The Role of Blue Ocean Strategy in Sustaining Customer Loyalty: Evidence from the Egyptian Telecommunication Companies

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دور استراتيجية المحيط الأزرق في تعزيز ولاء العملاء براهين من شركات الاتصالات المصرية

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المستخلص

مع تحول العالم إلى الرقمية بشكل متزايد، يتوسع دور الاتصالات، مما يشكل الاقتصادات والمجتمعات والمشهد التكنولوجي. يُعد ولاء العملاء جانبًا حاسمًا في نجاح الأعمال،

حيث يمثل مدى تفضيل العملاء المستمر لعلامة تجارية أو شركة معينة على منافسيها. غالبًا ما يتم قياسه من خلال عمليات الشراء المتكررة، إحالات العملاء، والاستعداد لدفع علاوة للحصول على منتجات أو خدمات العلامة التجارية.

يؤكد مفهوم استراتيجية المحيط الأزرق على إنشاء مساحات سوق جديدة ("المحيطات الزرقاء") بدلاً من المنافسة في الصناعات الحالية ("المحيطات الحمراء").

تهدف هذه الدراسة إلى تحديد دور استراتيجية المحيط الأزرق في الحفاظ على ولاء العملاء: أدلة من شركات الاتصالات المصرية.

أظهرت نتائج الدراسة أن معظم آراء عينة الدراسة تتفق على وجود علاقة كبيرة بين استراتيجية المحيط الأزرق وولاء العملاء في شركات الاتصالات المصرية، والمتمثلة في تناقل الحديث الإيجابي، النية لإعادة الشراء، وعدم الحساسية للأسعار.

الكلمات الرئيسية: المحيط الأزرق، ولاء العملاء، والاتصالات

Abstract:-

The new world economic conditions and increasing global competition have a great in impact on the way in which organizations producing goods or providing services. Accordingly, both academics and practitioners mentioned that several philosophies, approaches and techniques have been developed in order to help those organizations to face the previous mentioned challenges and to increase productivity, to reduce costs, to provide better customer service and also to sustain and to maintain customers loyalty. The latter became a critical aspect of business success, representing the degree to which customers consistently prefer a particular brand or company over its competitors. It is often measured through repeat purchases, customer referrals, and the willingness to pay a premium for a brand's products or services. On the other hand, those organizations are required to increase

their market share and to sustain their competitiveness, to do so, they have implemented the Blue Ocean Strategy that helped them to create new market spaces (or "blue oceans") and making them able to cope with the turbulent environment surrounding them.

Therefore, the research presented here pursues to identifying the role of Blue Ocean Strategy in Boosting Customer Loyalty: Evidence from the Egyptian telecommunication companies.

The findings of this article indicated that Egyptian telecommunications companies believe that there is a significant relationship between the Blue Ocean Strategy and customer loyalty in Egyptian telecommunications companies represented by word of mouth, intension to repurchase, and insensitivity to prices.

Finally, valuable managerial implications have been drawn foe decision makers and takers in the Egyptian Telecommunications Sector to achieve more successful implementation of the Blue Ocean Strategy and sustaining & maintaining their customer loyalty.

Key words: Blue Ocean, Customer loyalty, and Telecommunications.

Introduction

Customer loyalty is a critical aspect of business success, representing the degree to which customers consistently prefer a particular brand or company over its competitors. It is often measured through repeat purchases, customer referrals, and the willingness to pay a premium for a brand's products or services. In recent years, the significance of customer loyalty has grown as businesses seek to improve their customer relationship management strategies and enhance long-term profitability.

The concept of the Blue Ocean Strategy was introduced by W. Chan Kim and Renée Mauborgne in their 2005 book, "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant." The strategy emphasizes the creation of new market spaces (or "blue oceans") rather than competing in existing industries (or "red oceans").

Telecommunication companies are pivotal in today's interconnected world, providing services that power communication, commerce, and innovation. These organizations deliver essential technologies that support global connectivity, ranging from voice and data communication to internet services. As the world becomes increasingly digital, the role of telecommunications is expanding, shaping economies, societies, and technological landscapes.

The new world economic conditions and increasing global competition have a great in impact on the way in which organizations producing goods or providing services. Accordingly, both academics and practitioners mentioned that several philosophies, approaches and techniques have been developed in order to help those organizations to face the previous mentioned challenges and to increase productivity, to reduce costs, to provide better customer service and also to sustain and to maintain customers loyalty. The latter became a critical aspect of business success, representing the degree to which customers consistently prefer a particular brand or company over its competitors. It is often measured through repeat purchases, customer referrals, and the willingness to pay a premium for a brand's products or services. On the other hand, those organizations are required to increase their market share and to sustain their competitiveness, to do so, they have implemented the Blue Ocean Strategy that helped them to create new market spaces (or "blue oceans") and making them able to cope with the turbulent environment surrounding them.

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Previous studies and related literature review

1st customer loyalty

Customer loyalty can be defined as a customer's commitment to repurchase or continue using a brand, characterized by a strong emotional connection to the product or service (Oliver, 1999). It is often differentiated into two types: behavioral loyalty, which is based on repeated purchases, and attitudinal loyalty, which reflects a customer's emotional attachment and preference for a brand (Dick & Basu, 1994). Customer loyalty has long been recognized as a cornerstone of business success. It is associated with repeat purchases, positive word-of-mouth, and higher profitability. As businesses strive to enhance customer retention, understanding the factors that measure customer loyalty has become a critical area of focus in management literature.

Among the key types of customer loyalty, behavioral loyalty, attitudinal loyalty, emotional connection, and perceived value, as identified in academic and industry research.

Behavioral loyalty refers to the actions customers take that demonstrate their commitment to a brand. This includes repeat purchases, frequency of interactions, and customer lifetime value. Reichheld (2003) highlights the importance of tracking customer retention rates and repeat purchase behavior as critical indicators of loyalty. Similarly, Rundle-Thiele (2005) emphasizes that consistency in purchasing patterns is a reliable measure of loyalty, though it may not always reflect customers' emotional or attitudinal attachment to a brand.

Attitudinal loyalty measures customers' psychological commitment to a brand. It is characterized by favorable perceptions, preferences, and the willingness to recommend the brand to others. Net Promoter Score (NPS), developed by Reichheld (2003), is a widely used metric that captures this dimension. NPS assesses the likelihood of a customer recommending a brand, serving as a proxy for their overall satisfaction and loyalty. Attitudinal loyalty is essential for businesses aiming to foster brand advocates who influence others in their networks.

Another critical type is the emotional connection customers feel toward a brand. Emotional loyalty often transcends rational decision-making, as customers develop a sense of trust and attachment. Management literature underscores that brands that evoke strong emotional bonds enjoy higher customer retention rates. Oliver (1999) proposed a loyalty model emphasizing emotional attachment as a higher-order loyalty construct, following cognitive and affective loyalty. Emotional loyalty is often cultivated through personalized experiences, excellent customer service, and consistent brand values.

Perceived value combines the tangible and intangible benefits that customers associate with a product or service. (Zeithaml, 1988) defines it as the consumer's overall assessment of a product's utility based on what is received versus what is given. High perceived value positively correlates with loyalty, as customers are more likely to remain loyal to brands they perceive as offering superior quality, convenience, or price advantages. Research also suggests that perceived value plays a mediating role between satisfaction and loyalty (Chitty, Ward, & Chua, 2007).

Management literature also discusses various techniques to quantify these factors. Surveys and feedback tools are common methods for gauging customer loyalty it is often measured through analytics that track intention to repurchase, insensitivity to prices, and word of mouth. (zeithmail, berry , and parasuraman 1996)

There are several attempts aimed at identifying the dimensions through which customer loyalty can be measured, but the most important of these attempts is the attempt of (Zeithmail, Berry, and Parasuraman 1996) who identified three dimensions; Word of mouth, Intention to repurchase, and insensitivity to Prices.

The importance of Customer Loyalty was studied in many research as follows:

- Loyal customers tend to spend more than new customers. According to a study by Reichheld and Schefter (2000), increasing customer retention rates by just 5% can lead to an increase in profits of 25% to 95%.

- Acquiring new customers can be significantly more expensive than retaining existing ones. The American Marketing Association (2019) estimates that it costs five times more to attract a new customer than to keep an existing one.

- Loyal customers are more likely to recommend a brand to others, acting as brand advocates. This word-of-mouth marketing can be invaluable, as consumers trust recommendations from friends and family more than traditional advertising methods (Keller, 2001).

- In saturated markets, customer loyalty can differentiate a brand from its competitors. A loyal customer base can provide stability and predictability in revenue streams (Aaker, 1991).

Factors Influencing Customer Loyalty

- Research has consistently shown that customer satisfaction is a precursor to loyalty. Satisfied customers are more likely to return and recommend the brand (Anderson & Mittal, 2000).

- The perceived quality of products and services can significantly impact loyalty. Companies that consistently deliver high-quality experiences are more likely to cultivate loyal customers (Zeithaml, 1988).

- Brands that establish an emotional connection with customers often enjoy higher loyalty levels. Emotional branding strategies can create a sense of belonging and attachment (Thomson, MacInnis, & Park, 2005).

- Trust in a brand is a crucial component of customer loyalty. Brands that are perceived as reliable and transparent can foster stronger loyalty (Morgan & Hunt, 1994).

To enhance Customer Loyalty companies can implement loyalty programs that can incentivize repeat purchases. Programs that offer rewards, discounts, or exclusive access can effectively increase customer retention (Sharp & Sharp, 1997).

Also engaging customers through personalized communication and interactions can strengthen relationships. Social media platforms and email marketing are effective channels for fostering engagement (Brodie et al., 2011).

Providing customers with opportunities to give feedback and acting on that feedback can also enhance satisfaction and loyalty. Companies that listen to their customers are seen as more customer-centric (Homburg, Giering, & Menon, 2003).

Creating a sense of community around a brand can enhance loyalty. Brands that foster interactions among customers can build deeper emotional connections (Muniz & O'Guinn, 2001).

2nd The Concept of Blue Ocean Strategy

The Blue Ocean Strategy focuses on creating demand in an uncontested market space. It contrasts with traditional competitive strategies that focus on outperforming rivals in existing markets (Kim & Mauborgne, 2005). The goal is to make competition irrelevant by innovating and delivering unique value propositions.

Key Principles of blue ocean strategy:

- Value Innovation: The cornerstone of Blue Ocean Strategy, value innovation occurs when a company simultaneously pursues differentiation and low cost. It creates a leap in value for both the company and its customers (Kim & Mauborgne, 2005).

- Focus on the Big Picture: Companies should look beyond current competition and envision a new market landscape. This requires a holistic view of the industry and potential customers (Kim & Mauborgne, 2015).

- Reach beyond Existing Demand: Companies are encouraged to target non-customers and understand their needs, thus expanding the market (Kim & Mauborgne, 2005).

The Strategy Framework depends on the Four Actions Framework; this framework helps businesses to reconstruct market boundaries by addressing four key questions:

- Which factors that the industry takes for granted should be eliminated?

- Which factors should be reduced well below the industry standard?

- Which factors should be raised well above the industry standard?

- Which factors should be created that the industry has never offered? (Kim & Mauborgne, 2005).

Figure (1): Blue Ocean Strategy

Source: Designorate.com

3rd: The relation between blue ocean strategy and customer

The relation can be shown in Yakubu and Stella study 2024 that examined the relationship between Blue Ocean strategy and the performance of Aluminum Extrusion Firms in North-Central Nigeria using product innovation strategy as proxy for Blue Ocean Strategy and customer retention as proxy for performance of the Aluminum Extrusion Firms. The result of the hypothesis tested showed a significant positive relationship between product innovation strategy as a proxy to Blue Ocean Strategy and performance of the Aluminum Firms represented by customer retention, Based on the finding, the study recommends that Aluminum Extrusion Firms should keep adding values that does not exist before through modification of existing products to meet customer's tastes and develop new process so as to retain as well as creating new customers.

Research Questions

An intensive review regarding the relationship between the blue ocean strategy implementation and the customer loyalty, the researcher could develop the following main question that need to be investigated concerning that relationship:

What is the role of blue ocean strategy on sustaining customer loyalty in Egyptian telecommunication companies?

This question was divided into the following sub questions:

- What is the role of blue ocean strategy on 'intention of repurchase' in Egyptian telecommunication companies?

- What is the role of blue ocean strategy on 'insensitivity to prices' in Egyptian telecommunication companies?

- What is the role of blue ocean strategy on 'word of mouth' in Egyptian telecommunication companies?

Research Objectives

To answer the previous mentioned questions, the researcher has developed the following objectives:

The main objective was to exploring the role of blue ocean strategy in sustaining customer loyalty in Egyptian telecommunication companies

This objective was divided into the following sub-objectives:
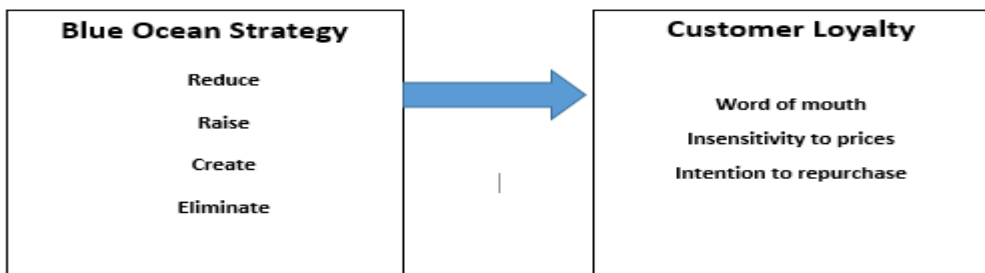
- Determining the role of blue ocean strategy on 'intention of repurchase' in Egyptian telecommunication companies

- Determining the role of blue ocean strategy on 'insensitivity to prices' in Egyptian telecommunication companies

- Determining the role of blue ocean strategy on 'word of mouth' in Egyptian

telecommunication companies

Research Hypotheses

- For analytical purposes and answering the research questions, a hypothetical model of the main blue ocean strategy components and the factors that measure customer loyalty in telecommunication companies in Egypt can be built by combining and logically organizing the various factors that appear to be reasonable for showing the relation between the independent variable (blue ocean strategy) and the dependent variable (customer loyalty)

- Accordingly, a research variable framework was developed to depict the relationship between the blue ocean strategy implementation and sustainable customer loyalty.

Figure (2): Research Variables Framework

source: prepared by the researcher

Consequently, based on the above mentioned framework, the researched could develop the following hypotheses that need to be tested in this study.

The main hypothesis was concerned with the role of blue ocean strategy on customer loyalty in Egyptian telecommunication companies

H1: there is a statistically significant relationship between the blue ocean strategy and customer loyalty in Egyptian telecommunication companies

Sub-hypothesis

H1.1 There is a statistically significant relationship between the blue ocean strategy and on 'intention of repurchase' in Egyptian telecommunication companies

H1.2 There is a statistically significant relationship between the blue ocean strategy and 'insensitivity to prices' in Egyptian telecommunication companies.

H1.3 There is a statistically significant relationship between the blue ocean strategy and 'word of mouth' in Egyptian telecommunication companies

Research Scope

The research focused on determining the role of blue ocean strategy on customer loyalty in Egyptian telecommunication companies (we, Etisalat, Orange, and Vodafone)

Population and Sample

The target population was Egyptian telecommunication users and because the large number of telecommunication users in Egypt, the researcher chose a river sample a sample because of the huge number of telecommunications users in Egypt. A river sample intercepts website users with random selection procedures (Burns and Veeck, 2020). More importantly, the following formula can be used to obtain the optimum sample size (Craig, 2015, and Larson, 2015):

$$n = \frac{Z^2 . P(1 - P)}{e^2}$$

Where:

- Z: is the standard value, from normal distribution tables + 1.96 if the confidence level was 95%.

- P: percentage of population response, can be obtained by using pilot samples.

- (1-P): can be referred as q, as p+q should be equal 1.

- e: is the allowable error.

- n: is the sample size

Accordingly, the minimum of the research sample size is 385

users was used to study the research variables and testing hypothesis.

Statistical analysis:

This part of the research presents the analysis of the data collected from the field study.

Reliability and validity

Reliability

Reliability is defined as the extent to which a scale produces the same results on repeated trials.

To check the reliability of study instrument, Cronbach's alpha coefficient was calculated. This coefficient varies between zero (for no reliability) and unity (for maximum reliability).

Table (1) demonstrates that all reliability coefficients are deemed acceptable, since they exceed the benchmark of 0.70.

Validity

Validity is defined as the extent to which the scale measures what it purports to measure.

To check validity, coefficient of self-validity was calculated. It is defined as the square root of the reliability coefficient.

The results indicate that self-validity coefficient ranged between 0.878 and 0.957. These values are considered high and acceptable.

Table (1): Reliability and Validity coefficients

	No. of items	Alpha coefficient	Self-validity coefficient
Reduce	4	0.842	0.917
Raise	4	0.824	0.907
Create	4	0.771	0.878
Eliminate	3	0.824	0.907
Word of mouth	3	0.916	0.957
Insensitivity to prices	5	0.896	0.946
Intention to repurchase	3	0.866	0.930

Based on the previous results, it could be concluded that the study instrument is reliable and valid.

Characteristics of Respondents

The following table shows the main characteristics of the sample respondents.

Table (2): Characteristics of the sample respondents

	Characteristics	N	%
Gender	Male	148	38.4
	Female	237	61.6
	Total	385	100.0
Age	Less than 20	54	14.0
	20 to less than 30	243	63.1
	30 to less than 40	44	11.4
	40 +	44	11.4
	Total	385	100.0
Company	Etisalat	134	34.8
	Vodafone	173	44.9
	We	19	4.9
	Orange	59	15.3
	Total	385	100.0
No. of years	Less than 5	53	13.8
	5 - 10	155	40.3
	10 – 15	86	22.3
	More than 15	91	23.6
	Total	385	100.0

From table (2), it could be concluded that:

- The sample consisted of 385 respondents, of whom 148 are males (38%) and 237 are females (62%)

- More than three-fifths of the total sample are between 20 and 30 years.

- Nearly half of the total sample are using Vodafone, more than one-third are using Etisalat, 15% are using Orange and about 5% are using We.

Descriptive Analysis

Table (3) shows the means and standard deviations of items of blue ocean strategy

	N	Mean	Std. Deviation
X1	385	3.84	.940
X2	385	3.78	.950
X3	385	3.98	.869
X4	385	3.70	1.076
X5	385	3.68	1.150
X6	385	3.91	.882
X7	385	3.69	1.022
X8	385	3.80	1.074
X9	385	3.52	.949
X10	385	3.23	1.127
X11	385	3.42	1.177
X12	385	3.43	1.139
X13	385	3.79	1.080
X14	385	3.51	.998
Valid N (listwise)	385		

Where x1 to x14 represent questions asked in the questionnaire regarding the blue ocean strategy.

From the above table, it is clear that the *majority* of the sample individuals *agree* to *all* items of *"blue ocean strategy"*, and this is reflected by the high values of the means (greater than 3).

The most important items are:

1) x3(mean=3.98).

2) x6 (mean=3.91).

3) x1 (mean=3.84).

Table (4) shows the means and standard deviations of items of customer loyalty

	N	Mean	Std. Deviation
Y7	385	3.62	1.166
Y8	385	3.29	1.208
Y9	385	3.64	1.098
Y10	385	3.36	1.202
Y11	385	3.71	1.075
Y12	385	3.65	1.155
Y13	385	3.48	1.162
Y14	385	3.66	1.080
Y15	385	3.75	.993
Y16	385	3.50	1.085
Y17	385	3.74	1.100
Valid N (listwise)	385		

Where y7 to y17 represent questions asked in the questionnaire regarding customer loyalty.

From the above table, it is clear that the *majority* of the sample individuals *agree* to *all* items of *"customer loyalty"*, and this is reflected by the high values of the means (greater than 3).

The most important items are:

1) *y*15 (mean=3.75).
2) *y*17 (mean=3.74).
3) *y*11 (mean=3.71).

Testing Hypotheses

Main Hypothesis

The main hypothesis states:

"There is a significant relationship between the Blue Ocean Strategy and customer loyalty in Egyptian telecommunications companies."

From the main hypothesis, the following sub-hypotheses are derived:

First Sub-Hypothesis

The first sub-hypothesis states:

"There is a significant relationship between the Blue Ocean Strategy and word-of-mouth among customers in Egyptian telecommunications companies."

To test this hypothesis, **Multiple Regression Analysis** was used.

- The dependent variable in this analysis is **word-of-mouth**.
- The independent variables include the four dimensions of the Blue Ocean Strategy

  The table below presents the results of the analysis

Table (5): Results of Multiple Regression Analysis for Testing the First Sub-Hypothesis

Word of mouth				
T – Test		Beta	B	Blue ocean
Sig.	T			
0.004	2.927	0.167	0.226	Create
0.001	3.215	0.214	0.273	Raise
0.046	2.000	0.105	0.125	Eliminate
0.000	6.453	0.381	0.442	Reduce
				F-Test
158.805				((f
0.000				(Sig.)
0.626				(R^2)
0.791				(R)

From the Table Above, the Following Points are Evident:

1. Overall Significance of the Regression Model

- The **F-Test** results indicate that the multiple regression model is statistically significant (**p-value < 0.05**).

- The **Coefficient of Determination (R^2)** is **0.626**, meaning that the independent variables included in the model explain **62.6% of the variance** in the dependent variable (**word-of-mouth**).

- The **Multiple Correlation Coefficient (R)** is **0.791**, reflecting a strong correlation between the combined independent variables in the model and the dependent variable.

2. Significance of Independent Variables

The **T-Test** results (used to assess the significance of each independent variable individually) reveal the following:

- **Create** : A significant relationship exists between **creation** (independent variable) and **word-of-mouth** (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Raise** : A significant relationship exists between **raising** (independent variable) and **word-of-mouth** (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Eliminate**: A significant relationship exists between **elimination** (independent variable) and **word-of-mouth** (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Reduce**: A significant relationship exists between **reduction** (independent variable) and **word-of-mouth** (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

3. Ranking Independent Variables by Relative Importance

Based on the **Beta Coefficients**, the independent variables are ranked in order of relative importance as follows:

Reduce, Raise, create, and Eliminate

Conclusion

Based on the above results, the **first sub-hypothesis** is accepted, which states:

"There is a significant relationship between the Blue Ocean Strategy and word-of-mouth among customers in Egyptian telecommunications companies."

Second Sub-Hypothesis

The second sub-hypothesis states:

"There is a significant relationship between the Blue Ocean Strategy and insensitivity to prices among customers in Egyptian telecommunications companies."

To test this hypothesis, **Multiple Regression Analysis** was used.

- The dependent variable in this analysis is **insensitivity to prices**.
- The independent variables include the four dimensions of the Blue Ocean Strategy

  The table below presents the results of the analysis.

Table (6): Results of Multiple Regression Analysis for Testing the second Sub-Hypothesis

Insensitivity to prices				
T – Test		Beta	B	Blue ocean
Sig.	T			
.002	3.053	.177	.213	Create
.002	3.065	.207	.236	Raise
.009	2.607	.139	.147	Eliminate
.000	5.687	.341	.352	Reduce
				F-Test
151.369				(f)
0.000				(Sig.)
0.614				(R^2)
0.784				(R)

From the Table Above, the Following Points are Evident:

1. Overall Significance of the Regression Model

- The **F-Test** results indicate that the multiple regression model is statistically significant (**p-value < 0.05**).

- The **Coefficient of Determination (R^2)** is **0.614**, meaning that the independent variables included in the model explain **61.4% of the variance** in the dependent variable (*insensitivity to prices*).

- The **Multiple Correlation Coefficient (R)** is **0.784**, reflecting a strong correlation between the combined independent variables in the model and the dependent variable.

2. Significance of Independent Variables

The **T-Test** results (used to assess the significance of each independent variable individually) reveal the following:

- **Create** : A significant relationship exists between **creation** (independent variable) and *insensitivity to prices* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Raise** : A significant relationship exists between **raising** (independent variable) and *insensitivity to prices* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Eliminate**: A significant relationship exists between **elimination** (independent variable) and *insensitivity to prices* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Reduce**: A significant relationship exists between **reduction** (independent variable) and *insensitivity to prices* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

3. Ranking Independent Variables by Relative Importance

Based on the **Beta Coefficients**, the independent variables are ranked in order of relative importance as follows:

Reduce, Raise, create, and Eliminate

Conclusion

Based on the above results, the second **sub-hypothesis** is accepted, which states:

"There is a significant relationship between the Blue Ocean Strategy and insensitivity to prices among customers in Egyptian telecommunications companies."

Third Sub-Hypothesis

The third sub-hypothesis states:

"There is a significant relationship between the Blue Ocean Strategy and intension to repurchase among customers in Egyptian telecommunications companies."

To test this hypothesis, **Multiple Regression Analysis** was used.

- The dependent variable in this analysis is *intension to repurchase*.

- The independent variables include the four dimensions of the Blue Ocean Strategy

  The table below presents the results of the analysis.

Table (7): Results of Multiple Regression Analysis for Testing the First Sub-Hypothesis

T – Test		Beta	B	Blue ocean
Sig.	t			
.091	1.692	.105	.125	Create
.000	4.549	.328	.369	Raise
.058	1.903	.108	.113	Eliminate
.000	4.307	.276	.281	Reduce
			F-Test	
120.870				((f
0.000				(Sig.)
0.560				(R^2)
0.748				(R)

intension to repurchase (table header spanning all columns)

From the Table Above, the Following Points are Evident:

1. Overall Significance of the Regression Model

- The **F-Test** results indicate that the multiple regression model is statistically significant (**p-value < 0.05**).

- The **Coefficient of Determination (R²)** is **0.560**, meaning that the independent variables included in the model explain **56% of the variance** in the dependent variable (*intension to repurchase*).

- The **Multiple Correlation Coefficient (R)** is **0.748**, reflecting a strong correlation between the combined independent variables in the model and the dependent variable.

2. Significance of Independent Variables

The **T-Test** results (used to assess the significance of each independent variable individually) reveal the following:

- **Create** : A significant relationship exists between **creation** (independent variable) and *intension to repurchase* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Raise** : A significant relationship exists between **raising** (independent variable) and *intension to repurchase* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Eliminate**: A significant relationship exists between **elimination** (independent variable) and *intension to repurchase* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

- **Reduce**: A significant relationship exists between **reduction** (independent variable) and *intension to repurchase* (dependent variable), with a **p-value < 0.05**. The positive regression coefficient indicates a direct relationship between the two variables.

3. Ranking Independent Variables by Relative Importance

Based on the **Beta Coefficients**, the independent variables are ranked in order of relative importance as follows:

Raise, Reduce, Eliminate, and create

Conclusion

Based on the above results, the third **sub-hypothesis** is accepted, which states:

"There is a significant relationship between the Blue Ocean Strategy and intension to repurchase among customers in Egyptian telecommunications companies."

Managerial implications

The research findings appear to have practical implications for both managers and policy makers in the Egyptian Telecommunications Companies. Therefore, the following managerial implications can be drawn:

Managers at the Egyptian telecommunication companies by gaining a clear perspective concerning the role of blue ocean strategy implementation in maintaining and sustaining loyal customers.

A very significant implication is that managers and policy-makers customers in the Egyptian telecommunications companies must perceive that there is a strong relationship between the Blue Ocean Strategy and the intension of users to repurchase their services.

Another implication of this empirical research is that both managers and policy makers in the Egyptian telecommunications companies must comprehend that there

is a significant relationship between the Blue Ocean Strategy implementation and insensitivity to services prices.

One more important implication is that both managers and policy makers in the Egyptian telecommunications companies must be aware that word-of-mouth is considered the crucial factor affecting the successful implementation of the blue ocean strategy in the Egyptian telecommunications companies.

Further research

Several avenues for future research can be pursued to better understand of the role of blue ocean strategy implementation to maintain loyal customers, as illustrated below:

- Developing a deeper study for more understanding of the role of blue ocean strategy implementation to maintain loyal customers requires further attention from researchers whatever their motivation.

- Conducting an empirical research is needed in order to evaluate the role of blue ocean strategy implementation in maintaining loyal customers in different organizations and different fields.

- A Comparative empirical research needed to be undertaken in order to evaluate the role of blue ocean strategy implementation in keeping loyal customers in different countries.

- Further empirical studies and also, case studies need to be conducted to investigate other factors that may help in maintaining loyal customers.

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Questionnaire:

الاسم: النوع: العمر:

شركه الاتصالات التى تعامل معها حاليا: عدد سنوات التعامل كه شركه الاتصالات الحاليه :

لا و	لا	م	م	م و		
					الابتكار	
					تسعى الشركة دوما لابتكار خدمات جديدة	X1
					تساهم ابتكارات الشركة في تقديم منتجات وخدمات حديثة وخلق اسواق جديدة	X2
					تسعى الشركة الى جذب عملاء جدد واستقطابها لمنتجاتها	X3
					تتبنى الشركة تقنيات حديثة في تواصلها مع العملاء	X4
					الزيادة	
					تحرص الشركة على زيادة ثقة العملاء بها وبخدماتها	X5
					تسعى الشركة الى زيادة منافذ التوزيع للعملاء	X6
					تسعى الشركة لزيادة كفاءة كوادرها البشرية بما يحقق تحسين الاداء	X7
					تحرص الشركة على زيادة مستوى التطوير والتحديث في خدماتها ووسائل تقديمها	X8
					الاستبعاد	
					تحرص الشركة على استبعاد الكوادر الغير كفؤة في العمل	X9
					تحاول الشركة باستمرار استبعاد الأنشطة التسويقية أو التشغيلية التي تضخم التكاليف	X10
					تستبعد الشركة للاجراءات والتعقيدات الروتينية في العمليات أثناء تقديم الخدمة	X11
					التقليص	
					تسعى الشركة الى تقليص الاجراءات الغيرضرورية	X12
					تتخلى الشركة عن الافكار والاقتراحات عديمة الجدوى	X13
					تحرض الشركة على تقديم عروض ذات قيمة للشركة وللعميل	X14
					الكلمه المنطوقه	
					انصح اصدقائى واقاربي للتعامل مع الشركه	Y7
					ادافع عن الشركه ف حال تعرضها لاى انتقاد	Y8
					اتحدث بصوره ايجابيه عن اشركه	Y9
					عدم الحساسية للسعر	
					اسعى للاستفاده من خدمات الشركه بغض النظر عن اسعارها	Y10
					اشعر بالارتياح التام فى التعامل مع الشركه	Y11
					ارفض تغيير الشركه والتحول لشركات منافسه	Y12
					اشعر بالفخر كونى عميل من عملاء الشركه	Y13
					ارى ان قرارى صائب بالانتماء لهذه الشركه	Y14
					نية إعادة التعامل	
					انوى الاستمرارفى شراء خدمات الشركه	Y15
					ساتوسع فى استخدام حدمات الشركه	Y16
					اشعر ان الشركه تحاول الحفاظ على التزام طويل الامد تجاهى	Y17