

Blue Ocean Strategy in Promoting Organizational Innovation: Field Study in Travel and Tourism Companies in Baghdad

Saja Hussein Ahmed^{1*}, Ola Basim Hashim²

¹College of Islamic Sciences, University of Baghdad, Iraq; saja.h.811@bccru.uobaghdad.edu.iq

²College of Nursing, University of Baghdad, Iraq.

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companies.

Abstract. The research aims to study the impact of the Blue Ocean strategy on organizational innovation in travel and tourism companies in Baghdad. The study addressed four dimensions of the Blue Ocean strategy (Reduction, increase, innovation, elimination) and the extent to which each dimension affects organizational innovation in these companies. The study adopted the quantitative field approach using a questionnaire to collect data from a sample consisting of a group of workers in travel and tourism companies in Baghdad. The data were analyzed using multiple statistical tools, such as multiple linear regression analysis and correlation testing, to determine the relationship and influence between variables. The research reached a set of results, including the presence of a positive impact of the dimensions of the Blue Ocean Strategy on organizational innovation. It was found that both the innovation and increase dimensions have a greater impact compared to the exclusion and reduction dimensions. In addition, the research results showed a strong positive correlation between the Blue Ocean Strategy in general and organizational innovation in the companies studied. The research provides a set of recommendations to improve organizational innovation through the application of the Blue Ocean Strategy, with an emphasis on the importance of continuous innovation for companies to be able to achieve a competitive advantage through unconventional marketing practices.

1. INTRODUCTION

Economic sectors, including travel and tourism companies, are witnessing continuous developments and changes in customer tastes and desires, increasing competition and the challenges they face. In light of this, there is an increasing need to adopt innovative marketing strategies to excel and excel in an environment full of competition and change to break free from the traditional cycle of competition.

Blue marketing is a modern and important strategy to move away from traditional competition and saturated markets to find new and innovative opportunities, by exploring new untapped markets, providing innovative solutions, and creating added value for customers and companies together.

Organizational innovation, which is one of the important factors for achieving sustainability and excellence in the business environment, is closely linked to the blue marketing strategy, as organizational innovation contributes to developing the services provided, internal processes and methods, which contributes to improving the overall performance of companies.

The study employs (108) questionnaires on a random sample of workers in travel and tourism companies to collect data that contribute to understanding the relationship between adopting the Blue Ocean Strategy and enhancing organizational innovation and analyzing the impact of the different dimensions of the Blue Ocean Strategy (exclusion, innovation, reduction, increase) on aspects of organizational innovation in companies such as (process innovation, administrative innovation and product innovation), to provide a deeper understanding of the role of the Blue Ocean Strategy in supporting companies and enhancing their performance and ability to provide new solutions and open new horizons for expansion and growth and overcoming traditional competition and increasing challenges in this sector and achieving a future vision in an ever-changing market.

1.1. Research Problem

The research problem lies in the difficulty and challenges facing travel and tourism companies in Baghdad in achieving the organizational innovation necessary to adapt to rapid market changes, retain their customers and attract new customers. Therefore, it is necessary to turn to innovative marketing strategies to improve their ability to excel. Since companies rely on traditional marketing strategies, they are insufficient to meet customer needs or drive growth, which weakens their ability to compete. Therefore, the blue ocean strategy is an effective means of overcoming existing constraints by finding new markets that have not yet been exploited and enter the blue ocean, where competition is less and opportunities are more abundant. The research problem can be defined by the following question.

How can blue ocean strategy contribute to enhancing organizational innovation in travel and tourism companies in Baghdad?

1.2. Research Objectives

The current research aims to study the blue ocean strategy in enhancing organizational innovation in travel and tourism companies in Baghdad to achieve competitive advantage for these companies, which can be detailed as follows:

1. To identify the concept and dimensions of Blue Ocean Strategy and organizational innovation and enrich academic literature.
2. Measuring and analyzing the impact of the Blue Ocean Strategy in its various dimensions on organizational innovation to provide a model for applying Blue Marketing in the tourism sector.

3. Exploring the effectiveness of the Blue Ocean Strategy in achieving sustainability and growth in travel and tourism companies through innovation and improving the reality of travel and tourism companies.
4. Propose recommendations to enhance organizational innovation using blue ocean strategy through the research findings.

1.3. Importance of Research

The research seeks to identify the blue ocean strategy and its enhancement of organizational innovation in light of the rapid changes in the business environment, especially in the travel and tourism sector, which is directly affected by market changes. The theoretical importance of the research can be explained as follows:

1. To enhance knowledge of modern marketing strategies and develop literature that contributes to solving problems in this sector by providing a strategic approach that inspires companies to move away from traditional competition and discover new and untapped markets.
2. Develop a theoretical model that combines blue ocean strategy and organizational innovation, enabling an understanding of the integration of marketing strategies with organizational innovations.
3. Analyzing the relationship between Blue Ocean Strategy and its dimensions, product innovation, process innovation, administrative innovation, and defining marketing practices.
4. Enriching academic literature as it can be used as a reference in future research in the field of blue marketing and organizational innovation.

The practical importance of the research can be explained as follows:

1. Guiding travel and tourism companies to innovative strategies away from traditional competition, which contributes to creating new opportunities and improving the services provided to customers.
2. Provide practical solutions and make actionable recommendations to enhance organizational innovation through the adoption of Blue Ocean Strategy.
3. It contributes to the development of the travel and tourism sector by directing companies towards innovative marketing strategies that may contribute to reaching new customers and raising the level of tourist demand.
4. It enhances the understanding of the role that unconventional marketing plays in achieving differentiation and expanding the target market for companies wishing to achieve a long-term vision through their focus on organizational innovation.

1.3.1. Some of the Previous Studies

- Title of the study: "Blue Marketing: Methodology, Strategies and Practical Cases" by the researcher (Amish, Samira, 2019) (The research aims to clarify the concept of blue marketing as a strategy that seeks to reduce competition and provide creative solutions by focusing on addition, reduction, exclusion and innovation, and providing examples of successful companies.

The study concluded that blue marketing helps companies discover new opportunities and meet customer needs. The study is similar to the current study in focusing on the blue marketing strategy to improve performance. As for the differences, the current study addressed the dependent variable, which is organizational innovation. The current study focused on the travel and tourism sector, while the previous study focused on different sectors. The scope of benefit from this study is to enrich the theoretical aspect and analyze research gaps by analyzing the differences and similarities with previous research.

- Study title: The role of organizational innovation in the development of green innovations in Spanish companies (For the researcher Bataineh, 2024) The study aimed to: To know the relationship between organizational innovation and green innovations and their development in Spanish companies to know how to shift to environmentally friendly strategies and increase efficiency in the use of resources, the study concluded that organizational innovation has an important role in developing green innovation, which improves the market opportunities of companies and their overall performance. The study is similar to the current study in focusing on organizational innovation, and differs in the type of innovation. While this study focuses on green innovations, our research focuses on organizational innovation through the blue ocean strategy. The study also relates to Spanish companies, while our research focuses on the travel and tourism sector in Iraq. The study contributed to developing hypotheses and enriching the theoretical aspect of the current research.
- Study title: "Designing a Marketing Strategy with a Blue Ocean Strategy Approach at the D style Bandung Online Store" by the researcher (ndrayani, R., 2022), the study aims to design a new marketing strategy using the blue ocean strategy for the D style store and create added value amidst the high competition in the market, and the study concluded by introducing new distinctive products and adopting a uniqueness policy while improving product diversity, innovation and using promotional offers. The study is similar to the current study in focusing on the blue ocean strategy and providing new value to customers, and differs from the current study in focusing on the fashion sector while the current study is on the travel and tourism sector, and the study contributed to identifying the tools and applied methods and enriching the conclusions and recommendations.
- Study title: Intellectual capital and its impact on enhancing organizational innovation, by researchers (Hala, Amima & Saus, Sheikh (2022) The study aims to develop strategies to advance the reality of intellectual capital and organizational innovation and measure the level of organizational innovation among employees. The results of the study indicate that intellectual capital has a direct impact on organizational innovation. The study recommended the need to pay attention to the organizational innovation process and provide the necessary and supportive organizational environment for innovators and innovative and new ideas that enhance the competitive environment. The study is similar to our current study in focusing on organizational innovation, its importance and its ability to achieve a competitive advantage for organizations. The difference between the two studies is the treatment of a different independent variable for each study, in addition to the place of application. While this study was applied to Ahmed Draya University in Egypt, our current study was applied to travel and tourism companies in Baghdad/Iraq. The previous study is used in our current study to explore the aspects of integration between intellectual resources and dimensions of blue marketing to achieve innovation and review the results of the previous study to enrich the literature and identify the factors that enhance innovation.

1.4. Research Hypotheses

Based on the aforementioned literature and the literature that has been reviewed on the Blue Ocean Strategy and

organizational innovation, this research aims to study the impact of the Blue Ocean Strategy in enhancing organizational innovation in travel and tourism companies in Baghdad, by formulating main and sub-hypotheses to test the relationship between the variables.

The first hypothesis: There is a positive impact of the blue ocean strategy and its dimensions on organizational innovation in travel and tourism companies in Baghdad.

Sub-hypotheses

1.1: *The exclusion dimension of blue ocean strategy affects organizational innovation.*

2.1: *The impact of the blue ocean strategy on organizational innovation.*

3.1: *The impact of the Blue Ocean Strategy on organizational innovation.*

4.1: *The innovation dimension of blue ocean strategy affects organizational innovation.*

Hypothesis 2: There is a positive correlation between organizational innovation and blue ocean strategy in travel and tourism companies in Baghdad.

Sub-hypotheses

1.2: *There is a positive association between product innovation and blue ocean strategy.*

2.2: *There is a positive association between process innovation and blue ocean strategy.*

3.2: *There is a positive relationship between administrative innovation and blue ocean strategy.*

Hypothetical scheme:

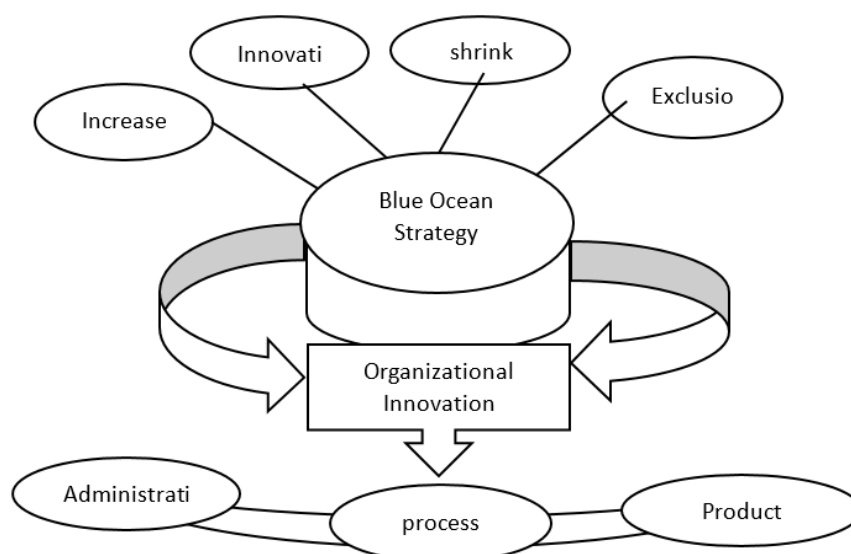


Figure 1: Hypothetical research plan.

2. THEORETICAL FRAMEWORK

2.1. First: Blue Ocean Strategy

Blue Ocean Strategy Concept

Blue marketing seeks to innovate and open new fields, which helps companies achieve a competitive advantage that cannot be achieved in traditional markets and competition in red oceans where competition is intense (Aghdaie & Alimardani 2015:109).

The blue ocean strategy depends on moving away from traditional competition and discovering new markets that are not discovered by competitors, called blue oceans (kim & Mauborgne, 2005:2).

It goes beyond the traditional boundaries of the market and does not rely on improving existing products only, but rather focuses on offering new products and services that have not yet been discovered in the market (Ritala & et al., 2014:242) The Blue Ocean Strategy seeks to meet the unmet needs of customers through the innovative value of products, service and innovation (Bashir & Zulfiqar, 2018: 159) Studies have confirmed that the blue ocean strategy increases customer satisfaction and contributes to enhancing innovation, which distinguishes the company from competing companies (Rahman & Chattaraj, 2015:318) Blue ocean strategy includes several dimensions: exclusion, increase, reduction and innovation, which help in discovering new and unprecedented products and services (kim & Mauborgne, 2017:44) And he knew it (Al-Ayyoubi, 2020:13) It is a process of deeply understanding the needs and aspirations of beneficiaries and designing innovative solutions to provide value that exceeds expectations and goes beyond the traditional rule between excellence, cost reduction, and achieving an unprecedented competitive advantage. Blue Ocean Strategy is defined as a marketing approach that contributes to creating new markets away from competition in saturated markets by using creativity and innovation to provide new and unique products or services that have not been exploited previously (Indrayani, 2021:86).

Researchers define it as a strategy that seeks to reformulate traditional market boundaries, anticipate customer needs, and target unsaturated markets to create innovative and distinctive value for customers.

The difference between the red ocean and the blue ocean can be explained as each strategy adopts a different approach to creating value and attracting customers, which can be explained as follows: (Hassanein & Abdel Rahim, 2021:52) (Išoraitė & Alperytė, 2022:244)

Table 1: Comparison between ocean blue and ocean red.

Strategy ocean blue	Strategy ocean red
Focus on creating a new market and a non-competitive space. Create new demands and meet unmet customer needs.	Focus on competing within the existing market Gain market share and exploit existing demand by competing with competitors.
Previously unexplored markets with new growth opportunities Breaking the trade-off between differentiation and lower costs	Saturated markets are highly competitive and put pressure on profits. Differentiation or cost reduction are often not possible together due to competition.
Less long-term risk Aiming to achieve a sustainable competitive advantage	Greater risks due to intense competition The primary goal is to make short-term profits by outperforming competitors.

Source: Kim, W. Chan, & Mauborgne, Renée, 2005.

Blue Ocean Strategy Contents

The contents of the Blue Ocean Strategy are the basis for this strategy, which enables companies to create value and distinction in the markets by improving certain elements and reducing and eliminating others, which achieves a sustainable competitive advantage for companies, and can be explained as follows:(Hefny Abd Al Aziz,2019:49)

1. Elimination: refers to the exclusion and cancellation of activities to reduce costs and simplify processes that can be dispensed with without affecting the value provided to customers. Elimination is an important step to shift resources and focus on what creates actual value for customers, reduces waste in processes, and directs towards innovation and enhancing quality (Ali & Nahlaa, 2024:1890),

Exclusion is an in-depth assessment of what the market actually needs and what customers prefer, not what companies offer to imitate competitors (Hefny Abd Al Aziz,2019:49)

2. Innovation: Innovation requires going beyond the current market boundaries and discovering new opportunities to meet customer needs. This means that companies seek to expand their services and attract customers outside the usual circle of customers. There are customers who are willing to give up some of the differences between companies in order to obtain innovative value that exceeds what is available in the market. Therefore, it is necessary to exploit the blue ocean to build a sustainable business model (Kim & Mauborgne, 2014:115). It refers to adopting new ideas to provide goods and services and avoiding intense competition by entering an unconventional and untargeted market in which demand is created (Al-Atif, 289:2023).
3. Reduction: Reduction in the blue ocean strategy is considered one of the main tools that aim to achieve a competitive advantage by reducing costs, improving value and achieving higher efficiency. Reduction is based on analyzing the factors that companies rely on and excluding or reducing the factors that do not add significant value (Kim & Mauborgne,2014:112) Companies must determine what to cut: are they seeking to reduce costs and avoid unnecessary activities, or are they seeking to differentiate themselves and add value by reducing unnecessary elements (Hassanein & Abdel Rahim, 2021:52)
4. Increase: It means improving the level of services provided by companies to their customers, which achieves a better experience by enhancing the aspects that interest customers and achieve their satisfaction by meeting their needs and exceeding their expectations effectively (Ali & Nahlaa, 2024: 1890). The increase focuses on adding innovative features that were not previously considered, providing exceptional value and raising the level of quality and service, which contributes to attracting new segments of the market (Al-Ayyoubi, 2020:15).

Blue Ocean Strategy Principles

This strategy includes a set of basic principles that guide companies to overcome traditional competition and create new value. The most prominent of these principles are: (Lafta, 2018:27), (Al-Atif, 2023: 287)

1. Changing market boundaries and creating new value through innovation, moving away from competition with competitors, meeting customer needs that are not exploited by competitors, and defining the overall strategic picture.
2. Focus on and target potential customers, not just existing customers, by effectively meeting their needs and attracting them through products and services that meet their undiscovered needs and provide new experiences.
3. Comprehensive vision by focusing on major changes and market trends instead of being preoccupied with limited details, which contributes to maintaining major goals, discovering available opportunities, and developing performance according to customer expectations and needs.
4. Thoughtful planning sequence from providing unique value through to pricing and distribution ensures that goals are achieved effectively.
5. Overcoming regulatory hurdles, overcoming barriers, achieving organizational harmony and moving towards innovation through continuous innovation in services and products provided, such as developing new offerings and competing in prices and quality.
6. Overcome competition by creating new market spaces and achieve success more effectively through team harmony, extra effort, and setting interpretations and expectations.

2.1.1. Theoretical Frameworks for Implementing the Blue Oceans Strategy

Several intellectual frameworks can be considered to support the implementation of the Blue Ocean Strategy, which has been referred to by many researchers, namely: (Al-Rubaie and others, 130:2017)

1. Moving through strategic industry clusters: Companies in most industries operate within competing clusters in the same category. Moving between strategic clusters to create blue oceans requires moving beyond traditional competition between companies in the same field and focusing on innovation opportunities by moving through these clusters (Abdul Latif, 431:2023).
2. Moving through the buyer chain: Moving through the buyer chain, which includes multiple groups, enhances innovation by accommodating the needs of different categories, influencers, buyers, and users, to provide added value and achieve uniqueness in the market (Abdul Aziz Al-Sayed, 478:2022)
3. Moving through similar companies: This includes knowing and studying the products offered by similar companies that provide the same benefit to customers but with differences in form and function, exploring the gaps between alternatives and providing new value to customers (Nasution,2017:961).

4. Transition through complementary goods and services: The value of products is affected by the complementary services that accompany them, such as parking and babysitting in the cinema. These services add innovative value and attract more customers. Therefore, it is necessary to think about integrated solutions and contribute to improving the customer experience before, during and after providing services (Al-Rubaie, et al., 2017: 132).
5. Transition through functional and emotional appeal: Companies compete with each other through functional appeal (price and quality) or emotional appeal such as (relationships and influence on feelings). Innovation comes when transitioning between these two types to create a new competitive field (Abdul Aziz Al-Sayed, 478: 2022). For example, Swatch Company shifted its focus from functional appeal in the watch industry to focusing on emotional appeal, while The Body Shop Company did the opposite in the cosmetics industry (Al-Rubaie and others, 131: 2017).
6. Time perspective: Changes in customer desires and consumption patterns over time open up opportunities to create new markets (Abdul Aziz Al-Sayed, 478: 2022). An example of this is the company CISCO Systems took advantage of the growing need for rapid information exchange over the Internet and created new value by providing a compatible network environment (Al-Rubaie, et al., 2017:134).

2.2. Second: Organizational Innovation

2.2.1. The Concept of Organizational Innovation

Organizational innovation in companies is an essential element in enhancing competitiveness, achieving sustainability and success in the market. Organizational innovation contributes, through adopting new strategies and practices, to effective changes within the company, in its external relations and its ability to adapt, and enables it to develop new goods and services that are more suitable to the needs of customers (Azeem et al.,2021:3), organizational innovation represents a vital process, as it goes beyond the idea of superficial change and includes fundamental changes in all aspects of the company. Organizational innovation includes activating new methods of management, providing innovative solutions, and adopting advanced technological tools (Miftahi, & Zeina,2016:8) The success of organizational innovation in companies depends on the willingness to adopt creative ideas and transform them into goods and services that meet market needs. The researchers point out that (Gumusluoglu & Ilsev, 2009:464) that organizational innovation includes the ability to create added value in the work environment through the creative ideas of the working individuals because the individual is the primary source of any idea that contributes to organizational innovation. It is not limited to creativity but extends to improving the overall performance of the company and enhancing its ability to respond to changes in the market by adopting an interesting idea and implementing it successfully within the company (Crossan & Apaydin, 2010:1155).

Organizational innovation is the introduction of radical changes and the development of continuous improvements in goods, services or processes within companies to improve organizational performance through administrative innovation, process innovation and product innovation to meet changing market needs and adapt the company to environmental variables and market competition. (Abu Sharar& Muhammad Khalid, 2019:28).

And he knows (Case& Saus,2022:12) Organizational innovation is the process of developing mechanisms that support, generate, and transfer creative ideas, whether inside or outside the company, with the aim of adding new elements and improving performance, which achieves distinction and distinguishes the company from competing companies in the market. Organizational innovation of companies can be defined as the ability of the company to learn effectively and create new knowledge, as it is seen as innovative, flexible and creative. (Lam, 2006:12).

The researchers define organizational innovation as a dynamic process in which a company makes strategic changes to its structure, methods of operation, and systems, thus reshaping its operating models to enhance its efficiency, flexibility, and ability to absorb market developments.

2.2.2. Dimensions of Organizational Innovation

Organizational innovation varies in several areas, including product innovation, process innovation, and administrative innovation. Each of these types has an important role in improving the company's overall performance through new strategies that are adopted that contribute to the development of goods and services (Oke, et al., 2007: 737), (Al-Hasnawi, 61:2018) can be explained as follows:

1. Product innovation: It is represented in providing new goods or services at the company level, the customer level, or at the level of the entire market, that meet the needs of the market at the right time and keep pace with modernity, which confirms the flexibility of innovation (Crossan & Apaydin, 2010:1168).

Product innovation is a vital tool for growth and expansion into new markets and improving the company's market share, by developing new products or improving existing products to meet customer needs and provide added value that distinguishes it from its competitors (Damanpour, 2018:560).

2. Process Innovation: Process innovation is essential to achieving higher efficiency and reducing costs through improved operational processes and flexibility in dealing with market fluctuations.(Al-Bassisi, & Al-Shamasi, 2020:69) It is the introduction of improvements and changes in the systems, technologies used, and work procedures to implement activities within the company and achieve efficiency and better and more effective results by developing new methods of production and providing services to customers (Qorout, Abu Bakr, 2020:11).
3. Administrative innovation: refers to the processes adopted by the company to improve its administrative systems and enhance its ability to adapt to environmental changes by adopting new technologies and ideas to improve workflow. It also enhances the ability of managers to make proactive decisions that support innovation.(Miftahi, & Zeina,2016:9) Administrative innovation includes updates related to the administrative and social structure of the company, such as improving internal administrative systems.(Crossan & Apaydin, 2010:1168)It is the introduction of new and effective changes in the methods and approaches followed by management within the company and the development of new organizations and policies to improve performance. Administrative innovation aims to improve interaction between individuals and improve the work structure in a way that contributes to raising the level of efficiency and achieving better results that are in line with environmental opportunities and challenges (Obaid, 2016:16).

2.2.3. The Importance of Organizational Innovation

Organizational innovation is one of the basic pillars to support the development and survival of companies. Through it, you can achieve higher levels of effectiveness. The importance of organizational innovation is evident in the following, as shown by (Abdul Halim, 2022:41), (Mahmoud,2019:51).

1. Enhancing and increasing the confidence and satisfaction of employees and customers by providing services that meet customer expectations, and motivating employees to be creative and participate, which increases their job satisfaction (Birmingham et al., 2015: 112).
2. Improve performance and efficiency, achieve job stability and reduce turnover, which increases efficiency and reduces operating costs (Abdul Halim, 41:2022).
3. Achieving a competitive advantage for the innovative company by offering unique goods and services (Belkin & Horn, 2012: 71).
4. Long-term sustainability, permanence and survival of the company through exploiting opportunities (Abdul Halim, 41:2022).
5. Maximizing and optimizing the use of financial resources by using scientific methods that keep pace with modern developments (Al-Hasnawi,2018:60).

2.2.4. Elements of Organizational Innovation

Organizational innovation depends on a set of elements that contribute to stimulating ideas and transforming them into innovative solutions that achieve success for companies, according to what they mentioned (Al-Hasnawi, 68:2018), (Khair Allah, 14:2009) then there are several basic elements represented by the following:

1. Innovation Leaders: These individuals take charge of and lead innovation activities within the company and are concerned with ensuring that new products introduced to the market accurately reflect the creative ideas that were developed.
2. Information Officers: These are individuals who act as a link between the teams that carry out the innovation process within the company and the external sources that provide the company with the information that is important in implementing the innovation.
3. Product managers: Refers to individuals who embrace innovations when providing services and encourage the company to introduce new innovations.
4. Project Managers: Team leaders tasked with transforming new ideas into executable, marketable products and are responsible for managing innovation projects.
5. Idea Generators: People within the company who contribute to the creation of new ideas and later turn these ideas into new and innovative products and services that contribute to the progress of the company.

3. THE PRACTICAL SIDE OF RESEARCH

In this chapter, we will analyze the data collected from the target sample using the questionnaire, conduct descriptive analysis for each dimension, analyze the sample's answers, and test the hypotheses using the program (SPSS) and correlation coefficient and regression analysis and converting them into results and conclusions that are linked to the hypotheses set in the research. The research community is represented by workers in travel and tourism companies in Baghdad. (120) questionnaires were distributed randomly to the targeted sample in travel and tourism companies in Baghdad, which were designed to include the relevant variables.

After examining the returned questionnaires, (12) invalid questionnaires were excluded due to missing some incomplete data, so that the total number of questionnaires analyzed was (108) questionnaires.

First: Statistical analysis of the demographic characteristics of the sample.

Table 2: Demographic sample characteristics.

Variable	Categories	Repetition	Percentage
Sex	Male	85	78.70%
	Feminine	23	21.30%
The total	100%		
Job Title	Company director	35	32.40%
	Marketing manager	25	23.20%
	Representative	20	18.50%
	Other	28	25.90%
The total	100%		
Academic achievement	Preparatory or less	20	18.50%
	Diploma	30	27.80%
	Bachelor's	40	37.00%
	Postgraduate studies	18	16.70%
The total	100%		
Company age	Less than five years	20	18.50%
	5- Less than 10 years	35	32.40%
	10- Less than 15 years	30	27.80%
	More than 15 years	23	21.30%
The total		108	100%

Source: Prepared by researchers based on the results of the program spss.

We notice from the table (2) (85 people) were males and (23 people) of the sample were females, which reflects that men represent the largest percentage of job holders in tourism and travel companies in Baghdad, indicating that the sector relies mainly on men in administrative and informational roles, which means that the results in this distribution reflect certain preferences.

As for the distribution of the sample according to job title, company managers represent the largest percentage within the sample, which reflects the importance of decision-making within companies. They are the group with the greatest influence on the application or non-application of new strategies.

The percentage is (32.2%) of marketing managers are a significant percentage, as they are the most responsible for

implementing strategies, innovation and decision-making, while the percentage of representatives, which constituted (18%) of the sample, is the category that interacts most with customers and reflects how management directives are implemented.

As for the percentage (25%) who represent other jobs in the job structure showed different and diverse opinions that contribute to enriching the research aspects.

Second: Statistical description analysis.

Using means, standard deviation, measurement of differences between means, relative weight and statistical significance, we conduct statistical analysis for each dimension of Blue Ocean Strategy and organizational innovation.

Table 3: Statistical analysis of the dimensions of the blue ocean strategy.

Dimension	Arithmetic mean	Standard deviation	Relative weight	a test(t)	value (sig) Statistical significance
Exclusion	4.1	0.85	82%	6.35	0.000
shrink	4.0	0.90	80%	5.89	0.000
Innovation	4.2	0.80	84%	6.70	0.000
Increase	4.3	0.75	86%	7.20	0.000
Blue ocean strategy	4.15	0.82	83%	6.53	0.000

Source: Prepared by researchers based on the results of the program spss

From Table (3) we find that the arithmetic mean is (4.1) for the exclusion dimension, the standard deviation is (0.85), the relative weight is (82%), and the value is (t) (6.35) which indicates that the answers are statistically significant and the sig value (0.0000) is less than (0.05), meaning that it is statistically significant, which indicates that companies pay great attention to eliminating unnecessary activities and operations, which contributes to the overall improvement of performance.

The arithmetic mean (4.0) indicates the dimension of reduction, the relative weight (80%) and the value (t) (5.89) which indicates that the answers are statistically significant and the sig value (0.0000) is less than (0.05), meaning that it is statistically significant, showing that companies focus on reducing unimportant and unnecessary operations and costs, and the standard deviation (0.90) shows the presence of some variation in the sample's opinions.

The arithmetic mean (4.2) for the innovation dimension, the standard deviation (0.80), the relative weight (84%) and the value (t) (6.70) which confirms the statistical significance and the sig value (0.0000) is less than (0.05), meaning that it is statistically significant. This means that innovation is a major factor and an important axis that enhances the competitiveness of companies and focus must be placed on developing the services and products provided by companies.

We note that the arithmetic mean (4.3) for the dimension of increase and the standard deviation (0.75), i.e. the convergence of the sample's opinions and the relative weight (86%) and the value (t) (7.20) which indicates the presence of statistical differences and the value of sig (0.0000) is less than (0.05), meaning that it is statistically significant, which indicates that companies seek to provide added value to their customers and satisfy them by increasing the added value of the goods and services they provide.

The results show that the blue ocean strategy with all its dimensions (exclusion, reduction, innovation, increase) contributes significantly to enhancing performance and innovation, and this is what the research sample indicated, which confirms the importance of adopting this strategy.

Table 4: Statistical analysis of the dimensions of the blue ocean strategy.

Dimension	Arithmetic mean	Standard deviation	Relative weight	a test (t)	Value (sig) statistical significance
Product innovation	3.8	0.65	76%	5.12	0.0001
process innovation	4.0	0.70	80%	5.30	0.0001
Administrative innovation	3.6	0.60	72%	4.85	0.0003
Organizational Innovation	3.8	0.65	76%	5.09	0.0001

Source: Prepared by researchers based on the results of the program spss.

From Table (4), we note that product innovation has an arithmetic mean of (3.8) and a moderate variance in the sample's opinions (0.65), and the value of (t) There are statistically significant differences and the value of (sig) is highly statistically significant. This indicates that companies give importance to the innovation of new products, but they still need improvement.

The process innovation is indicated by an arithmetic mean (4.0) and the relative weight (0.80%) and the value of (t) (5.30) and the value of statistical significance (0.0001) indicate that companies are noticeably interested in their operations and are looking for ways to improve them and realize that achieving success requires continuous improvement in their operations, and the standard deviation (0.70) indicates the disparity in the sample's opinions.

Administrative innovation indicates an arithmetic mean of (3.6), which indicates the need for increased attention and focus on innovation in management. As for the standard deviation, it is (0.60), which means that the sample varies in opinions and sees management as more traditional.

Through the overall results of organizational innovation, we note its importance as it is a basic element for companies in the tourism sector, with the necessity of developing administrative innovation as its percentage was the lowest among the other dimensions, which contributes to improving the competitiveness of companies in the market.

Third: Testing research hypotheses.

To test the first main hypothesis which states (there is a positive impact of the Blue Ocean Strategy and its dimensions on organizational innovation in travel and tourism companies in Baghdad), the analysis includes testing the sub-hypotheses related to the impact of each dimension of the Blue Ocean Strategy (exclusion, reduction, innovation, increase) on organizational innovation. Multiple linear regression analysis was used to measure this impact as shown in Table (5) below.

Table 5: Multiple linear regression analysis of the blue ocean strategy and each of its dimensions and its impact on organizational innovation.

Independent variable	Regression coefficient B	Value T	Value R ²	Value F	Value sig.
Exclusion	0.35	4.02	0.42	16.18	0.000
shrink	0.40	3.85	0.38	14.83	0.001
Innovation	0.45	5.12	0.46	20.45	0.000
Increase	0.50	5.85	0.50	23.67	0.000
Blue marketing strategy	0.55	6.30	0.53	28.19	0.000

Source: Prepared by researchers based on the results of the program spss.

The table shows (5) There is a positive effect of the exclusion dimension on organizational innovation, as the value of the regression coefficient reached (0.35) and the value of T (4.02) with a significance level of (0.000), which means that the effect is statistically significant, and the percentage of interpretation of the value of R² It appears that organizational innovation can be explained by the exclusion dimension by (42%).

The analysis shows that after the reduction, it has a positive effect. On organizational innovation, the value of the regression coefficient reached (0.40) and the value of T (3.85) with a significance level of (10.00), which means that the effect is statistically significant, and the interpretation rate of the value R² (38%) shows that this dimension explains a large part of the changes in organizational innovation.

Innovation is one of the dimensions of the blue marketing strategy that has a significant impact on organizational innovation. The value of the regression coefficient reached (0.45) and the value of T (5.12) with significance level (0.000) and interpretation percentage of the value R² (46%) shows that organizational innovation is greatly influenced by this dimension.

After the increase, it is the most influential dimension. On organizational innovation, the value of the regression coefficient reached (0.50) and the value of T (5.85) with a significance level of (0.000), which means that the effect is statistically significant, and the interpretation rate of the value R² (50%) shows that organizational innovation can be explained by this dimension by up to half.

We note from the overall results of organizational innovation that there is a noticeable effect of the blue marketing strategy in general on organizational innovation, and the regression coefficient reached (0.55). And value T (6.30) with significance level (0.000) and interpretation percentage value R² (53%) This means that changes in organizational innovation can be explained using the dimensions of the blue marketing strategy combined to a large extent, and the first hypothesis and its sub-hypotheses are accepted.

To test the second main hypothesis which states (there is a positive correlation between organizational innovation and blue ocean strategy in travel and tourism companies in Baghdad), the analysis includes testing the sub-hypotheses related to the correlation of each dimension of organizational innovation (product innovation, process innovation, administrative innovation), Pearson's correlation coefficient was used to evaluate the correlation relationship as shown in the table (6) Below.

Table 6: Analysis of the relationship between organizational innovation, its dimensions, and the blue ocean strategy.

Dimensions	Correlation coefficient r	Value t	Interpretation rate value R ²	Significance level sig
Product Innovation	0.65	5.23	0.42	0.000
process innovation	0.60	4.85	0.36	0.000
Administrative innovation	0.70	6.10	0.49	0.000
Organizational innovation and blue ocean strategy	0.72	6.55	0.52	0.000

Source: Prepared by researchers based on the results of the program spss.

Table (6) shows that there is a strong positive correlation between product innovation and blue marketing strategy, where the correlation coefficient reached r (0.65) is a strong correlation with a significance level of (0.000) and a t value of (5.23) which is statistically significant.

The analysis shows that there is a moderate positive correlation between process innovation and blue marketing strategy, with the correlation coefficient reaching r (0.60) and t value (4.85) and significance level (0.000) which is statistically significant, while the interpretation rate R² (36%) is the rate of changes in process innovation associated with the blue marketing strategy.

Table (6) shows that administrative innovation is strongly and positively related to the blue marketing strategy, as the correlation coefficient reached r (0.70) indicates a strong relationship, t value (6.10) and significance level (0.000), which confirms the statistical importance of the relationship. As for the interpretation percentage R² (49%), meaning that half of the changes in administrative innovation are related to the blue ocean strategy.

The results show that there is a strong correlation between organizational innovation and the blue ocean strategy, as the correlation coefficient reached r (0.72) indicates a very strong relationship, t value (6.55) and significance level (0.000), which confirms the statistical importance and that the relationship is statistically significant. As for the interpretation percentage R² (52%), that is, more than half of the changes in organizational innovation are related to the blue marketing strategy, which enhances the acceptance of the second main hypothesis and its sub-hypotheses.

4. CONCLUSIONS AND RECOMMENDATIONS

After presenting the results reached and analyzing them, conclusions will be presented and recommendations will be made through them. And Which aim to improve performance and enhance organizational innovation, namely:

4.1. Conclusions

1. The results proved I for organizational innovation Positively affected by tourism companies adopting the Blue Ocean strategy This shows the importance of companies adopting the principles of blue marketing to contribute to enhancing organizational innovation and increasing competitiveness by improving internal processes and providing ideas. And services New.

2. The dimensions of increase and innovation in the blue ocean strategy have the greatest and most prominent impact on improving organizational innovation compared to the rest of the dimensions, which indicates their importance in stimulating excellence.
3. Companies that add new customer services foster innovation and stand out from their competitors in the market.
4. Reducing activities that do not add value to customers and directing efforts to new processes increases the efficiency of organizational innovation.
5. Increasing value for customers and providing innovative experiences that contribute to improving their experiences and increasing their loyalty, which has a positive impact on the company.
6. There is a strong link between organizational innovation and the blue ocean strategy, meaning that companies' application of the blue ocean dimensions contributes to their ability to adapt to market changes and customer demands by enhancing the innovative environment.
7. Organizational innovation is a critical and important factor for the success of travel and tourism companies.
8. Companies offering competitive offers by adopting the blue ocean strategy increases customer satisfaction and reflects on the company's success.
9. Focusing on untapped customer needs opens up a new market for the company, increases its market share, and enhances organizational innovation.

4.2. Recommendations

The recommendations are an important step to guide future policies and achieve sustainable growth for companies, based on the findings communicated in the research, which are:

1. It is recommended that travel and tourism companies adopt the dimensions of the blue ocean more comprehensively and provide new value to customers, which contributes to improving efficiency and reducing costs.
2. Developing innovative services that differ from competing companies and meet the changing needs of the market and customers, such as exploring new tourism programs and adding cultural and environmental information, achieves distinction.
3. Improving operational and administrative processes such as adopting new technology to simplify operations, leading to improved quality and reduced costs.
4. Continuing innovation, conducting continuous research and development, measuring innovation periodically, learning about customer feedback, and working on continuous development.
5. Leveraging experienced teams and tourism-savvy staff to deliver innovative solutions and integrate different ideas.
6. Continuously analyze customer data, feedback and market trends and develop goods and services that suit future changes.
7. Companies need to realize that organizational innovation is a sustainable strategy, not a short-term solution, and must be invested in.
8. Establish strategic partnerships with relevant sectors such as airlines, hotels and service providers and provide innovative tourism offerings based on the Blue Ocean Strategy.

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