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Impact of the Blue Ocean Strategy Dimensions in Achieving Competitive Advantage from the Perspective of Faculty Members

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Abstract: This study aims to investigate the impact of the Blue Ocean Strategy (BOS) dimensions in achieving a competitive advantage at Middle East University (MEU) - Jordan using a case study method with a simple random sample of (93) faculty members. The research employed a questionnaire as the main instrument to collect data and information. The findings of the study suggest that the dimensions of the Blue Ocean Strategy and competitive advantage were extensively used at MEU. Moreover, a positive correlation was observed between the dimensions of the Blue Ocean Strategy and competitive advantage. The research also confirmed that there is a significant impact from the Blue Ocean Strategy dimensions on achieving competitive advantage. The study proposes several recommendations, including enhancing the implementation of the Blue Ocean Strategy dimensions at MEU through the material and moral motivation, investing in competitive advantage dimensions, and managing relationships between dimensions to ensure continuous sustainability. These recommendations are expected to improve the competitive position of MEU and enhance its performance in the long run.

Keywords: Blue Ocean Strategy (BOS), Strategic Management, Competitive Advantage, Middle East University (MEU).

1 Introduction

Through offered programs, universities seek to search for areas where competition did not yet reach by adopting innovative ideas to leave the competition on the currently existing, reduce the occupation of human resources, and limit the waste of financial resources; instead, universities seek to find mechanisms to enhance advantage against counterparts providing similar services and establish strategies to distinguish it from others; thus acquiring more clients through quality programs, in line with requirements of the era and phase. Competitive advantage is considered a strategic dimension to ensure the continued excellence of universities, in general, and graduate study programs; therefore, these programs need to be distinguished from other community institutions to enhance their advantage compared to competitors.

Several studies at universities confirmed the success of the Blue Ocean Strategy, including one [1], which developed mechanisms through the principles of the Blue Ocean Strategy. In addition, [2] concluded that the Blue Ocean Strategy is one of the essential instruments of strategic environment analysis for development; it confirmed the existence of a correlation relationship and moral impact between dimensions of the Blue Ocean Strategy and the requirements of pioneering universities.

This direction [3] will not be achieved unless institutions re-consider traditional strategies to accomplish competitive advantage by using methods that motivate innovation and growth in local, regional, and international markets and determining the availability of essential elements of success in comparison to competitors. The research in [4] pointed out that the essential method to achieve competitive advantage for institutions is offering reduced-cost services, i.e., programs with a competitive cost marketed at low prices. Otherwise, institutions can distinguish programs offered by creative design, announcement, or selecting names compatible with labor market requirements. The challenge facing universities is not stopping once competitive advantage is achieved; instead, it extends to the ability of sustainability; this is connected to profitability achieved compared to others, provided that universities can maintain it for a longer time [5].

Studies confirmed the role of competitive advantage in developing functioning at universities, including [6], who linked obtaining advanced rankings globally with the ability to raise competitive advantage. The research [7] concluded that a positive correlation exists between the suggested mechanisms for knowledge investment and its importance in establishing competitive advantage. Also, [8] confirmed that universities must adopt information and skills compatible

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with global standards in outcomes related to all majors to achieve competitive advantage. Moreover, the research [9] classified the following elements as a foundation to achieve competitive advantage: transition in recruiting and appointing human resources, planning staff according to future production and functioning plans, and participation of all stakeholders in decision-making.

The main objective of implementing the BOS is creating a value for creativity and innovation, both of which are a fundamental base for the sustainable competitive advantage of the institution, as well as creating a value for cost by raising the value of the outcome for the beneficiary, at the same time, through a leap in value for beneficiaries at the university. Then, space is opened for a new competitive environment. Value and innovation must be achieved together since value without the ability to create is focused on finding value with a gradual increase. This aspect improves value but cannot be distinguished in competitive environments. Innovation without value is also oriented toward technical aspects and labor market entrepreneurship or a leap to the future; this mainly results in accomplishing objectives significantly different from those of beneficiaries [10].

In general, the competitive advantage of institutions is achieved when several advantages are acquired, enabling these to reach an advanced level compared to counterparts, and when production processes not implemented at other institutions are used. Hence, the institution has a competitive advantage when it can implement an added value strategy to perform at a level higher than that of competitors. Thus, it can offer and maintain a set of benefits more than competitors to increase its share in local and international markets. Therefore, university education currently must search for and invest in the intellectual potential and skills of its human resources, primarily graduate studies, in addition to analyzing external and internal environments of graduate studies programs to measure opportunities and future strategies, through the organizational analysis of strength and weakness elements and environmental analysis, in terms of opportunities and threats for each graduate studies program at the university.

Based on the previous, seeking a genuine and deep understanding of the competition between universities and the requirements of achieving this understanding is considered an essential need, neither complementary nor optional for universities. Competitive advantage is considered a strategic dimension within the continuous excellence of universities, in general, and graduate studies programs, in particular. Therefore, the requirement of excellence compared to other community institutions enhances its position [10].

Problem and Question of the Research

Developing graduate studies programs is considered one of the most prominent features of the development system at universities due to the extreme importance of these programs in preparing and qualifying human staff, whether currently employed or before the appointment, to make the system compatible. This requires selecting an approach or strategy in line with the nature of its programs. The Blue Ocean Strategy -one of the strategic management approaches- is the most recent strategy to achieve the aspired development for graduate studies [11]. Several university studies confirmed this strategy's success in developing mechanisms to achieve competitive vigilance through its principles.

According to the plan of Middle East University (2019-2024), prepared based on several approaches, including the Blue Ocean Strategy, this research aims to investigate the impact of Blue Ocean Strategy dimensions on achieving a competitive advantage for Middle East University from the perspective of faculty members, through answering the following questions:

First Question: what is the reality of implementing Blue Ocean Strategy dimensions (eliminate, reduce, raise, create) at MEU from the perspective of faculty members?

Second Question: what is the level of implementing competitive advantage dimensions (cost, quality, speed of response, creativity) at MEU from the perspective of faculty members?

Third Question: does a correlation exist between the dimensions of the Blue Ocean Strategy and competitive advantage at MEU from the perspective of faculty members?

Fourth Question: is there an impact from the dimensions of the Blue Ocean Strategy on achieving competitive advantage at MEU from the perspective of faculty members?

Importance of the research

The importance of the research is as follows:

1- Scientific Importance (Theoretical):

- It highlights an approach of modern managerial ideology, the BOS, and its impact on the reality of MEU.

- It is helpful for researchers and students; it also provides data and information in implementing the mentioned strategy

through its recommendations and results.

2- Practical Importance (Applied):

- The importance of this research lies in the extent of implementing its recommendations, which are possibly helpful for MEU's management.

- This research is helpful for MEU's faculties to determine the impact of implementing the Blue Ocean Strategy dimensions in achieving competitive advantage and provides practical recommendations in this field. It is possible to present this research to the upper management and responsible entities at MEU to show the importance of implementing this strategy, which in turn possibly contributes to achieving competitive advantage and finding the potential of its employees. This reflects on achieving the public interest of MEU and its faculties, advancement and competition in the administrative field, and performing duties and services toward the community better.

Theoretical Foundations and Prior Research

First: Concept of the Blue Ocean Strategy

The term "Blue Ocean Strategy" expresses a non-competitive strategy, searching for new blue oceans away from competition and wars by a leap in value offered to the beneficiary at an acceptable cost. This generates a motive to reduce costs as much as possible and maintain costs at this level to put barriers to imitation attempts. In addition, the community benefits from this development by creating an exchange benefit. Thus, a significant accomplishment is achieved for the beneficiaries, the institution, and the community.

The importance of this strategy lies [12] in that it is:

- It connects leaders and subordinates to achieve a qualitative transformation in organizational, not individual, work.

- It focuses on the effectiveness of leaders in light of facts faced by their organizations.

- It keeps pace with changes and uses these to accomplish the organization's objectives.

- It is considered the umbrella which includes all concepts, strategies, and policies to accomplish distributed leadership, reaching the value creation process.

- Invest extra time in administrative practices and procedures contributing to achieving the organization's objectives.

The research [4] determines the importance of this strategy as follows:

1- Following a new pattern of rational thinking

2- Finding virgin territories in the market

3- It contributes to achieving a qualitative transformation of the administrative organization at a low cost.

The research determines its importance in focusing on the integrated organization of graduate studies programs through effective leadership and considering directions that serve its requirements to establish qualitative programs meeting future labor market requirements.

Dimensions of the Blue Ocean Strategy

1- Eliminate:

Institutions seek to eliminate or hide some elements deemed unnecessary for functioning, on which institutions competed during previous periods and possibly lead to reducing expenses to the lowest level possible without affecting the level and quality of outcomes. Therefore, it is considered as eliminating some useless operations or those which do not serve work and do not provide any benefit to the institution, to increase the efficiency and effectiveness of operations at the institution and achieve advancement and excellence against competitors, with the necessity of keeping complete statements of all resources and business [13].

2- Reduce:

It means reducing some work procedures which the institution deems unnecessary or unjustified; this reflects in reducing unjustified expenses and costs. This reduces costs with fixed realized profits [14]. It also means reducing some unfeasible ideas or those impossible to implement, regardless if these ideas were good in economic, financial, technical, social, and moral terms, or reducing all applications which harm the environment, externally and internally, to distinguish the institution against its competitors [2].

3- Raise:

It means adding some items and procedures able to raise and improve the quality of outcomes for beneficiaries; thus, the institution can achieve fast growth when there is a noticeable broadening of some performance objectives, which usually have a growth rate at a level higher than regular increase. This positively impacts the institution's reputation locally and internationally, enabling it to recruit new beneficiaries and highly qualified administrative staff [15].

4- Create:

It is one of the characteristics that distinguish advanced institutions in changeable environments. Additionally, it entails transforming unique ideas, customs, or expressions that a person adopts into favorable consequences [7]. Therefore, creative institutions can innovate and renew, on a complete and developed basis, develop new work methods or provide creative solutions for problems, thus transforming outcomes into high-efficiency work methods.

Competitive advantage is defined as the extent to which the institution can surpass the performance of competing institutions, produce highly effective and efficient outcomes or services, and handle business at the institution excellently, better than the competitors. Since competitive advantage represents a strategic goal for the institution, having such an advantage that distinguishes it from other competing institutions is very important to continuously survive, grow and succeed by providing the best outcomes and services that meet the needs and wishes of current and future beneficiaries. It is possible to achieve this advantage through distinctiveness, lower costs, or labor market leadership [8].

Dimensions of the Competitive Advantage

Several studies agreed that the dimensions of competitive advantage are [2,8]:

1- Cost means adapting production operations by reducing or canceling activities that do not achieve added value for the institution. Also, it aims to design and market the product and service provided with the least cost possible compared to its competitors for a product and service with less cost and high quality.

2- Quality: it aims to provide distinguished products and services which meet the desires of clients; it requires the institution to understand and analyze sources of excellence represented with the value chain activities, using developed qualifications and technical items and effective promotion to increase market share; thus making it able to combine quality and performance with adding value for clients.

3-Flexibility: fast response to changes in designing products in line with renewable client needs. This concept also applies to universities by facing challenges and changes and continuously modifying plans and strategies based on the local and international community's requirements.

4- Creativity and Innovation: this requires the availability of intellectual creativity at universities in compliance with available capabilities to differentiate them from their peers; the absence of this feature would make the university a replica that cannot achieve a competitive advantage.

5- Continuity: it means sustainability of competitive advantage for universities through acquiring new features to support survival and achieve progress in its competitive status compared with their competitive counterparts by generating

The first four dimensions are the basis for achieving competitive advantage, while the fifth complete each other dimension; this made these sufficient dimensions in the competitive advantage axis of this research.

The competitive advantage of universities is based on two essential elements, and the first is represented in the ability of distinctiveness against competing universities in vital fields such as study programs, services, and systems provided for beneficiaries; the second is the ability of the university to attract and recruit international students and excel in local and international markets [16]. Hence, universities can compete more when they continuously improve the quality of educational and research process quality over time. This leads to a rise in the values of competition indicators, thus obtaining advanced ranks in the global ranking of universities.

According to those mentioned above, a university's ability to provide top-notch educational and research services that positively impact the caliber of its graduates and faculty, giving them an edge in the job market through their potential, is a key factor in achieving competitiveness in higher education. Additionally, this raises public opinion of the university, encouraging more cooperation and student involvement. Thus, the desired aim is achieved so that the university serves the community and vice versa. It competes with other universities to achieve the best in its three functions (education, research, and community service) and reach international levels. This research aims to clearly define competitive advantage in the context of graduate studies programs offered by education faculties in Egypt. The definition specifically highlights the collaboration between different departments within the faculty to achieve strategic excellence and create innovative value for their educational and research services. The ultimate goal is to enhance the scientific rank of the faculty among other education faculties. This definition is based on the work of [10]. It provides a

comprehensive understanding of the concept of competitive advantage as it relates to the context of Egyptian education faculties.

Therefore, having a competitive advantage is considered a strategic objective pursued by all universities of all types in light of the surrounding challenges and intense competition between educational institutions since the survival of these universities now depends on the ability to obtain competitive features enabling them to meet needs of beneficiaries according to specific standards such as quality, price and time. Then, the university surpasses its competitors in the market and provides educational and research services that meet the needs of beneficiaries on one side and those of local and international markets on the side.

Hence, higher education institutions became obliged to practice competitive features such as searching for uniqueness and surpassing other institutions; this requires a change in the philosophy and vision of graduate studies which face similar difficulties and changes to economic institutions [2].

Justifications of the Direction toward Achieving Competitive Advantage for Universities

There is a strong and close correlation between adopting competitiveness to achieve excellence and the quality of educational institutions at the national and international levels; justifications for international competitiveness for universities are represented as follows [3]:

- Strengthen the university's reputation through achievements of its programs and faculties, thus gaining confidence and success and surpassing others.

- It is necessary to re-form university education due to technological progress and the increased need for creativity and scientific discoveries.

- Create professional development programs for faculty members using information technology, with being aware of current scientific research requirements, from understanding electronic links of global digital libraries and training with conducting innovative research to classify scientific knowledge, since scientific research is one of the competitiveness standards between various universities.

- Continuous improvement is an integral part of the competition process with strengthening the status of the educational institution, among others.

- Emerging new professions and crafts due to scientific advances such as laser, nuclear activity, and nanotechnology, among others; this requires changing the nature of the graduate's work [4].

- Globalization and internationalization of university education, where a qualitative transformation took place in managing higher education systems worldwide to implement marketing concepts and theories in several universities worldwide to acquire a competitive advantage in the international market. Therefore, attempts were taken by governments to improve the quality of higher education, encourage market authorities to offer distinguished choices of education and training in the field of higher education to meet student needs, in addition to equipping universities to enable them to face the challenge in such international markets of higher education.

2 Previous Literature

The research conducted by [17] aimed to analyze the innovation strategy through the BOS for the (Wear It) company to leave the red ocean. Wear It has worked in heat convection for clothes since 2016. This research underwent three stages: SWOT analysis, determining the main success element, and Action of the (ERRC) framework. The main success elements obtained will be included in a strategic panel to compare it with competitors and determine the framework for performing the fourth procedure. Five stakeholders were interviewed in-depth, including the company's creators, customers, and producers, as part of this study's qualitative methodology. Results show that the Blue Ocean Strategy is essential to survive in the market. The resulting quartet work framework eliminates the essential element, raises marketing and product quality, creates products and trademark elements, reduces price, storage, and quality supervision elements, and establishes client education and sales to create a new value curve for Wear It.

Study's goal was to provide a vision for raising Saudi Arabian institutions' standards via blue ocean strategies [18]. The research presented a suggested vision to apply the strategy. Data were gathered from a sample of (781) participants by distributing a questionnaire as part of the research's descriptive-analytical methodology. The research concluded that achievement of university services quality dimensions at a medium degree of 3:00 is due to (the existence of statistically significant differences at the level of $\alpha \geq 0.05$ for variables of the research (University, Scientific Degree, and Gender). Differences favored King Saud and King Khalid University, and the associate and assistant professor ranks. There were no statistically significant differences for the gender variable; the degree of importance of implementing dimensions of the Blue Ocean Strategy was found to be high (3.61), and the existence of significant

differences in the importance of implementation (statistically at the level of $\alpha \geq 0.05$) at Saudi Arabian universities is due to the research variables, in favor of King Khalid, King Saud, and King Faisal universities and the rank of professor. As for the gender variable, it was in favor of males. A positive correlation was found (0.516) between the dimensions of the Blue Ocean Strategy and the dimensions of improving the quality of university services.

As per the findings of [19], migrating the Spanish ports system from the red ocean to the blue ocean leads to implementing a suitable strategy and innovation for achieving significant value leaps that make competitors irrelevant as customers compare various products and services. The Blue Ocean Strategy was adopted to achieve this, abandoning the competition among ports and establishing a fresh market. The research deduced that Spanish ports still have a considerable distance to cover regarding sustainability, and the new management model necessitates value-driven innovation for progress toward port 4.0.

Point out that leadership of the blue ocean effectively impacts the institution's operations from time to time [20]. It should have a specified dimension to evaluate the blue ocean leadership variable. Significant attention of the leadership of the blue ocean was directed toward different perspectives at an institution. Nevertheless, systematic reviews were conducted on Malaysia's practice of dimensions and impacts. Hence, this article aims to scrutinize the literature on Malaysian leaders concerning the dimensions and consequences of blue ocean leadership using a systematic review guided by PRISMA across several databases, including Scopus and Google Scholar. Statements (elements of preferred reports for systematic review and descriptive analysis) are reviewed, resulting in 10 related articles. On several occasions, these articles presented the main points of view (employee participation, taking strategic decisions, organizational policy, company performance, and emotional intelligence). This will be used as a directive guide to executing BOL in another organizational context.

The research conducted by [21] aimed to develop a systematic approach to determine the readiness to introduce the Blue Ocean Strategy at the institution. Organization methods were used to specify elements affecting the institution's status by introducing the "Blue Ocean Strategy". The comparison was used and distributed along with success and challenges. An evaluation was conducted on the elements of success in challenges by expert methods; a matrix determines the status of the industry/ institution. The approach which allows deciding on readiness to achieve the Blue Ocean Strategy was followed. General elements for implementing this strategy were specified, including those most vital to the industry/ institution; these elements may be positive (success) and negative (challenges). Elements are measured by finding an intersection of the average score (determined by expert methods) with the weight factor (determined based on researchers' experience depending on the degree of importance of the elements and their impact on developing the industry). To explain the given results, an estimated industry/ institution status and the presented matrix "Challenges against Success" containing four quarters were presented. Based on the fields where scores are given after success and challenges, a conclusion was reached, and the company is ready to introduce the Blue Ocean Strategy. Some procedures may improve the institution's status by applying this strategy. Systematic methods were approved and applied to the brewing industry in Ukraine, and its leading company (Obolon), a private joint stock Company, succeeded in exporting products. The Ukrainian brewing industry market is considered the perfect representative of the red ocean environment characterized by intense competition with rising monopoly levels; therefore, the free-market space strategy is implemented.

The study carried out aimed to investigate the significance of the Blue Ocean Strategy in augmenting sustainable competitive advantage at Asyut University and suggest ways to activate its dimensions. A descriptive analysis approach and a case study were conducted at Asyut University. The authors created a questionnaire administered to a sample of (253) faculty members from theoretical and applied faculties. The participants were asked to assess the degree of application of all the dimensions of the Blue Ocean Strategy and sustainable competitive advantage at the university. The research yielded the following outcomes: Firstly, the responses of the participants on the implementation of "dimensions of sustainable competitive advantage" obtained a moderate score (average= 2.135) and (SD= 0.838), followed by the implementation of "dimensions of the Blue Ocean Strategy" with a moderate score (average= 2.005) and (SD= 0.770). Secondly, the study found that the Blue Ocean Strategy played a significant role in enhancing sustainable competitive advantage, accounting for (57%) of the changes in the university's sustainable competitive advantage. The remaining (43%) was attributable to other variables. They concluded with a recommendation that comprised the objectives, pillars, mechanisms, and guarantees to realize the strategy, thereby activating the role of the Blue Ocean Strategy in boosting the competitive advantage at Asyut University.

The article by [22] discussed the concept of business to apply the Blue Ocean Strategy, developed by Chan Kim and Renée Mauborgne. Implementation of the concept at Winchester Thurston School in Pennsylvania was also cited through the "City as Our Campus" program and the comment of William Ryan on problem-solving as mentioned in his book "Governance as Leadership" and the indexed learning model, which several independent schools in the USA implemented.

The study's objective [23] was to investigate the influence of blue ocean leadership approach on strategic decision-making in Malaysian Government Linked Companies (GLCs) while exploring the mediating role of organizational policy and emotional intelligence. The research was based on resource-based theory. A Likert Scale questionnaire was distributed to 135 employees from the middle to upper level of GLCs involved in decision-making. Stratified random sampling was used to select the sample. The collected data was analyzed using SPSS and Smart PLC 3.0 program. The study contributed to understanding blue ocean leadership and strategic decision-making and suggested further research to explore the impact of strategic decision-making in diverse contexts using various research methods.

The objective of the research conducted by [24] was to present the Blue Ocean Strategy based on four dimensions: (eliminate, reduce, raise, and create). The role of Blue Ocean in promoting computer equipment marketing companies is highlighted. The research sample consists of all employees (533) from the seven big companies working as agents for international trademarks in computer equipment marketing. For the research, a random sample of 226 participants was selected. The main results show that Palestinian companies in computer equipment marketing implement the Blue Ocean Strategy with its four dimensions at a high-efficiency rate. In light of the research results, they recommended that Palestinian companies in marketing computers continue to benefit from the Blue Ocean Strategy with its four dimensions.

3 Method and Procedures

The descriptive analysis approach is used, which is appropriate to this research.

Research Population and Sample

The research population consists of all faculty members in Middle East University during the academic year 2021/2022. A simple random sample consisting of (93) members was selected, as shown in Table (1).

Table 1: Shows the distribution of the research sample according to personal and demographic variables.

Variable	Levels	Frequency	Percentage %
Gender	Male	58	62.4
	Female	35	37.6
	Total	93	100.0
Faculty	Scientific	33	35.5
	Humanities	60	64.5
	Total	93	100.0

Verifying the Procedures of Validity and Reliability of the Research Instrument:

In its initial form, the research instrument was presented to a group of specialists to take their points of view on the extent of validity of questionnaire items and provide suggested amendments. The research instrument in its final form consisted of (40) items distributed on eight dimensions. Table (2) represents the research instrument in its final form.

Table 2: Shows the research instrument in its final form

Variable	Dimensions	Number of Items
Independent Variable	Eliminate activities that do not add value	5
	Create new activities	5
	Increase activities with added value	5
	Re-engineering	5
Dependent Variable	Cost	5
	Quality	5
	Speed of response	5
	Creativity	5

Items of the questionnaire have five scores as follows:

Score	1	2	3	4	5
Estimation	Significantly Disagree	Strongly Disagree	Agree	Strongly Agree	Significantly Agree

The subsequent criterion was employed to assess the significance of the items comparatively:

Category	1.0 to 2.33	2.34 to 3.67	3.68 to 5.00
Evaluation	Low	Medium	High

Verifying the Stability of the Research Instrument

Table (3): Shows values of stability coefficients (Cronbach Alpha Method) and the split-half of research dimensions and the aggregate instrument.

Table 3: Values of stability coefficients for the research instrument

Dimensions	Number of Items	Calculated Stability Coefficient	
		Cronbach Alpha	Split-half adjusted by the Spearman-Brown Formula
Eliminate activities that do not add value	5	0.834	0.839
Create new activities	5	0.876	0.784
Increase activities with added value	5	0.885	0.878
Re-engineering	5	0.889	0.882
Independent variable: Blue Ocean	20	0.956	0.941
Cost	5	0.877	0.858
Quality	5	0.934	0.920
Speed of response	5	0.931	0.936
Creativity	5	0.924	0.915
Dependent Variable: Competitive Advantage	20	0.972	0.944

Table (3) reveals that the stability coefficients of all questionnaire dimensions were considerably high, surpassing the acceptable limit (0.70) established by [25]. As a result, the obtained values demonstrate the questionnaire's high stability and suitability for achieving the research objectives.

4 Results of Answering and Discussing the Research Questions

4.1 Limits of the research

Subject limits: research is limited to studying the role of the Blue Ocean Strategy in achieving competitive advantage.

Human limits: the research was limited to faculty members working at MEU in the first semester of 2021-2022.

Time limit: research was conducted during the first semester of the academic year 2021-2022.

Institutional limit: research was conducted at MEU.

Terminology and Procedural Definitions

The terms and procedural definitions are as follows:

Blue Ocean Strategy (term): a mechanism for creativity and innovation in providing goods and services despite the intense competition worldwide. (As for the procedural definition) it is: the pursuit of the university to understand the needs and desires of beneficiaries, then designing a strategy to create new added value to break the rule of exchangeability between excellence and decrease of cost; it is expressed by the grade given on the questionnaire.

Competitive advantage (term): the ability of the institution to provide an advanced value for clients, thus giving it a qualitative advancement and preference against competitors enabling it to achieve high-performance outcomes. (As for the procedural definition) it is: maximizing university functions to improve outcomes of the educational process, research, and community service compared to its competitors reaching excellence in providing educational services; it is expressed by the grade given on the questionnaire.

Normal Distribution Test of Research Variables

The Kolmogorov-Smirnov test was utilized to determine if the data followed a normal distribution. The null hypothesis would be accepted if the probability value was greater than 0.05 (α). The results of the normal distribution test are presented in Table 4, indicating that all values are close to a normal distribution. Torsion values ranged from 1 to -1 while flattening values were calculated and needed to be less than 4.

Table 4: Shows results of the normal distribution test of research variables

Kolmogorov - Smirnov			Flattening coefficients	Torsion coefficients
Research dimensions/ variables	Statistical Values	Significance level		
Eliminate activities that do not add value	0.211	0.201	0.521	-0.556
Create new activities	0.220	0.129	2.458	-0.914
Increase activities with added value	0.200	0.271	3.115	-0.478

Re-engineering	0.215	0.130	4.230	-0.545
Independent variable: Blue Ocean	0.334	0.124	0.957	-0.815
Cost	0.225	0.301	3.996	-0.804
Quality	0.230	0.274	3.845	-0.745
Speed of response	0.243	0.458	0.662	-0.901
Creativity	0.256	0.528	0.843	-0.869
Dependent variable: Competitive advantage	0.201	0.127	3.451	-0.545

Table (4) demonstrates that the p-values for the Kolmogorov-Smirnov test were all greater than 0.05, indicating that the null hypothesis of the data following a normal distribution cannot be rejected. The torsion coefficients ranged from 1 to -1, while the flattening coefficients were less than 7. These findings suggest that the data closely approximates a normal distribution.

Collinearity Test

The absence of collinearity between independent variables, i.e., the lack of a strong and high correlation between variables, was confirmed. The VIF values, which should not exceed (10), were calculated to determine the tolerance values that indicate the linear relationship between variables. It is considered acceptable if the tolerance value is greater than (0.50), which is equivalent to the inverse of the contrast coefficient VIF. It indicates no collinearity issue (Gujarati & Porter, 2010). The analysis results are presented in Table (5).

Table 5: Collinearity test between independent variables

	Independent Variables	VIF	Tolerance
Dependent Variable	Eliminate activities that do not add value	1.504	0.665
	Create new activities	1.276	0.784
	Increase activities with added value	1.799	0.556
	Re-engineering	1.182	0.846

Table (5) indicates that there are no issues of collinearity between the independent variables, as all VIF values were found to be less than (10), indicating the independence of each independent variable. Additionally, the tolerance values were greater than (0.50), which indicates the linear relationship between variables.

Following are the results related to the research questions

Results related to the first research question: What is the reality of implementing dimensions of the Blue Ocean Strategy (eliminate, reduce, raise, and create) at MEU from the perspective of faculty members?

Table (6): shows the analysis results related to the dimensions of the Blue Ocean Strategy.

Table 6: Values of arithmetic means, standard deviations, and "T" for answers of sample participants related to dimensions of Blue Ocean

No.	Dimensions Blue Ocean	Arithmetic Mean	Standard Deviation	Value of "T"	Significance	rank	Relative Importance
1	Eliminate	3.69	0.73	9.20	0.0**	2	High
2	Reduce	3.98	0.72	13.12	0.0**	1	High
3	Raise	3.98	0.68	13.87	0.0**	1	High
4	Create	3.62	0.79	7.55	0.0**	3	Medium
Total Performance		3.82	0.66	11.93	0.0**	High	

** means statistically significant at the level = 0.05)α(.

It is noticed from Table (6) that values of arithmetic means ranged from (3.62-3.98) with standard deviations from (0.68-0.79). Also, the Table shows that all "T" values are statistically significant at the level = 0.05)α(. The arithmetic mean of the dimension is 3.82 with a standard deviation of (0.66) with a high score. The Table also shows that sample participants all agree that dimensions of the Blue Ocean Strategy are achieved, where the total arithmetic mean reached (3.82). This indicates that the availability degree of Blue Ocean Strategy dimensions at Middle East University has a high score from the perspective of faculty members; implementing the Blue Ocean Strategy improved the performance of MEU. This result agrees with the research conducted by [26] and [27], confirming the importance of activating the Blue Ocean Strategy dimensions to enhance MEU's competitive advantage continuously. Furthermore, these results agree with the research results [26], which confirmed that universities develop their strategies to achieve excellence in satisfying their clients; hence, they must introduce the Blue Ocean Strategy to develop its functions and serve internal and external clients. Also, these results are consistent with those of [1], which confirmed the importance of

implementing the Blue Ocean Strategy at universities to enable them to make changes and innovations contributing to ongoing competition and quality of outcomes.

Results related to the second research question: What is the reality of implementing dimensions of competitive advantage (cost, quality, speed of response, and creativity) at MEU from the perspective of faculty members?

Table 7: Values of arithmetic means, standard deviations, and "T" for answers of sample participants related to dimensions of competitive advantage

No.	Dimensions Competitive advantage	Arithmetic Mean	Standard Deviation	Value of "T"	Significance	rank	Relative Importance
1	Cost	3.67	0.74	8.77	0.0**	4	Medium
2	Quality	3.91	0.76	11.48	0.0**	1	High
3	Speed of response	3.79	0.76	10.02	0.0**	2	High
4	Creativity	3.73	0.83	8.45	0.0**	3	High
Total Performance		3.77	0.72	10.37	0.0**	High	

** means statistically significant at the level = α(0.05).

It is noticed from Table (7) that values of arithmetic means ranged from (3.67-3.91) with standard deviations from (0.74-0.83). Also, the Table shows that all "T" values are statistically significant at the level α(0.05). This result indicates that the availability degree of competitive advantage dimensions (cost, quality, speed of response, and creativity) at Middle East University has high scores from the perspective of faculty members.

As well, the value of the arithmetic mean for the competitive advantage is (3.77) and a standard deviation of (0.72) with a high score on total performance (3.77) and high significance. This result indicates that the degree for the availability of competitive advantage dimensions (cost, quality, speed of response, and creativity) at MEU had a high score from the perspective of its faculty members.

This confirms that the excellence of MEU is highly achieved, which helped it obtain the golden quality level from the Accreditation and Quality Assurance Commission for Higher Education Institutions, thus emphasizing the extent to which MEU needs to continue its activities which will sustainably increase its competitive advantage. This result agrees with the research conducted by [27], which pointed out that the university should continue to be distinguished in providing its services and performing procedures that help it provide excellent services. In contrast, competition is strong at this era's local, regional and international levels.

This result agrees with the research conducted by [4], which confirmed knowledge's role in enhancing the university's competitive advantage. With the result of the research of [6], it was emphasized that clarity of the vision of the university facilitates identifying its strategy, potential, and resources it owns, as well as its ability to raise its competitive advantage and hold an advanced rank in international rankings of universities. Therefore, implementing the Blue Ocean Strategy is considered a leading choice to enhance the competitive advantage of MEU through effective management, which is also confirmed by the research [8].

Results related to the third research question: Is there a relationship between the dimensions of the Blue Ocean Strategy and dimensions of competitive advantage at MEU from the perspective of faculty members?

To answer the third research question, values of Pearson correlation coefficients, Table (8) shows the results of the analysis:

Table 8: Pearson correlation coefficients matrix

Dimensions/ Blue Ocean	Statistic	Dimensions /Competitive Advantage				Competitive Advantage
		Cost	Quality	Speed of Response	Creativity	
Eliminate	Correlation Coefficient	0.727	0.737	0.738	0.660	0.767
	Level of Significance	0.0**	0.0**	0.0**	0.0**	0.0**
Reduce	Correlation Coefficient	0.728	0.772	0.812	0.691	0.805
	Level of Significance	0.0**	0.0**	0.0**	0.0**	0.0**
Raise	Correlation	0.716	0.767	0.784	0.709	0.799

	Coefficient					
	Level of Significance	0.0**	0.0**	0.0**	0.0**	0.0**
Create	Correlation Coefficient	0.770	0.694	0.806	0.717	0.801
	Level of Significance	0.0**	0.0**	0.0**	0.0**	0.0**
Blue Ocean	Correlation Coefficient	0.812	0.817	0.866	0.765	0.874
	Level of Significance	0.0**	0.0**	0.0**	0.0**	0.0**

** means statistically significant at the level = 0.05)α(.

It is noted from Table (8) that there is a strong and significant correlation (α= 0.05) between dimensions of the Blue Ocean Strategy and dimensions of competitive advantage at MEU from the perspective of faculty members; this is confirmed by the research performed by [26,27].

Results related to the fourth research question: Is there a relationship between the dimensions of the Blue Ocean Strategy in achieving competitive advantage at MEU from the perspective of faculty members?

To test the impact of the Blue Ocean Strategy dimensions (eliminate, reduce, raise, and create) in achieving competitive advantage at MEU from the perspective of faculty members, the multiple linear regression method was used, and Table (9) shows the results of the analysis:

Table 9: Results of analyzing the multiple linear regressions

Variable	Correlation Coefficient (r)	Impact Rate (R2)	Value of (f)	Significance
Blue Ocean Strategy	0.874	0.764	294.890	0.0**
Eliminate	0.767	0.588	130.049	0.0**
Reduce	0.805	0.648	167.783	0.0**
Raise	0.799	0.638	160.435	0.0**
Create	0.801	0.642	163.081	0.0**

** means statistically significant at the level = α(0.05).

Blue Ocean Strategy affects competitive advantage with a rate of (76.4%). This rate is statistically accepted because the calculated value of (f) which is (294.890) with a level of significance (0.00) at (α= 0.05). It is noted from Table (9) that the Blue Ocean Strategy affects competitive advantage, where the correlation coefficient value was (0.874), indicating a high correlation. It is also noted that the Blue Ocean Strategy's dimensions affect competitive advantage. Table (10) shows the results of the variance analysis to test the morality of the relationship between Blue Ocean with its dimensions and competitive advantage.

Table 10: shows the results of the variance analysis to test the morality of the relationship between Blue Ocean with its dimensions and competitive advantage

Variable	Source of variance	Total Squares	Degrees of freedom	Average squares	Value of f	Significance
Blue Ocean	Gradient	36.412	1	36.412	294.890	0.0**
	Residuals	11.236	91	0.123		
	Total	47.648	92			
Eliminate	Gradient	28.033	1	28.033	130.049	0.0**
	Residuals	19.615	91	0.216		
	Total	47.648	92			
Reduce	Gradient	30.893	1	30.893	167.783	0.0**
	Residuals	16.755	91	0.184		
	Total	47.648	92			
Raise	Gradient	30.403	1	30.403	160.435	0.0**
	Residuals	17.245	91	0.190		
	Total	47.648	92			
Create	Gradient	30.583	1	30.583	163.081	0.0**
	Residuals	17.065	91	0.188		
	Total	47.648	92			

** means statistically significant at the level = 0.05)α(.

It is noted from Table (10) that all values of (f) are significant at (α-0.05), which indicates the morality of the relationship between Blue Ocean with its dimensions and competitive advantage. Table (11): shows the values of (β, α, and t) for the impact of Blue Ocean dimensions on competitive advantage.

Table 11: Values (β, α, and t) for the impact of Blue Ocean dimensions on competitive advantage

Variable	α	β	t	Significance
Blue Ocean	0.142	0.874	17.172	0.00**
Eliminate	0.968	0.767	11.404	0.00**
Reduce	1.984	0.805	12.953	0.00**
Raise	0.423	0.799	12.666	0.00**
Create	1.120	0.801	12.770	0.00**

** means statistically significant at the level = 0.05)α(.

It is noted from Table (11) that values of (β, α and t) for the impact of Blue Ocean dimensions on competitive advantage, all values of (t) were significant at the level (0.000), which indicates the existence of a linear relationship between Blue Ocean dimensions and competitive advantage.

Therefore, there is an impact of the Blue Ocean Strategy dimensions (eliminate, reduce, raise, and create) in achieving competitive advantage at MEU from the perspective of faculty members; this will raise the quality of university outcomes, which positively reflects on student recruitment as confirmed by the research conducted by [21].

5 Conclusion

To conclude, this study aimed to investigate the impact of Blue Ocean Strategy dimensions on achieving competitive advantage at Middle East University (MEU) - Jordan. Using a case study method with a simple random sample of (93) faculty members, the research collected data and information through a questionnaire. The study found that the dimensions of the Blue Ocean Strategy and competitive advantage were extensively used at MEU, and a positive correlation was observed between the two. Additionally, the research confirmed that there is a significant impact from the Blue Ocean Strategy dimensions on achieving competitive advantage. To improve the competitive position of MEU, the study proposes several recommendations, including enhancing the implementation of the Blue Ocean Strategy dimensions through the material and moral motivation, investing in competitive advantage dimensions, and managing relationships between dimensions for continuous sustainability. These recommendations are expected to enhance MEU's performance and long-term success.to implement Blue Ocean and competitive advantage concepts and practices.

6 Recommendations

Within the framework of this research, we present these recommendations as a minimum:

1- Enhance implementing Blue Ocean dimensions at MEU by material and moral motivation.

2- Increase investment in competitive advantage dimensions through spreading related practices at MEU and manage relationships between these dimensions to ensure sustainability.

3- Achieve competitive advantage dimensions in each dimension of the Blue Ocean by evaluating competitive advantage implementation on MEU's policies and procedures.

4- Evaluate MEU's activities and events based on competitive advantage dimensions.

5- Hold training and development courses contributing to enhancing the potential of faculty members

Conflicts of Interest Statement

The authors certify that they have NO affiliations with or involvement in any organization or entity with any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interest; and expert testimony or patent-licensing arrangements), or non-financial interest (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or materials discussed in this manuscript.

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