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Blue Ocean Strategy in Saudi Arabia Telecommunication Companies and Its Impact on the Competitive Advantage

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Abstract

This study aims to shed light on the application of Blue Ocean Strategy at Saudi Telecom companies, its role in achieving a competitive advantage, and the extent of adoption of this strategy by the Saudi telecommunications companies, which represent the study community and the dimensions of this strategy, as well as determine the relationship and influence between (this strategy with its principles and dimensions) and (the competitive advantage with its indicators), through survey a sample of workers in these companies, The study came to a set of results, the main important results are: The application of the principles of blue ocean strategy will contribute significantly to achieve a competitive advantage to the company over its competitors in the market, where it was found that there is a strong positive relationship between the competitive advantage variable and every principle of blue ocean strategy principles, and the most powerful relationship came to (Reconstruct market boundaries, Reach beyond existing demand) principles, and the least came to the principle of (Build execution into strategy), the study concluded that the dimensions of blue ocean strategy have made a strong impact in create value, and create value which resulting from the dimensions of blue ocean strategy has achieved a strong impact on all the competitive advantage's indicators of the telecommunications companies

Keywords: Blue ocean strategy; Competitive advantage; Create value

Introduction

The innovative and productive marketing and administrative creativity are important elements to ensure continued growth and development to this service due for innovation and creativity provide ability to develop new products, and innovative marketing methods appropriate with the nature of various telecommunication services and the nature of target markets for these services, due to the lack of studies and research at the local level and Arab markets level in this area, we believe that this study can contribute to shed light on this important subject, which is considered as essential element of success for all organizations which has a clear interest in the advanced countries. This study focused on the importance and the reality of marketing innovation and creativity for the telecommunication companies in Saudi Arabia, the attitude of these companies, their overview to this vital subject and methods used to encourage marketing innovation and creativity.

In view of what witnessing in the global markets of intense rivalry among the various organizations either industrial or service, in their quest toward achieving superiority over competitors and gain greater market share, on the basis of survival for the fittest and oversupply on demand for many services, the goal of performance maintaining for the leading organizations has become extremely difficult, which resulted the reluctance of many of them to enter into direct competition field for fear of the impact on their economic entities.

In pursuit of Adopt philosophical implications which contribute greatly to reach to freedom state from competition, research on the exclusivity status and lead the market based on the context of creative thinking of those who in charge of planning activities, which is reflected positively on the marketing performance, the current market data make the doors open to this kind of organizations which can formulate their strategies without addressing topics such as competition strategy, reference comparison with competitor organizations, how to build a competitive advantage and how to exceed competitors, but in the search for the spaces that still have no competition yet, by adopting a non-competitive strategy seeks to value creation, which is considered as a cornerstone of blue ocean strategy, and represents at the same time one of the themes that the search dealt with, where marketing performance is considered as one of the fundamental dimensions by judging the success of the organization or not in achieving its objectives and strengthen its position in the market.

The concept of the blue ocean strategy this time came from the west, it is a development for the concept of strategic management in the developed and changing business world. This strategy is a modern competitive and marketing strategy, through searching for a new blue ocean apart from the competition and wars, as is prevalent in business today.

As the futurism leading companies, they do not excel through the conflicts and the struggle with competitors, but by creating "blue oceans" in the areas of free wrestle markets around, as well as readiness for growth. It defines such a strategic business as "moral innovation", it creates powerful leaps in the value for the both of company and buyers, leaving competitors without effective, and creating new demand.

Where the blue ocean strategy proposes a systematic approach to make the competition out of the game. The two originator of this strategy propose analytical structure proving in practice, and successful tools for creating and owning a blue oceans strategy and through the application of wide range strategic tools across many industries.

The Problem of Study

Blue ocean strategy represents a modern marketing thought which conveys the organization from traditional competition to compete in the region which has been dominated by this organization without

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conflicts. Telecommunications sector in the Kingdom is considered one of the main and important services in the national economy, so the competition between telecommunications companies is great and intense. Thus, this study created to find out the ability of these companies to adopt a pioneering and innovative marketing strategy in order to reduce the intensity of the competition and gain market share greater than its competitors, so the problem of study focused on identifying the impact of application blue ocean strategy in the telecommunications companies operating in Saudi Arabia on their competition superiority.

Study Objectives

Identify the possibility and the ability of the Saudi telecommunications companies to apply blue ocean strategy dimensions

- Identify the relationship between the application of blue ocean strategy dimensions of Saudi Telecom companies and the competitive advantage.
- Identify the impact of each dimension of blue ocean strategy dimensions to achieve a competitive advantage to Saudi Telecom companies.
- Identify the obstacles that prevent application blue ocean strategy in these companies.
- Creating a work plan to overcome the obstacles that prevent application blue ocean strategy in Saudi Telecommunication companies.

The importance of studying

The importance of the study rises from the following:

- The importance of application innovative strategies such as the blue ocean strategy which have an ideal role in the development of business and services of Saudi Telecom companies.
- In order to get out of traditional competition and scurrying to innovative market that can attain this leadership and excellence for the companies after overcoming obstacles which encounter in application blue ocean strategy.
- Rarity and lack of previous studies in this subject in Saudi Arabia, the novelty of the concept (Figure 1).

Study Hypotheses

H1: There is a significant statistical relationship between the Principles of blue ocean strategy and between competitive advantages in Saudi Arabia telecommunications companies.

H1a: There is a significant statistical relationship between Reconstruct market boundaries and between competitive advantages.

H1b: There is a significant statistical relationship between Focus on the big picture

and between competitive advantage.

H1c: There is a significant statistical relationship between Reach beyond existing demand and between competitive advantages.

H1d: There is a significant statistical relationship between Get the strategic sequence right and between competitive advantages.

H1e: There is a significant statistical relationship between Overcome key organizational hurdles and between competitive advantages.

H1f: There is a significant statistical relationship between Build execution into strategy and between competitive advantages.

H2: There is statistically significant effect relationship between the dimensions of the blue ocean strategy at the macro level and Create value in the Saudi telecommunications companies.

H3: There is statistically significant effect relationship between Create value and the competitive advantage with its indicators in the Saudi telecommunications companies (Table 1).

Theoretical Framework

Previous Research in blue ocean strategy and competitive advantage (Table 1)

Blue Ocean Strategy

The term of blue ocean strategy is one of the modern terms in the management literatures, the gratitude to use this term refers to each of [1] to refer to the means of discovering market sites that still have no competition organizations [2]. as a strategy focuses on industries that have not yet come into existence, which represents the space or void and unknown areas in the market [1], while some consider it as a mechanism that ensure the elimination of the status of current competition and access to the build an uncompetitive strategy.

Porter [3] also viewed this strategy as: it illustrates the route which through defines how to open the market space that uninhibited previously, create demand and growth opportunities [4]. In the same context indicates [5] that leader organizations in the market seek to adopt a strategy which ensure demand innovation, not to search for it and try to be met, thereby moving towards exclusivity over competitors and not compete them.

And according to the brief survey, it is clear that the Blue Ocean Strategy focuses on strategic movement itself as the true source of innovation, at variance of the traditional strategic approach which focuses on the organization as a source of excellence, so the strategic movement in view of Blue Ocean Strategy represents the outstanding performance source, which includes activities and administrative decisions aimed at crystallizing that performance and developing a large business project, leading to create a new blue ocean, which has led to the emergence of new areas in the market, these areas have ability to generate innovation and new space in the market, and this what General, Motors and Ford organizations have succeeded to prove, they product a poignant kinds of cars, and therefore their success in creating new value [4].

The concept of the blue ocean strategy

The term of blue ocean is one of the modern terms in the field of business management in general and marketing management in particular, which is adapted from the crystal clear blue water, which did not dented bloody red water, this water collectively form the blue ocean. Of those characteristics this philosophy quoted its name, and it entered the business world gratitude to some researchers and thinkers to become one of the philosophies which is adopted by the organizations in their work under the name the Blue Ocean philosophy.

So these oceans is required by organizations to Find/or invade new markets that were not known previously for them and their competitors, in order to create a demand in these markets, and to find

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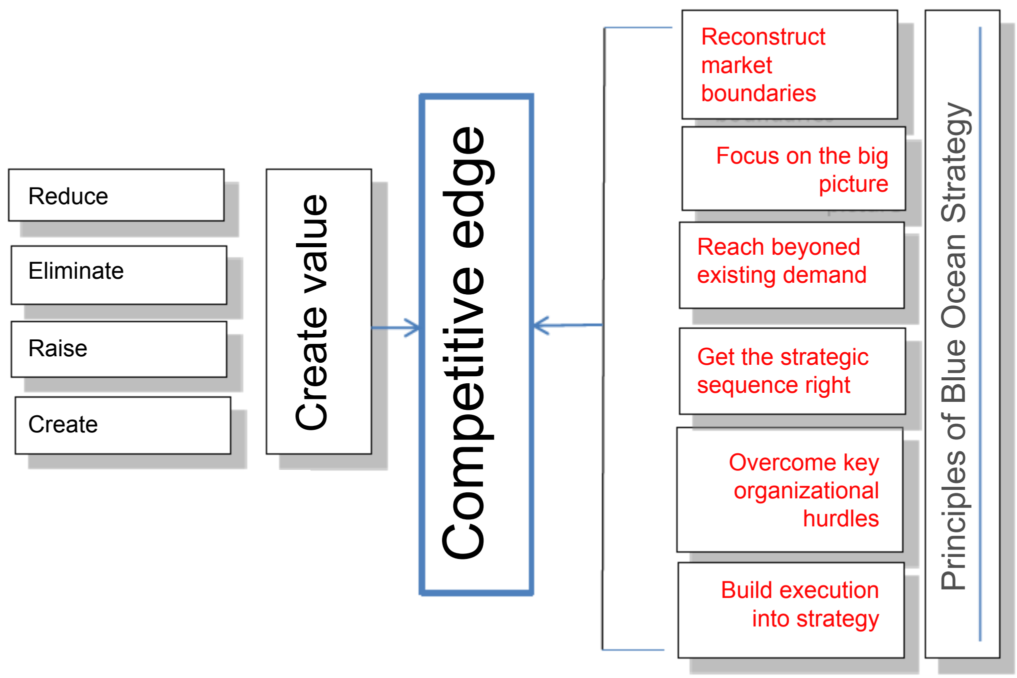

Figure 1: Study model.

Author	Study title	Study objectives	Results
Al-Janabi [28]	The impact of customer knowledge management in achieving competitive advantage.	- Test the relationship and impact between customer knowledge management and competitive advantage. -Develop the future role of customer knowledge management for achieving competitive advantage.	- There is impact statistically significant relationship between the customer knowledge management and competitive advantage. - The Variation concerns of banks for competitive advantage dimensions.
Choyt [29]	The application of the Blue Ocean Strategy on jewelry formulation.	the impact of the Blue Ocean Strategy on the industry pioneers.	The importance of this strategy in achieving the goals of the organizations that working in this area.
Tai (2008)	Blue market strategy and its role in achieving competitive advantage.	To identify the extent of application Blue Ocean Strategy in the Iraqi organizations generally, and in the Pepsi Kufa organization specially.	- There is a strong correlation relationship between the Blue Ocean Strategy and competitive advantage. - Blue Ocean strategy has a prominent role in achieving competitive advantage.
Patricio O'Gorman [34]	Creating a Blue Ocean. TheNintendo Way.	Analyzethe company's strategy and understand it from the point of view of BOS.	The only viable response so far has been price cuts in the competitors, which reinforces Wii's success (and places the pressure on sales game to recover that profitability). Nintendo has executed a well thought-out plan and has created a Blue Ocean strategy.
Al-Bana'a [27]	BlueOcean Strategy role in achieving sustainable competitive advantage.	Determine the correlation and effect relationship between the Blue Ocean Strategy indicators and the dimensions of sustainable competitive advantage.	There is a statistical significance correlation relationship and impact between the two main variables.
Dehkordi [30]	Blue Ocean Strategy: A Study Over a strategy which help the firm to survive from competitive environment.	introduce one of the controversial issues in the business world which is labeled blue ocean strategy, this study also highlight blue ocean`s barriers like imitation and emulation.	no doubt ability of the firm to compete to each other has been become entangled with entrepreneurship and belief that innovative ideas are the only way to sustain each firms or companies 'business in the market pushes them to work on this key success factor.

Table 1: Previous Research in Blue Ocean Strategy and competitive advantage.

new investment opportunities in pursuit of sustainability, growth and achieve benefit. Which means that organizations create something is different from others and produce something did not produce previously; as well as their dramatically adaptation with the common core values for customers to form a new set of values without having any little competition [6]. Some of them think that the emergence of most oceans caused by the current markets and their contents of well-known products or services and prevalent industries, also the competition laws that focus primarily on the organization's capacity in the face of competition, and access to the new products, customers and target markets is faster and better than their competitors [7].

So what are the justifications which motivate some organizations to create and adopt Blue ocean philosophy?

The urgent need to find and adopt this philosophy by some organizations is caused by [1,8,9]:

- The Rapid advance in industrial production techniques.
- Increase the number of industries and the superiority of supply over demand.
- -The permitting for suppliers to produce unprecedented multiple types and varieties of goods and services.
- Internationality orientation (the current globalization for markets, the speed of technology transmission and automated transfer for information).
- The difficulty of prediction of economic, legislation, environmental and asocial fluctuations in the environment of international business organizations.

Blue Ocean Strategy tools

There are four basic questions to break the usual strategic logic of the red markets:

- What are the elements that can be dropped from among the elements that the industry considered them necessary at the current?
- What are the elements which can be reduced to decrease their costs at the current level for the industry?
- What are the elements which can be increased to exceed the current level of quality for the industry?
- What are the elements that can be innovated and not provided by the current industry before?

The answers of the first two questions give you the ability to visualize the way of reducing costs more than competitors and the answers of the last two questions give you the ability to conceive the innovative value that can be offered to customers in order to find or invent a new market demand.

The principles of blue ocean strategy

The six main principles guide companies through the formulation and execution of blue ocean strategy in a systematic, risk-minimizing manner.

The first four principles address blue ocean strategy formulation:

Reconstruct market boundaries: This principle identifies the paths by which managers can systematically create uncontested market space across diverse industry domains, hence attenuating search risk. Using a Six Paths framework, it teaches companies how to make the competition irrelevant by looking across the six conventional boundaries of competition to open up commercially important blue oceans.

Focus on the big picture, not the numbers: This principle, which addresses planning risk, presents an alternative to the existing strategic planning process, which is often criticized as a number-crunching exercise that keeps companies locked into making incremental improvements. Using a visualizing approach that drives managers to focus on the big picture, this principle proposes a four-step planning process for strategies that create and capture blue ocean opportunities.

Reach beyond existing demand: To create the greatest market of new demand, managers must challenge the conventional practice of aiming for finer segmentation to better meet existing customer preferences, which often results increasingly small target markets. Instead, this principle, which addresses scale risk, states the importance of aggregating demand, not by focusing on the differences that separate customers but rather by building on the powerful commonalities across noncustomers.

Get the strategic sequence right: The fourth principle describes a sequence that companies should follow to ensure that the business model they build will be able to produce and maintain profitable growth. When companies follow the sequence of (1) utility, (2) price, (3) cost, and (4) adoption requirements, they address the business model risk. The remaining two principles address the execution risks of blue ocean strategy.

Overcome key organizational hurdles: Tipping point leadership shows managers how to mobilize an organization to overcome the key organizational hurdles that block the implementation of a blue ocean strategy. This principle mitigates organizational risk, outlining how leaders and managers can surmount the cognitive, resource, motivational, and political hurdles in spite of limited time and resources.

Build execution into strategy: This principle introduces fair process to address the management risk associated with people's attitudes and behaviors. Because a blue ocean strategy represents a departure from the status quo, fair process is required to facilitate both strategy making and execution by mobilizing people for the voluntary cooperation needed for execution. By integrating execution into strategy formulation, people are motivated to act [10].

The contents of the blue ocean strategy

Blue ocean strategy represents all organizations and industries that are not in the current market, as they are creating demand, there is no competition and growth opportunities are wide, it serves as a tool to describe the depth and breadth of the potential market area that have not been discovered yet, and in order to access to this case organizations should seek to create and innovate the value as previously stated, it can be explained through the following points:

- **Reduction:** The organization, that aims to create a blue ocean, must seriously consider its exaggerated activities on different areas such as designing the product which contributed to increase the cost.
- **Eliminating:** The organization should create a new value and think carefully about the exclusion of the factors that organization competed around in prior periods.
- **Raising:** In the same context, it is assumed that the organization is seeking to increase some factors concentration more than the rest of the competitors in the field of production process or marketing activities to access to uniqueness state.
- **Creation:** The fact that if the Organization implements the previous phases, this makes it able to discover entirely new resources, create new demand and adjust the followed strategy.

Competitive Advantage Indicators

The organization's success depends on its ability to identify and know customer's needs and desires, the target market and the extent of possibility to satisfy these needs better than competitors. So the organization interprets those needs and desires, according to customer requirements, and then implements them according with its core ability to form the indicators that it will compete on the basis of them [11]. Note that these indicators are part of the main message and the objectives of the organization. Which means that the organization will compete according to different competitive indicators which their entire attention focuses to enable them to create a system has unique and distinguish advantages for the rest of the competitors, thereby achieving a higher value to the customer by efficient and appropriate manner. So it can be referred to the competitive superiority indicators as the abilities and capability which the organization possess to achieve excellence and superiority over its competitors.

Costs

Competitive advantage achievement on the basis of cost indicator requires selecting the cost of raw materials, labor and other costs by the operation managers, in order to design a system contributes to attain the cost for per unit, and this requires more investment, automate the equipment and rehabilitation [12]. So the operations management often seeks to reduce costs by reducing fixed costs, progressive control on raw materials, reducing wage rates, and achieving high levels of productivity [13].

The cost represents the organization's ability to distribute products at the lowest costs, which gives a cost advantage, as well as to maintain or enhance its market share [14]. While Dilowrth [13] indicates that the organization that focuses on the costs to achieve a competitive advantage feature distinguishes with the following: low capital, the strength of work, and the cost of its operations compared with competitors in the market.

Quality

This indicator is one of the core competitive precedencies for management operations, and represents the main objective for each manager, and the strength of the organization which it can enhance its competitive advantage [15] and it can be useful for the organization in two aspects [16]:

- Raising the product quality leads to increase its value from the customer's perspective, and this in turn leads to increase the profitability of the organization.
- Improving the quality leads to increase the efficiency, thus reducing loss and waste saving costs associated with the production process, reducing the risk and protection from competitors.

It can be defined as: the level of superiority, but it is difficult to measure the superiority aspects which are various by individuals variety [3]. While Nigel [17] expressed it as: Doing things in the right way from the beginning.

Flexibility

Flexibility is considered the crucial competitive indicator in the present and future markets, represented by the susceptibility of adaption to provide different quantities of various products, as it generally reflects the ability to adapt a wide range with different environments [14]. Flexibility indicates to the organization's ability to provide a high diversity of products, and is considered a measure of the organization's ability to transform its operations from produce the current product to produce a new product [18].

While Abdul [19] thinks that it is the ability to change from one product to another and from one customer to another with a minimal cost or possible effect.

Delivery (speed)

A lot of organizations Seek to expand its customer base by focusing on the time of delivery; the delivery speed of products to the customer [20]. Delivery as one of the competitive superiority indicators is mean to provide the product at the appointed place and time, present and deliver it on time according to a time schedule. Or is the operation ability in the face of requests and regularly delivered [21]. While some think that it is the speed to deliver service to the customer represented by how long waits to get that service [22]. Competition on the basis of time includes three aspects or priorities, there are [23]: Speed of delivery, the delivery on definite and agreed time, and speed of development. Whenever the executed time for generating idea plan of the final design and production is short, the organization will have more leading property which make it exceeds on their competitors.

Innovation

It is considered as one of the important strategic indicators to achieve a competitive advantage, it reflects the nature of the new technological changes which necessary to satisfy the market's need, thereby achieving excellence to organization. This was confirmed by Khudair [24], he considers it as achieving certain technological changes. But Al-Saati et al. [22] pointed that it is introducing new processes and products through the work development and the used techniques. Evans [25] thinks that if the organization wishes to innovation by offering new services repeatedly and continuously, it should focus in its strategy on:

- The activities of research, design and development of the service prominently and exceptionally.
- High quality of service
- The ability to develop production equipment

While Suliman [26] confirms the existence of a tradeoff between creativity and other competitive advantage indicators, as shown in Figure 2.

From the above we inferred that creativity indicator is an essential source for success in the competitive environment, and good marketing Performance indicator for the organization. Therefore, the organization's ability to protect its creativity from imitation represents a source of competitive advantage [27].

Preliminary tests

This paragraph focuses on measuring and testing correlation relationships between variables which includes the main study hypotheses, and the sub-hypotheses which emanate from them, using a number of statistical methods, as follows [28]:

Test the first major hypothesis and sub-hypotheses: It is clear from the results contained in the Table 2, there is a strong, positive

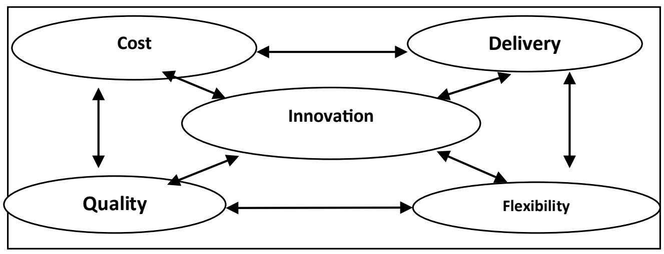

Figure 2: Tradeoff between creativity (Innovation) and other competitive advantage indicators.

Independent variable/ Dependent variable	Principles of Blue Ocean Strategy							T-Test
	Principles of Blue Ocean Strategy	Build execution into strategy	Overcome key organizational hurdles	Get the strategic sequence right	Reach beyond existing demand	Focuson the big picture	Reconstruct market boundaries	
Competitive advantage	0.82	0.62	0.64	0.62	0.67	0.64	0.67	2.80
(T) calculated	6.74	3.78	3.99	3.78	4.32	3.99	4.32	Confidence Degree 99%

Table 2: Relationships between the two study variables.

and statistically significance correlation relationship between the two main variables of the study when significance level is (1%). The correlation coefficient is (0.82) and what supports this that the value of (t) which calculated to the correlation relationship between the two variables (6.74) is greater than Tabulated value of (2.80) [29]. This means that the application of the blue ocean strategy principles will contribute significantly to achieve the company's competitive advantage over its competitors in the market. What can be noticed in above table, that there is a strong positive relationship between the competitive advantage variable and every principle of blue ocean strategy principles when the significance level (Sig)is (1%), that's mean the degree of confidence is (99%), and what supports this that the value of (T) which calculated for each dimension is (4.32, 4.32, 3.99, 3.99, 3.78, 3.78) (Reconstruct market boundaries, Reach beyond existing demand, focus on the big picture, Overcome key organizational hurdles, Get the strategic sequence right, Build execution into strategy) respectively, and it is larger than the Tabulated value of (2.80). Which is inferred from this the acceptance of the first main hypothesis: (There is a statistically significance correlation between the principles of the Blue Ocean Strategy and competitive advantage) and acceptance all the sub-hypotheses which derived from it [30].

Testing of second main hypothesis: For measuring the impact relationship between the two main variables of the study, the researcher used the test (f), and used the Regression coefficient (R^2) to measure the percentage that interpreted by the dimensions of Blue Ocean strategy on the competitive advantage indicators in the study sample. After conducting statistical processes, it has been reached to the results shown in the Table 3:

From observing the results which contained in the Table 3, we inferred:

A. The dimensions of the Blue Ocean Strategy have made a strong impact on value creation, and this is what indicated from the calculated value (f)=(45) which is greater than its Tabulated value (7.88). This means that there is an impact relationship between the two variables and it has statistically significant relationship at significance level (1%) [31].

B. The percentage of what blue ocean dimensions causing an impact on create value (R^2) is (0.66), while The remaining percentage (0.34) is attributed to the contribution of other variables.

C. The calculated value of (f) for the Blue Ocean Strategy dimensions is (19.2, 18.5, 16.1, 14.3) (eliminate, create, raise, reduce), respectively, which are larger than the Tabulated value (7.88). This means that there is an impact statistically significant relationship at significance level (1%) between each dimension of the Blue Ocean Strategy dimensions and create value [32].

As what is illustrated by the value of Regression coefficient (R^2) (0.46, 0.41, 0.44, 0.38), the percentage that the mentioned dimensions interpreted of the changes on the create value is (46%, 41%, 44%, 38%), respectively. While the remaining percentage (54%, 59%, 56%, 62%) is attributed to the contribution of other variables [33].

And according to the above, it can be inferred to accept the second main hypothesis, it is:(There is a statistically significant impact relationship between the dimensions of blue ocean strategy and create value). Andaccept all sub-hypotheses which derived from it.

Test the third major hypothesis: For measuring the impact relationship between the two main variables of the study, the researcher used the test (f), and the Regression coefficient (R^2) to measure the percentage which interpreted by the impact of create value process on the competitive advantage indicators in the study sample. After conducting the statistical procedures, it has been reached to results which shown in the Table 4:

From observing the results which presented in Table 4:

A.The create value which resulting from the dimensions of the Blue Ocean Strategy has made a strong impact on the competitive advantage of telecommunications companies, and this is indicated by the calculated value (f)= (41) which is greater than the Tabulated value= (9.08). That means there is an impact statistically significant relationship between the two variables at significance level (1%) [34,35].

B.The percentage of what create value causing impact on the competitive advantage (R^2) was (0.73). The remaining value (0.27), it is attributed to the contribution of other variables.

C. The calculated value (f) for the competitive advantage indicators was (19.3, 19.0, 18.5, 17.7, 16.3) (innovation, quality, cost, delivery, flexibility), respectively, which is larger than the Tabulated value (9.08). Which means that there is an impact statistically significant relationship at significance level (1%) between create value and each indicator of the competitive advantage indicators [36].

As what is illustrated by the value of the Regression coefficient (R^2) (0.46, 0.43, 0.41, 0.40, 0.38), the percentage that the create value interpreted of the changes on the competitive advantage indicators is (46%, 0.43%, 0.41%, 0.40%, 0.38%), respectively. The remaining value (0.54%, 0.57%, 0.59%, 0.60%, 0.72%) is attributed to the contribution of other variables.

And according to the above, it can be inferred to accept the third main hypothesis: (There is an impact statistically significant relationship between the create value resulting from the Blue Ocean Strategy dimensions and the competitive advantage for Saudi telecommunications companies).

Results

First

The study results which related to the principles of blue ocean strategy and its relationship with competitive superiority.

Independent variable/ Dependent variable	Dimensions of the Blue Ocean Strategy	Dimensions of the Blue Ocean Strategy				(F)Tabulated value
		Create	Raise	Reduce	Eliminate	
Create value	0.24	0.19	0.13	0.49	0.16	7.88
(f)Calculated value	45	16.1	18.5	14.3	19.2	Confidence Degree 99%
(R^2)	0.66	0.41	0.44	0.38	0.46	

Table 3: The impact relationship between the dimensions of the Blue Ocean Strategy and competitive advantage indicators.

Dependent variable/independent variable	Competitive advantage	Competitive advantage indicators					(F) Tabulated value
		Innovation	Quality	Delivery	Flexibility	Cost	
Create value	0.29	0.17	0.12	0.14	0.22	0.26	9.08
(f)Calculated value	41	19.3	19.0	18.5	16.3	18.7	Confidence Degree 99%
(R^2)	0.73	0.46	0.41	0.38	0.40	0.43	

Table 4: The impact relationship between Create value and competitive advantage indicators.

- There is a strong correlation between the application of Blue Ocean Strategy principles and competitive advantage for Saudi Telecom companies, where the correlation relationship is varying between every principle of blue ocean strategy and its relationship with competitive advantage of the company, they are arranged as follows (reconstruct the boundaries of the market, Reach beyond existing demand, Focus on the big picture, Overcome key organizational hurdles, Get the strategic sequence right and Build execution into strategy).
- Study sample focuses on the necessity to re-evaluate the company's facilities, and identify the entire competitive stimulus in your company, whether the customer preferences, product quality, price or service standards to form an overall picture of the strategy, in order to apply the principle of (Reconstruct the boundaries of the market) to loose from the competition.
- In order to achieve the principle of (focusing on the big picture to reach to competitive advantage), the Answers of the study sample indicate that the discovery of available opportunities, observing the competitive environment through the company's customers and the development of performance in accordance with the customer requirements and what he expects from you are the most important things that must be available respectively.
  - The study sample answers indicate that thinking about services that may be required by the market and satisfy potential customers taste is the real innovation that leads to success, and focus on the future customers and achieve growth beyond the current requirements of the clients lead to achieve the principle of (Reach beyond existing demand) for access to the competitive advantage.
  - In order to reach to the (correct order of the strategies), the study sample indicates that the necessity for telecommunications companies to recruit the needed expertise in order to reach to customers' requirements in every stage of the strategy implementation.
- And to (Overcome key organizational hurdles), the study sample answers indicates that achieving internally success among the aspects of the company, through resolve differences between internal departments of the institution in order to avoid any unexpected problems in the future, had a major role to access to the application Blue Ocean Strategy to reach to competitive advantage for the company.
- About the principle of (Build execution into strategy), the study sample answers indicate that it happens by seeking to reduce the risk of administration, and doing extra effort from all the team members by selecting links, interpretations, and expectations.

Second

The study results which related to the dimensions of Blue Ocean Strategy and its impact on the competitive advantage.

The impact of the dimensions of Blue Ocean Strategy is strong on the competitive advantage but are also varying, where the eliminate dimension has the strongest effect followed after the innovation dimension and then came after the increase dimension, and the reduce dimension has the least impact on the company's competitive advantage comparing with the rest of telecommunications companies.

Achieving superiority in telecommunications companies services and reduce output costs at the same time is the best way to achieve the benefit to the both of company and customers at the same time.

The study sample indicates that eliminate and reduce dimensions conducted through the following activities:

Eliminate the client visiting to the company's website and paper billing service in order to reduce costs.

Provide sharing service that allows the fixed-line operators to take the advantage of sharing lines service, which enable the customer to save the burden of establishing especially new infrastructure with a high cost and waste of time, thereby reducing the cost.

The study sample indicates that increase and create dimensions conducted through the following activities:

Services which can be increased to overcome the current quality level of service, study sample answers represent as following:

Increase the speed of the Internet and roaming services in addition to investigating and responding to complaints services and linked this with follow-up center around clock.

Services that can be created include the provision of communication services to the Internet through fiber-optic telecommunications networks, to achieve the speed and additional quality, and creating (Bit-stream) service to the fixed-line operators as it allows operators to connect their customers through getting FTTC from the network distribution points that closest to their sites. Adding the hierarchical Ethernet service within cities and broadband management service.

Conclusion

By the results of the study which indicate that there is a relationship between the application of Blue ocean strategy principles and the competitive advantage in Saudi telecommunications companies on the one hand, and there is a strong impact between the dimensions of the Blue Ocean Strategy and competitive advantage on the other hand. it is clear that there is a tendency for Saudi telecommunications companies to accept the principles and the dimensions of blue Ocean strategy to get a competitive advantage which is reflected on a lot of taken procedures to achieve this, including an emphasis on create dimension through innovates new services away from the competition field, including the innovation of new Internet services with modern technology using optical fibers, after-sales services, rapid response services to customers requirements through studying the market orientation and the demands of new market, in addition the fixed-line services, hierarchical Ethernet inner-city service and broadband management service.

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