



الأكاديمية العربية الدولية
Arab International Academy

الأكاديمية العربية الدولية

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40	(Ansoff Matrix)	4-2
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6		1-1
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38	(- - -)	2-2
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118		3-5
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130		5-5
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" : "

(Conventional approach)

(Structuralist view of strategy)

(Business

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model)

(Non Conventional

(2005)

(Kim & Mauborgne)

approach)

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(2005) (Kim & Mauborgne)

Abstract

Blue Ocean Strategy and Its Role in Entrepreneuring Products and Markets in Food Manufacturing Industry in Jordan

" AL Nabil Company for Food Products: A Case Study "

Prepared by:

Nancy Daoud Ali Al-Mashni

Supervised by:

Prof. Abdel Bari Ibrahim Durra

Since the late twentieth century, the world has witnessed accelerated changes in business environment such as fierce competition, technological advances, and globalization.

In 2005, Kim and Mauborgne presented a non conventional strategic approach which they called it "Blue Ocean Strategy". This approach encourages companies to move from fierce competition in red ocean markets, to create value in uncontested market space which is called "Blue Ocean".

The purpose of this thesis is to identify the driving forces behind arising imperative for value innovation, and to explore to what extent AL Nabil Company for Food Products applies the principles of Blue Ocean Strategy, and its role in entrepreneurship products and markets.

The researcher applies an interactive qualitative research approach through the case study design in order to acquire a rich and in-depth understanding of the research topic. Semi-structured interviews were conducted with six managers at AL Nabil company, who posses information and knowledge about the topic of the study.

The study concludes with the following:

- Accelerated technological advances, intense competition, change in life style and customers demands, and globalization are the main forces that lead AL Nabil Company to move from saturated red ocean markets, to create uncontested market space in blue ocean of innovation.
- AL Nabil Company for Food Products applies the four principles of Blue Ocean Strategy (Reconstruct market boundaries, Focus on the big picture not numbers, Reach beyond existing demand, and get the strategic sequence right) that lead to value innovation and create value for the company and its customers simultaneously.
- Blue Ocean Strategy is the successful chance that leads to entrepreneurship products and markets which enables the company to attract new customers, and achieve growth in sales, market share, and profits.

Finally, the study offers some recommendations. Mainly, it recommends that individuals, employers, and governments should move toward innovation and entrepreneurship in order to succeed in the intense competition and accelerated business environment.

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(Strategic Management)

.(Wheelen & Hunger, 2008)

(Wheelen & Hunger, 2006)

(2006)

(Conventional
approach)

(Structuralist view of strategy)

(Industrial Organization)

.(Kim & Mauborgne, 2009)

(Michael Porter)

(Business model)

.(Jones, 2007)

(Cost- value trade off)

(Kim & Mauborgne, 2005)

(Non conventional approach)

(INSEAD)

(Value innovation)

(Kim & Mauborgne, 2005)

(Blue Ocean)

(Red Ocean)

(Military strategy)

(Strategic Move)

"(Blue Ocean Strategy-BOS)

(INSEAD)

(Kim & Mauborgne)

150

%86 108 .(BOS)

%14

%62

%61 %38 . %39

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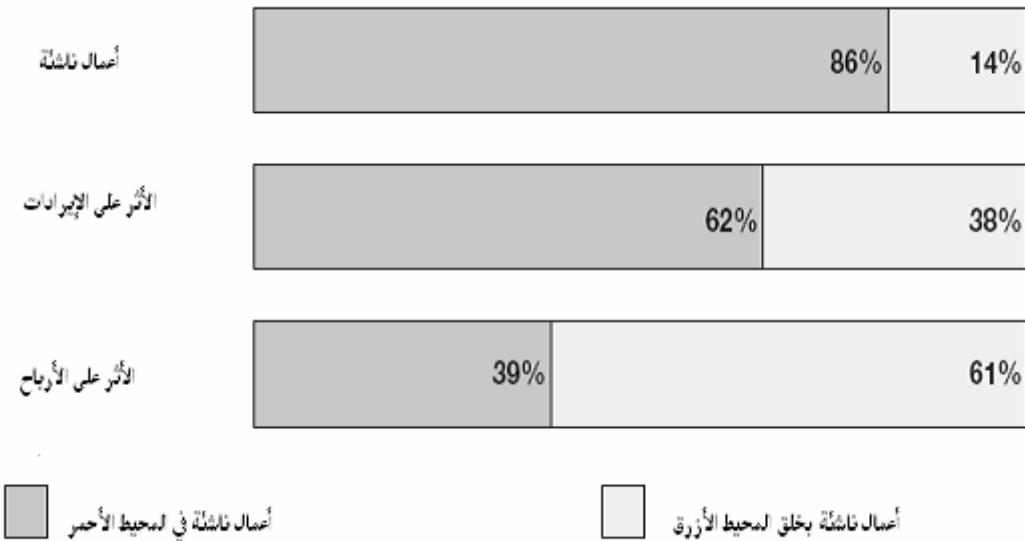
(Cirque du Soleil)

(Ford) (Samsung) (Southwest airlines)

(Cemex) (Apple computer)

.(Kim & Mauborgne, 2005)

(1-1)



Source: W.Chan Kim. & Renee Mauborgne (2005). *Blue ocean strategy. How to create uncontested market space and make the competition irrelevant.* Boston: Harvard Business School Press. p.7

(1945)

(1987)

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(2005) (Kim & Mauborgne)

.(Blue Ocean Strategy)



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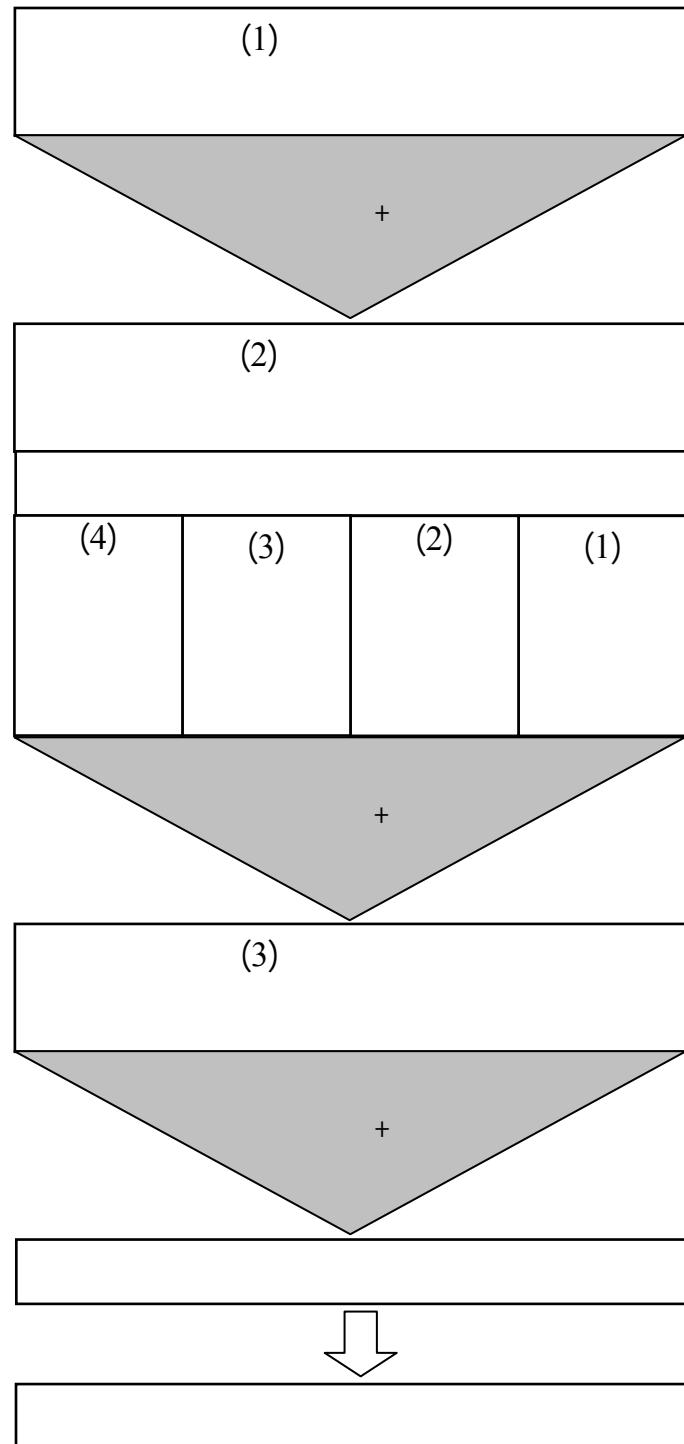
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7-1**(2-1)**

8-1

:(Blue ocean)



(Kim &

.Mauborgne, 2005)

:(Red ocean)



(Kim &

.Mauborgne, 2005)

:(Customer value)



:(Company value)



.(Grundy, 2005)

:(**Strategic move**)

.(Kim & Mauborgne, 2005)

: (Teriziovski, 2007) :(**Innovation**)

.1

: .2

(2003)

:(**Value innovation**)

.(www.qfinance.com/dictionary/value-innovation,2011)

.(Made & Mosseby,2005)

(Dillon, lee &

.Matheson, 2005)

.(Kim & Mauborgne, 2005)

(Kim & Mauborgne, 2005)

.(Kim &

Mauborgne, 2005)

(Entrepreneurship)

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.(2011)

.(Ireland, Hitt & Sirmon , 2003)

(Strategic entrepreneurship)

.(Ireland , Hitt & Sirmon, 2003)

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(Blue Ocean Strategy-BOS)	1-3-2
	2-3-2
	3-3-2
(Ansoff matrix)	4-2
(Entrepreneurship)	5-2
	6-2
	7-2
	8-2
	1-8-2
	2-8-2
	9-2

1-2

(2006)

(Conventional approach)

Non Conventional)

(approach

(Conventional Approach) 2-2

(Structuralist view of Strategy)

- - (Industrial Organization)

(Structure – Conduct – Performance Paradigm)

.(Kim & Mauborgne, 2005)

.(2006)

(Business Strategy)

:(2006)

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:(Wheelen & Hunger, 2008)

(Generic competitive strategies)

(Differentiation strategy) ●

(Low Cost strategy) ●

(Michael Porter)

.(Kim & Mauborgne, 2005)

(Porter, 1985)

.(Wheelen & Hunger, 2008)

(2008)

3-2**(Non Conventional Approach)**

.(Jones, 2007)

(Kim & Mauborgne)

(2005)

" (INSEAD)

(Reconstructionist view of Strategy)

(Kim & Mauborgne)

.(Value innovation)

(Kim & Mauborgne,2005)

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Joseph) **(Endogenous Growth)** -1

.(1942-1928) (A. Schumpeter

Creative) (entrepreneur

.(Prasad, 2002)

:(New growth theory) -2

.(Prasad, 2002)

(Kim & Mauborgne)

(Kim & Mauborgne, 2005)

(Blue Ocean)

(Blue Ocean Strategy - BOS)

1-3-2

(Blue Ocean Strategy-BOS)

(2005) (Kim & Mauborgne)

(30) (300)

(Kim & Mauborgne, 2005)

(Blue Ocean) (Red Ocean)

Strategic)

(Move

Value)

(innovation

(1-2)

(1-2)

) (Cost-Value) (Trade-off

Source: W.Chan Kim. & Renee Mauborgne (2005). *Blue ocean strategy. How to create uncontested market space and make the competition irrelevant.* Boston: Harvard Business School Press. p.18

(2003)

2-3 -2

: (Strategy Canvas)

(Value Curve)

. (Kim & Mauborgne, 2005) (Four Actions Framework)

(Strategy Canvas)

(BOS)

: (Kim & Mauborgne, 2005)

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(Value Curve)

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(Four Actions Framework)

: (Kim & Mauborgne, 2005)

: (Elimination) - 1

: (Reduction) - 2

: (Raising) - 3

: (Creation) - 4

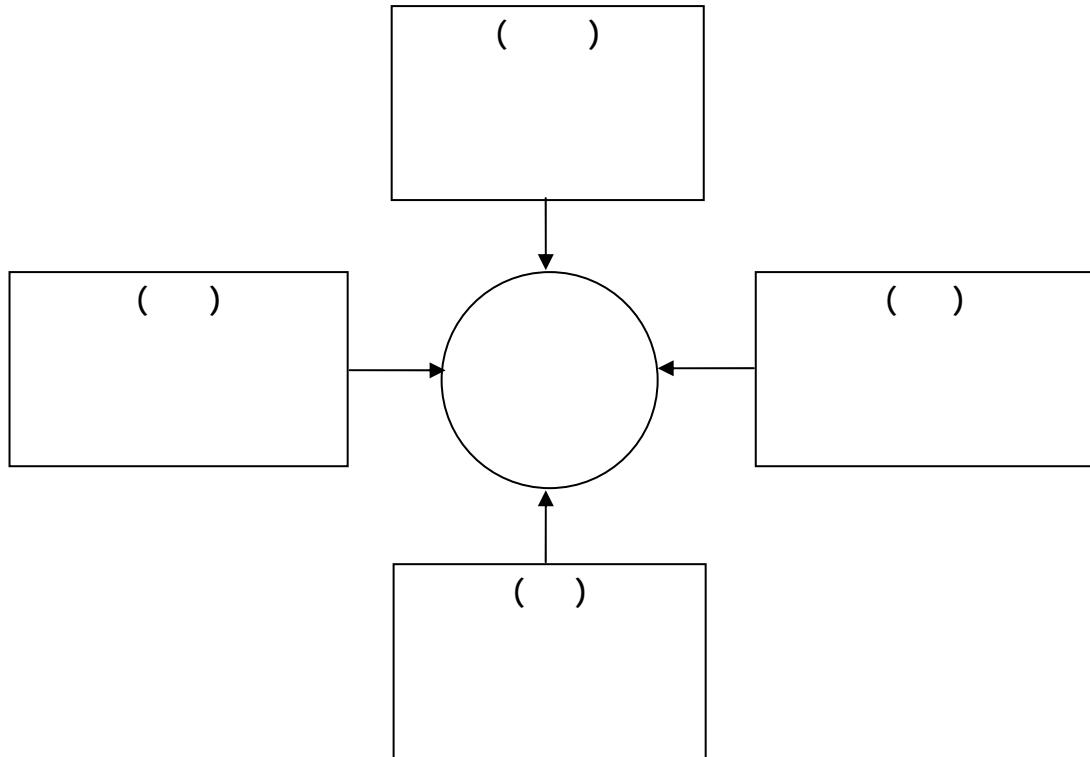
)

(ERRC Grid) (

Kim &)

. (1-2) (Mauborgne, 2005

(1-2)



Source: W.Chan Kim. & Renee Mauborgne (2005). *Blue ocean strategy. How to create uncontested market space and make the competition irrelevant.* Boston: Harvard Business School Press. p.29

:(Kim & Mauborgne, 2005)

:(Focus) - 1

:(Divergence) - 2

: (Compelling Tagline) -3

3 -3 -2

(Reconstruct market boundaries) :

(Kim & Mauborgne, 2005)

(Look across alternative industries) :

(Kim &

Mauborgne, 2005)

(Southwest airlines)

.(Kim & Mauborgne, 2005)

:

(Look across strategic groups within industries)

.(Kim & Mauborgne, 2005)

(Toyata's

(Toyota)

Lexus)

(Mercedes, BMW and Jaguar)

.(Cadillac and Lincoln)

(Toyota)

.(Kim & Mauborgne, 2005)

(Look across the chain of buyers)

:

(Novo Nordisk)

(1985)

(Novo Nordisk)

(NovoPen)

(Novo Nordisk)

(Kim & Mauborgne, 2005)

:

(Look across complementary product and service offerings)

Kim & Mauborgne,)

.(2005

:

(Look across functional or emotional appeal to buyers)

(Starbucks)

.(Kim & Mauborgne, 2005)

(Look across time)

:

(1980)

(CNN)

(CNN)

(24)

Kim &) (ABC, CBS, and NBC)

.(Mauborgne, 2005

(Focus on the big picture, not numbers)

.(Kim & Mauborgne, 2005)

(Reach beyond existing demand)

. (Kim & Mauborgne, 2005)

(Get the strategic sequence right)

Kim &)

: (Mauborgne, 2005

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. (Kim & Mauborgne, 2005)

:

(Cirque du Soleil)

Kim &)

.(BOS) (Mauborgne

(Cirque du Soleil)

Cirque du) (1945)

(Soleil

.(Kim & Mauborgne, 2005)

()

(Cirque du Soliel)

:(Kim & Mauborgne, 2005) (Cirque du Soleil)

"(We reinvent the circus)

"

(Cirque du Soleil)

(Cirque du Soleil)

.(Blue Ocean)

(- - - -) (2-2)

(Cirque Du Soleil)

.(Kim & Mauborgne, 2005)

(Cirque du Soleil)

(Cirque du Soleil)

(Cirque Du Soleil)

(2-2)

(- - - -)

Source: W.Chan Kim. & Renee Mauborgne (2005). *Blue ocean strategy. How to create uncontested market space and make the competition irrelevant.* Boston: Harvard Business School Press. p.36

"(We reinvent the Circus)

Cirque)

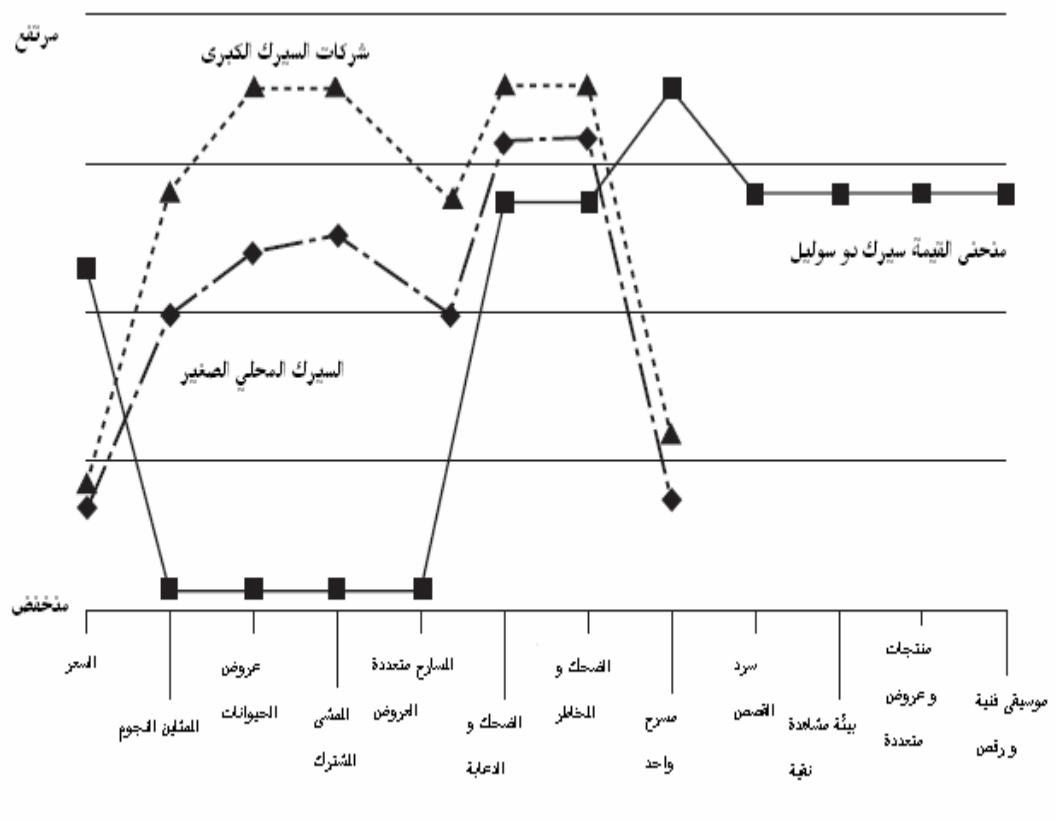
(Strategy Canvas)

(3-2)

(du Soleil

(3-2)

(Strategy Canvas)



Source: W.Chan Kim. & Renee Mauborgne (2005). *Blue ocean strategy. How to create uncontested market space and make the competition irrelevant.* Boston: Harvard Business School Press. p.40

(Ansoff matrix)**4-2**

(Igor Ansoff)

(Ansoff matrix)

(1957)

:(Prasad, 2002)

(Ansoff matrix)

:(Prasad, 2002)

:(Market penetration) .1

:(Product development) .2

:(Market development) .3

:(Diversification) .4

(2010)

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(Ansoff matrix) (4-2)

(4-2)

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(Entrepreneurship) 5-2

(Entrepreneurship)

.(Ireland , Hitt & Sirmon , 2003)

.(2011)

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(First mover)

.(2003)

(2010)

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:(Attractive) .1

:(Achievable) .2

:(Durable) .3

:(Value creating) .4

:(2011)

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(2011-2009)

.(<http://alrroya.com/node/22612>)

(2008)

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(%4)

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(%15)

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(1987) (1945)

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.(<http://www.nabilfoodproducts.com/>)

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.(<http://www.nabilfoodproducts.com/>)

(ISO9001:2008) (JQM)
Hazard Analysis and (ISO22000:2005)
(HACCP) Critical Control Points
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European Food Safety Inspection Services (.(<http://www.nabilfoodproducts.com/>) (EFSIS)
(%25) (2007-2006)
(%20)
.(%65)
(1990)
.(http://www.menafn.com/arabic/qn_news_story_S.asp)

8-2

(Blue Ocean Strategy)

(INSEAD)

(INSEAD)

(2007)

(2010)

.(<http://campuses.insead.edu/abu-dhabi/>)

1-8-2

: (Butler, 2008) -

"Planning with Blue Ocean Strategy in the United Arab Emirates"

(SME)

(MNE)

(300)

(Kim & Mauborgne, 2009)

"How Strategy Shapes Structure"

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: (Made & Mosseby, 2005) -

**"Innovating Customer Value— A Study in Creating Uncontested
Market Space"**

(Reconfiguration)

(Co-production)

(Lean Consumption)

: (Althini & Sylven, 2007) -

"Is It Possible to Make Competition Irrelevant in a Hypercompetitive Converging Environment? – A Study of Mobile Content Providers' Competitive Strategies"

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: (Chan, Niesner & Vuang, 2009) -

**"Towards the Future in Urban Public Transportation – Exploring
Business Models for Innovation and New Business Entry"**

(MNCs)

: (Mohamed, 2009) -

**"Analysis of the Use of the Blue Ocean Strategy: Case Study Analysis
on 14 Different Agencies"**

(14)

: (Anderson & Nardini, 2010) -

"Sail Innovation – Sailing into a Blue Ocean"

(2009)

: (Chang, 2010) -

"Bandit Cell Phones: A Blue Ocean Strategy"

(Bandit)

(Media Tek)

: (Cirjevskis, Homenko & Lacinova, 2010) -

**"New Approaches in Measuring and Assessing Viability of Blue Ocean
Strategy in B2B Sector"**

.(B2B)

(B2B)

.(B2B)

:(Zhao & Jinwei, 2010)

**"Application of Blue Ocean Strategy to Chinese 3G Mobile Telecom
Industry"**

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:(Structured Interview)

:(Semi-Structured Interview)

:(Non-Structured Interview)

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(2007)

(Subcategories)

(Main-categories)

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(Emergent)

(2005)

(Case Study Design)

(Chan, Niesner & Vuang, 2009)

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(Chan, Niesner & Vuang, 2009)

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(Change Zone)

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02-07-2011 : 12.30-1.30 :	24	-		
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02-07-2011 : 11.00-11.45 :	9			
02-07-2011 : 12.00-12.30 :	6			
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(Triangulation)

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(Anderson & Nardini, 2010)

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: **2-2-4**

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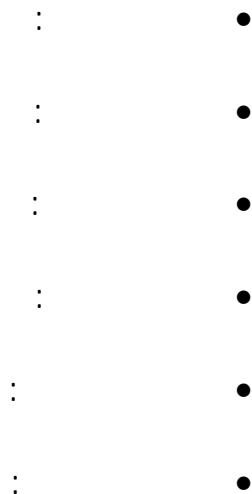
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: (Kim & Mauborgne, 2005)



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(Porter)

(Rivalry Among Existing Competitors) .1

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(1000) (600) ()

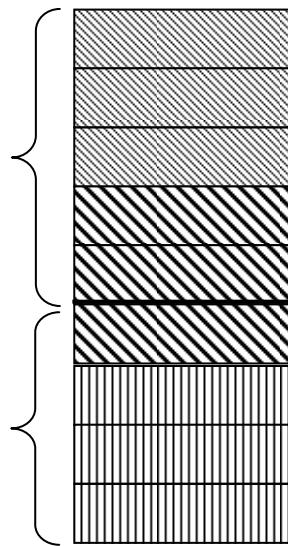
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(Threat of New Entrants)

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(Threat of Substitutes) .3

(Bargaining Power of Customers) .4

.(Not willing to pay)

(Bargaining Power of Suppliers) .5

(Reconstruct Market Boundaries) : **2-2-4**

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(2008)

(90) (45)

(300)

(Papa John's)

(McDonalds)

(Arby's)

(SUBWAY)

(Applebee's)

(Fuddruckers)

(Charley's)

(Private Label)

(...)

(Updating)

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(ISO22000:2005)

(ISO9001:2008)

Hazard Analysis and Critical Control Points

(HACCP)

Food)

(Dry Analysis)

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(Radio Frequency)

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(FEFO: First Expiry First Out)

.(%99.98)

3-2-4

(Focus On The Big Picture, Not Numbers)

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(%15)	.9

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(2010)

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(Mini Market Tests)

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(Focus Groups)

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(Ipsos)

Reach Beyond Existing)

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4-2-4

(Demand

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(No Customization)

(B2C)

(B2B)

(Cash Van)

(Cold Cuts) ()

(HACCP) Hazard Analysis and Critical Control Points

(Get the Strategic Sequence Right)

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(Economies of Scale)

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(%80-75)

(Mass Distribution) .3

(Cash Van)

(6000)

(9)

(80)

(Radio Frequency)

(23)

6-2-4

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.(2011

(%75)

(%95-80)

)"

.(2011 26

(Cash Van)

(Papa John's)

(McDonalds)

(Arby's)

(SUBWAY)

(Applebee's)

(Fuddruckers)

(Charley's)

:

(JIT: Just In Time)

:

(%20)

100

(Nielsen study)

(2011)

(%35) (%62.8)

(2011 26) "

(25) (2010) (8)

(2011)

(900) (3) (350)

(23)

1-5

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: **1-2-5**

: **2-2-5**

: **3-2-5**

: **4-2-5**

: **5-2-5**

: **6-2-5**

3-5

4-5

.(2007)

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(Subcategies)

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(Main categories)

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(Porter)	.8	
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(First Mover)	()	.6
		.7
(First Mover)	()	.1
(Ansoff Matrix)		(6)
		.2
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(Althini & Sylven, 2007)

(Porter)

(Kim & Mauborgne, 2005)

(Zhao & Jinwei, 2010)

(Kim & Mauborgne, 2005)

(%8-7)

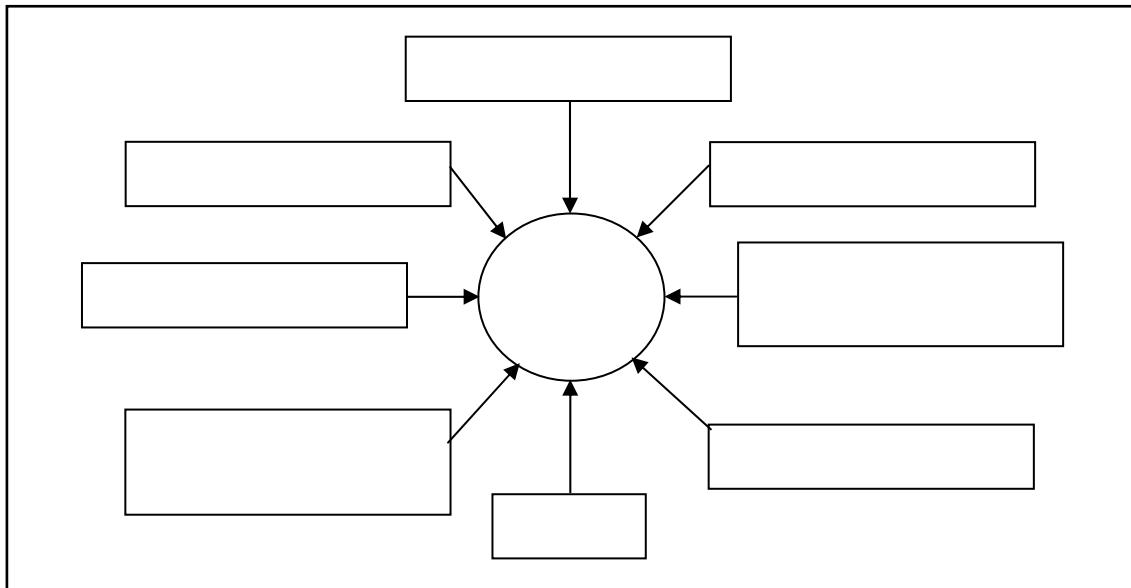
Kim & Mauborgne,)

(Strategic Move)

(2005

(1-5)

(1-5)



(Reconstruct Market Boundaries)

2-2-5

(Kim & Mauborgne, 2005)

(Kim & Mauborgne, 2005)

(Private Label)

(Kim & Mauborgne, 2005)

(Kim & Mauborgne, 2005)

(Zhao & Jinwei, 2010)

(Kim & Mauborgne, 2005)

(Althini & Sylven, 2007)

3-2-5

(Focus on the Big Picture, Not Numbers)

(Kim & Mauborgne, 2005)

(Anderson & Nardini, 2010)

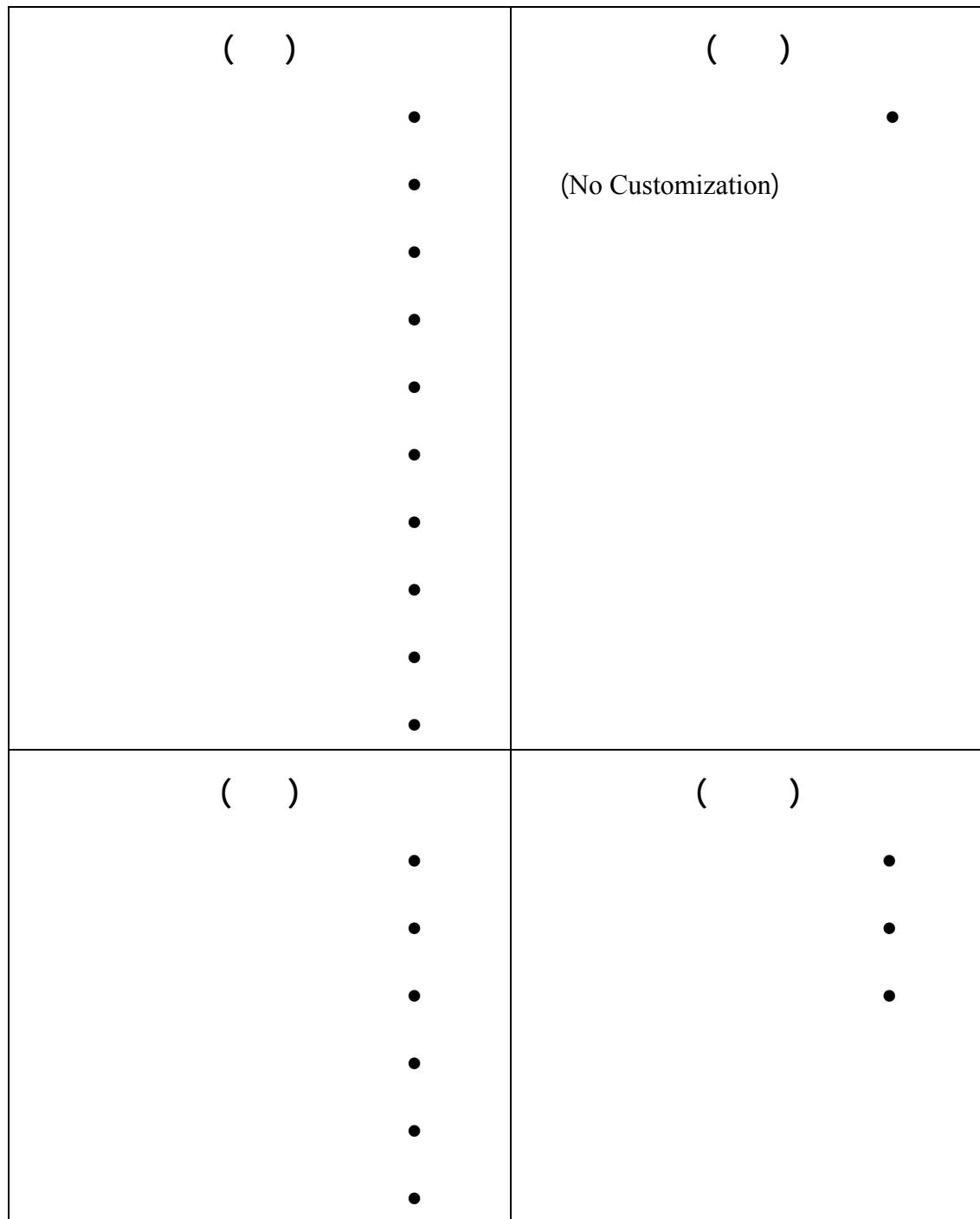
(Kim & Mauborgne, 2005)

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(2-5) (ERRC Grid)

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(Buttler, 2008)

(Mohamed, 2009)

(Chang, 2010)

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(3-5)

(Kim & Mauborgne, 2005)

(Focus) .1

(Divergence) .2

.(Compelling Tagline) .3

(3-5)



Reach Beyond Existing) : **4-2-5**

(Demand

(Wheelen & Hunger, 2006)

(Stakeholders)

(Archie Carroll)

:(Wheelen & Hunger, 2006)

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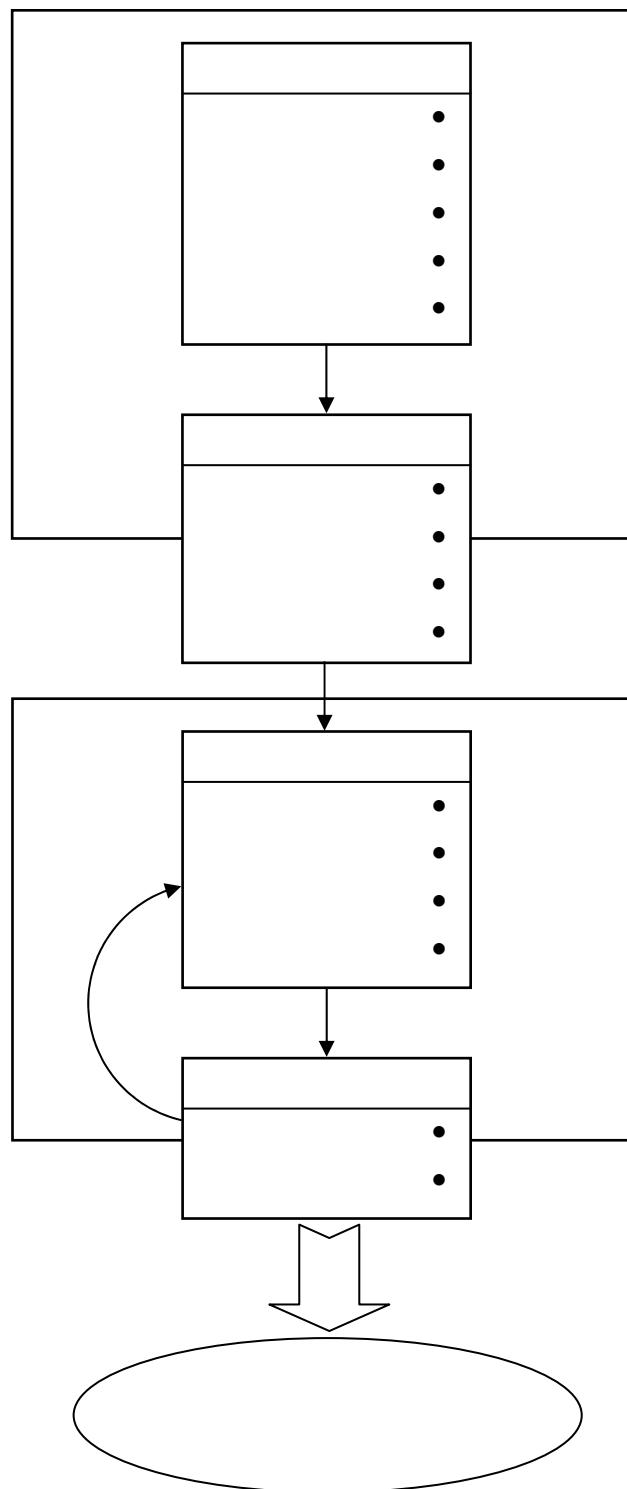
(Kim & Mauborgne, 2005)

5-2-5

(Get the Strategic Sequence Right)

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(Kim & Mauborgne, 2005)

(Chang, 2010)

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(Kim & Mauborgne, 2005)

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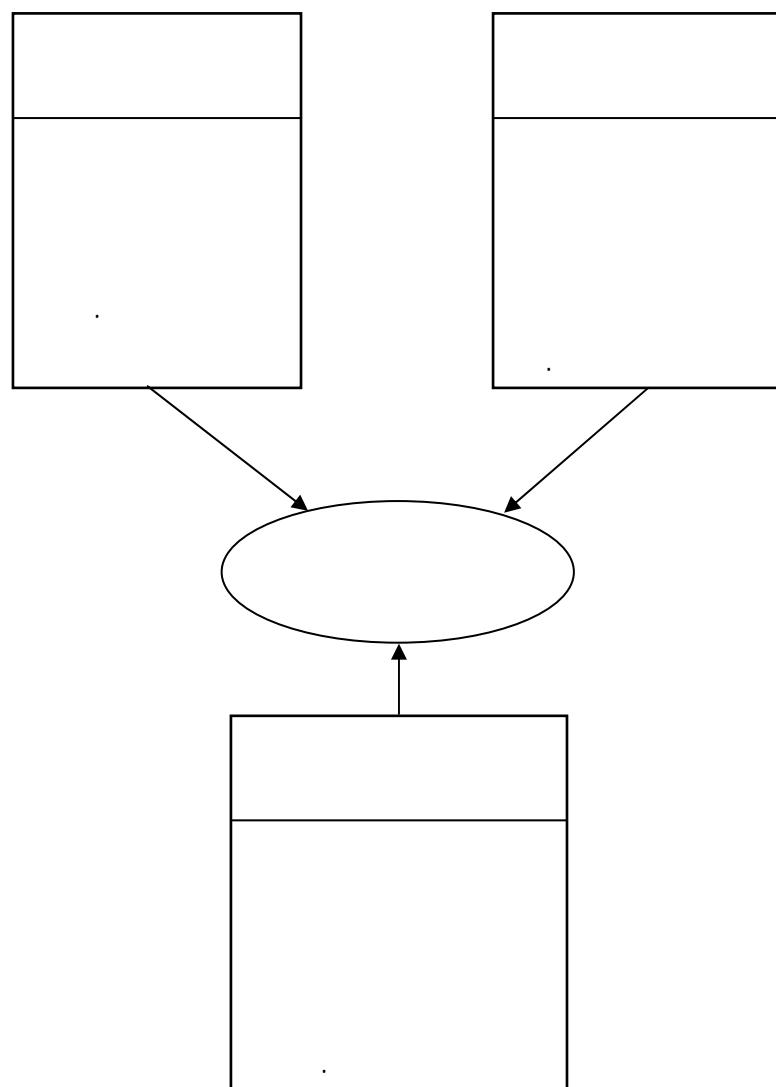
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.2	Focus on the Big Picture, Not)
.3	(Numbers
.4	(Reach Beyond Existing Demand)
.4	(Get The Strategic Sequence Right)

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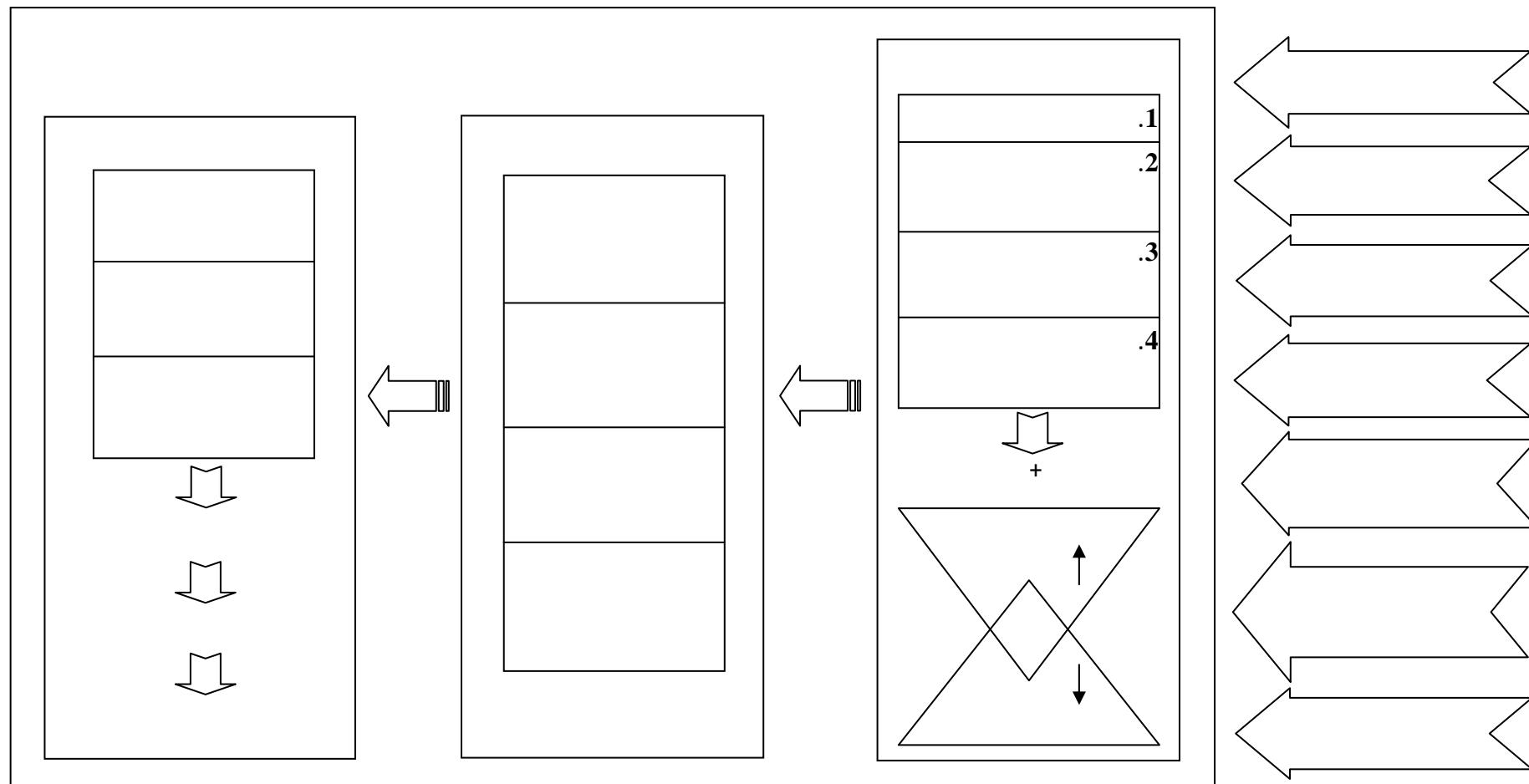
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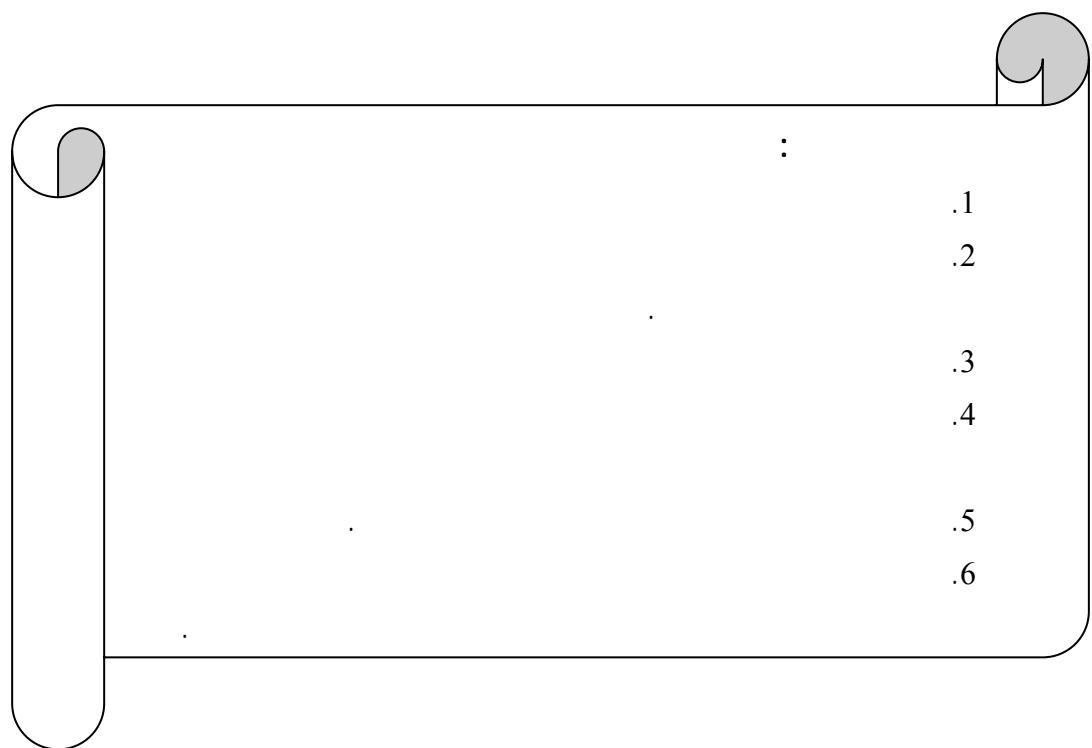
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(Blue Ocean Strategy-BOS)

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(Southwest airlines)

(General Motor)

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(Body Shop)

(Starbuck's)

(Dettol)



Ford's 1908 Model T



1970 The First Mouse



CNN 1980
Real-Time News 24/7



2002 Apple's ipod

(Reconstruct market boundaries)

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(Focus on the big picture, not numbers)

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Nabil Factory for Food Products Issue date: 11/6/2002 Rev. date: 7/3/2003		استبيان قياس رضا المستهلك QP2/F9A Issue / Rev.: 1 / 2
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يرجى التفضل بتعبئة الاستبيان التالي حتى نتمكن من خدمتكم بشكل افضل، شاكرين تعاونكم.

التاريخ: / /

المنطقة:

الفئة العمرية للمستهلكين.
 أقل من 18 18-25 25-36 36 فما فوق

المنتجات التي تستهلك من قبلك (يمكن اختيار اكثر من اجابة)
 منتجات البيف منتجات الدجاج منتجات اللحوم الباردة منتجات المعجنات

منتجات الوجبات الجاهزة منتجات الحلويات

المعلومات على العبوة، هل تفي بالغرض

نعم لا أحيانا

شكل(ظاهر) المنتج بعد الطبخ
 ممتاز جيد مقبول

طعم (نكهة) المنتج
 ممتاز جيد مقبول

هل تتوفر منتجاتنا في الأسواق بالشكل المطلوب
 نعم لا أحيانا

في حالة عدم توفر منتجاتنا في مكان معين هل تبحث عن مكان آخر لشراء منتجات نبيل
 نعم لا أحيانا

هل تقوم باستهلاك منتجات نبيل بشكل:
 غير ذلك يومي اسبوعي شهري

هل تستخدم منتج نبيل (يمكن اختيار اكثر من اجابة)
 للحلفات كوجبة رئيسية كوجبة خفيفة(Snack) للضيوف

هل تفضل أن تشتري منتجات نبيل من
 المخازن الكبرى سوبر ماركت خدمة توصيل المنازل

كيف يتم التعرف على منتجات نبيل
 جرائد لوحات إعلانية عرض المنتجات بالسوق أصدقاء/أقارب

اقتراحات / ملاحظات حول منتجات نبيل إن وجدت (أو سبب عدم استهلاك المنتجات).

Nabil Factory for Food Products Issue / Rev.: 1 / 0		استبيان قياس رضا التاجر QP2/F9B Issue date: 11/6/2002 1 Of 1
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نشكر لكم تعاملكم معنا ونرجو منكم تعبئة الاستبيان التالي حتى نتمكن من خدمتكم بشكل افضل.

التاريخ: / /

اسم المحل/المنطقة:
اسم مسؤول المحل:

رقم الهاتف:
اسم المندوب:

عدد زيارات المندوب كافية ومنظمة

أحياناً لا نعم

إعداد الطلبات يتم

بشكل تلقائي من قبل المندوب بالاتفاق مع المندوب بشكل مباشر من طرفكم

طريقة طلب شرائكم تتم

بواسطة الهاتف مع المندوب مباشرة مع المندوب

هل وقت إيصال الطلبات لكم مناسب

أحياناً لا نعم

هل يتم مناولة وتسلیم البضاعة لمحلكم بالطريقة السليمة

أحياناً لا نعم

يتم التعريف عن منتجات نبيل الجديدة من قبل المندوب بشكل دوري

أحياناً لا نعم

هل يوجد نقص في الطلبات المرسلة إليكم

أحياناً لا نعم

في حال عدم توفر منتجات نبيل هل يقوم الزبائن بشراء منتجات بديلة

أحياناً لا نعم

هل للحملات الترويجية والإعلانية التي تقوم بها الشركة دور في التأثير على زيادة مبيعاتكم

أحياناً لا نعم

رأيك بخدمات الشركة / أو أي اقتراحات
