Minia Journal of Tourism and Hospitality Research Vol. (6), No. (2/1), December, 2018
By: Faculty of Tourism and Hotels, Minia University

Chances for Applying Blue Ocean Strategy in the Egyptian Diving Centers

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Abstract

It is vital for a business firm to evolve the most appropriate marketing strategy for creating new customers and their maintenance so, new strategies are implemented by the marketers to enhance the sales (Chakrabarti, 2014). Blue oceans are unexploited and unchallenged markets, which provide little or no competition. A red ocean, on the other hand, refers to a saturated market where there is severe competition (Rezazadeh, et al., 2014; Boyer and Verma, 2009).

It is worth mentioning that diving centers in Sharm El-Sheikh need to diversify their marketing strategy to attract more and new tourists, and then Sharm El-Sheikh will return to its position as a special diving site after the crisis that hit the city recently. The problem of the current research is to study the possibilities of diving centers in Sharm El-Sheikh to apply Blue Ocean Strategy "BOS" by adding the product of diving with sharks, and its implications for restoring Sharm El-Sheikh to its former touristic position.

The research, thus aims at the following: 1- Shedding light on Blue Ocean Strategy and the difference between it and Red Ocean. 2- Clarifying the pattern of shark diving tourism. 3- Assessing the application of Blue Ocean Strategy in diving centers in Sharm El-Shiekh.

The Subject of the research was applied to diving centers in Sharm El-Shiekh, a questionnaire was designed and distributed to a random sample during the months of July and August 2018. The study reached several results and recommendations.

Keywords: Blue Ocean Strategy – Shark Diving Tourism - Diving Centers in Egypt.

Introduction

Customer creation and customer maintenance are two main objectives of the marketing strategies of a modern business firm. Keeping in sight the rapid changing economic and noneconomic environment and the unpredictable customer's expectations, new and sometimes unusual strategies are hence performed by the marketers in order to augment their sales (Chakrabarti, 2014).

The metaphor of red and blue oceans explains the market world (Bourletidis, 2014). Blue oceans are unexploited and unchallenged markets, which provide little or no competition for anyone, because the markets are not crowded. A red ocean, on the other hand, refers to a saturated market where there is severe competition, already crowded with people or companies providing the same type of services or goods (Rezazadeh, et al., 2014; Boyer and Verma, 2009). A blue ocean is created when a company achieves value innovation that raises and creates value for both the buyer and the company, while reducing or eliminating features or services that are less valued by the present or future market (Rezazadeh, et al., 2014; Bourletidis, 2014).

The idea of blue ocean strategy is a comparatively new one, only coming to eminence in the 21st century. The blue ocean refers to a gigantic expanse of pure, uncomplicated water in which the product or service can sail without the worry of competition.

Blue Ocean Strategy and Related Concepts

- **Definition of Blue Ocean Strategy**

  The name "Blue Ocean Strategy" was first introduced in October 2004 by Kim and Mauborgne (Miano, 2013; Bologna, 2014/2015; Alam and Islam, 2017). They argue that corporations can make greater profit by creating unique products for new markets than by competing with rivals in existing ones (Sheehan and Vaidyanathan, 2009).

  "Blue Ocean" is used as a metaphorical expression related to the aims and strategies of companies that are following the goal of creating new customer values and new offerings in an undisputed marketplace (Kim and Mauborgne, 2005; Yang, 2012). It represents all the industries not yet in existence today "unknown market space" (Bologna, 2014/2015).

- **Definition of Value Innovation**

  The basis of the Blue Ocean Strategy is Value innovation (Kohnen, 2006; Bourletidis, 2014; Koskelo, 2013). It was defined as "track differentiation and less cost at the same time, creating an unexpected value for buyers and the company as well" (Bologna, 2014/2015; Bagheri et al., 2013). Instead of focusing on competing in red ocean companies, they focus on making the competition irrelevant and generate a new market space (Koskelo, 2013). Value creation should be unique and difficult to replicate (Yang, 2012).

- **Definition of Differential Advantage**
  Differential Advantage is "Unique benefits or characteristics of a firm, product, or program that set it apart and above its competitors in the customers' perspective" (Business Dictionary, 2018).

Difference between Blue Ocean and Red Ocean Strategy

There are two strategies for business world certainly exists, which they refer to as Red Ocean Strategy and Blue Ocean Strategy (Alam and Islam, 2017; Koskelo, 2013). Features of blue ocean strategy comprise creating an unchallenged market space; Making the competition inappropriate, creating and capturing new demand; breaking the value-cost trade-off; and coordinating the whole system of a firm's activities with distinctions and less cost (Boyer and Verma, 2009; Singh, 2014; Nicolas, 2011; Kabukin, 2014). On the other hand, features of red ocean strategy comprise competing in active market space; beating the competition; utilizing existing demand; making the value-cost trade-off; and coordinating a firm's activities with its strategic selection of distinctions or reduced cost (Kim and Mauborgne, 2005; Bologna, 2014/2015; Chakrabarti, 2014).

Reasons for Adopting Blue Ocean Strategy

Companies may develop a Blue Ocean Strategy for many reasons such as the exceeding of supply compared with demand; globalization; price wars; low profit margins; norms and regulations; and niche markets disappearance (Nicolas, 2011).

Principles of Blue Ocean Strategy

There are six principles for generating and implementing blue ocean strategy. The first four concentrate on the formularization of the Strategy and the last two focus on the implementation. These principles are as follows: recreating market boundaries; Focusing on the big picture; Reaching beyond current demand; Get the strategic sequence right; Overcoming key organizational obstacles; and Building implementation into strategy (Koskelo, 2013; Nasrollahzadeh et al., 2014).

Tools of Blue Ocean Strategy

Blue Ocean Strategy tools present a four-action framework called ERRC GRID "Elimination, Reduction, Raising, and Creation.” The first two tools involve attempts to enhance a low-cost advantage, while the others involve attempts to enrich differentiation advantage (Yang, 2012). This can be described as follows:

- Eliminate factors that the industry has long rivalled on; lessen factors that well below the industry’s standard; raise factors well above the industry's standard; create factors that the industry has never proposed (Vester, 2012; Alam and Islam, 2017; Koskelo, 2013; Singh, 2014; Kabukin, 2014).

- For example, one of the tourist countries can eliminate travel barriers to potential visitors and barriers to foreign investment; reduce the variation of facilities presented by hotels in their rooms; raise strategic alliances within the industry and develop and differentiate its brand. Moreover, it can enhance its products and services, which comprises a better understanding of tourist preferences. Finally, it can create a new brand and new market segmentation (Yang, 2012; Ahmat et al., 2015).

Benefits of Blue Ocean Strategy

This strategy makes probable for companies, entrepreneurs to restore the structure of their products and services on offer to new customers; escape from their competitors (Bagheri et al., 2013 & Pitta, 2009; Miano, 2013); increase their chances of success; and find new market(s) (Nicolas, 2011). Also among the benefits that can be achieved for companies, increase of productivity and accuracy; and improve decision-making (Kabukin, 2014).

Applying Blue Ocean Strategy in Tourism Industry

Blue Oceans Strategy launches a new scope for business in achieving success in the services field (Eskandari et al., 2015; Bagheri et al., 2013).

India as a tourism destination provides a good example in creating product differentiation through applying Blue Ocean Strategy in the Health care sector. It aims for value innovation through high quality at affordable low cost (Renganathan et al., 2016).

"Southwest airlines" is considered a successful Blue Ocean follower. It targeted the market, which couldn't afford air travel expense rather preferred travelling by land. Southwest marked itself as an alternative to land transport and avoided to compete with other airlines. It offered increased flight frequency at extremely low fares with an on-time quality service. Customers started to benefit from high travelling speeds at affordable prices and Southwest took over market in no time creating its pool of Blue Ocean with no competition but huge profit. Southwest follows four major strategies; low-cost, differentiated, employee-driven and future-minded (Fayyaz, 2016).

Blue ocean strategy is a continuous phenomenon; it is anticipated to be replicated. Therefore, when blue oceans are switched into red oceans due to the entry of imitators, there is a need to create a new blue ocean for the product by improving or producing a new value (Chakrabarti, 2014).

Shark Diving Tourism as a Differentiate Product for Diving Centers in Egypt

Shark-based tourism is a global phenomenon; sharks today draw considerable attention and attraction from people worldwide (Gallagher and Hammerschlag, 2011). Diving with sharks has become a significant adventure tourism activity in many regions of the world (Bruce, 2015). The most expensive shark-diving industry occurs in the Bahamas (Vianna et al., 2018).

Shark diving tourism is an increasing, worldwide industry centering on viewing sharks underwater by either snorkeling or scuba diving. Shark diving tourism is highly varied in terms of species, cultures, and regulations. The industry is anticipated to cater to more than half of a million participants yearly, distributed in about 85 countries (Gallagher et al., 2015). Among these countries are; Australia, Bahamas, Belize, Costa Rica, Fiji, French Polynesia, Honduras, Indonesia, Maldives, Micronesia, Mexico, Palau, Philippines, Seychelles, South Africa, Spain, Thailand, United Kingdom, USA and Egypt. Shark diving tourism supports 10,000 direct jobs. Globally, shark watchers spend almost USD 314 million annually. Based on current observed trends, numbers of shark watchers could more than doubled within the next 20 years, producing USD 780 million in tourist expenditures around the world (Cisneros-Montemayor et al., 2013). Shark tourism is limited to sites where sharks are present and the diving industry is well developed (Pires et al., 2016).

Diving Centers in Egypt

The Red Sea in Egypt is one of the most beautiful places to dive worldwide. The bulk of the diving activity has taken place in Egypt, which owns a large portion of the coastline, including some of the best dive spots such as Ras Muhammed, the Straits of Tiran (ISO, 2016). Coral reef ecosystem of the Egyptian Red Sea coast offers huge recreational opportunities that attract tourists (Hanafy, 2012; Hilmi et al., 2012).

There are many diving sites in Egypt; in Sharm El-Sheikh, Dahab, Nuweiba, El-Gouna, Hurghada, Makadi Bay, Safaga, Soma Bay, Taba, El-Quseir, Marsa Alam, Hamata, Ain Sokhna and Alexandria. Diving centers in Egypt offering a variety of diving services (Chamber of Diving and Watersports, 2018a); all types of diving centers are considered to be tourist establishments and may not be exploited except with the authorization of the Egyptian Ministry of Tourism "General Administration of Diving and New Activities", in accordance with the conditions, procedures and rules stipulated in the Minister of Tourism Decree No. 730 of 2009. This should be in compliance with the requirements of the Standard and International Standard "ISO 24803"; for recreational diving service providers (Garannah, 2009).

In Sharm El-Sheikh there are more than 100 diving operators. Most resorts in Sharm El-Sheikh have accountable and well-organized diving centers. Sharm has hard and soft coral, turtles and dolphins, mantas and moray eels, napoleons and tuna, hammerheads, barracudas, reef and pelagic sharks (Chamber of Diving and Watersports, 2018b).

The following section delineates the methodological approach and the data collection employed in this current investigation.

Methodology

The study was based on the descriptive approach "survey pattern"; where a questionnaire was prepared and distributed to a random sample of 130 diving centers in Sharm El-Sheikh, 103 (79.23%) of the diving centers were retrieved. The statistical analysis of the responses was carried out via SPSS v15.

The total number of diving centers in Sharm El-Sheikh is 144 diving centers, representing the total population of the study. Bearing in mind that there are 293 diving centers in Egypt licensed by the Egyptian Ministry of Tourism, according to statistics of tourism activities and internal offices sector at the Ministry of Tourism Until August 2018 (Ministry of Tourism, 2018).
Veal (2006) explained that if the size of the population is between 100 and 200 units, the sample size should not be less than (80) units with confidence period (0.05) or not less than (99) with confidence period (0.01).

The questionnaire was tested to ascertain the extent of its clarity by distributing it to some members of the study sample. It was modified according to the observations they agreed upon. The questionnaire was distributed on all members of the study sample through the field visits to the diving centers in Sharm El-Sheikh during months; July and August 2018. The results of the questionnaire analysis were presented as follows:

- **Reliability Statistics**

Table 1: Reliability and validity assessment

Population	**No of Items**	**Cornbach's Alpha**	**Validity coefficient ***
Diving center in Sharm El-Shiekh	106	0.744	86.25%

* Validity coefficient = $\sqrt{}$ Reliability coefficient

It is clear from Table (1) that the reliability coefficient of the views of the diving centers in Sharm El-Sheikh, which was based on the field study, is (74.4%). That is, if their answers are fixed and consistent, in the sense that if they are asked again in a later period of time, the rate of giving the same data and answers will be close. It is also evident that the validity coefficient is (86.25%) which means the reliability and validity of the study sample.

• Descriptive statistics of sample responses

General information

- Experience of diving centers in the field study

Table 2: Experience of sample units

Code	Period"A1"	Frequency	%	Mean	Rank
1	-Less than 5 years.	16	15.5	2.49	3
2	-From 5 years to less than 10 years.	37	35.9		1
3	-From 10 years to 20 years.	34	33.0		2
4	-More than 20 years	16	15.5		3/
	Total	**103**	**100**		

Table 2 shows that the average period of establishment and experience of diving centers of the sample study is (2.49) in the direction of the period (5 years to less than 10 years), as indicated by (35.9%) of the sample. It is also clear that (33.0%) of the sample size's experience ranges from 10 years to 20 years. A percentage of (15.5%) of the diving centers' sample shows that it was established more than 20 years ago, and the same percentage of centers established less than 5 years ago.

- Activity of the sample of the diving centers in Sharm El-Sheik

Table 3: Activity of the sample of the field study

Code	Activities"A2"	Frequency*	%	Rank
A21	-Snorkeling.	101	98.1	1
A22	-Diving.	101	98.1	1/
A23	-Sharks Diving.	8	7.8	3
A24	-Other	0	0.0	-

* More than one answer is valid

As shown in Table 3, the activity of (98.1%) of the diving centers surveyed in the field study are Snorkeling, the same percentage is engaged in diving, and only (7.8%) of the sample is engaged in Sharks Diving; these centers are "Pyramids Diving center, VS Diviers, VIP

Diving Collage, Anar diver club, Diving VISION, Sinai SCUA DIVING Center, Diving club HOT Team and Free WLIY Diving".

- **Branches of sample units**

Table 4: Existence of branches of the sample units

Code	Response"A3"	Frequency	%	Rank
1	-Yes.	14	13.6	2
2	-No.	89	86.4	1
	Total	**103**	**100**	

It is clear from Table 4 that only (13.6%) of the diving centers surveyed in the field study have branches in other tourist sites within Egypt. These branches are distributed as follows: 6 branches in Marsa Alam, 5 branches in Dahab, 3 branches in Hurghada, 2 branches in Soma Bay and Taba, one branch in Safaga, Makadi Bay and El Gouna, and (86.4%) of the sample has no other branches.

- **Nationalities on which diving centers depend in Sharm El-Sheikh**

Table 5: Nationalities of diving centers customers

Code	Nationalities "A5"	Frequency*	%	Rank
A51	-Europeans.	100	97.1	1
A52	-Americans.	91	88.3	2
A53	-Arab.	36	35.0	4
A54	-Africans.	34	33.0	5
A55	-Asians.	51	49.5	3
A56	-Egyptians.	25	24.3	6
A57	-Other.	0	0.0	-

* More than one answer is valid

Table (5) shows that (97.1%) of the diving centers surveyed in the field study depend on European tourists. This is followed by American tourists, where (88.3%) of the sample units depend on them, followed by Asians with (49.5%) of the sample size, followed by Arabs with (35.0%) of the sample units of the field study.

- **Competition between diving centers in Sharm El-Sheikh**

Table 6: Presence of fierce competition between diving centers in Sharm El-Sheikh

Code	Response"A7"	Frequency	%	Mean	CV*
1	-No.	12	11.7	2.57	27.04%
2	-May be.	20	19.4		
3	-Yes.	71	68.9		
	Total	**103**	**100**		

* Coefficient of Variation "CV"= standard deviation divided by mean $c_v = \frac{\sigma}{\mu}$

It is clear from Table 6 that the opinion of the diving center operators in the field study regarding the existence of intense competition between the diving centers in Sharm El-Sheikh comes at an average of (2.57) in the direction of agreement, with a CV (27.04%). While (68.9%) of the sample units emphasize that there is a strong competition. This is followed by (19.4%) of the sample size who indicated that, to some extent, there is fierce competition between diving centers operating in Sharm El-Sheikh. This finding highlights the importance of directing these centers to the need to adopt the Blue Ocean Strategy, and the search for new tourism products, as well as the opening of new markets, in order to suppress competition and exclusivity in the market.

- **Differences between products and activities provided by diving centers**

Table 7: Differences between products and activities provided by diving centers

Code	Response"A8"	Frequency	%	Mean	CV
1	-No.	62	60.2	1.62	51.23%
2	-May be.	18	17.5		
3	-Yes.	23	22.3		
	Total	**103**	**100**		

Table (7) shows that (60.2%) of the sample units showed that there are no differences between the different products and activities provided by the diving centers in Sharm El-Sheikh. Whereas (22.3%) of the sample indicated that there were differences, and (17.5%) of the sample indicated that there were some differences.

- **The extent to which the diving centers are able to keep their customers**

Table 8: diving centers ability to keep their customers

Code	Level of ability "A9"	Frequency	%	Mean	CV
1	-Very weak.	30	29.1	2.95	52.95%
2	-Weak.	10	9.7		
3	-Average.	25	24.3		
4	-Large.	11	10.7		
5	-To a very large extent.	27	26.2		
	Total	**103**	**100**		

Table 8 shows that the ability of the diving centers sample in Sharm El-Sheikh to maintain their customers, and the frequency of dealing with them, comes at an average of (2.95) in the direction of medium ability, with a CV (52.95%). On the other hand, (29.1%) of the sample indicated that their ability to retain their clients is very low, while (26.2%) of the sample indicated that their ability to retain their customers is very large, whereas, (24.3%) pointed to the average capacity of the sample of diving centers. This finding highlights the need to help these centers to look for ways in which they can increase their ability to maintain their customers and encourage them to repeat their trips. This can highly be achieved if they become distinctive by producing innovative products.

Theme One: Evaluating the awareness of the diving centers' operators of BOS

- **The extent to which the sample is aware of the Blue Ocean Strategy**

Table 9: The existence of a priori knowledge of BOS

Code	Response"B1"	Frequency	%	Mean	CV
1	-No.	74	71.8	1.38	47.75%
2	-Know the intended meaning with different terminology.	19	18.4		
3	-Yes.	10	9.7		
	Total	**103**	**100**		

Table (9) shows that the a priori knowledge of the operators of the diving centers in Sharm El-Sheikh of the Blue Ocean strategy has reached an average (1.38) in the direction of lack of knowledge and know-how of this strategy, with a CV (47.75%); where (71.8%) of the sample size have pointed. Whereas, (18.4%) of the sample indicated their understanding of the meaning of the strategy but with different terminology such as market exclusivity. This finding highlights the importance of identifying the meaning of the blue ocean strategy among the operators of the diving centers and its implementation, as well as the benefits that may accrue to them from its application.

- Reasons for the diversification of marketing strategy of the diving centers

Table 10: Reasons for diversifying the marketing strategy and adopting BOS

Code	Reasons"B2"	Frequency*	%	Rank
B21	-The current market is saturated and there is no need for new centers.	23	22.3	4
B22	-Low activity.	61	59.2	2
B23	-The need to open new markets and attract new tourists.	78	75.7	1
B24	-The recent drop in tourist numbers has lead to the closure of several diving centers.	42	40.8	3
B25	-Other	0	0.0	-

* More than one Answer is Valid.

It is clear from Table 10 that the most important reasons for diversifying the marketing strategy of the diving centers and the adoption of Blue Ocean Strategy, from the sample viewpoint, is the need to open new markets and attract new tourists; this was the view of (75.7%). The current market for diving centers in Egypt is in a state of low activity, and the need to exert various efforts and follow different ways to restore tourism and attract new tourists and retain the current tourists was the point of view of (59.2%) of the sample. While the remaining (40.8%) of the sample were viewing that the recent decrease in tourism traffic resulted in the closure of several diving centers, and hence, the need to find innovative products that will enable them to regain their position in the market.

Theme Two: The tendency of the diving centers' operators to implement BOS

- **The tendency of diving centers to create a new undisputed market space**

Table 11: The tendency of diving centers to find new undisputed market space

Code	Response"C1"	Frequency	%	Mean	CV
1	- No.	33	32.0	2.25	40.67%
2	- May be.	11	10.7		
3	-Yes.	59	57.3		
	Total	**103**	**100**		

Table 11 shows that, to some extent, the diving centers in Sharm El-Sheikh are aiming to create an undisputed new market space, thereby achieving a distinctive advantage from other diving centers in Egypt/ Sharm El-Sheikh, with an average of (2.25), with a CV (40.67%). Where (57.3%) of the sample indicated their intention to find a new market space without any competition, and thus achieving market exclusivity, while (32.0%) of the sample indicated that they did not have this approach.

- **The extent to which the study sample agrees that having a competitive advantage is very important**

Table 12: Extent of agreement with the importance of providing unique products

Code	Agreement range "C3"	Frequency	%	Mean	CV
1	-Do not agree at all.	19	18.4	3.73	42.01%
2	-Do not agree.	8	7.8		
3	-Neutral.	5	4.9		
4	-Agree.	21	20.4		
5	-Completely agree.	50	48.5		
	Total	**103**	**100**		

Table 12 shows that the study sample agree on the diving centers that possess a unique competitive advantage is very important for achieving sustainable growth and success in the market on an average (3.73), and a CV (42.01%). While (48.5%) of the sample units completely agree with this view and (20.4%) of the sample agree with this trend. This finding indicates that there is a tendency of the sample of the study to acknowledge the new trends in the field of marketing strategies and how to achieve domination in the market.

- **The extent to which the diving centers prefer to "compete within the current market space" or "create a market space that is not previously presented**

Table 13: The tendency of being independent and search for an untapped market area

Code	Competition or creation"C4"	Frequency	%	Rank
1	-Compete in existing market space.	17	16.5	3
2	-Create an uncontested market space.	33	32.0	2
3	-Work on both directions according to conditions.	53	51.5	1
	Total	**103**	**100**	

It is clear from Table 13 that (51.5%) of the sample size follow their marketing methods according to market conditions. There is no fixed strategy for them either with regard to going to work in competition, gaining market share from competitors or looking for an unexploited market space, in the market. Following this finding, (32.0%) prefer only the second approach, and (16.5%) prefer only to work under competition and gain market share of competitors. This indicates a willingness from the study sample to implement the Blue Ocean Strategy.

- **The extent to which diving centers prefer to "defeat competitors" or "making competition irrelevant"**

Table 14: Diving centers approach of making competition irrelevant

Code	Variable"C5"	Frequency	%	Rank
1	-Beat the competition.	17	16.5	2
2	-Make the competition irrelevant.	86	83.5	1
	Total	**103**	**100**	

Table 14 shows that (83.5%) of the study sample prefer to make the competition irrelevant, while only (16.5%) of the sample prefer to defeat the competitors, which indicate a tendency in the study sample to implement the Blue Ocean Strategy.

- **The extent to which the diving centers prefer to "exploit current demand" or "create a new order and capture it"**

Table 15: Diving centers approach to create new demand and capture it

Code	Variable "C6"	Frequency	%	Rank
1	-Exploit existing demand.	24	23.3	2
2	-Create and capture new demand.	79	76.7	1
	Total	**103**	**100**	

Table (15) shows that (76.7%) of the study sample prefer to create a new demand and acquire it, while only (23.3%) of the study sample prefer to exploit the current demand only, which indicates a willingness from the study sample to implement the Blue Ocean Strategy.

- **The preference of the diving centers for the "value-for-cost principle" or "breaking the value-for-cost principle**

Table 16: The tendency of the diving centers to break the ‘’value for cost’’ principle

Code	Variable"C7"	Frequency	%	Rank
1	- Make the value-cost trade-off.	33	32.0	2
2	- Break the value-cost trade-off.	70	68.0	1
	Total	**103**	**100**	

Table (16) shows that (68.0%) of the study sample prefer to break the principle of value for cost, while only (32.0%) prefer the principle of value for cost, which indicates a willingness in the study sample to implement the Blue Ocean Strategy.

- **The extent to which the diving centers are willing to adopt differentiation or reduce cost**

Table 17: Diving centers approach to differentiation and reduce cost

Code	Variable"C8"	Frequency	%	Rank
1	-Differentiation.	24	23.3	3
2	-Reduced cost.	53	51.5	1
3	-Differentiation and low cost.	26	25.5	2
	Total	**103**	**100**	

Table (17) shows that (51.5%) of the sample size prefer to reduce the cost, followed by (25.5%) of the sample size favor differentiation and reduce the cost at the same time. Whereas, only (23.3%) of the sample units wish to offer a unique product regardless of cost.

- **The tendency of the diving centers regarding the study of the needs of the target tourists and then provide the product, or create a new product and generate demand**

Table 18: The tendency for catering for the existing demand or creating a new one

Code	Variable"C9"	Frequency	%	Rank
1	-Study the needs of target tourists first.	18	17.5	3
2	-Create, introduce and generate a new product.	36	35.0	2
3	-According to market conditions.	49	47.6	1
	Total	**103**	**100**	

Table (18) shows that (47.6%) of the sample units do not follow a pre-defined policy regarding the study of the needs of the target market or being the first to invent a new product and it runs according to market conditions. While (35.0%) of the sample indicated their intention to create a new product, offer it and generate demand for it. Where (17.5%)

of the sample indicated their intention to start studying the needs of the target tourists and then provide the product that suits them.

- **The extent to which the diving centers are innovating in the level of services it offer**

Table 19: The tendency to innovate in the category and level of its services

Code	Level of innovation orientate "C10"	Frequency	%	Mean	CV
1	-Very weak.	14	13.6	3.49	38.02%
2	-Weak.	6	5.8		
3	-Average.	28	27.2		
4	-Large.	26	25.2		
5	-To a very large extent.	29	28.2		
	Total	**103**	**100**		

Table (19) shows that the extent of the diving centers in Sharm El-Sheikh to innovate in the quality and level of services they provide comes at an average of (3.49) in the medium direction, with a CV (38.02%). Where (28.2%) of the sample units indicated that they were very oriented towards innovation, and (27.2%) of the sample indicated that they were in an average direction.

- **The extent to which the diving centers are following up their rivals locally and globally**

Table 20: Diving centers follow up its national and international correspondent centers

Code	Response	In the world"C12"				In Egypt"C11"			
		F	%	Mean	CV	F	%	Mean	CV
1	-No.	22	21.4	2.23	35.07%	25	24.3	2.17	36.73%
2	-May be.	35	34.0			35	34.0		
3	-Yes.	46	44.7			43	41.7		
	Total	**103**	**100**			**103**	**100**		

Table 20 shows that the extent to which the sample of diving centers in Sharm El-Sheikh are following up the activities and services of the corresponding diving centers in Egypt and the world is coming at an average of (2.17) and (2.23) in the direction that, to a certain extent there is a follow up. Particularly concerning the activities and services of the diving centers in the world. Where (44.7%) of the sample units indicated that they continue to follow the activities and services of diving centers in the world. Whereas, (41.7%) of the sample units indicated that they continue to follow the activities and services of the diving centers in Egypt.

- **The actual reasons for the diving centers to choose the Blue Ocean Strategy**

Table 21: Reasons for adopting BOS

Code	Reasons"C14"	Frequency*	%	Rank
C141	-Supply and demand.	6	5.8	5
C142	-Globalisation.	14	13.6	4
C143	-Price Competitiveness.	40	38.8	1
C144	-Specialized markets.	27	26.2	3
C145	-Do not know.	61	59.2	2
C146	-Other.	1	1.0	

* More than one Answer is Valid

Table (21) shows that (59.2%) of the sample of diving centers surveyed in the field study do not know the actual reasons behind the selection of the Blue Ocean strategy. Where (38.8%) of the sample indicated that these reasons may be the price wars, and then the tendency towards specialized markets, from the point of view of (26.2%) of the sample. This is followed by globalization from the point of view of (13.6%) of the sample, and then the supply and demand from the point of view of (5.8%) of the sample of diving centers in Sharm El-Sheikh.

- **The objectives of diving centers to implement Blue Ocean strategy**

Table 22: Objectives of diving centers from applying BOS

Code	Aims"C15"	Frequency*	%	Rank
C151	-Innovation to beat competition.	21	20.4	4
C152	-Repeat the visit.	64	62.1	1
C153	-Creating comparative advantage(s).	63	61.2	2
C154	-Creating and capturing new demand.	19	18.4	5
C155	-Do not know.	39	37.9	3

* More than one Answer is Valid

It is clear from Table 22 that the views of the study sample regarding the objectives of diving centers in Sharm El-Sheikh from the implementation of the Blue Ocean strategy are to repeat the visit and creating a comparative advantage from (62.1%) and (61.2%) of sample units respectively. It is also clear that (37.9%) of the sample units do not know anything about the purpose of the implementation of the BOS. Moreover, (20.4%) of the sample indicated that the diving centers that apply this strategy are aiming at eliminating competition and then creating a new demand from the point of view of (18.4%) of the sample.

- **The advantages that accrue to the diving centers due to the implementation of the strategy of Blue Ocean.**

Table 23: Advantages of applying BOS

Code	Advantages "C16"	Frequency*	%	Rank
C161	-Product renewal.	39	37.9	3
C163	-Increase chances of success.	35	34.0	4
C164	-Creating new markets.	81	78.6	1
C165	-Increasing productivity and innovation.	11	10.7	9
C166	-Improving productivity.	20	19.4	6
C167	-Avoid competition.	19	18.4	7
C168	-Improve decision making.	15	14.6	8
C169	-Create new products.	74	71.8	2
C1610	-Do not know.	22	21.4	5
C1611	-Other.	0	0.0	10

* More than one Answer is Valid.

It is clear from Table 23 that the main advantages that can be accrued to the diving centers in Sharm El-Sheikh due to the application of Blue Ocean strategy are from the of the sample of the field study viewpoint as follows: creating new markets and inventing new products from (87.6%) and (71.8 %) of the sample units, respectively. This is followed by the renewal of the product and increasing the chances of success in the market, from the point of view of (37.9%) and (34.0%) of the sample units respectively. It is also clear that (21.4%) of the sample do not know about the advantages that could take place to the diving centers due to the implementation of BOS.

- **The extent to which the diving centers are applying the tools of Blue Ocean Strategy**

Table 24: The extent to which the diving centers are applying the tools of BOS

Code	Dimensions	No"1"		May be"2"		Yes"3"		Mean	CV	Rank
		F	%	F	%	F	%			
	Elimination									
C17	-Eliminate any activity does not cause profit or there is no demand.	44	42.7	16	15.5	43	41.7	1.99	46.38%	4
C18	-Eliminate useless operations for tourists.	33	32.0	40	38.8	30	29.1	1.97	39.85%	5
C19	-Exclude unnecessary diving equipment.	45	43.7	17	16.5	41	39.8	1.96	46.79%	6
C20	-Exclude unnecessary marketing and operational activities.	24	23.3	46	44.7	33	32.0	2.09	35.50%	2
C21	-Exclude some of the sales and marketing representatives.	30	29.1	29	28.2	44	42.7	2.14	39.3%	1
C22	-Eliminate inefficient human resources.	26	25.2	44	42.7	33	32.0	2.07	36.57%	3
C17.22	**Subtotal**							**2.03**	**29.29%**	**C**
	Reduction									
C23	-Reduce unnecessary work procedures.	30	29.1	37	35.9	36	35.0	2.06	38.9%	4
C24	-Reduce unnecessary services offered to tourists.	26	25.2	44	42.7	33	32.0	2.07	36.57%	3
C25	-Lessen marketing costs to the minimum.	29	28.2	43	41.7	31	30.1	2.02	37.97%	5
C26	-Reduce waste in time and effort in production process.	22	21.4	46	44.7	35	34.0	2.13	34.6%	2
C27	-Reduce harmful elements to the environment.	21	20.4	37	35.9	45	43.7	2.23	34.53%	1
C23.27	**Subtotal**							**2.10**	**22.26%**	**A**

Table 24: to be continued

Code	Dimensions	No"1"		May be"2"		Yes"3"		Mean	CV	Rank
		F	%	F	%	F	%			
	Raising									
C28	-Add materials and procedures that will improve level of services.	31	30.1	38	36.9	34	33.0	2.03	39.31%	1
C29	-Increase distribution outlets.	29	28.2	43	41.7	31	30.1	2.02	37.97%	2
C30	-Attract trained and efficient human resources.	29	28.2	44	42.7	30	29.1	2.01	37.81%	3
C28.30	Subtotal							2.01	27.52%	D
	Creation									
C31	-Services renewal and innovation.	23	22.3	38	36.9	42	40.8	2.18	35.6%	1
C32	-Innovative solutions to business problems.	28	27.2	36	35.0	39	37.9	2.11	38.06%	2
C33	-Presents everything that is new and meets tourists' renewed desires.	28	27.2	47	45.6	28	27.2	2.00	37.05%	9
C34	-Adapt quickly to new developments and changes.	36	35.0	39	37.9	28	27.2	1.92	41.04%	11
C35	-Creating new markets and attracting new tourists.	26	25.2	44	42.7	33	32.0	2.07	36.57%	4
C36	-Operations innovation.	29	28.2	39	37.9	35	34.0	2.06	38.35%	5
C37	-Create an innovative work environment.	27	26.2	39	37.9	37	35.9	2.10	37.43%	3
C38	-Transform creative ideas into useful outputs.	32	31.1	41	39.8	30	29.1	1.98	39.34%	10
C39	-Devise sophisticated tools that help convince tourists to purchase.	31	30.1	39	37.9	33	32.0	2.02	39.21%	8
C40	-Creative and innovative ways to study the behavior of tourists.	28	27.2	44	42.7	31	30.1	2.03	37.44%	7
C41	-Innovation is a successful policy in the center.	31	30.1	37	35.9	35	34.0	2.04	39.36%	6
C31.41	Subtotal							2.04	21.13%	B
C17.41	Total "Tools of BOS"							2.05	18.73%	

Table 24 shows that, to some extent, the sample of the field study from the diving centers in Sharm El-Sheikh are applying the Blue Ocean strategy (exclusion, reduction, increase, innovation) with an average of (2.05) and a CV of (18.73%). The dimension of “Reduction” comes first with an average of (2.1) followed by ‘’Innovation’’ at an average of (2.05) and the ‘’Elimination’’ by an average of (2.03) and finally the “Raising’’ by an average of (2.01), all in the direction of “to some extent”.

Regarding the Reduction dimension, the most prominent practices of the study sample are to promote social responsibility by reducing the harmful elements to the environment, with an average of (2.23); Then to reduce waste in time and effort in the production process, with an average of (2.13). This is followed by the reduction of some services provided to tourists, which are considered unnecessary or overstated with an average of (2.07).

Regarding the dimension of “Innovation”, the most prominent practices of the study sample are always seeking innovation and renewal in their services and products, with an average of (2.18), and then seeking innovative solutions to the problems of work, with an average of (2.11). This is followed by the creation of an innovative environment that encourages employees to perform their work, with an average of (2.1).

Regarding the “Elimination” dimension, the most prominent practices of the study sample are the elimination of sales and marketing representatives who are assigned to the center without actual outputs or increase in sales ratios, with an average of (2.14); then eliminating unnecessary marketing and operational activities, with an average of (2.09). This is followed by the elimination of inefficient human resources, with an average of (2.07).

Regarding the “Raising” dimension, the most prominent practices of the study sample are the addition of some materials and procedures with the ability to improve the level of services provided to tourists, with an average of (2.03); then seeking to increase distribution outlets to increase contact with tourists, with an average of (2.02). This is followed by attracting trained and efficient human resources to raise the level of performance at the center, with an average of (2.01).

Theme three: Diving centers’ approach to specialize in sharks diving as a differentiate product to implement BOS

- **The diving centers thinking of adding sharks diving product to their activities**

Table 25: Diving centers’ approach of adding sharks diving product

Code	Response"D1"	Frequency	%	Mean	CV
1	-No.	46	44.7	1.97	47.41%
2	-May be.	14	13.6		
3	-Yes.	43	41.7		
	Total	**103**	**100**		

It is clear from Table 25 that the extent of thinking of the diving centers in Sharm El-Sheikh to add sharks diving product to their activities comes at an average of (1.97) in the direction of "to a certain extent" with a CV (47.41%). Where (44.7%) of the sample indicated that they did not think about adding this product, while (41.7%) of the sample indicated their desire to add diving with sharks' product to be included within the activities of the center.

- **The extent of believing that diving with sharks is a threat to the safety of tourists**

Table 26: Diving with sharks and the threat to tourist safety

Code	Response"D3"	Frequency	%	Mean	CV
1	-No.	25	24.3	2.24	36.69%
2	-May be.	28	27.2		
3	-Yes.	50	48.5		
	Total	**103**	**100**		

It is clear from Table 26 that the sample of the field study from the diving centers in Sharm El-Sheikh shows that, to a certain extent, diving with sharks is a threat to the safety of tourists, with an average of (2.24) and a CV of (36.69%). Where (48.5%) of the sample assured that it represents a threat, and (27.2%) of the sample indicated that it represents a threat to some extent. Only (24.3%) of the sample has denied this finding.

- **Availability of diving with sharks at the diving centers in Sharm El-Sheikh**

Table 27: Availability of diving with sharks at diving centers

Code	Response"D4"	Frequency	%	Mean	CV
1	-No.	19	18.4	2.31	33.20%
2	-May be.	33	32.0		
3	-Yes.	51	49.5		
	Total	**103**	**100**		

Table 27 shows that, to a certain extent, diving with sharks is available at Sharm El-Sheikh diving centers, with an average of (2.31) and a CV of (33.20%). Where (49.5%) of the sample declared that the possibilities are available. While (32.0%) of the sample has pointed out that the possibilities are available to a certain extent. Only (18.4%) of the sample has pointed that the possibilities of diving with sharks are not available.

- **The extent of the diving centers' agreement that Sharm El-Sheikh is a tourist site qualified to add sharks diving product.**

Table 28: Sharm El-Sheikh is a qualified tourist site to add sharks diving product

Code	Response"D5"	Frequency	%	Mean	CV
1	-No.	3	2.9	2.77	17.65%
2	-May be.	18	17.5		
3	-Yes.	82	79.6		
	Total	**103**	**100**		

Table 28 shows that Sharm El-Sheikh is a tourist site qualified to add a "diving with sharks" product, with an average of (2.77) and a CV of (17.65%), where (79.6%) of the sample noted. Whereas, (17.5%) of the diving centers sample indicated that they are suitable to a certain extent.

- **The viewpoint of the diving centers that "sharks diving" is considered a differentiate product where no other center can compete with it**

Table 29: The difficulty of the competitors to imitate sharks diving product

Code	Response"D6"	Frequency	%	Mean	CV
1	-No.	5	4.9	2.80	18.29%
2	-May be.	11	10.7		
3	-Yes.	87	84.5		
	Total	**103**	**100**		

It is clear from Table 29, that the selected sample of the diving centers in Sharm El-Sheikh has agreed that the pattern of diving with sharks is a unique model where no other center can compete with, with an average of (2.80) and a CV of (18.29%); where (84.5%) of the sample has agreed upon this finding.

- **Other types of diving that have the uniqueness of the shark diving product**

Table 30: The existence of other diving trends that possess the unique characteristic

Code	Response"D7"	Frequency	%	Mean	CV
1	-No.	35	34.0	2.21	41.86%
2	-May be.	11	10.7		
3	-Yes.	57	55.3		
	Total	**103**	**100**		

Table 30 shows that, to some extent, there are other types of diving, which have a unique characteristic such as the "sharks diving" that can be added to the activities of the center, with an average of (2.21) and a CV (41.86%). Where (55.3%) of the sample, agreed with the existence of other patterns and noted that the most prominent pattern is the diving to watch dolphins. While (34.0%) of the sample denied the existence of other types of diving that could possess a unique characteristic.

Results of Field Study

1- There is strong competition between diving centers in Sharm El-Sheikh.
2- There are no differences between the different products and activities provided by diving centers in Sharm El-Sheikh.
3- The ability of the diving centres in Sharm El-Sheikh to keep their customers, and repeat dealing with them, come in the middle direction.
4- Lack of prior knowledge of the operators of the diving centers in Sharm El-Sheikh of the Blue Ocean Strategy.
5- The most important reasons for diversifying the marketing strategy of the diving centers and adopting the blue ocean strategy is the need to open up new markets and attract new tourists. This is due to the fact that the current market for diving centers in Egypt is declining, due to the recent drop in tourism traffic.
6- To some extent, the diving centers in Sharm El-Sheikh are aiming to create an exclusive new market space, thus achieving a distinct advantage from other diving centers.

7- There should be an agreement that the possession of the diving centers to a unique competitive advantage where no other centre can compete with; is very important for the survival and sustainable growth. This indicates that there is a willingness of the study sample to identify the new trends in the field of marketing strategies and how to achieve distinction in the market.
8- There is an inclination of the diving centers in Sharm El-Sheikh to implement the Blue Ocean Strategy.
9- The diving centers in Sharm El-Sheikh do not follow a specific pre-planned policy regarding studying the needs of the target market first, or taking the lead in inventing a new product, instead it occurs according to the circumstances.
10-To some extent, diving centers in Sharm El-Sheikh are following the activities of the corresponding diving centers in Egypt and the world.
11-Some diving centres in Sharm El-Sheikh do not know the actual reasons behind the selection of the blue ocean strategy to be applied in its field.
12- The operators' of the diving centers in Sharm El-Sheikh views regarding the objective of implementing the blue ocean strategy is to repeat the visit and then to create an advantage for differentiation, then eliminating the competition and then creating a new demand.
13- To some extent, the diving centers in Sharm El-Sheikh are applying the tools of the blue ocean strategy.
14- To some extent there is a trend in the diving centers in Sharm El-Sheikh to add the "diving with shark" product to its activities. However, to some extent it represents a threat to the safety of tourists.
15- To some extent the "diving with sharks" product is available at the diving centers in Sharm El-Sheikh. There is also an agreement that Sharm El-Sheikh is a tourist site qualified to add this product.
16- To some extent there are other types of diving, which have the characteristic of uniqueness that can be added to the activities of the diving centers in Sharm El-Sheikh, chief among them is the diving to watch dolphins.

Results

1- Blue oceans are unexploited and unchallenged markets, which provide little or no competition. A red ocean, on the other hand, refers to a saturated market where there is fierce competition.
2- The basis of the Blue Ocean Strategy is "Value innovation."

3- Features of blue ocean strategy include create an unchallenged market space, Make the competition inappropriate, create and capture new demand, break the value-cost trade-off, Pursuing differentiation and low cost.
4- Blue Ocean Strategy tool presents a four-action framework "Elimination, Reduction, Raising, and Creation.”
5- India as a tourism destination provides a good example in creating product differentiation through applying Blue Ocean Strategy in the Health care sector.
6- "Southwest airlines" is considered a successful Blue Ocean follower.
7- Every BOS are expected to be imitated. Therefore, the process of creating BOS is a continuous phenomenon.
8- The Red Sea is one of the most beautiful places to dive in the world. The bulk of the diving activity has taken place in Egypt. There are many diving sites in Egypt.
9- Sharm has hard and soft coral, turtles and dolphins, mantas and moray eels, napoleons and tuna, hammerheads, barracudas, reef and pelagic sharks.
10- Diving with sharks has become an important and valuable adventure tourism activity in many regions of the world.

Recommendations

- **Recommendations directed to "Chamber of Diving and Water Sports" and "Central Administration of Diving and New Tourist Activities at the Ministry of Tourism:**

1- Cooperation with South Sinai Governorate to organize training courses and workshops for managers of diving centers in Sharm El-Sheikh to train and educate them on the following:

- Emphasizing the importance of "Creation" and its role in the production of new brand and create markets free of competition, which creates a new demand and increases the market share of the center.
- Encouraging employees to provide creative ideas.
- Emphasizing the role of "Raising tool" in developing products and supporting new marketing methods.
- Committing to the principle of “Reduction”, which helps the center to reduce errors and costs.

- Highlighting the principle of “Elimination”, by excluding systems and procedures that lead to increase the growth of the center and to generate appropriate profits, which helps in development.

2- Diving Centers in Sharm El-Sheikh should adopt innovative ideas to deal with the state of low tourist traffic experienced by the city in recent times. The Blue Ocean strategy is one of the innovative ideas that proved unbeaten in many organizations worldwide.
3- Diving centers in Sharm El-Sheikh should reassess their activities and design a new model that defines the aspects of competition inside and outside Egypt, whether tourist preferences, quality, price, standards, and differentiate products.
4- The need for the diving centers’ operators in Sharm El-Sheikh to think about the products that the market may need and satisfy the tastes of potential tourists, and not only focus on existing customers.
5- The culture of the diving centers in Egypt should be a culture of continuous innovation in products in order to grow their markets and escape the competition.
6- Establishing a world club for divers and training divers around Egypt to dive with sharks.

7- Devising an electronic magazine or newsletter to be published monthly and distributed to researchers, universities and scientific centers and those who are interested in diving and new tourism activities in order to promote awareness of the diving tourism product.
8- Establishing of general syndicate for divers and supplying it with the recent facilities.
9- Devising a database with the names of the international divers, and professional trainers and providing continuous support to the diving centers that are recently established in order to facilitate exchange of expertise.
10- Establishing a research center for marine science specialized in the study of rare phenomena and deal with crises or developments that may occur at sea.

- **Recommendations directed to the Ministry of Environment:**

11- Cooperation between the Ministry of Environment, The Ministry of Tourism and Chamber of Diving and Water Sports; to inform diving centers in Egypt in general and those that exist in Sharm El-Sheikh in particular with the sites where sharks are located and can be safely seen. Hence, it could become an example of the new products or trends that diving centers can add to their traditional diving activities.

12- The Ministry of Environment can provide the Ministry of Tourism with guidelines and instructions for tourists to help them with this new aspect of adventure tourism where the risk factor of being injured should be considered if safety precautions were not issued beforehand on tourists.

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فرص تطبيق إستراتيجية المحيط الأزرق في مراكز الغوص المصرية

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الملخص:
يشير المحيط "Ocean" إلى السوق أو الصناعة. أما المحيطات الزرقاء فتشير إلى الأسواق غير المستغلة أو غير المتداولة، والتي تتيح منافسة ضئيلة أو معدومة. على الجانب الآخر، فإن المحيط الأحمر يشير إلى السوق المشبع؛ حيث المنافسة الشرسة العنيفة. فالمفهوم الأساسي يتمثل في الابتكار في (المنتج- الخدمة- او التسليم)، والذي يجب أن يزيد أو يوجد قيمة للسوق، وفي الوقت نفسه الحد من الملامح أو الخدمات التي تقل قيمتها في السوق الحالي أو المستقبلي (Rezazadeh, et al., 2014; Boyer and Verma, 2009).

من الملاحظ، حاجة مراكز الغوص في مدينة شرم الشيخ لتنويع إستراتيجيتها التسويقية لجذب المزيد من السائحين، وإعادة شرم الشيخ لمكانتها كموقع سياحي متميز في سياحة الغوص بعد الأزمة التي تعرضت لها المدينة في الآونة الأخيرة. لذا تتمثل مشكلة البحث في دراسة مدى وإمكانية تطبيق مراكز الغوص في مدينة شرم الشيخ لإستراتيجية المحيط الأزرق من خلال إضافة منتج الغوص مع أسماك القرش، وانعكاسات ذلك على استعادة المدينة لمكانتها السياحية.

يهدف البحث إلى الآتي: ١- التعريف بإستراتيجية المحيط الأزرق والفرق بينها وبين المحيط الأحمر. ٢- التعريف بنمط الغوص مع أسماك القرش. ٣- تقييم مدى تطبيق مراكز الغوص في مدينة شرم الشيخ لإستراتيجية المحيط الأزرق.

تم تطبيق موضوع البحث على مراكز الغوص في مدينة شرم الشيخ، وارتكز البحث على المنهج الوصفي نمط الدراسات المسحية، حيث تم تصميم إستمارة استقصاء وتوزيعها عن عينة عشوائية من المجتمع المستهدف، خلال شهري يوليو وأغسطس من عام ٢٠١٨. هذا وقد توصل البحث للعديد من النتائج والتوصيات.
الكلمات الدالة: إستراتيجية المحيط الأزرق- سياحة الغوص مع أسماك القرش - مراكز الغوص في مصر.