

# الأكاديمية العربية الدولية



الأكاديمية العربية الدولية  
Arab International Academy

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## الأكاديمية العربية الدولية المقررات الجامعية

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(Conventional approach)

(Structuralist view of strategy)

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(Business

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(Non Conventional

(2005)

(Kim & Mauborgne)

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(2005) (Kim & Mauborgne)

## **Abstract**

# **Blue Ocean Strategy and Its Role in Entrepreneurial 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 entrepreneurial 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 possess 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 entrepreneuring 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)

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(Military strategy)

(Strategic Move)

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"(Blue Ocean Strategy-BOS)

. (INSEAD)

(Kim &amp; Mauborgne)

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(Ford)

(Samsung)

(Southwest airlines)

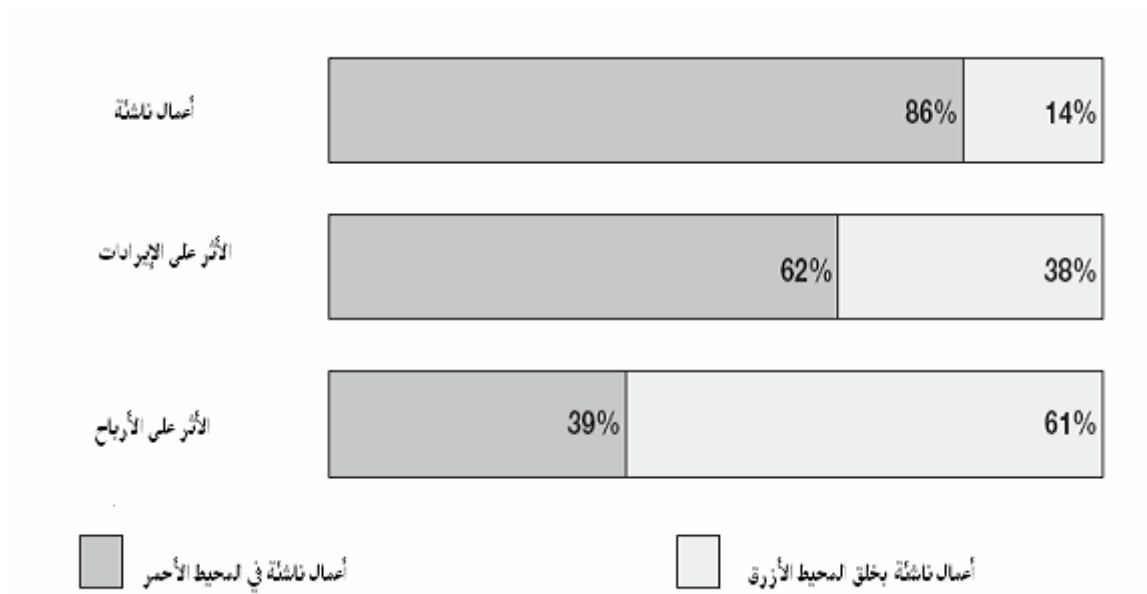
(Cemex)

(Apple computer)

.(Kim &amp; 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

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(1987)

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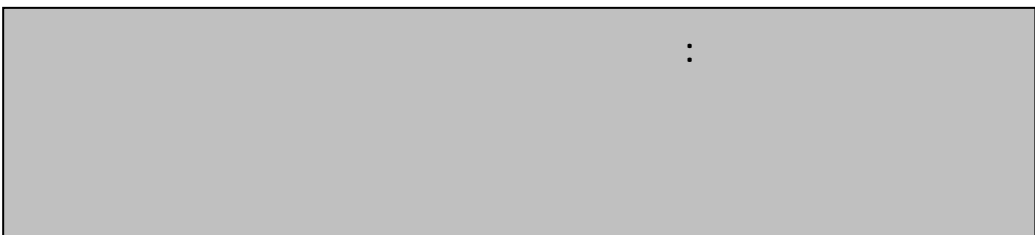
(2005) (Kim & Mauborgne)

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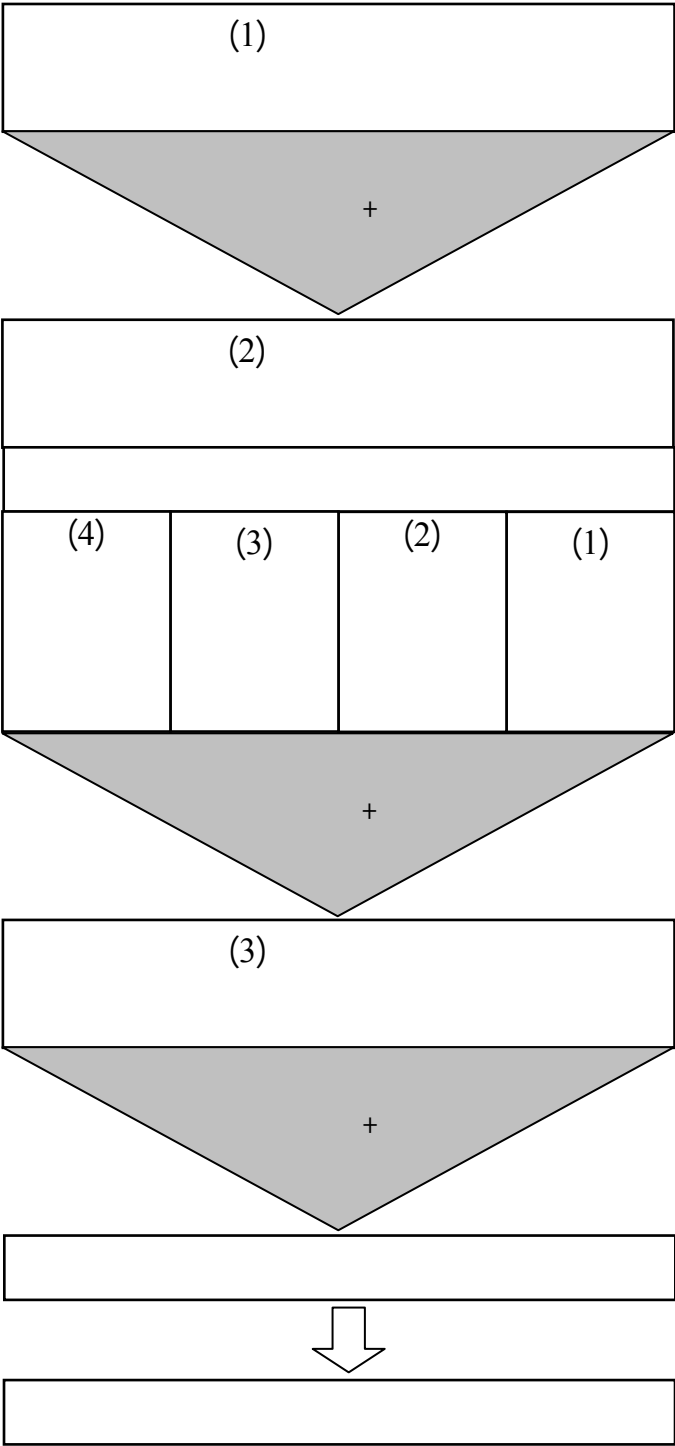
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**8-1**

:(Blue ocean)

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(Kim &

.Mauborgne, 2005)

:(Red ocean)

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(Kim &

.Mauborgne, 2005)

:(Customer value)

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:(Company value)

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.(Grundy, 2005)

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:(Strategic move)

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.(Kim & Mauborgne, 2005)

:(Teriziovski, 2007)

:(Innovation)

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(2003 )

:(Value innovation)

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

.(Made & Mosseby,2005)

(Dillon, lee &

.Matheson, 2005)

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.(Kim & Mauborgne, 2005)

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(Kim & Mauborgne, 2005)

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Mauborgne, 2005)

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(Strategic entrepreneurship)

.(Ireland , Hitt & Sirmon, 2003)

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<b>(Blue Ocean Strategy-BOS)</b>	<b>1-3-2</b>
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<b>(Ansoff matrix)</b>	<b>4-2</b>
<b>(Entrepreneurship)</b>	<b>5-2</b>
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(Conventional approach)

Non Conventional )

(approach

**(Conventional Approach)****2-2**

(Structuralist view of Strategy)

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(Structure – Conduct – Performance Paradigm)

.(Kim &amp; Mauborgne, 2005)

.(2006 )

(Business Strategy)

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:(Wheelen & Hunger, 2008)

(Generic competitive strategies)

(Differentiation strategy)

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(Low Cost strategy)

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(Michael Porter)

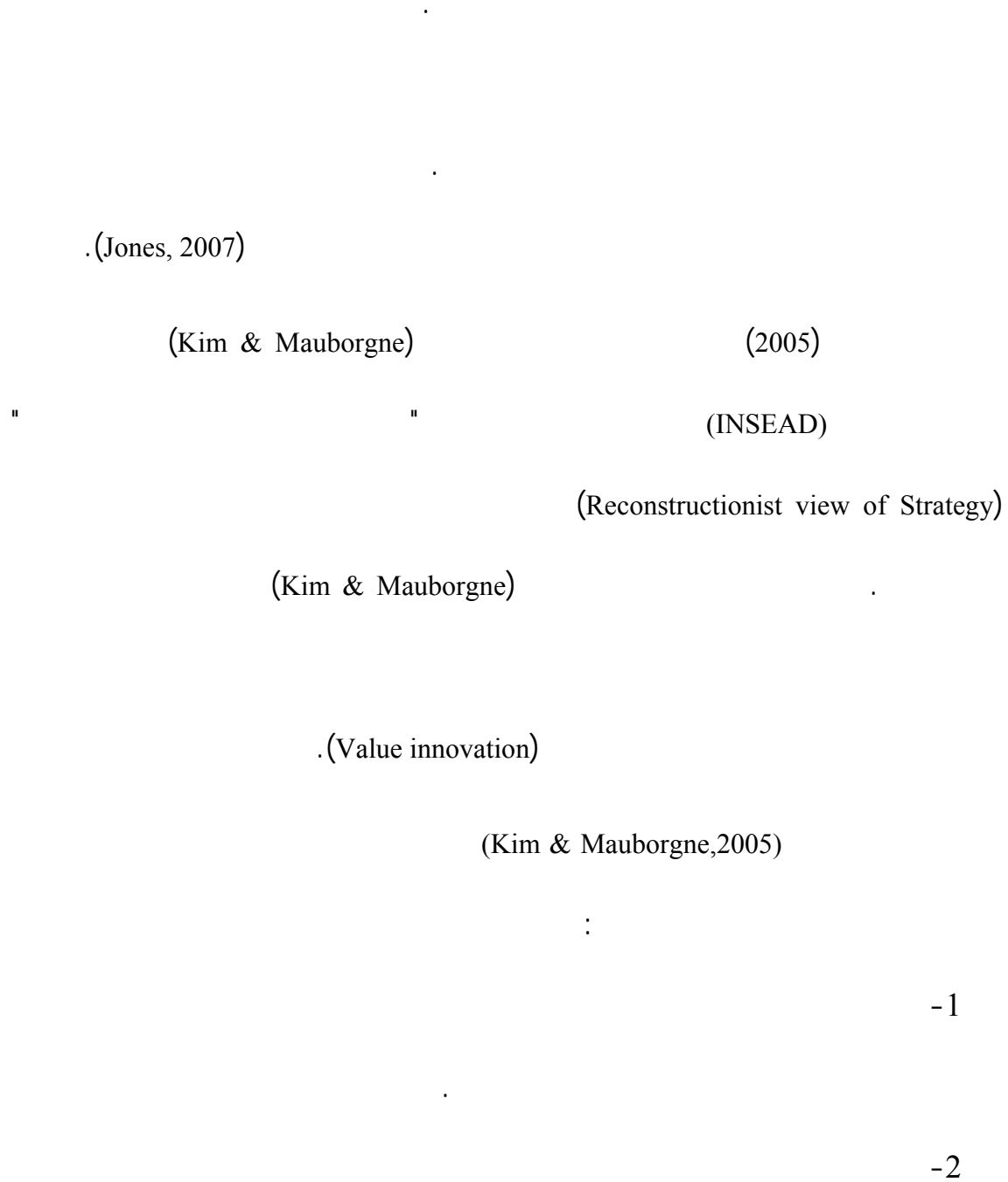
.(Kim & Mauborgne, 2005)

(Porter, 1985)

.(Wheelen & Hunger, 2008)

(2008)



**(Non Conventional Approach)**

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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 &amp; Mauborgne)

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(Kim &amp; Mauborgne, 2005)

(Blue Ocean)

(Red Ocean)

Strategic )

(Move

Value )

(innovation

(1-2)

(1-2)

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**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 &amp; Mauborgne, 2005) (Four Actions Framework)

**(Strategy Canvas)**

(BOS)

:(Kim &amp; Mauborgne, 2005)

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(Value Curve)

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**(Four Actions Framework)**

:(Kim &amp; Mauborgne, 2005)

:(Elimination) -1

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:(Reduction) -2

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:(Raising) -3

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:(Creation) -4

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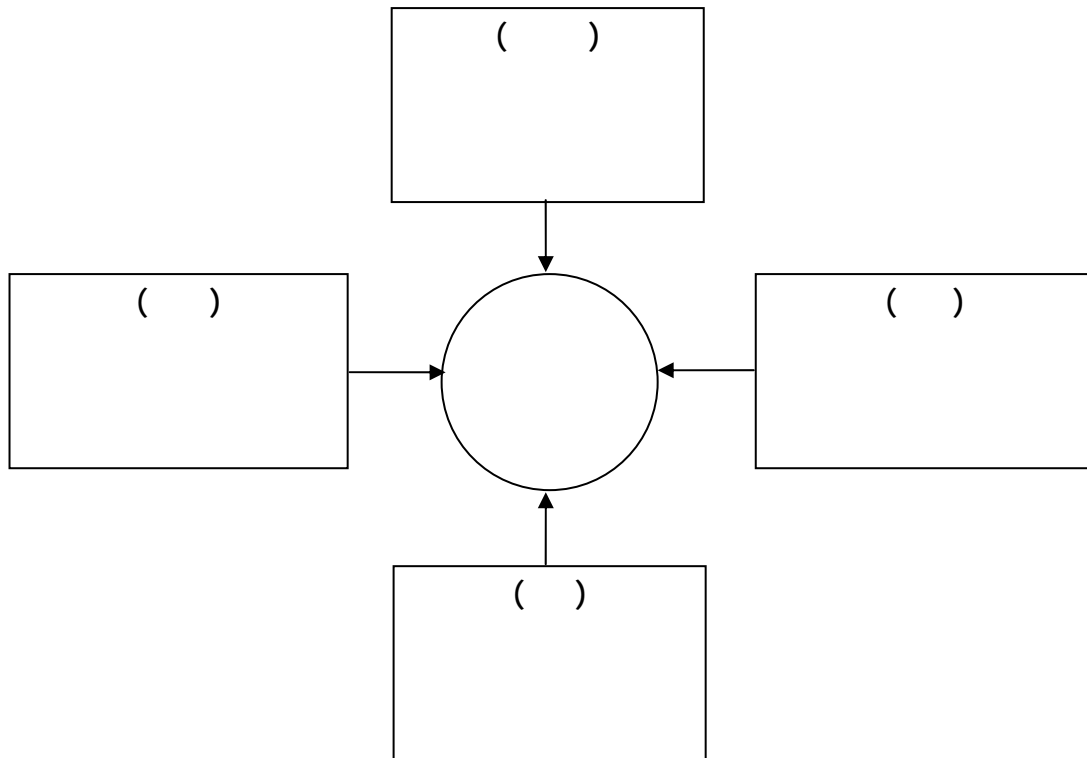
(ERRC Grid) (

Kim & )

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(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)

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**3 -3 -2**

**(Reconstruct market boundaries)**

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(Kim & Mauborgne, 2005)

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**(Look across alternative industries)**

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(Kim &

. Mauborgne,2005)

(Southwest airlines)

.(Kim & Mauborgne, 2005)

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**(Look across strategic groups within industries)**

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.(Kim & Mauborgne, 2005)

(Toyata's

(Toyota)

Lexus)

(Mercedes, BMW and Jaguar)

.(Cadillac and Lincoln)

(Toyota)

.(Kim & Mauborgne, 2005)

**(Look across the chain of buyers)** :

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(Novo Nordisk)

(1985)

(Novo Nordisk) .

(NovoPen)

(Novo Nordisk) .

.(Kim & Mauborgne, 2005)

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**(Look across complementary product and service offerings)**

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Kim & Mauborgne, )

.(2005

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**(Look across functional or emotional appeal to buyers)**

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(Starbucks)

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.(Kim & Mauborgne, 2005)

**(Look across time)**

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(1980)

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Kim & ) (ABC, CBS, and NBC)

.(Mauborgne, 2005

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**(Focus on the big picture, not numbers)**

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.(Kim & Mauborgne, 2005)

**(Reach beyond existing demand)**

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**(Get the strategic sequence right)**

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Kim & )

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**(Cirque du Soleil)**

Kim &amp; )

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(Cirque du Soleil)

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(1945)

(Soleil

.(Kim &amp; Mauborgne, 2005)

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(Cirque du Soliel)

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:(Kim &amp; Mauborgne, 2005)

(Cirque du Soleil)

"(We reinvent the circus)

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(Cirque du Soleil)

(Cirque du Soleil)

.(Blue Ocean)

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(Cirque Du Soleil)

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.(Kim & Mauborgne, 2005)

(Cirque du Soleil)

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.(Cirque du Soleil )



(Cirque Du Soleil)

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(2-2)

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**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

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."(We reinvent the Circus)

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Cirque )

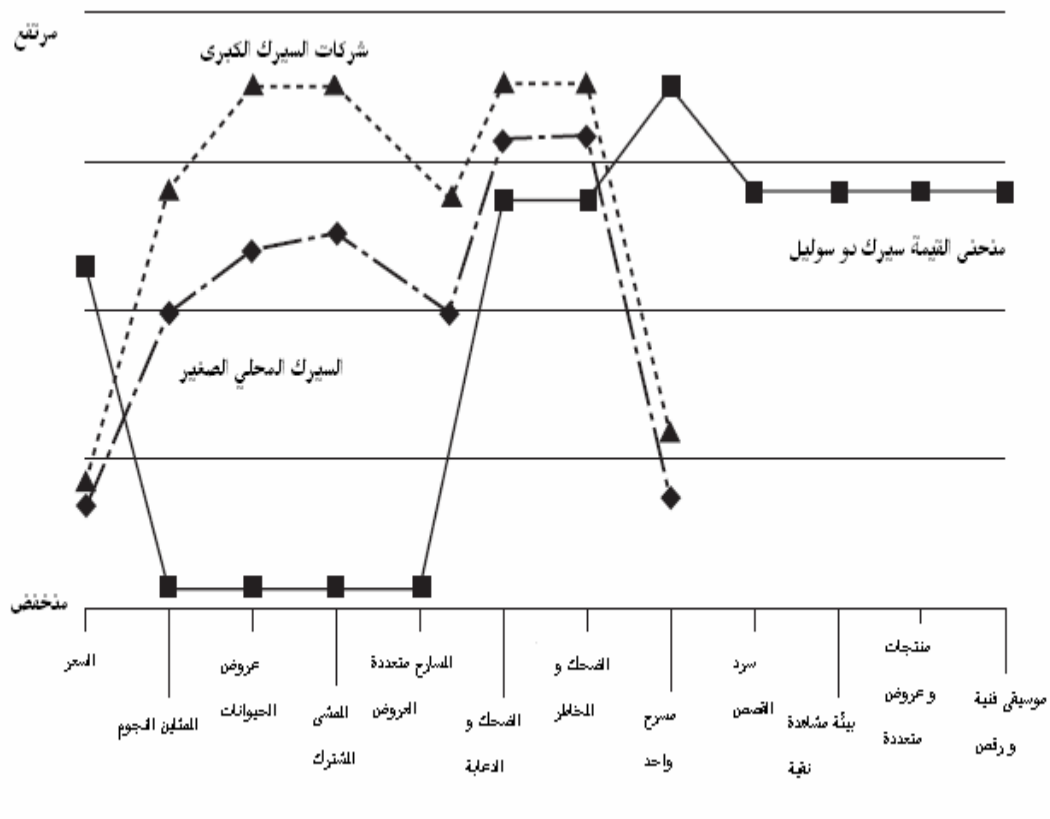
(Strategy Canvas)

(3-2)

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(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)
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	(Ansoff matrix)	
		:(Prasad, 2002)
	:(Market penetration)	.1
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	:(Product development)	.2
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	:(Market development)	.3
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## ( Entrepreneurship ) 5-2

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.(Ireland , Hitt & Sirmon , 2003)

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- .1 .:(Attractive)
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- .4 .:(Value creating)

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(2011-2009)

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

(2008)

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**7-2**

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(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)

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**8-2**

(Blue Ocean Strategy)

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(INSEAD)

(INSEAD)

(2007)

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

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: (Butler, 2008) –

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

(SME)

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: (Kim & Mauborgne, 2009) -

## **"How Strategy Shapes Structure"**

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: (Made &amp; 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)

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: (Zhao & Jinwei, 2010) -

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



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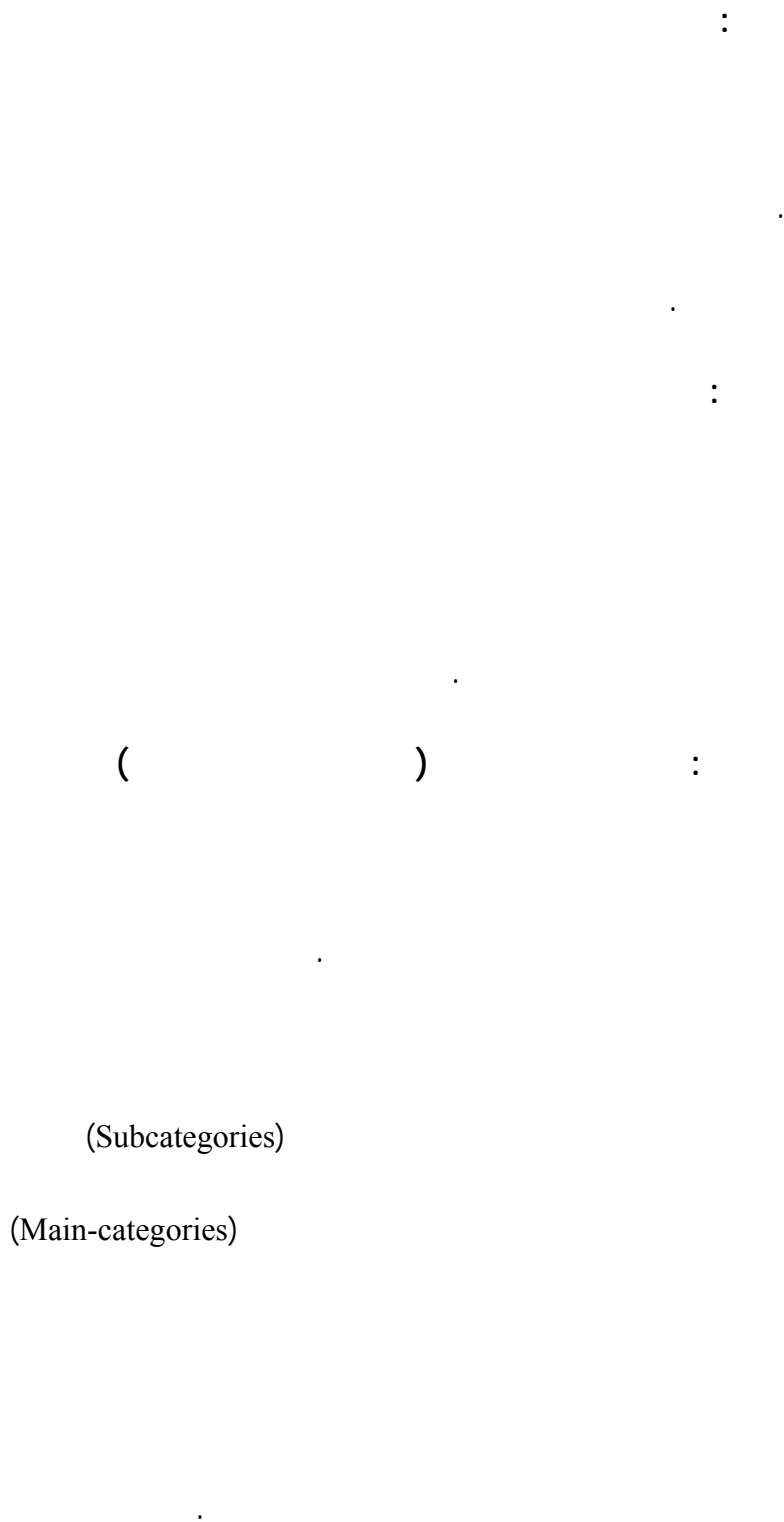
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(Emergent)

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(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 : 12.00-12.30 :	6			
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(Anderson & Nardini, 2010)

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**(Rivalry Among Existing Competitors)** **.1**

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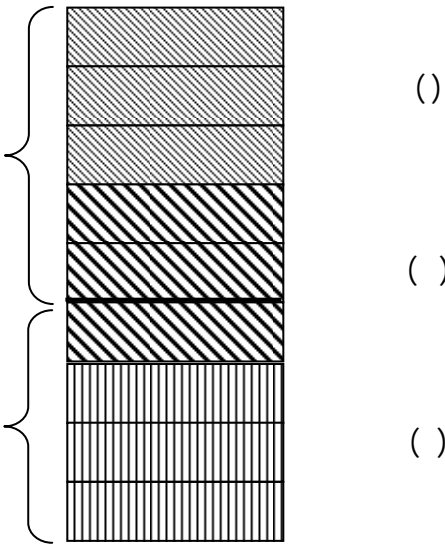
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(Threat of New Entrants) .2

**(Threat of Substitutes)** .3

**(Bargaining Power of Customers)** .4

.(Not willing to pay)

**( Bargaining Power of Suppliers)** .5

**(Reconstruct Market Boundaries)**

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**2-2-4**

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(2008)

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(Papa John's)

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(Arby's)

(SUBWAY)

(Applebee's)

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## Hazard Analysis and Critical Control Points

(HACCP)

Food )

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(Radio Frequency)

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(FEFO: First Expiry First Out)

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(Focus On The Big Picture, Not Numbers)

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(Mini Market Tests)

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(Focus Groups)

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Reach Beyond Existing ) : 4-2-4  
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(No Customization)

(B2C)

(B2B)

(Cash Van)

(Cold Cuts) ( )

(HACCP) Hazard Analysis and Critical Control Points

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**(Get the Strategic Sequence Right)**

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(Mass Distribution)

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(Cash Van)

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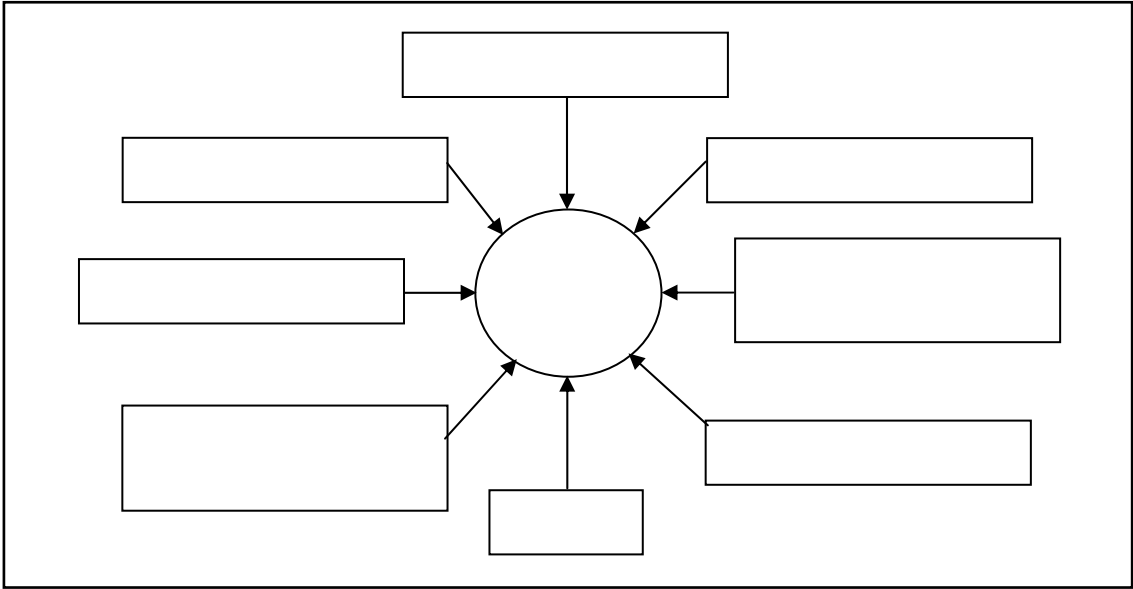
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(Reconstruct Market Boundaries)

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(Kim & Mauborgne, 2005)

(Kim & Mauborgne, 2005)

(Private Label)

(Kim & Mauborgne, 2005)

(Kim & Mauborgne, 2005)

(Zhao & Jinwei, 2010)

(Kim & Mauborgne, 2005)

(Althini & Sylven, 2007)

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**(Focus on the Big Picture, Not Numbers)**

(Kim & Mauborgne, 2005)

(Anderson & Nardini, 2010)

(Kim & Mauborgne, 2005)

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(Buttler, 2008)

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(Mohamed, 2009)

(Chang, 2010)

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(Kim & Mauborgne, 2005)

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Reach Beyond Existing )

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(Demand

(Wheelen & Hunger, 2006)

(Stakeholders)

(Archie Carroll)

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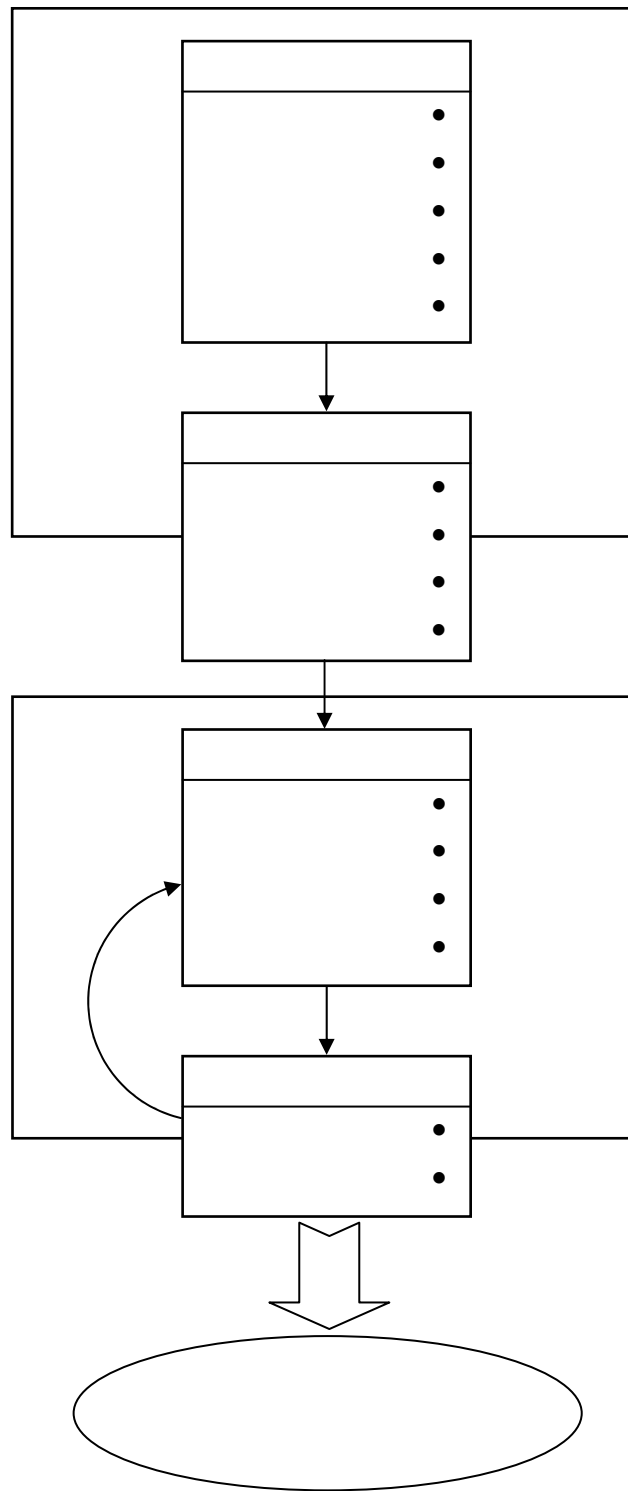
(Kim & Mauborgne, 2005)

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**(Get the Strategic Sequence Right)**

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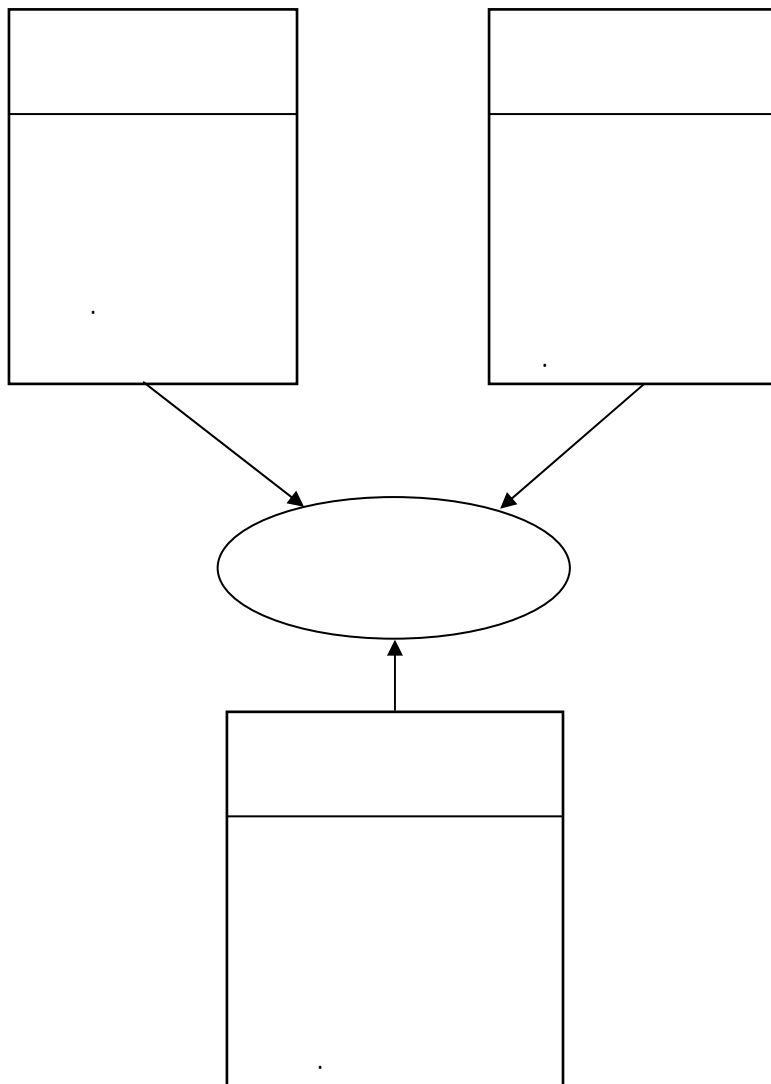
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.1 (Reconstruct Market Boundaries)

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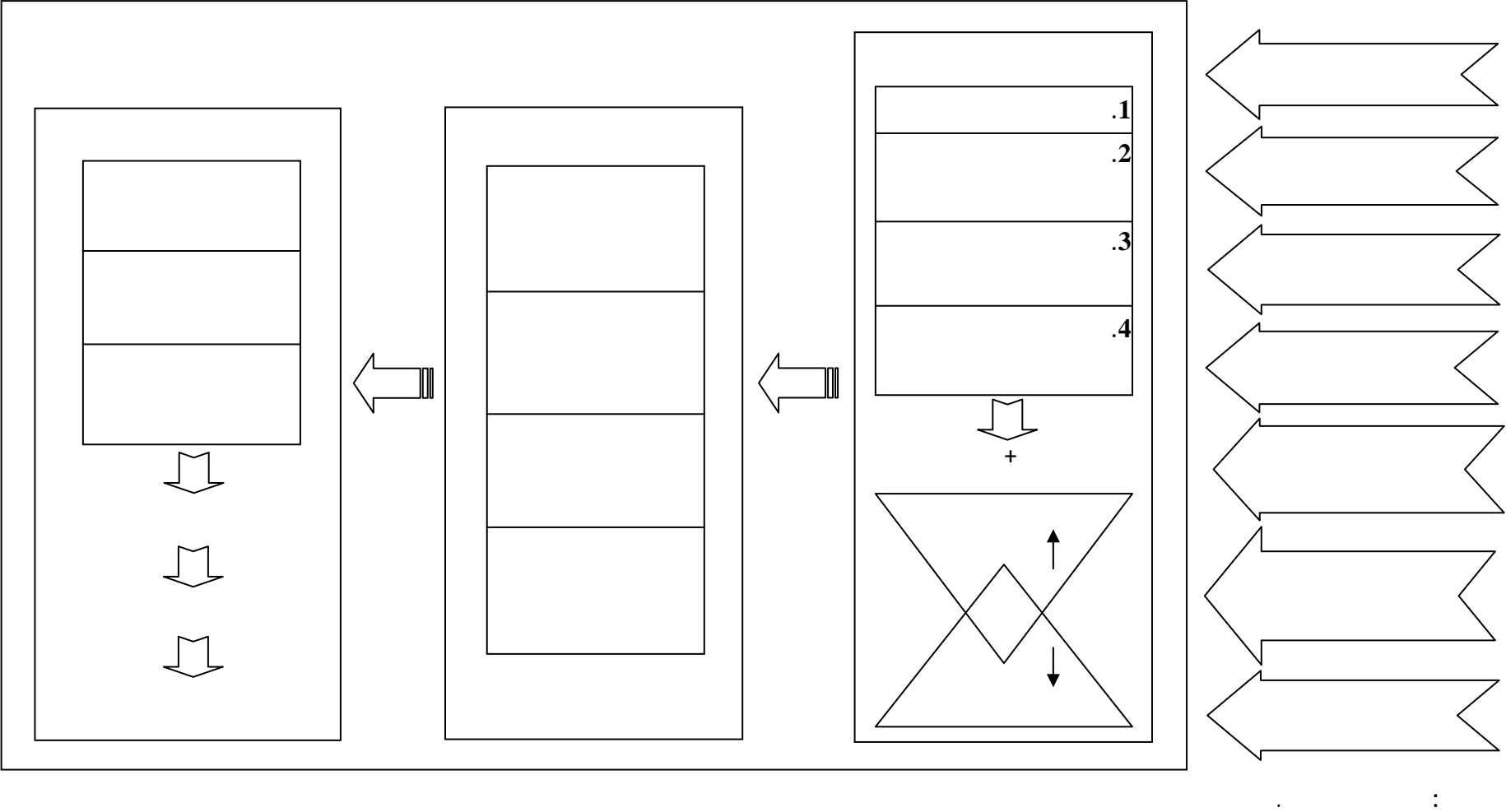
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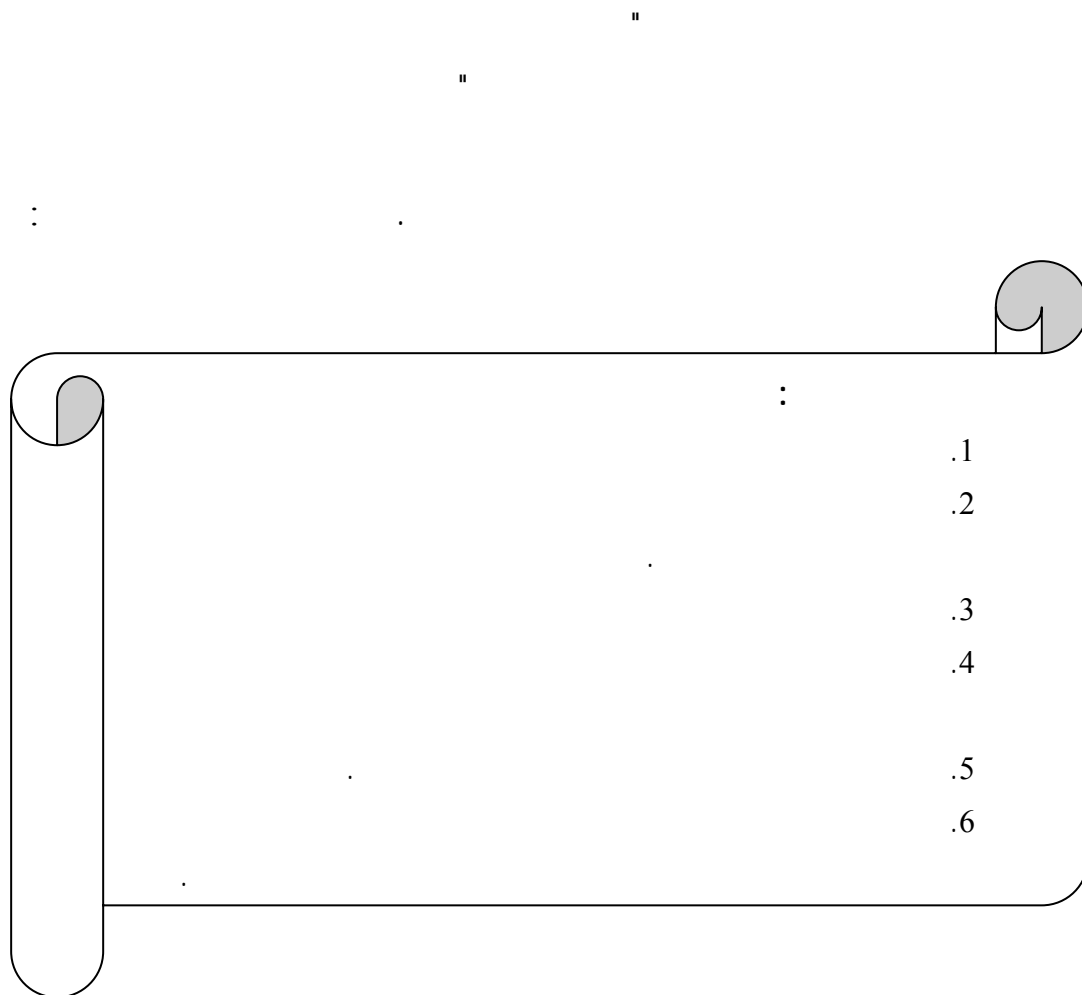
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### (Blue Ocean Strategy-BOS)

(Kim and Mauborgne)

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(Southwest airlines)

(General Motor)

(Cemex)

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(Body Shop)

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Ford's 1908 Model T



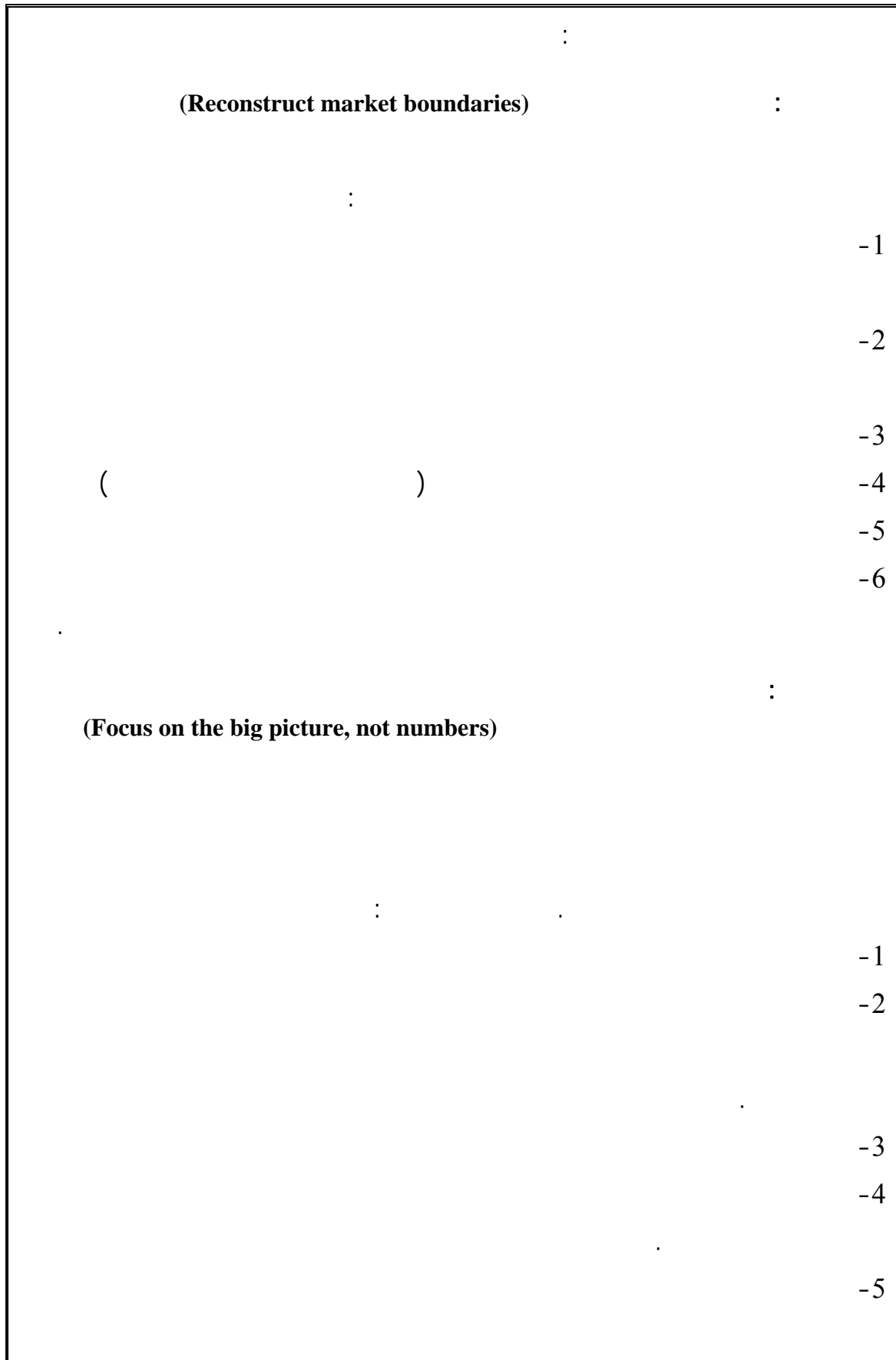
1970 The First Mouse



CNN 1980  
Real-Time News 24/7



2002 Apple's ipod



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

المنطقة: / / التاريخ:

☐ الفئة العمرية للمستهلكين.

..... ☐ أقل من 18 ..... ☐ 18-25 ..... ☐ 26-35 ..... ☐ 36 فما فوق

☐ المنتجات التي تستهلك من قبلكم (يمكن اختيار أكثر من إجابة)  
☐ منتجات البيف ☐ منتجات الدجاج ☐ منتجات اللحوم الباردة ☐ منتجات المعجنات

☐ منتجات الوجبات الجاهزة ☐ منتجات الحلويات

☐ المعلومات على العبوة، هل تفي بالغرض

☐ نعم ☐ لا ☐ أحياناً

☐ شكل (مظهر) المنتج بعد الطبخ  
☐ ممتاز ☐ جيد ☐ مقبول

☐ طعم (نكهة) المنتج  
☐ ممتاز ☐ جيد ☐ مقبول

☐ هل تتوفر منتجاتنا في الأسواق بالشكل المطلوب  
☐ نعم ☐ لا ☐ أحياناً

☐ في حالة عدم توفر منتجاتنا في مكان معين هل تبحث عن مكان آخر لشراء منتجات نabil  
☐ نعم ☐ لا ☐ أحياناً ☐ غير ذلك.....

☐ هل تقوم باستهلاك منتجات نabil بشكل:  
☐ يومي ☐ اسبوعي ☐ شهري ☐ غير ذلك.....

☐ هل تستخدم منتج نabil (يمكن اختيار أكثر من إجابة)  
☐ كوجبة رئيسية ☐ كوجبة خفيفة (Snack) ☐ للضيوف ☐ للحفلات

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

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

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

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

التاريخ: / /

اسم المحل/ المنطقة: .....

اسم مسؤول المحل: .....

رقم الهاتف: .....

☐ عدد زيارات المندوب كافية ومنظمة

☐ نعم ☐ لا ☐ أحيانا

☐ 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

☐ نعم ☐ لا ☐ أحيانا

☐ هل يتم مناولة وتسليم البضاعة لمحلكم بالطريقة السليمة

☐ نعم ☐ لا ☐ أحيانا

☐ يتم التعريف عن منتجات نبيل الجديدة من قبل المندوب بشكل دوري

☐ نعم ☐ لا ☐ أحيانا

☐ هل يوجد نقص في الطلبات المرسلة إليكم

☐ نعم ☐ لا ☐ أحيانا

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

☐ نعم ☐ لا ☐ أحيانا

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

☐ نعم ☐ لا ☐ أحيانا

☐ رأيك بخدمات الشركة / أو أي اقتراحات

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