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The adoption of the Blue Ocean strategy and its impact on improving institutional performance: a case study of the Athena medical clinic - Constantine, Algeria

أثر تبني استراتيجية المحيط الأزرق على تحسين أداء المؤسسة دراسة حالة مصحة أثينا الطبية-قسنطينة، الجزائر-

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Abstract :
This research aims to investigate how applying the Blue Ocean Strategy can improve performance at Athena Medical Clinic in Constantine. It focuses on how key aspects of the strategy—elimination, innovation, reduction, and augmentation—affect the clinic's overall efficiency. A descriptive-analytical method was employed to assess these elements in detail.

To achieve the research objectives, 30 questionnaires were distributed, and 25 valid responses were collected and analysed using SPSS version 27. The results reveal that the Blue Ocean Strategy has a significant positive effect on enhancing clinic performance, with statistical relevance confirmed at the 0.05 level. Furthermore, the study shows a strong link between the strategy's dimensions and the clinic's improved outcomes.

The research concludes by recommending that organizations capable of driving value through innovation adopt the Blue Ocean Strategy to avoid competing in oversaturated markets ("red oceans"). It also emphasizes the need to prioritize innovation to stimulate creativity, enhance customer satisfaction, and strengthen overall value offerings.

Key words: Blue Ocean Strategy, Value Innovation, Performance Improvement
JEL classification codes: M22, C 10

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1. Introduction

The Blue Ocean Strategy introduces a fresh approach to strategy, focusing on discovering new growth opportunities that go beyond traditional market competition. It does so by developing innovative products or services that unlock new possibilities. At its core is the principle of "breaking free from competitors to drive growth," emphasizing creativity as the foundation for strategic advancement. With its six guiding principles and four key indicators, the Blue Ocean Strategy not only serves as a framework for fostering innovation and achieving excellence but also as an effective tool for improving institutional performance. This improvement is reflected in increased efficiency and overall effectiveness.

Research Problem: The research aims to investigate the following problem: **Does adopting the Blue Ocean Strategy have a statistically significant impact on enhancing the performance of Athena Medical Clinic - Constantine?**

From this central problem, the following specific sub-questions arise:

1. Does the elimination indicator of the Blue Ocean Strategy have a statistically significant impact on improving the performance of Athena Medical Clinic - Constantine?
2. Does the reduction indicator of the Blue Ocean Strategy have a statistically significant impact on improving the performance of Athena Medical Clinic - Constantine?
3. Does the increase indicator of the Blue Ocean Strategy have a statistically significant impact on improving the performance of Athena Medical Clinic - Constantine?
4. Does the innovation indicator of the Blue Ocean Strategy have a statistically significant impact on improving the performance of Athena Medical Clinic - Constantine?

Study Hypotheses: To address the research questions posed, the primary hypothesis put forward is as follows: Implementing the Blue Ocean Strategy significantly influences the performance improvements at Athena Medical Clinic in Constantine.

This overarching hypothesis is broken down into four specific sub-hypotheses:

- The elimination factor within the Blue Ocean Strategy has a measurable, positive effect on the clinic's performance outcomes.
- The reduction factor within the Blue Ocean Strategy significantly contributes to enhancing the clinic's operational effectiveness.
- The augmentation factor within the Blue Ocean Strategy has a notable impact on boosting the clinic's performance metrics.
- The innovation factor within the Blue Ocean Strategy plays a key role in driving improvements in the clinic's overall performance.

Study Objectives: The objectives of this study are as follows:

1. To examine the various challenges linked to the implementation of the Blue Ocean Strategy dimensions within the institution.
2. To evaluate how extensively the Blue Ocean Strategy dimensions have been adopted and applied at Athena Medical Clinic in Constantine.
3. To highlight the critical importance of the Blue Ocean Strategy dimensions as a strategic tool for institutions aiming to improve and progress in their operations.

Previous Studies: To build a conceptual framework for our study and clarify its core aspects, we relied on previous research that examined different dimensions of the Blue Ocean Strategy. The key studies referenced are as follows:

1. **Soumia Hajjar's PhD thesis**, titled *"The Trend towards the Blue Ocean Strategy for Small and Medium Enterprises in the Food Industry Sector,"* conducted at the Faculty of Economic, Commercial, and Management Sciences, University of Algiers 3 in 2021. This research centred on strategic options for small and

medium-sized enterprises (SMEs) in Algeria's biscuit industry, stressing the significance of adopting the Blue Ocean Strategy to drive innovation, create value, and resolve the trade-off between cost and value in a competitive market environment.

2. **Zakia Maqri's study**, *"Blue Ocean Strategy: A New Marketing Model to Face the Risks of the Competitive Environment,"* published in the *Journal of Innovation and Marketing* in 2014. This research introduced the Blue Ocean Strategy as a ground-breaking marketing model to navigate competitive risks, specifically in the context of Algeria Telecom Company, addressing the challenges facing the telecom sector.
3. **Kamal Qasimi and Husseina Dukhan's research**, *"Determinants of Applying the Blue Ocean Strategy in Banking Institutions: A Case Study of Banking Institutions in M'sila Province,"* published in the *Journal of Economic Studies* in Djelfa in 2014. Their study explored the practicality of implementing the Blue Ocean Strategy in banking institutions, emphasizing the importance of reducing and eliminating certain practices while innovating to significantly enhance value creation.
4. **Adila Ahlam's study**, titled *"The Role of the Blue Ocean Strategy in Achieving a Sustainable Competitive Advantage for Algeria Telecom - Biskra,"* was published in the *Journal of Economic and Administrative Research* in 2020. This research examined how dimensions of the Blue Ocean Strategy—such as elimination, reduction, augmentation, and innovation—helped Algeria Telecom in Biskra gain a sustainable competitive edge.

Our study seeks to add to this body of knowledge by investigating the impact of the Blue Ocean Strategy on enhancing institutional performance, an area that has been underexplored in previous research. Specifically, it aims to shed light on the effects of Athena Medical Clinic - Constantine's application of the Blue Ocean Strategy on its operational performance, considering the context of the Constantine Province.

Research Methodology: To meet the study's objectives and address the research question, a descriptive and analytical approach was used. The theoretical foundation, outlined in the theoretical chapter, was built by referencing relevant books and scholarly articles. For

the empirical aspect, data was primarily gathered through a questionnaire designed to collect insights from participants.

Theoretical Framework of the Study

The theoretical framework of this study is centred on clarifying key concepts related to the research variables, particularly the Blue Ocean Strategy and its role in enhancing institutional performance.

2. Blue Ocean Strategy:

In recent years, the field of strategic management has experienced considerable transformation, with various theories and perspectives emerging. The Blue Ocean Strategy represents a novel approach adopted by organizations seeking to transform and rejuvenate their operations. It offers a way to explore uncharted "blue oceans," steering clear of the pitfalls associated with fierce market competition.

2.1 Concept of the Blue Ocean Strategy: The term "blue ocean" is a modern concept in business management, symbolizing new, uncontested market spaces as opposed to the "red oceans" of intense competition. The Blue Ocean Strategy reflects a significant shift in strategic thinking within the ever-evolving business environment. Introduced by Chan Kim and Renée Mauborgne of Harvard University, it represents an innovative marketing approach focused on identifying and tapping into markets that remain free from competition (Halalah, 2018).

The Blue Ocean Strategy involves designing strategies for industries or markets that are not yet established, representing untapped areas with new demand. These unexplored spaces are like distant, clear oceans where competition has not yet arrived, and demand is created for the first time. While some blue oceans may exist beyond current industry boundaries, many are formed by expanding the limits of existing markets, known as red oceans. Red oceans represent established industries marked by intense rivalry and fixed market structures. Essentially, the Blue Ocean Strategy is a forward-thinking

approach aimed at uncovering new opportunities for growth and driving innovation. By creating distinct products or services, organizations can break free from competitive pressures and establish themselves as market leaders in untapped areas.

2.2. Differences between the Blue Ocean Strategy and the Red Ocean Strategy: The main differences between the Blue Ocean Strategy and the Red Ocean Strategy are summarized as follows:

Table 1 :Differences between the Blue Ocean Strategy and the Red Ocean Strategy

Red Ocean Strategy	Blue Ocean Strategy
- Competing within the current market space. - Defeating competitors. - Exploiting existing demand. - Executing the value-cost trade-off. - Aligning the organization's entire activities with the strategic choice of either differentiation or low cost.	- Creating an uncontested market space. - Making competition irrelevant. - Creating and capturing new demand. - Breaking the value-cost trade-off. - Aligning the organization's total activities to both differentiation and low cost.

Source : (Alaa Farhan Talib, Blue Ocean Strategy and Sustainable Competitive Advantage, 2012)

Based on the table above, the following key distinctions can be made:

- **Focus**: The Blue Ocean Strategy prioritizes creating new demand and discovering untapped growth opportunities within the market, whereas the Red Ocean Strategy centers on competing within established market spaces.
- **Competition**: The Blue Ocean Strategy aims to make competition irrelevant by introducing distinctive products or services that set an organization apart. In contrast, the Red Ocean Strategy focuses on outperforming competitors within the current market landscape.
- **Value-Cost Trade-Off**: The Blue Ocean Strategy seeks to break the traditional trade-off between value and cost, aiming for both differentiation and cost efficiency. On the other hand, the Red Ocean Strategy typically involves a

compromise between offering higher value and maintaining low costs. (Alawi, *The Impact of Cognitive Capabilities on Achieving Blue Ocean Strategy: A Survey Study in Baghdad Soft Drinks Company*, 2021)

- **Market Space**: The Blue Ocean Strategy is designed to explore new, uncharted market spaces (blue oceans) where competition is limited or non-existent. By contrast, the Red Ocean Strategy focuses on existing, competitive markets (red oceans) where rivalry is intense and market conditions are saturated. (Alawi, *The Impact of Cognitive Capabilities on Achieving Blue Ocean Strategy: A Survey Study in Baghdad Soft Drinks Company*, 2021)

2.3. Principles of the Blue Ocean Strategy: The Blue Ocean Strategy is based on six fundamental principles:

a. **Reconstruct Market Boundaries**: This principle involves redefining industry boundaries to open up new market spaces and opportunities.

b. **Focus on the Big Picture, Not the Numbers**: This approach encourages strategic thinking that goes beyond immediate quantitative metrics. (Hadjar, 2021)

c. **Reach Beyond Existing Demand**: This principle aims to attract new customers by expanding beyond the current market limits.

d. **Get the Strategic Sequence Right**: Emphasizes the importance of arranging strategic actions in the correct order for successful implementation. (Others, 2017)

e. **Overcome Organizational Hurdles**: Addresses and mitigates internal challenges and resistance to change within the organization.

f. **Build Execution into Strategy**: Ensures that strategic planning includes detailed execution plans to facilitate effective implementation.

2.4 Indicators of the Blue Ocean Strategy: The Blue Ocean Strategy is characterized by four key indicators: elimination, reduction, increase, and innovation. These indicators collectively assist organizations in developing new value propositions and tapping into previously unmet market demand.

Table 2 : Indicators of the Blue Ocean Strategy

Principles of formulating a Blue Ocean Strategy	Principles of executing a Blue Ocean Strategy
-Reconstructing market boundaries and subsequently creating the Blue Ocean. - Focusing on the big picture. - Extending beyond current demand. - Attaining the right sequence of strategic moves.	- Overcoming organizational hurdles. - Building execution into the strategy.

Source: (Alaa Farhan Talib, Blue Ocean Strategy and Sustainable Competitive Advantage, 2012)

The Blue Ocean Strategy is built upon six fundamental principles that guide organizations in creating new market spaces and gaining a competitive edge:

a. **Reconstruct Market Boundaries**: Organizations work to redefine market boundaries to bypass existing competition. This involves identifying and leveraging key competitive drivers—such as customer preferences, product quality, pricing, and industry standards—to reshape industry boundaries. For instance, expanding the gaming market by incorporating educational elements and developing educational games for children.

b. **Focus on the Big Picture, Not on the Numbers**: This principle promotes decision-making based on a comprehensive understanding of the overall situation, rather than being overly focused on numerical details. While quantitative data is valuable, the Blue Ocean Strategy advocates for a broader perspective that presents information clearly and holistically.

c. **Reach Beyond Current Demand**: The strategy emphasizes value innovation by targeting non-customers and surpassing existing market demands. It aims to generate new demand by offering products or services that exceed current customer expectations.

d. **Achieve the Correct Sequence of Strategies**: This principle stresses the importance of implementing strategies in a sequence that effectively addresses customer needs and organizational objectives. It involves utilizing experiences and resources efficiently at each stage of strategy execution.

e. **Overcome Organizational Hurdles**: Successful implementation depends on resolving internal conflicts between departments and adapting roles to align with new strategic directions. Externally, it involves fostering teamwork and engaging human resources to support the strategy. (Al-Ayoubi, 2020)

f. **Build Execution into Strategy**: This principle focuses on incorporating execution details into strategic planning to reduce management risks and ensure alignment with strategic goals. It requires a collective effort from all team members to understand and effectively implement strategies. (Al-Badrani, 2017)

2.5. Strategic Blue Ocean Matrix:

The Blue Ocean Strategy utilizes the Four Actions Framework as a strategic matrix, which includes four key dimensions:

- **Elimination**: Identifies which factors or practices can be removed from industry standards.
- **Reduction**: Determines how costs can be reduced below the existing industry norms.
- **Increase**: Explores ways to enhance value elements beyond current industry levels.
- **Innovation**: Examines what new elements can be introduced that have not yet been explored in the industry.

These questions guide organizations in challenging traditional strategic approaches in saturated markets (red oceans) and encourage the development of innovative strategies that redefine industry boundaries and create new market opportunities (blue oceans). The application of these indicators forms the foundation of the Blue Ocean matrix, which can be visualized in Figure (02) as follows:

Figure (02): Blue Ocean Strategy Matrix

Elimination What are the industry's factors that should be eliminated?	Reduction Which elements should be reduced below the industry's average?
Increase Which elements should be raised above the industry's average?	Innovation What elements should be innovated that the industry has not focused on before?

Source: (Alaa Farhan Talib, 2012)

3. The Concept of Performance:

Performance is conceptualized in various ways by different theorists. Peter Drucker defines it as "the organization's ability to balance the interests of shareholders and employees" (Al-Dawi, 2009). In contrast, Good describes it as "the effort an individual exerts to complete a task in line with their capabilities" (Mustafa, 2023). Another perspective defines performance as "the overall satisfaction resulting from both financial and non-financial outcomes, as agreed upon by all stakeholders within an organization, including their confidence in its consistent ability to provide this satisfaction. A high-performing institution is distinguished by its continuous investment in customers, employees, products, and operations" (Ghani, 2002).

From these definitions, performance can be understood as a measure of an individual's or organization's ability to achieve specific objectives efficiently and effectively, by aligning various human and financial resources.

3.1. Components of Performance:

Performance encompasses two main components: efficiency and competence.

a. **Efficiency**: Efficiency is interpreted in several ways. Vincent Planchat defines it as "the ability to accomplish expected activities and achieve desired outcomes." Walker and Ruibert describe it as "the organization's capability to meet strategic objectives, such as increasing sales and maximizing market share relative to competitors." Efficiency can be mathematically expressed by the following relationship:

Efficiency = Actual Accomplishment / Planned Accomplishment

b. **Competence**: Competence is defined in various ways. Wallber and Ruekert describe it as "the efficiency capability of the

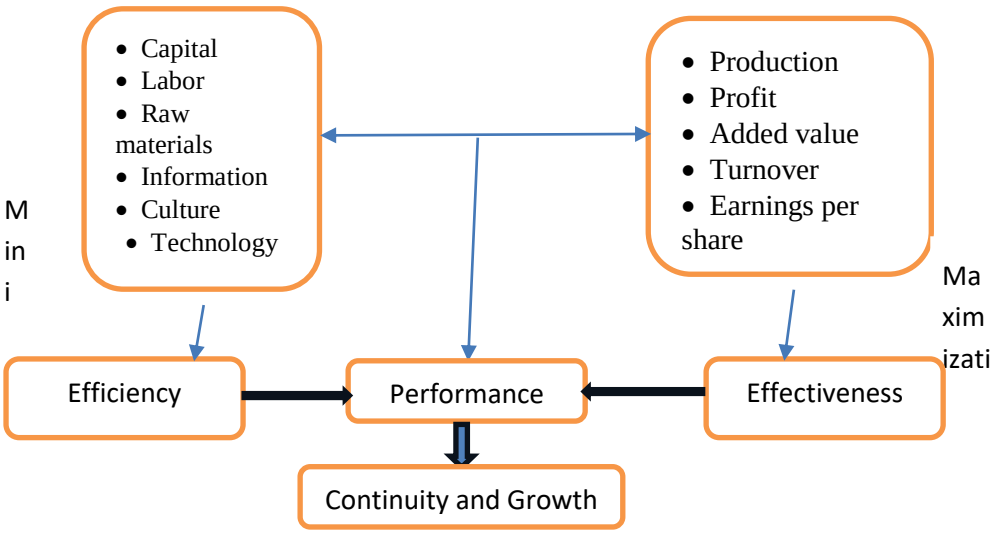
institution," suggesting that competence measures how effectively an organization converts inputs into outputs. This concept is closely related to productivity, which is the ratio of outputs to inputs. Vincent Planchat offers a different perspective, defining competence as "the ability to perform required tasks using minimal resources" (Sheikh Al-Dawi). This implies that competent performance is characterized by achieving desired outcomes with the least possible resource expenditure.

Thus, competence focuses on fulfilling requirements with minimal input. The mathematical representation of competence can be expressed as follows:

Efficiency = Value of Outputs / Cost of Inputs

From the above, both efficiency and effectiveness represent indicators for judging performance Figure No. (03): Performance components

Figure (03): Performance components



Source: Abdelmalek Mezouadah, Performance Between Efficiency and Effectiveness, Journal of Humanities, Issue 1, Mohamed Khider University, Biskra, 2001, p. 88.

3.2. External Factors: External factors are variables and constraints that lie outside an organization's control but can significantly affect its performance. These factors can present either opportunities for enhancement or challenges that require adaptation. They include:

a. **Political Factors**: These involve political decisions and events such as wars, nationalizations, and political instability, which can impact organizational operations and performance.

b. **Economic Factors**: Economic variables, including interest rates, inflation rates, unemployment rates, wage trends, and energy costs, can directly affect organizational performance.

c. **Social Factors**: Societal elements such as demographics, consumption patterns, geographic distribution, and education levels can influence market demand and organizational effectiveness.

d. **Technological Factors**: Advances in technology, including research and development spending, innovations in communication and information systems, and technological breakthroughs, can either support or disrupt organizational operations.

e. **Environmental and Legislative Factors**: Regulations related to the environment, laws concerning employee rights, consumer protection policies, and environmental preservation measures can impose constraints or present opportunities for improving organizational performance. (Timjeddin, 2013)

These external factors highlight the necessity for organizations to strategically adapt to their external environment, capitalize on growth opportunities, and mitigate potential risks.

3.3.Performance Improvement: Performance improvement involves a methodical approach to addressing organizational challenges and enhancing overall effectiveness. The process starts with comparing current performance against desired outcomes, identifying gaps, and analyzing the root causes. The goal is to optimize organizational resources to develop and implement solutions that boost performance.

a. **Motivations for Performance Improvement**: Various factors drive organizations to pursue performance improvements:

- **Rapid Rates of Change**: Organizations need to adapt to external changes, such as technological advancements and evolving market demands, to stay competitive.
- **Maintaining Competitive Position**: Organizations strive to achieve and sustain a competitive advantage through innovation and efficient resource management, which motivates ongoing performance enhancement.
- **Quality Standards**: Meeting or surpassing quality expectations is essential for maintaining customer satisfaction and loyalty.
- **Competition**: To outperform rivals, organizations implement strategies that improve efficiency, productivity, and market presence. (Shawamreh, 2004)
- **Social Responsibility**: Organizations aim to fulfil social and environmental responsibilities, contributing positively to society and meeting stakeholder expectations.

b. **Performance Improvement Model**: Organizations often use a performance improvement model based on gap analysis to guide their efforts. This model identifies discrepancies between current and desired performance levels, examines contributing factors, and develops corrective actions to effectively address the performance gap. (Al-Salami, 2002)

Method and Procedures:

To achieve the study's objectives, a descriptive analytical approach was employed.

1. **Research Population and Sample**: The study's population involves 25 administrators who work in Athena medical clinic-Constantine. Was selected as shown in table 1:

Table 3: Shows the distribution of the research sample according to personal

variable	levels	frequency	percentage
Gender	Male	13	52%
	Female	12	48%
	total	25	100

The research instrument in its final form consisted of (38) items, it's shown in Table (2)

Table 4: Shows the research instrument in its final form

Variable	Dimensions	Number of Items
Independent variable	exclusion index	6
	the downsizing index	6
	the increase index	5
	the innovation index	8
dependent variable		13

The researchers of the present study adopted the five point Likert scale. The latter scale consists from the following rating points.

Score	1	2	3	4	5
Estimation	Strongly disagree	disagree	neutral	agree	Strongly agree

1- The Reliability Test ; In order for us to know the construct validity of the study tool, the correlation matrix was calculated between the questionnaire statements and the total score of the tool. As table 5 shows us

Table 5*:* Results of the internal consistency coefficient for the questionnaire axes

variable	Pearson coefficient	Significance level
The first axes :blue ocean strategy	**0,980**	**0,000**
The first dimension: exclusion index	0,866	0,000
The second dimension: the downsizing index	0,969	0,000
The third dimension: the increase index	0,927	0,000
The fourth dimension : the innovation index	0,797	0,000
The second axis: improving the organization's performance	**0,980**	**0,000**

Source: Author's computation based on the outputs of the Spss.V27

The table above displays the results of the Pearson correlation coefficient, revealing significant levels of correlation between the axes, dimensions, and the overall score of the tool. Since all correlation coefficients are below the established significance level of 0.05, this indicates a meaningful correlation among the variables.

2-Testing the stability of the study too: Table (4): Shows values of stability coefficients (Cronbach Alpha Method) and the split-half of research dimensions and the aggregate instrument.

Table 6: Results Cronbach Alpha Method

Dimensions	**Cronbach Alpha**
The first axes :blue ocean strategy	0,972
The first dimension: exclusion index	0,972
The second dimension: the downsizing index	0,972
The third dimension: the increase index	0,972
The fourth dimension : the innovation index	0,972
The second axis: improving the organization's performance	0,972

Source: Author's computation based on the outputs of the Spss.V27

The Cronbach alpha coefficient was applied to assess the reliability of all items in the questionnaire. The reliability coefficient was found to be 0.973, as detailed in Table 6. This value exceeds the typical threshold of 0.70 commonly used in social sciences, indicating a high level of internal consistency and stability for the questionnaire.

3-Results of Answering and Discussing the Research Questions:

We will now review the responses from the study sample regarding the themes of the study.

- **Description of the First Axis: Blue Ocean Strategy**: We will examine the study sample's responses concerning the

paragraphs related to the first axis, which focuses on the Blue Ocean Strategy.

- **Description of the First Dimension: Elimination Indicator**: We will start by analysing the responses of the study sample concerning the paragraphs related to the elimination indicator dimension. The following table presents these responses:

Table 7 : Description of variable exclusion indicator

Ferry	**the average**	**standard deviation**	**relative weight**
The first axes :blue ocean strategy	4,05	0,504	agree
The first dimension: exclusion index	4,20	0,444	Strongly agree
Our organization has full exposure of all its necessary and unnecessary resources and actions.	4	0,764	agree
Our organization excludes unnecessary materials and procedures without compromising service quality and sales volume.	4,12	0,833	agree
Our organization excels other institutions by getting rid of some of the participant's useless operations.	4,32	0,945	Strongly agree
Our organization reduces marketing costs to the minimum by eliminating inefficient cadres that hinder their competitive advantage.	4,36	0,757	Strongly agree
Our organization achieves competitive excellence by excluding all that is unnecessary in the production process, to increase the efficiency and effectiveness of the service provided	4,04	0,889	agree
Our organization is interested in excluding some unnecessary equipment and systems to ensure proper performance.	4,40	0,645	Strongly agree

Source: Author's computation based on the outputs of the Spss.V27

The table above reveals that the staff at Athena Medical Clinic - Constantine achieved a commendable relative weight for the first axis, Blue Ocean Strategy. The overall average score for the axis was 4.05, with a standard deviation of 0.504, indicating a moderate dispersion in responses among the sample regarding the variable paragraphs.

Regarding the first dimension, the elimination indicator, the staff at Athena Medical Clinic - Constantine expressed a high level of agreement. The average score for the dimension was 4.20, with a standard deviation of 0.444, suggesting some variability in responses. The most accepted statement was: "Our organization is interested in excluding certain equipment and systems that are not necessary to ensure proper performance," which had the highest average score of 4.4. Conversely, the statement: "Our organization possesses full disclosures of all its necessary and unnecessary resources and actions," received the lowest average score of 4.0. The standard deviations ranged from 0.645 to 0.945, reflecting a range of opinions within the study sample on the dimension's statements.

- **Description of the Second Dimension: Reduction Indicator**

We will now review the responses of the study sample concerning the paragraphs related to the reduction indicator dimension. The following table presents these responses:

Table 8: Description of variable exclusion indicator

Ferry	**the average**	**standard deviation**	**relative weight**
the second dimension: the downsizing index	**3,94**	**0,662**	agree
Our organization seeks to reduce unnecessary services.	4,28	0,678	Strongly agree
Our organization is distinguished from other institutions by reducing all applications	3,68	1,108	agree

harmful to the environment and society			
Earning customer confidence depends on getting rid of poor quality and poor services	3,88	1,054	agree
Reducing costs and increasing profits depends on reducing waste and loss of service production supplies and time allocated to accomplish them	3,72	0,792	agree
Our organization works to reduce unnecessary costs when providing service.	3,92	0,997	agree
Our organization seeks to reduce errors which enhances the quality of service.	4,16	0,898	agree

Source: Author's computation based on the outputs of the Spss.V27

- The table above indicates that the staff at Athena Medical Clinic - Constantine achieved a notable relative weight for Dimension II: The Reduction Indicator. The overall average score for this dimension was 3.94, with a standard deviation of 0.662, reflecting some variability in the responses among the sample.
- The statement with the highest level of acceptance was: "Our organization focuses on reducing costs without compromising quality," which had an average score of 4.28. Conversely, the statement: "Our organization distinguishes itself from other institutions by reducing all applications harmful to the environment and society," received a lower average score of 3.68. The standard deviations for the responses ranged from 0.792 to 1.108, indicating a notable dispersion in the study sample's views on the dimension's statements.
- Description of paragraphs of the third dimension: increase indicator:

We begin by identifying the responses of the study sample with respect to the paragraphs of the third dimension: the increase indicator through the following table:

Table 9: Description of variable exclusion indicator

Ferry	**the average**	**standard deviation**	**relative weight**
The third dimension: the increase index	3,87	0,670	agree
Improving the quality of service provided to the customer increases the enterprise's sales and profits.	3,76	1,128	Strongly agree
Our organization seeks to increase its customer contact outlets with a view to increasing its market share.	4,04	0,935	agree
Increasing the quality of service provided increases the customer's confidence in the organization.	3,84	0,898	agree
Attracting competent cadres and adopting modern technical methods increases the efficiency of service performance and improves it.	3,80	0,866	agree
Our organization is distinguished from other institutions by adding some procedures and methods that are capable and efficient	3,92	0,702	agree

Source: Author's computation based on the outputs of the Spss.V27

Conclusion:

Our study highlights that the Blue Ocean Strategy represents a novel approach designed to shift organizational focus from merely following and imitating competitors to striving for distinctiveness and uniqueness. Proposed by researchers Kim and Mauborgne, this strategy utilizes tools such as the matrices for reduction, elimination, increase, innovation, and value innovation. Organizations aiming for excellence and market dominance often seek innovative strategies

like the Blue Ocean Strategy to enhance their performance and ensure their market success and continuity.

In examining Athena Medical Clinic - Constantine, the study aimed to evaluate the impact of adopting the Blue Ocean Strategy on institutional performance. The results from both theoretical and empirical analyses led to the following conclusions:

- There is a statistically significant effect of the elimination indicator on improving performance at Athena Medical Clinic - Constantine, with a significance level of ($0.05 \geq \alpha$).
- The reduction indicator also significantly affects performance improvement at the clinic, with a significance level of ($\alpha \geq 0.05$).
- The increase indicator has a significant impact on enhancing performance, with a significance level of ($\alpha \geq 0.05$).
- The innovation indicator shows a significant effect on improving institutional performance, with a significance level of ($0.05 \geq \alpha$).
- Overall, the Blue Ocean Strategy significantly influences the performance improvement of Athena Medical Clinic - Constantine, with a significance level of ($\alpha \geq 0.05$).

Based on these findings, the following recommendations are proposed:

- Institutions facing intense competition should adopt the Blue Ocean Strategy and its dimensions to stand out in the market.
- Emphasize the innovation dimension to foster creative ideas and adapt to environmental and technological changes.
- Increase awareness of the Blue Ocean Strategy among emerging institutions.
- Prioritize customer satisfaction and value creation in products and services by applying the strategy's dimensions effectively and consistently.

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