at the sub-level between the study variables indicated the following:

1-the Blue Ocean independent variable strategy achieved a positive correlation with a moral level (0.00) with the approved variables, respectively (organizational commitment, communication, project team, project control)(0.426 , 0.3250 , 0.440, 0.380, 0.438) the result was Blue Ocean Strategy correlations and critical success factors a significant correlation with a strong correlation coefficient,.Accordingly, the first

main hypothesis is accepted, which states that there is a significant correlation between the dimension of the increase and the elements of the decisive success factors in terms of its dimensions in the circle under study.

2-the results showed that there is a positive correlation between the exclusion dimension and the project success factors, as its correlation coefficient reached (0.421\*\*) is a logical result as a result of reversing the positive directional relationships of the first component of the Blue Ocean Strategy in relation to the success factors of the project, which were all at a moral level (0.05). it represents our acceptance of the first sub-hypothesis. this means the use of the Blue Ocean strategy after exclusion helps in providing service to customers as quickly as possible and with minimal effort. this increases creativity and innovation in the provision of the project Service.

3-The Blue Ocean Strategy achieved the independent variable of the shrinkage dimension a positive correlation with a moral level (0.00 )with the variables adopted respectively (organizational commitment ,communication ,project team ,project control (0.017 0.021 0.041 0.095) and the result was the correlations of the Blue Ocean Strategy and the project success factors a moral relationship with a strong correlation coefficient, hereby accepts the third main hypothesis, which states that there is a moral correlation the emergence of a significant correlation the success of the project.

4-The Blue Ocean Strategy achieved the independent variable of the innovation dimension a positive correlation with a moral level (0.083)with the variables adopted respectively (organizational commitment ,communication ,project team ,project control ( 0.090 0.018 0.093 0.094)



and the result was the correlations of the Blue Ocean Strategy and project success factors a moral relationship with a strong correlation coefficient, hereby accepts the third main hypothesis, which states that there is a moral correlation the emergence of a significant correlation the project.

5-Relations of influence between the independent variable (Blue Ocean Strategy) and its dimensions and between the dependent variable (project success factors), (there is a significant influence between the Blue Ocean Strategy and the project success factors and at the level of sub-dimensions of each of them) this hypothesis was tested through a simple regression Analysis, and in light of this hypothesis a semantic relationship was formulated between the real value of the dependent variable (project success factors), which was encoded with the symbol (Z), and the independent explanatory variable (Ocean Strategy blue

The impact of the Blue Ocean Strategy and its dimensions on the success factors of the project

Table (7) results of the impact relations between the Blue Ocean Strategy and critical success factors

The dependent variable	Value (p)	(Value (F Calculated	Coefficient of determination R2	Sig	Calculated value (t)	Coefficient (β) beta)	Value The constant A	The independent variable Blue Ocean Strategy
Project success	0.000	79.12	0.39	0.000	8.89	0.60	1.46	Increase
	0.000	139.93	0.532	0.000	11.83	0.66	1.20	Exclusion

factors	0.000	33.28	0.213	0.000	5.76	0.37	2.54	Contracti on
	0.036	4.51	0.035	0.036	2.12	0.21	3.13	Innovatio n
	0.000	129.30	0.51	0.000	11.37	0.96	0.33	Total Blue Ocean Strategy

The tabular value (F) is at the level of significance (0.05) = 3.92, the tabular value (T) is at the level of significance (0.05) = 1.66(N =50)

Table (7) shows that the value (F) of the non-aesthetic patronage of the Blue Ocean Strategy with the success factors of the project amounted to (79.12, 139.93, 33.28, 4.51, 129.30) it is greater than the tabular value (F) of (3.92) at the level of significance (0.05), and indicates that the constant values (a) in the equation (1.46, 1.20, 2.54, 2.01, 3.30) respectively, this value represents that there are (project success factors) even if the Blue Ocean Strategy and its dimensions are equal to zero, and the values of the beta coefficient ( $\beta$ ) reached (.600, .660, .370, .210, .960), which are positive values and indicate that any change of one unit in the (Blue Ocean Strategy and its dimensions) will lead to a change of the same amount in (Project success factors) by the amount of these values, while the value of the determination coefficient ( $R^2$ ) (.510) this value is considered a descriptive measure used to explain and clarify the usefulness of the regression equation in estimating values, which means that the amount of (0.51) of the variation in information technology is a variation explained by the entrepreneurial orientation and its dimensions that entered the model, while the remaining percentage of (0.49) represents an explained variation of factors not included in the regression model, as indicated by table ( ) (8.89, 11.83, 5.76, 2.12, 11.37) respectively, in the sense that the calculated

values of (t) are greater than the tabular (t) at a significant level (0.01), except for the value of (t) for the risk tolerance dimension It was at a moral level (0.05), which explains the moral differences of the study variables and their importance in the research model . Based on the foregoing, we accept the first sub-hypothesis of the fourth main research hypothesis, and this means that there is a (statistically significant effect of the Blue Ocean Strategy with its dimensions in the success factors of the project

#### : Conclusions and recommendations

1–there is a correlation between the Blue Ocean Strategy in service organizations and the success factors of the project, especially for-profit organizations more than public ones .

2-the lack of a clear blue ocean strategy in public organizations . With the factors of the success of the project and how the individual can reach the highest degrees of competition .

3-we note that all the variables (main and subsidiary) have reached( .000) the level of moral Sig.That is, less than (0.05), which is statistically acceptable, but the Mean Difference, the statistical dispersion and the statistical difference were in small proportions, and this, in turn, the acceptance of the model variables statistically and the consistency of the variables .

4-the results related to the Blue Ocean strategy after the increase showed that the highest value was at paragraph( A1 ) with an arithmetic mean (4.44), which is higher than the hypothetical average of (3) and at a good level and with a standard deviation (0.69), as the standard error reached (0.09), but

the lowest value came at paragraph A2) and with an arithmetic mean (4.25 ) that the answers of the research sample 0.73 ) this indicates that the project team is working to improve the quality of the service provided to the client leads to an increase in customer deposits and thus increase profits .

### Recommendations

1-the need for the company to apply the concepts of the Blue Ocean Strategy to the departments, such as activating the principle of participation, forming teams, teamwork and administrative decision-making in order to encourage creativity.The regulator, in turn, will help to compete .

2-the need for service and non-service organizations between senior management and working individuals at all levels in order to achieve competitive advantage.To achieve brainstorming and launch experiences and skills

3-in accordance with the guidelines of the study and its results, we believe that it is necessary to adopt the elements of career absorption by the employees and the organizational support realized by the senior management and combine all efforts to achieve the company's goals and directions better.

4-promoting the concept of senior management, in order to realize the distinguished role of individuals in enhancing the status of the organization and drawing its future direction .

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