

Factors Affecting the Implementation of the Blue Ocean Strategy A Case Study of Medicom Production Manufacturing Company

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Abstract: The paradigm of competition in business is dominated on the minds of many administrators today. Administrators find the only way to win and success of their organization in the excelled of competitors and getting more share of the existing Market demands. Although this type of competition is essential, it doesn't guarantee optimal performance in a long period of time and in the knowledge-based economy era, organizations need to think of subjects beyond the realm of competition. Nowadays, the business environment in which most of the twentieth century approaches and attitudes about the strategy and management have formed and evolved, is fading increasingly. Since conflict is getting tougher in the Red Ocean, It would be more in need of management to engage in the Blue Oceans than following the predominant and prevailing stream between Administrators. Blue Ocean Strategy with challenging competition, which has been the most important default of strategic management area for many years and with offering modern solutions as well, introduces new areas for success in field of work and services. The present study sought to examine desirably the Blue Ocean Strategy implementation in Medicom Production Manufacturing Company as a Manufacturing organization. The research result denotes the Confirmation of the main hypothesis of the research, meaning that the Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition.

Key words: The Blue Ocean, Red Ocean, Strategy, Competition, Medicom Production Manufacturing Company.

INTRODUCTION

In today's turbulent world, a place to rest one's head on the glories of the past does not exist and the Organization are now more than ever in need of a strategic evolution (Goll, Irene. Johnson, 2007).

In this bumpy road, to increase the success should find what creates positive difference, and figure out how it regularly repeats. This is what is called Intelligent Strategic Move.

Strategic Movements are those movements that offer new products and services which cause opening and capturing new market space and increases demand. Profit growth has been made by this move and as a main effort center, creates Blue Ocean and takes the opportunity of the organizations in the Red Ocean (Kim, W. Chan, 2005).

The Red Ocean introduces currently operating industries. In this ocean, the limits and the extent and boundaries of the industries have been defined and accepted and competition rules (Sheehan, Norman, 2009) have been specified.

In the Red Ocean, companies try to achieve a better performance comparing to competitors and to make their own a larger portion of the market demands. On the other hand, there is no exploitation of the Blue Ocean and no competitors exist there. Therefore, there is a potential (Kim Sangsoo Peter In, 2008) for growth and profitability in the Blue Ocean and high demand for goods and services in this ocean (Leavy, Brian, 2005).

The global recession (Sakbani, Michael, 2010) and expansion of its impacts in the most countries of the world, and present gap between job and occupation of developing countries and job and occupation of developed world and Non-optimal use of this kind of job and occupation from creative and effective procedures (Pinard, C. Mary, 2005; Jalan, Amitabh, 1995), Unfortunately it results in that the large volumes of developing countries' businesses are encountered with a serious risk of bankruptcy. In this crowded competitive space, as more competitors' emerged, market portion and profitability and growth will be limited.

In the current business environment, there is the fact that organizations and companies should successfully swim in the Red Ocean thanks to their superiority to the other competitors. The Red Ocean (Pitta, Dennis, 2009) in all businesses is one of the non inevitable and important fact. But according to the most current industries, supply is more than demands, although competing is only for specific portion of the occupation and services realm is essential in a long term it can't guarantee a good and suitable performance of the organization.

On the other hand, in this critical situation repeated procedures and managing drafts, even an adequate procedure that has still being applied in Iranian business, can no longer work fully and survive the unsafe businesses in the country.

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Therefore, in the current world which is labeled knowledge -based economy era, (Kai Chen, Chih, 2008) organizations need to think about the issue beyond the competition. Organizations to capture new growth opportunities and profitability should create Blue Oceans (Debi S. Saini, 2006). Blue ocean strategy's idea through challenging competition, which has been the most important management strategy (David, fred R. 1999) default for many years and offering a new solution as well, introduces a new scope for business in attaining success in the services field.

Red ocean strategy based on competition assumes that the structural conditions of an industry, are given and the agencies must compete with each other in that conditions (Chi Chang, Shih, 2010). This assumption is based upon something that academics call it "structure-oriented" or "Environmental determinism" perspective.

In its opposite side, the blue ocean with value innovation, (Kim, W. Chan, 2005) based on the perspective that doesn't assume market boundaries and the industry structure, and as the result with the use of measurements and the believes of the industry casts', rebuild them and call this "renewal structure-oriented" perspective.

Recently, the strategy that leads the Organization to the Blue Ocean is not traditional strategies such as product development and services, homogenous variety, Business areas and services development, infiltration in other areas of business and services, the cooperation, cost reduction and assignment, But also Innovations value making as a strategy that adopting it has reduced costs and at the same time caused more value to the Organization stakeholders. Blue ocean strategy is therefore mainly rely on value innovation and when it turn to reality that makes simultaneously a business for himself and develops new values (Parvinen, 2011) and new demands.

At all events, especially at large events such as earthquakes and floods the maximum number of injured are existed 24 to 48 hours after the accident and usually this is when the out-of-area resources have failed to reach the affected area. The golden times for earthquake injured is between 12 to 16 hours and in the case of flood injured this will be a little more. Some sources have mentioned that between 1 and 6 hours after the earthquake, about 50% of injured in the rubble are alive. Therefore, reaching medical facilities to treat wounded in the early hours is crucial.

Medicom Industrial and Productive Company as the designer and manufacturer of specialized equipment of EMS, ambulance and emergency rescue in Iran is trying to be deployed and operational via producing movable treatment system to provide a system that be able to perform various operations and with respect to existing facilities in the minimum time in affected area.

The company, using the expertise and technical knowledge in the field of medical equipment, emergency aid, rescue and using the best technology in the world in designing and manufacturing ambulance bus and advanced field hospitals, buses, ambulances and field hospitals based on inflatable structures, modern field hospital tents, satisfied this critical requirement at the operational, training and research levels in best mood.

As for as the specific and unique activity of the company in Iran, this research seeks to answer this question: Is Medicom Industrial and Productive Company as a manufacturing organization, is fully capable to implement the Blue Ocean Strategy? Also in this study the dimensions of Blue Ocean Strategy in Medicom Industrial and Productive Company are prioritized. The company's strengths and weaknesses in implementation the Blue Ocean Strategy is under review

Theoretical Research Framework:

A theoretical framework is the basis that researchers theorize based on the relationships between the detected factors that are important in the creation of the problem.

Sometimes this theory originated logically from the results of the previous researches based on same issue.

The Theoretical framework of this research is based on the Blue Ocean Strategy that founded by "Kim and Mauborgne" and factors affecting the implementation of Medicom Production Manufacturing Company will be examined.

Review of the Literature:

What has always taken apart the winners from the losers in creating the Blue Ocean is their approach toward this strategy. Companies trapped in the Red Oceans are followers of common approaches.

They are racing up to excel their competitors and for this aim they need to make defensible position in current industrial system (Drucker, F. Peter, 1985).

The creators of the Blue Ocean, surprisingly, do not use competition as criterion act. Instead they follow Different strategic logic called "Value innovation". Value innovation is the cornerstone of the Blue Ocean Strategy. It has been called Value innovation because for those companies instead of focusing on defeating an opponent in the race, they focus on removing competition and making no sense of it.

This deletion attains with a leap in value for buyers and for the company and thus opens a new and non-opponent space in the market space (Kim, W. Chan and Renee Mauborgne, 1997).

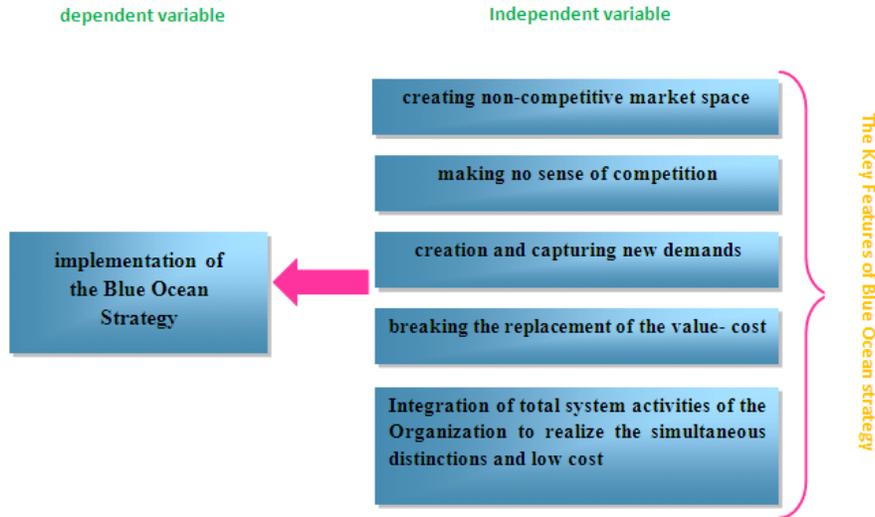


Fig. 1: Theoretical framework.

Value innovation, violates one of the most commonly accepted principles and dogmatic strategy based on competition: The principle of the substitution of value-cost. Normally it is believed that the companies can provide more value for their customers with more cost or with less cost create reasonable and proper value. Here, the strategy means choosing between the distinctions or "less cost" (Kim, B. Renee, 2010; Porter, E. Michael, 1985). On the contrary, those who are looking for creating Blue Oceans, track distinction and less cost as their aim simultaneously. Value innovation is about the strategies which embrace all the activities in the system (Porter, E. Michael, 1996).

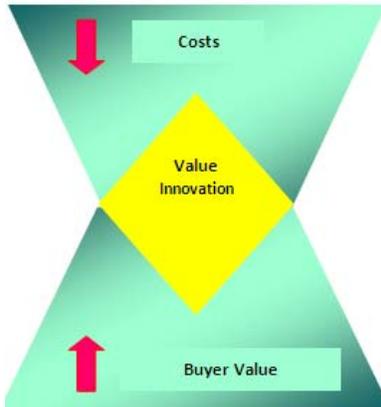


Fig. 2: The Simultaneous Pursuit of Differentiation and Low Cost.

The Blue Ocean strategy is a term for the first time was raised by "W.Chan Kim" and " Renee Mauborgne" in the year 2005.

These two scientists on the impact of Blue Ocean creation scrutinized the participation procedures of 108 companies to the market, realized that the beginning to work of 86 percentage of companies in the current industries with the gradual improvement have been inside the Red Ocean in the current market.

Nevertheless, they made their own 62 percent of the total potential revenue and 39 percent of the total profits.

The participation procedures of remained 14 percent to the market were through creating the Blue Ocean that earned 38 percent of the total income and 61 percent of the total profits.

The Blue Ocean Strategy with strategic thought approach (Daghir, Munqith M., 2005) is with innovation in strategic areas. "Kim and Mauborgne" after offering this paradigm have been enrolled in the list of the 15 effective people in the strategic management area in the world.

So called paradigm formed after 15 years of research and benefit from 100 successful company reviewed around the world's data.

The Blue ocean strategy mainly has got the strategic thought (Pearson, Gordon, 1999) essence and is based on strategist's and manager's thought in order to move in the direction of strategic planning activities and processes.

For a successful swimming in the Red Ocean, it is always needed to get behind the rivals. Red Ocean has always been of importance and is considered as the facts of business life. But when in more industries, demands are more than supply, the competition for a portion of the squeezing markets, which is so necessary, to maintain a high level of performance, will not be sufficient and the corporations need something beyond the competition (Johannessen, 2009). They have to create Blue Ocean to reach new profit and growth opportunities Hamel, Gary and C.K. Prahalad, 1994.

Jen-te Yang(2012) paid to identification of The Blue Ocean strategy features in some of the Taiwan hotels in his research. Based on the results of this research, the Blue Ocean Strategy features were identified in including the perception of the guests, the distinct provided innovation added value, the development of new market segments, brand making and renewal brand making, create a unique atmosphere in the hotel, setting up distribution channels and create strategic alliances. Also the results of the hotel confirming, is on the aspects of distinct value added which has been created through CRM (Yang, Jente, 2012).

Dennis Pitta (2009) In order to describe a perceptual strategy that have application in product development start to study the Blue Ocean Strategy. He came to the conclusion that companies can use the blue ocean strategy to renew the structure of their products and services which offer to new customers and can escape from their industrial rivals.

Sheehan and Vaidyanathan (2009) In a research examine the application of a value making for discovering blue oceans, In their research they explained the discovery of the Ocean Blue, A unique way to discover the Blue Ocean, the logic of value creation in action, Which logic value creation?, Your Blue Ocean (Combination of value creation logics), changing the game rules.

Parvinen, *et al* (2011) studied the role of the new mechanism of value creation in the company sales strategies. They start with the use of value creation and strategic marketing as the theoretical approaches to scrutinize the Foundation of the Blue Ocean strategy and the assortment of ways in which this strategy is reflected in the sales management activities.

Research Method:

The present research through distribution of questionnaire and statistical assimilation and analysis of obtained responses without the involvement of a researcher is the descriptive-collection type and in terms of the purpose is of the application type. For this research introduced one main hypothesis and five Subsidiary hypotheses which are the Blue Ocean strategy's dimensions.

main hypothesis:

- Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition.
- Subsidiary hypotheses:
- Medicom Production Manufacturing Company in terms of creating non-competitive market space is in the optimum condition.
- Medicom Production Manufacturing Company in terms of making no sense of competition is in the optimum condition.
- Medicom Production Manufacturing Company in terms of creation and capturing new demands is in the optimum condition.
- Medicom Production Manufacturing Company in terms breaking the replacement of the value- cost is in the optimum condition.
- Medicom Production Manufacturing Company in terms of Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost is in the optimum condition.

The Research Territory (Thematic, Spatial, Chronological):

The thematic realm of the research is Strategic management, the spatial realm is the Medicom Production Manufacturing Company and the time of implementation is January 2011 until August 2011.

Statistical Community:

Medicom Industrial and Productive Company is the first designer and manufacturer of specialized equipment, emergency ambulance, rescue and relief, has started its activities in the 1997 under the MediCom Brand. The history of the complex goes back to 1973, when a company called Behrooyan, with the aim of providing Emergency Medical Services, has established and had been started its activity.

MediCom, backed by over thirty years of experience in Medical Emergencies and relief and Ground and Aerial Rescue, now has three directive possession factories in thirty-three thousand square area and 10,000 square meters of production space and 2,000 square meters of office buildings, facilities, etc, has engaged in

construction and installation of the patients cabin as well as the production and provision of medical equipment of any ambulance in country and in this regard, it was succeeded in producing and delivering more than 2,500 units of ambulances (Toyota, Volkswagen, Caravan, Mazda, Iveco, bus) for public and private centers.

Other activities of Meh shekan sazeh Industrial and Productive Company, are designing and equipping ambulance bus and advanced field hospitals, buses, ambulances and field hospitals structures based on inflatable structures that using the expertise and technical knowledge in an emergency, medical equipment, Rescue Aids and using the best technology in the world in the field of production of modern field hospital tents has successfully satisfied the country needs in operational, training and research level in best mood.

MediCom, also, has succeeded in getting qualitative confirmation of their products from the Ministry of Health and Medical Education, Ministry of Industries and Mines, Institute of Standards and Industrial Research and from Organizations and institutions such as the Ministry of Health and Medical Education, Red Crescent Society of the Islamic Republic of Iran, University of Medical Sciences, National health systems, Social Security Organization, the country's transport terminals, Petroleum Company, Ministry of Defense, Telecom, foreign companies resident in the South Pars oil field which can be named as the buyers of MediCom products.

In this study, statistical society are managers, deputies and manufacturing experts of "Mehshekanesazeh Industrial and Productive Company " in which, They had at least a bachelor's degree and with over 5 years experience in Mehshakanesazeh Industrial and Productive Company, which are 25 people.

Data Collecting Method:

Without a doubt, one of the fundamental steps in any research is choosing the appropriate methods for collecting the data correctly and efficiently. In this study used library and Field methods that the library method contains checking the second handed documents and valid books and internal and external researches, archive and Scientific and specialized books and using and external journal in the related topics and scientific links and electronic documentary in the internet. The field method is questionnaire.

In order to respond the research questions, A questionnaire with 40 closed-questions with 5 range of Licrat options had been designed and distributed to be completed.

Methods of Data Analysis:

In order to answer the formulated question and making a decision on the approval or rejection of the raised hypothesis, the relationship between the variables of software SSPS, And in order to test the hypothesis used Binomial test and for ranking among the dimensions of the Blue Ocean strategy used Friedman's test.

Friedman test is a nonparametric test, equivalent to the F test obtained from the analysis of variance table in a randomized block design. Friedman two-way ANOVA of ratings tests the assumption that k peer group of the continuous distribution of or from a distribution with the same median have been selected. The formula for the statistic test is as follows:

$$F = \frac{12}{bk(k+1)} \sum_{i=1}^k S_i^2 - 3b(k+1)$$

The data within each block rank are inserted between 1 and k, b is the number of blocks and k is the number of the experimental procedure. The amount of S_i is the sum of ith operation.

Binomial test is a non-parametric test in which based on a characteristic or value review the successes and failures. The purpose of the success and failure is the presence or absence of a variable in the study community.

This research carried out at two levels of descriptive and inferential. descriptive level, has attempt to explain the first 5 questions of the questionnaire which has been designed to be aware of the knowledge of the respondents through applying statistical features such as frequency, percent and using charts. And inferential level, tries to analyze and assimilate the sample parameters through so called tests in order to approve or reject the hypothesis.

The analysis of the results:

Reliability of the questionnaire

In order to ensure the reliability of the formal question of the questionnaire sounded out several of the experts and professionals in this issue and rectified the mentioned mistakes. By the way, it has been used Cronbach α to assess the reliability of the content

Table (1) shows the results related to Cronbach α which been done by the latest version of SPSS software. Cronbach α results are acceptable and appropriate and also each dimensions have the suitable α that somehow represents the acceptable reliability. Meaning that the given answers were not caused by chance and accident, but also because of the effect of the variable, which is test case.

Table 1: Cronbach α for Reliability of the questionnaire.

Dimensions of Blue ocean strategy	dimensions		Total		questionnaire
	Num	α	α	Num	
creating non-competitive market space	6	0/708	0/962	35	The key features of blue ocean strategy
making no sense of competition	4	0/859			
creation and capturing new demands	11	0/926			
breaking the replacement of the value- cost	7	0/808			
Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost	7	0/8671			

Validity of the Questionnaire:

In this study, in order to get the validity of the questionnaire by using the two halves method it has been separated the questions to odd and even.

As specified in the following table, the validity of the questionnaire is verified by using the two halves method. the extent of the correlation between the two sections is 0.810 and the Guttman index about bisecting is 0.892 which indicating the high level of reliability.

Table 2: Guttman test.

0.940	Quantity	Part 1
18	Num	
0.928	Quantity	Part 2
17	Num	
35	Total number of questions	
0.810	extent of the correlation	
0.895	Equal length	Spearman-Brown index
0.895	Unequal length	
0.893	Guttman index	

Descriptive Statistics Results:

The results of the descriptive statistics denotes that about 20 percent of directors, deputies and experts education in Medicom Production Manufacturing Company have been associated with the field of strategic management. And yet only 8 percent of them are familiar with the field of strategic management and 36 percent of them have less familiarity with the Blue Ocean Strategy.

Also 12% of Directors, deputies and experts in Medicom Production Manufacturing Company had stated that they have too much familiarity with management, planning and marketing terminologies. It is interesting that more than 60 percent of Directors, deputies and experts in the organization under the study of this research have little familiarity with the challenges and the risks of strategy implementation process.

The Results of Statistical Inference:

The main hypothesis is under this title “Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition” This main hypothesis has been divided to 5 Subsidiary hypotheses which distinct the 5 dimensions of the Blue Ocean Strategy.

The Main Hypothesis Test:

Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is not in the optimum condition H0

Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition H1

Binomial test results achieved in the two tables are shown below.

Table 3: The results of statistical inference of The main hypothesis test.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	≤ 3	4	.16	.50	.001
Group 2	> 3	21	.84		
Total		25	1.00		

Table 4: The results of Descriptive Statistics of The main hypothesis test.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.5762	.53392	2.40	4.27

Due to the significant amount of testing is equal to 0.001 which is lower than 0.05 and the average is higher than 3 It can be claimed with confidence level of 95% that the zero statistical hypothesis will be rejected. Thus,

Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition.

Subsidiary hypothesis 1-1

Medicom Production Manufacturing Company in terms of creating non-competitive market space is not in the optimum condition. H0

Medicom Production Manufacturing Company in terms of creating non-competitive market space is in the optimum condition. H1

The results of the hypothesis test has been shown in the tables (5) and (6) denotes that the significant amount of testing is equal to 0 and the average is higher than 3 It can be claimed with confidence level of 95% that the zero statistical hypothesis will be rejected. Thus,

Medicom Production Manufacturing Company in terms of creating non-competitive market space is in the optimum condition.

Table 5: The results of statistical inference of Subsidiary hypothesis 1-1.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	<= 3	3	.12	.50	.000
Group 2	> 3	22	.88		
Total		25	1.00		

Table 6: The results of Descriptive Statistics of Subsidiary hypothesis 1-1.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.9333	.65969	2.17	5.00

Subsidiary hypothesis 2-1

Medicom Production Manufacturing Company in terms of making no sense of competition is not in the optimum condition. H0

Medicom Production Manufacturing Company in terms of making no sense of competition is in the optimum condition. H1

As it has been shown in the Table (7) the significant amount of testing is higher than 0.05 then with confidence level of 95% the zero statistical hypotheses will be confirmed and we have to say that Medicom Production Manufacturing Company in terms of making no sense of competition is not in the optimum condition.

Table 7: The results of statistical inference of Subsidiary hypothesis 1-2.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	<= 3	8	.32	.50	.108
Group 2	> 3	17	.68		
Total		25	1.00		

Table 8: The results of Descriptive Statistics of Subsidiary hypothesis 1-2.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.3100	.48023	2.50	4.25

Subsidiary hypothesis 3-1

Medicom Production Manufacturing Company in terms of creation and capturing new demands is not in the optimum condition H0

Medicom Production Manufacturing Company in terms of creation and capturing new demands is in the optimum condition H1

According to the tables (9) and (10) that shows the test results ,It must be said with confidence level of 95% that the zero statistical hypothesis will be rejected. Because the significant amount of testing is lower than 0.05 and the average is higher than 3. Thus,

Medicom Production Manufacturing Company in terms of creation and capturing new demands is in the optimum condition.

Table 9: The results of statistical inference of Subsidiary hypothesis 1-3.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	<= 3	6	.24	.50	.015
Group 2	> 3	19	.76		
Total		25	1.00		

Table 10: The results of Descriptive Statistics of Subsidiary hypothesis 1-3.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.6727	.58740	2.45	4.55

Subsidiary hypothesis 4-1

Medicom Production Manufacturing Company in terms breaking the replacement of the value- cost isnot in the optimum condition. H0

Medicom Production Manufacturing Company in terms breaking the replacement of the value- cost is in the optimum condition. H1

A significant amount of testing is equal to 0.015 which is lower than 0.05 and the average is higher than 3 is shown completely in the Tables No.11 &12..It can be claimed with confidence level of 95% that the zero statistical hypothesis will be rejected. Thus,

Medicom Production Manufacturing Company in terms breaking the replacement of the value- cost is in the optimum condition.

Table 11: The results of statistical inference of Subsidiary hypothesis 1-4.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	<= 3	6	.24	.50	.015
Group 2	> 3	19	.76		
Total		25	1.00		

Table 12: The results of Descriptive Statistics of Subsidiary hypothesis 1-4.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.3886	.59835	2.14	4.14

Subsidiary hypothesis 5-1

Medicom Production Manufacturing Company in terms of Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost is not in the optimum condition. H0

Medicom Production Manufacturing Company in terms of Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost is in the optimum condition. H1

According to the tables (13) and (14) that shows the test results, It must be said with confidence level of 95% the zero statistical hypothesis will be rejected. Because the significant amount of testing is lower than0.05, then,

Medicom Production Manufacturing Company in terms of Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost is in the optimum condition.

Table 13: The results of statistical inference of Subsidiary hypothesis 1-5.

	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Group 1	<= 3	5	.20	.50	.004
Group 2	> 3	20	.80		
Total		25	1.00		

Table 14: The results of Descriptive Statistics of Subsidiary hypothesis 1-5.

N	Mean	Std. Deviation	Minimum	Maximum
25	3.7543	.66307	2.43	4.71

The results of the data analysis in the deduction level indicates that first, third, fourth and fifth Subsidiary hypotheses because of including the significant amount of testing lower than 0.05 and the average higher than 3 are confirmed and second Subsidiary hypotheses due to the significant amount of testing higher than 0.05 have been rejected.

So according to the confirmation of four subsidiary hypotheses, the main hypothesis is confirmation, and also the results of the main hypothesis test confirm this.

A summary of the results of the main hypothesis and the related subsidiary hypothesis is displayed in the table (15)

Table 15: A summary of the results of the main hypothesis and the related subsidiary hypothesis.

Row	hypothesis	Asymp. Sig.	results
main hypothesis	Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is not in the optimum condition.	0/001 < 0/05	confirmed
Subsidiary hypothesis	Medicom Production Manufacturing Company in terms of creating non-competitive market space is in the optimum condition.	0/000 < 0/05	confirmed
	Medicom Production Manufacturing Company in terms of making no sense of competition is in the optimum condition.	0/108 > 0/05	rejected
	The Medicom Production Manufacturing Company in terms of creation and capturing new demands is in the optimum condition	0/015 < 0/05	confirmed
	Medicom Production Manufacturing Company in terms breaking the replacement of the value- cost is in the optimum condition.	0/015 < 0/05	confirmed
	Medicom Production Manufacturing Company in terms of Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost is in the optimum condition.	0/004 < 0/05	confirmed

Priority Among the Blue Ocean Strategy dimensions in Medicom Production Manufacturing Company:

In order to prioritize the 5 dimensions of Blue Ocean Strategy in Mehshekanesazeh Industrial and Productive Company, Friedman test was used and the results are shown in tables (16) and (17). Since the significance level of the test is less than 0.05, it shows that ranking factors are significantly different.

Table 16: The significant amount of Friedman's test for Priority among the Blue Ocean Strategy dimensions.

Medicom Production Manufacturing Company	
N	25
Chi-Square	50.626
df	4
Asymp. Sig.	.000

Table 16: The results of Friedman's test for Priority among the Blue Ocean Strategy dimensions.

Dimensions of Blue Ocean Strategy	Medicom Production Manufacturing Company	
	Average Rating	Priority
creating non-competitive market space	4.48	1
making no sense of competition	1.96	4
creation and capturing new demands	3.10	3
breaking the replacement of the value- cost	1.84	5
Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost	3.62	2

Conclusion:

In this research Creating non-competitive market space, making no sense of competition, creation and Capturing new demands, breaking the replacement of the value- cost and Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost were considered as the Blue Ocean Strategy dimensions.

Checking out these dimensions on the Medicom Production Manufacturing Company and analyzing the Hypothesis the following conclusion obtained that this company fulfill optimal conditions for Creating non-competitive market space, creation and Capturing new demands, breaking the replacement of the value –cost and Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost. but lacking optimum conditions for making no sense of competition.

Finally with regard to the confirmation of the four subsidiary hypotheses, the main research hypothesis will be conformation, therefore; the Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy is in the optimum condition.

After analysis of the hypothesis, in order to be aware of the strengths and weaknesses of the Medicom Production Manufacturing Company in terms of implementation of the Blue Ocean Strategy, the strategy dimensions were prioritized by the Friedman test.

The results show that the highest rank and first priority specified to Creation of non-competitive market space dimension and the lowest rank and Last priority to breaking the replacement of the value- cost dimension.

Also the second priority specified to Integration of total system activities of the Organization to realize the simultaneous distinctions and low cost dimension, the third priority to creation and Capturing new demands dimension and fourth priority specified making no sense of competition dimension.

Suggestions for Future Research:

While doing this research some components stuck to the mind of the researcher for future research, the most important subjects are the effect of corporate culture on the implementation of the strategy, the community readiness review, in order to implement the Blue Ocean Strategy. , the Blue ocean strategy implementation in

the Manufacturing Companies, analysis of the Blue Ocean Strategy with critical look, checking out the organization life cycle and implementation of this strategy, Examine the product's variety and services with this strategy, Comparison between traditional strategies and the Blue Ocean Strategy.

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