



The role of e-marketing in adopting the requirements of the blue ocean strategy an exploratory study of the opinions of managers at Carrefour Company

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Abstract

The study aimed to measure the effect of e-marketing as an independent variable represented by its dimensions (website design, electronic advertising, customer service, electronic business security) in the requirements of the blue ocean strategy as a dependent variable represented by its dimensions (Create, reduction, increase, exclusion) in Carrefour company. Information was collected through a questionnaire distributed to a sample of (70) respondents from the administrative leaders in the Carrefour company. The collected data were analyzed by adopting descriptive and analytical statistical methods. And Through the statistical results, a set of conclusions were reached that confirm that the researched organization possesses a perception and understanding of the dimensions expressing both e-marketing and the requirements of the blue ocean strategy, as well as submitting proposals that emphasized the need to increase the care of managers in Carrefour in e-marketing to reach the ocean strategy blue.

Keywords

E-marketing, Blue ocean strategy

Introduction

E-marketing expresses all activities and processes that include buying and selling products and exchanging information via the Internet, as all the activities and processes of e-marketing are implemented through a management information system integrated with marketing, and this stems from the fact that the e-

marketing infrastructure on which is based in Information and communication technology, and e-marketing is not just having a website on the Internet, but rather an integrated system that requires appropriate electronic infrastructure, procedures, and work standards for adoption in organizations. On the other hand, the global markets are witnessing a rapid movement in business operations, which requires organizations to respond quickly to their external environment in an attempt to seek to provide new products that meet the customer's needs and desires and as the urgent need for change has emerged as a basic turning point for many organizations bearing all kinds of risks in pursuit of them To seize market opportunities, which prompted many organizations that pursue leadership in their business to adopt the blue ocean strategy as a tool to reach markets unknown by competitors and search for a state of exclusivity in market leadership, because the current market data opened the doors to this type of organization that It can formulate its strategies without addressing topics such as competition strategy and benchmarking with competing organizations, and accordingly, Carrefour company was chosen as a field for applying this study. And through the importance of e-marketing for organizations and in pursuit of the blue ocean strategy, this study came to provide a theoretical framework and clarify the relationships and influence between the dimensions of e-marketing represented by (website design, electronic advertising, customer service, electronic business security) and the requirements of the blue ocean strategy represented by B (creation, reduction, increase, exclusion) in addition to dealing with the current reality of it in the Carrefour company in Erbil.

Methodology

First the problem of the study

The main challenge facing organizations is their ability to adopt an appropriate mechanism based on scientific foundations to develop their competitiveness so that they can prove their presence in the market in which they operate this is because competition has come to dominate the global and local markets too. Therefore, some organizations resorted to another approach, which is how to get rid of competition within what is known as the blue ocean strategy by exploiting the Internet and its modern technologies in the field of marketing to be an electronic framework that facilitates the shopping process for customers and the organization, which helps it to be unique and move from bloody red waters to sailing away in the oceans clear blue. This is what motivated the researchers to move towards studying this topic, and through the foregoing, several questions can be presented that express the problem under study, which have been identified as follows:

- 1- Is there a good understanding by the management of the Carrefour Company about e-marketing in basic dimensions?
- 2- Do have leaders in Carrefour Company a background in the blue ocean strategy?

- 3- What is type the of the correlation and impact relationships between e-marketing and the blue ocean strategy in Carrefour company?

Secondly- Study hypothesis

The study can be explained through the following two hypotheses

- 1- The first hypothesis: There is a correlation between e-marketing and the requirements of the blue ocean strategy in Carrefour Company.
- 2- The second hypothesis: There is a positive effect of e-marketing on the requirements of the blue ocean strategy in the Carrefour Company.

Third-The study population and its sample

The sample is managers consisting of the board of directors, heads of departments, their assistants, and officials of the divisions and units in the Carrefour company, as (70) questionnaires, and a questionnaire form were distributed to all researchers, to they were fully retrieved to benefit from them for the purposes of scientific analysis.

Literature review

The first axis: E-marketing

First- The concept of e-marketing

E-marketing appeared after the year 2000 as a result of the development of marketing concepts due to the decline of the global economy and the shift towards the digital economy and because this era is the era of the Internet, a reason which effect in the markets, marketing is connected to the Internet and Create what is called e-marketing, as the idea of e-marketing has started in the form of Successful advertisements are used to satisfy customers and facilitate the work of organizations. (Edwards et.al, 2020)

(Pawar, 2014) describes e-marketing as the art and science of selling goods and services through digital networks, such as the Internet and cell phones, to meet the needs of customers in a way that serves the goals of the organization.

(Abu Naser et.al, 2017) defines e-marketing as the optimal use of digital technologies, including information and communication technology, to reach a new type of marketing called e-marketing to identify customers' needs and work to meet them.

As described (Karahi, 2020), employees in companies used electronic devices and the Internet in a way that enables them to take advantage of digital channels such as search engines, social media, e-mail, and websites to communicate with their customers.

By reviewing the literature for the concepts that have been viewed, e-marketing can be defined as the best investment in digital technologies such as the World Wide Web, social networks, and e-mail.

Second- Importance of e-marketing

The importance of electronic marketing is clear, according to what was mentioned by writers and researchers such as (Oillia, 2012) (Pawar, 2014) (Obeidat, 2021) according to the following:

- 1- Increasing the speed of completing marketing operations.
- 2- Knowing more information about customers' needs.
- 3- Getting customer feedback regarding a particular product.
- 4- Ease of dissemination, by facilitating access to specific markets.
- 5- Used by all organizations, whether large or small.
- 6- Making Studying about the different market sectors.
- 7- Reducing the costs of organizations.

Third-Aims of e-marketing

There are many aims that researchers addressed in the field of e-marketing, as (Abdallah & Jaleel, 2015): (Skudiene et.al, 2015): (Karki, 2020) and according to the following:

- 1- Increasing the ability of organizations to confront competitors to get market opportunities.
- 2- More availability of methods for selecting advertisements that attract the attention of customers.
- 3- Enhancing customer confidence.
- 4- Integrating information and communication technology with marketing to create value for the customer.
- 5- Reducing resource consumption for the organization.
- 6- Brand promotion.

Fourthly-Dimensions of e-marketing

The dimensions of e-marketing are considered a starting point through which a realistic image of e-marketing is defined to work on providing the requirements that must be available for each of the dimensions and considering them as interrelated and interacting parts, but the two researchers found a big difference in the opinions of writers and other researchers about these dimensions and then choosing What was agreed upon unanimously by the majority and in line with the directions of the current study and according to the following:

1- (Website design)

Website design is a process that involves a variety of different disciplines such as graphic design, information arrangement, interface design, document production, and multimedia programming. (Vainionpaa, 2014). It is also defined as pages that are programmed in any of the web languages to display data on the

Internet, and the sites differ from each other in terms of mechanism and method of work. (Al-Jurai, 2014)

Based on the foregoing, the researchers believe that to design a successful website, the organization must take into account a set of factors that the customer prefers, such as (the credibility of information available about the organization's products, the reliability of the site, and the ease of navigation between pages).

2- (Electronic advertisement)

Electronic advertising is defined as an activity to promote goods and services through electronic advertising means or the Internet to assist the organization in the process of promoting its products. (Setyorini & Hendriyanto, 2017), It is also defined as an activity to influence customers and inform them of the organization's products so that the sale of the offered goods and services takes place. (Budiarti & Virgin, 2021)

Based on the foregoing, the researchers believe that electronic advertising is a non-personal communication process through which information is published on different media, and fees are usually paid to the sponsor of the advertisement.

3- (Customer service)

Customer service has been described as responding to customer demand, starting from the organization's available stock, and if the order is not implemented, this results in fear. (Naoui, 2014), It is also defined as activities aimed at enhancing the level of customer satisfaction. (Towbin, 2018)

Based on the foregoing, the researchers refer to customer service as matching the level of service provided by the organization to the customer with what the customer expects from the level of service.

1. (Electronic business security)

(Surward & Potil, 2019) defines it as a desirable condition in which organizations can be free from dangers and protected from adversaries who harm them. Through the points of view presented by many writers and researchers, electronic business security can be defined as customers' perception of the degree of protection provided against electronic threats.

The second axis: Blue ocean strategy

First the concept of the blue ocean strategy

The concept of the blue ocean strategy appeared in (2005) by the two writers (Kim & Mauborne) in their book (Blue ocean strategy) as a modern strategy that helps the organization to overcome competitors, as it sails companies toward clear blue waters and moves away from bloody competition within red waters. (Dsilva, 2021)

(Lohtander, 2017) describes the blue ocean strategy as discovering untapped market spaces in modern fields, where companies head to new markets where there is no competition or where competition is outside the framework of their industry.

(Leavy, 2018) defines it as the orientation towards market spaces that have not yet been discovered, where new indisputable requests can be created by companies that can follow strategic moves and create value.

By reviewing the literature that has been revealed, the blue ocean strategy can be defined as moving away from strong competition between competitors and creating new markets undisputed in which to argue through the company's development of two types of strategies. The first type includes strategies implemented by the company for excellence on competitors, while the second type includes strategies for its evolution The Company. That is used when competitors catch up with its current products

Second- Principles of blue ocean strategy

The blue ocean strategy is based on six principles, four of which are for formulating the strategy and two of them are for implementing the strategy as stated in the book (Kim & Mauborge, 2014) according to the following:

- 1- Reconstructing the market boundaries.
- 2- Focus on the big picture, not the numbers.
- 3- Reach beyond existing demand.
- 4- Get the strategic sequence right.
- 5- Overcome key organizational hurdles.
- 6- Build execution into strategy.

Third- Dimensions of the blue ocean strategy

Most writers and researchers agreed on the dimensions chosen for the blue ocean strategy, which are (Create, Eliminate, Raise, and Reduce) and according to the following:

1- (Create)

Creation describes building and creating new factors that do not exist in the industry that add value to customers. (Alam & Islam, 2017), Creation also includes the creation of new markets by companies that were not discovered before (Hersh & Abusleem, 2016).

2- (Eliminate)

Exclusion is defined as the exclusion of some factors that cost companies high costs and do not give value to their competitive position or value to the customer. (Ng et.al, 2013)

3- (Raise)

Raising means raising some factors above the industry level, so that these factors are of high value and important to customers but are neglected by companies. (Gunfuz, 2018)

4- (Reduce)

It means reducing some factors below the industry level, as these factors are of no value and increase the company's costs. (Hersh & Abusaleem, 2016)

Results

To determine the relationships between e-marketing and the blue ocean strategy at the level of the Carrefour Company, statistical analysis was used by (SPSS.V26) to find out the correlation and then determine the effect through the use of regression analysis, which will be explained as follows:

- 1- The relationship between e-marketing and the blue ocean strategy
 (Table 1) indicates that there is a high positive significant correlation between e-marketing and the blue ocean strategy, as the correlation coefficient between them is equal to (0.874), which explains that the more companies are interested in e-marketing, the more leads to achieving the requirements of the blue ocean strategy.

Table 1: The correlation between e-marketing and the blue ocean strategy

independent variable	dependent variable	E-marketing
Blue ocean strategy		0.874
Source: Prepared by researchers based on (SPSS) results		

- 2- The effect of e-marketing in the blue ocean strategy
 Through (Table 2) it was found that there is an effect of e-marketing in the blue ocean strategy, as the value of (F) equals (220.805), the value of (Beta) equals (0.710), the value of (T) equals (14.860), and the value of (R2) that determines the ratio of effect equals (0.763), and this explains that (76%) of the change in the blue ocean strategy is due to e-marketing in Carrefour company, and the remaining percentage, which equals (24%), is due to other variables outside the scope of the current study.

Table 2: The impact of e-marketing on the blue ocean strategy

independent variable	E-marketing			
	Beta	R ²	T	F
Blue ocean strategy	0.710	0.763	14.860	220.805
Source: Prepared by researchers based on (SPSS) results				

Conclusions

Based on the results of the current study, there are two types of conclusions have been reached. The first type includes conclusions that pertain to the researched company, while the second type includes conclusions drawn based on the findings of the study:

- 1- The absence of an electronic payment system in the researched company, which indicates the existence of a weak point in the researched company that competitors can exploit.
- 2- There is the availability of modern devices and equipment such as computers and other electronic devices to assist in the completion of the researched company business, but they are not exploited optimally.
- 3- There are positive correlations significant between e-marketing and the blue ocean strategy in the researched company, which indicates that the surveyed company's management has an increased interest in e-marketing to achieve the requirements of the blue ocean strategy to outperform competitors.
- 4- The results of the analysis indicated that there is a positive significant effect of e-marketing in the blue ocean strategy, which explains the possibility of the effect of e-marketing when applying the blue ocean strategy.
- 5- The necessity of informing the administrative leaders and employees of the researched company about the expertise and experiences of the leading companies that have adopted about e-marketing and blue ocean strategy.

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