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Marketing Academic Research According to the Blue Ocean Strategy (Suggested Mechanisms)

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Abstract: The main goal of current research is to discover the theoretical foundations and intellectual frameworks to find out: how to market academic research according to the Blue Ocean Strategy? and identify the reality of marketing academic research in the colleges of University Al-Qadisiyah, then proposing mechanisms for implementing the (Blue Ocean Strategy) in marketing academic research.

The current study depend on the descriptive approach and the questionnaire as a basic tool for identifying the reality of marketing. The questionnaire was presented in its initial form to a group of arbitrators to determine its suitability to the goal of the research and the good wording of these phrases. After making modifications, the questionnaire became in its final form consisting of (35) phrases distributed over (7) dimensions, and each dimension has (5) statements. The respondent was asked to choose one response to know the degree of agreement. The researcher applied this questionnaire to the researched university faculties, which amounted to (388) faculty members, they represent 19,076% of the original sample population (1963), this percentage is an accurate representation of the original sample population.

This research concluded that the reality of marketing academic research came with an arithmetic mean of (0.481) and a weak degree of agreement from the point of view of the sample members.

The results of the field aspect of the research revealed the presence of a deficiency and weakness in the marketing of academic research at University of Al-Qadisiyah from the point of view of the sample members with regard to all dimensions of applying the Blue Ocean Strategy. This requires the university to reconsider its practices in commercializing academic research to increase its competitiveness.

Key words: marketing - academic research - blue ocean strategy.

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1: Introduction

Scientific research is considered the backbone of educational institutions in general and university education in particular. Therefore, colleges and research centers must have a vital and important role in the process of marketing academic research because of its importance to the individual and society, Colleges are considered among the best institutions that can succeed in the field of marketing because they possess productive human capital at a high level academically, administratively and technically. To benefit from scientific research, efforts must be focused on marketing their outputs and linking the research with the beneficiaries to make the projects economically profitable, and scientific marketing research is no less important. Unlike marketing in any other field, it is considered one of the characteristics of the current era due to the increased interest in scientific research in all countries of the world to achieve a link between this research and societal problems. Colleges can market their diverse research through strategies that work to produce, price, and promote knowledge. One of these modern strategies that seek innovation and change is the (Blue Ocean Strategy) , which is considered a contemporary strategy and modern administrative thought. Through this strategy, colleges can compete and excel over others and reduce competitive obstacles by use this strategy to innovate new markets and regions that have not yet been revealed, the institution moves from traditional competition to competition in the region dominated by several other institutions and without conflicts, thus achieving positive competition.

The researcher adopts the idea of marketing and investment in academic research, and its exploitation and application in all fields, because marketing is an administrative philosophy through which communication relationships are created between the university and community institutions.

Some studies indicate the application of an innovative marketing strategy aimed at achieving positive competition despite the recent developments and reform attempts that have occurred in recent years in this context, but they were not sufficient to achieve the desired goals. Therefore, the (Blue Ocean strategy)can be adopted to market academic research because it helps the university to provide services and products. Unique and distinguished research enables it to open new markets that increase its competitiveness.

The research consist of four axes:

first axis : includes the research methodology, the **second** axis includes the theoretical side of the research, the **third** axis includes the practical side of the research, and the last axis includes the conclusions and proposed mechanisms.

1:1 research problem

in general educational institutions in our current era are facing a set of global and local challenges and changes, which contribute to increasing competition at the local and global levels. In light of this competition, it has become necessary to adopt innovative and modern strategies, including the Blue Ocean Strategy, which helps achieve a competitive advantage that enables educational institutions to be free from competition among themselves. Therefore, it is best to make optimal use of developing their capabilities and products in a way that ensures their distinction over their competitors and their survival and prosperity. Hence the urgent need to reconsider the commercialization of academic research at University of Al-Qadisiyah to achieve competitive advantage.

1:2 **Research questions**

Based on the above, the current research included the following basic questions:

1. What is the intellectual framework of the (Blue Ocean Strategy) in contemporary administrative and educational literature ?
2. What is the theoretical and intellectual foundations for marketing academic research in university education institutions ?
3. What is the reality of marketing academic research in the colleges of University of Al-Qadisiyah from the point of view of the sample members?
4. What is the proposed mechanisms for implementing the(Blue Ocean Strategy) in the colleges of University of Al-Qadisiyah?

1:3 Research objectives

The main goals of this research is following below :

1. Revealing the theoretical foundations and intellectual frameworks in how to market academic research and the Blue Ocean Strategy in terms of its concept, importance, dimensions, and application of its steps.

2. Knowing the reality of marketing academic research at University of Al-Qadisiyah, and the extent of the importance of applying the Blue Ocean Strategy in marketing academic research from the point of view of the sample members.

3. Providing proposed mechanisms for implementing the Blue Ocean Strategy in marketing academic research at University of Al-Qadisiyah.

1: 4 The importance of research

The importance of theoretical and applied research is determined in the following:

1. Theoretical importance

The theoretical importance of the current research is represented in the following:

- Highlighting one of the modern strategies in the field of marketing, which is the Blue Ocean Strategy, with its multiple dimensions and tools, to keep pace with societal developments and challenges, achieve development, and improve competitive advantage.
- Keeping research in line with the trends of the global context and reform programs to develop scientific research in order to achieve leadership and distinction.
- Research marketing is one of the vital topics because of its effective participation in addressing some problems, especially in the field of financing, as it is the key to the university's success towards its independence and enhancing its competitiveness.

2. Practical importance:

The practical importance of the current research is represented in the following:

- Guiding researchers towards commercializing academic research in an effort to achieve service to the individual and society.
- Develop solutions to address weaknesses and indicate the extent of their need for modern marketing strategies to confront the challenges and problems that prevent progress.
- Benefiting from the mechanisms proposed for implementing the Blue Ocean Strategy by academic leaders at University of Al-Qadisiyah to market academic research.

1:5 Research hypotheses:

To judge the reality of marketing academic research at University of Al-Qadisiyah and the extent of the importance of applying the Blue Ocean Strategy in marketing academic research from the point of view of the sample members, the following statistical criteria were relied upon:

- If the arithmetic mean of the responses is from 1 to 1.66, then the degree of agreement or importance is weak.
- If the arithmetic mean of the responses is from 1.67 to 2.33, then the degree of agreement or importance is moderate.
- If the arithmetic mean of the responses is from 2.34 to 3, then the degree of agreement or importance is great.

1:6 research limitation :

1. Spatial boundaries: University of Al-Qadisiyah

2. Human borders: A sample of University of Al-Qadisiyah teachers

3. Temporal limits: 2022-2023

2: Research Methodology:

The current research relied on the descriptive approach to suit the nature of the research. The research methodology began by identifying the reality of marketing academic research at University of Al-Qadisiyah, by applying a questionnaire to a random sample of (388) faculty members at University of Al-Qadisiyah.

2:1 Search tool standards:

The research tool was a questionnaire to identify the actual reality in marketing academic research at University of Al-Qadisiyah, where the researcher created a questionnaire consisting of (40) items, and it was presented to a group of arbitrators. After modification, the questionnaire became in its final form, consisting of (35) items, and then applied on a sample of faculty members at the university, and using a three-way Likert scale (great, medium, weak) with relative weights, respectively (3, 2, 1) for the responses of the sample members, the respondent was asked to choose one response to know the degree of agreement and to choose one response to know priority level.

Table No. (1)

c	The reality of marketing academic research at University of Al-Qadisiyah	Number of phrases
1	Product (academic research)	5
2	Individuals	5
3	Academic research pricing	5
4	Materialism environment	5
5	Academic research submission processes	5
6	Publishing academic research	5
7	Distribution of academic research	5
the total		35

2:3 Research community:

The current research population is represented by all faculty members at University of Al-Qadisiyah, given that the researcher works as a faculty member in one of its colleges. The number of teaching staff at University of Al-Qadisiyah reached (1963), according to the annual university

census for the year 2022/2023, and the sample amounted to (388) faculty members. where members were randomly selected from all practical and theoretical colleges at University of Al-Qadisiyah.

Table No. (2)Shows the sample distribution

the college	the number	the college	the number	the college	the number
Sport college	46	Etiquette	31	Agriculture	20
Administration and Economics	25	Veterinary Medicine	19	Fine arts	17
Faculty of Education	32	Medicine	10	Education for Girls	25
Computer Science	16	faculty of Pharmacy	21	Engineering	14
College of Science	12	Faculty of Dentistry	22	Archaeology	13
the law	37	College of Nursing	18	Biotechnology	10
total summation		388			

3: theoretical foundations and philosophical principles of research

3:1 Blue Ocean Strategy:

The Blue Ocean Strategy: is one of the modern strategies that focuses on moving away from fierce competition and moving towards innovation and excellence and offering an innovative product or service. The Blue Ocean means unknown markets and products that are not in demand, Hence the Blue Ocean Strategy can be defined as a strategy that the university can use in order to find new markets and purposeful marketing activities that are achieved within a specific time frame, thus achieving its goals and mission and enhancing competitiveness (Todd, 2016:1), This strategy enables organizations to find a market far from competitors and work to gain new beneficial customers by providing good services and products at low cost, thus increasing their growth rates and increasing their profits (Leavy, 2018:10), The Blue Ocean Strategy is considered a methodology for liberation from existing competition in order to build a non-competitive strategy through the use of a set of tools to liberate a previously unknown space and provide demand and growth opportunities (Lindic, et al., 2012: 929), Or it is the organization's endeavor to understand the needs of customers and then design the strategy to focus on providing services and building relationships without resorting to competition, as well as adapting it greatly to the basic values of customers (Rawabdeh, Raqab, Ai Nimri, 2012: 391). To achieve its goals, the Blue Ocean Strategy relies on four basic dimensions:

- Increase:

The increase works to improve the university's ability, raise the level of quality in the products and services provided to beneficiaries, and focus on some factors more than other competitors to reach a state of distinction and uniqueness (Abu Hasna 2018: 827).

- Innovation:

It means inventing unusual and modern ideas and putting them into practice. It also means the ability of university institutions to come up with something new for the sake of uniqueness and distinction and to create blue oceans that no one has ever entered before (Alhaddi, 2014: 126).

- Reduction:

This dimension includes reducing unjustified expenses that the university institution deems unnecessary, even if they are good economically, financially, socially, and technically, in order to distinguish the institution from others, which contributes to reducing the amount of costs (Ahlam, 2020).

- Eliminated:

Organizations seek to exclude some processes and procedures that they deem unnecessary to eliminate some of the marketing problems facing beneficiaries and lead to reducing expenses to the minimum possible without affecting the level of quality and services in order to achieve excellence (Eltobigy & Abd Elmoaty, 2018: 390).

the Blue Ocean Strategy is based on four dimensions that are integrated with each other, working according to a comprehensive and integrated system that helps deal with current services and products by introducing modifications to them and developing them, and producing and providing innovative services and products that the beneficiaries are not familiar with before. Thus, this strategy can be used in developing Educational institutions in general and universities in particular, in a way that contributes to enhancing their competitiveness and supporting their entrepreneurial orientation, which gives the Blue Ocean Strategy great importance for the goals it aspires to, as is evident in the following:

A- Clarifying a clear vision of the university organizational environment, enabling it to predict movements and provide opportunities that help improve competitive capabilities (Al-Eidani, et al., 2019: 52).

B- Establishing policies, organizational culture, and behavioral values that deepen the desire for creativity and innovation, to increase the university's ability to adapt, survive, advance, and achieve organizational sustainability (Muslim, 2015: 51).

C- Creating value in services and products while saving costs and expenses (Khairy, 2012: 81).

D- Improving the university's reputation and strengthening its presence in the market despite the intensity and strength of competition (Abu Al-Nasr Akharun, 2017: 46).

E- Providing leadership capable of innovating solutions and initiatives, making sound decisions, developing performance, reducing wrong practices, and investing in available materials (Abdel Fattah, 2012: 28).

3:2 Characteristics of Blue Ocean Strategy:

The Blue Ocean strategy : is characterized by a number of features and that distinguish it from other previous types of marketing strategies. It has a special nature in its marketing role by creating markets in which there is no competition, and these characteristics include:

1. It is a management philosophy based on strategic thinking in modern ways, as it focuses on creating value in the presented product to take it beyond the limits of competition (Taleb and Al-Banna, 2012: 100).

2. The suitability and compatibility of strategic alternatives with the organization's external environment, as it helps to exploit available opportunities and confront challenges (Ammar and Abbas, 2017: 4).

3. Flexibility and adaptation to various changes that may occur to the institution at any time and its ability to implement if sufficient resources are available to the institution (Aboujafari & et.al, 2013: 63).

4. Relying on evaluating the institution's performance by comparing it with the goals set by the institution in order to discover errors when they occur to be corrected (Nicolas, 2011: 31).

5. Eliminating the trade-off between value and cost because it rejects the basic principle of the traditional strategy, which states that there is a trade-off between value and cost, as the Blue Ocean strategy seeks excellence and low cost at the same time (Aithal, 2016: 17).

3:3 Marketing:

Marketing is considered an administrative and social process that enables the individual to satisfy his needs and desires by exchanging products with others. It is a special process through which the necessary ideas and services are implemented, priced, promoted and distributed to complete the exchange process that leads to achieving the individual's goals and desires (Bialon, 2015: 133), This step addresses the concept of marketing and the justifications for interest in it, as it is an administrative activity that aims to transform scientific research into commercial products within clear policies with the presence of an appropriate source that helps implement the research and lay the foundations for its marketing (Far, pour, Fekri & Ebrahimkhah, 2013:72), as marketing academic research enhances the university's reputation and its function in developing society and building relationships with other institutions.

3:4 The concept of marketing academic research:

Commercialization of scientific research is considered a global trend that has been adopted by many universities in the developed world, as it is considered an administrative activity aimed at transforming academic research into commercial products within clear priorities with the presence of an appropriate resource that helps implement the research and lay the foundations for its commercialization (Far, pour, Fekri & Ebrahimkhan, 2013: 72), there are many justifications and reasons for interest in marketing academic research, the most important of which are the following:

- Global changes and successive challenges have prompted the need for scientific research to respond to be more market-oriented in order to be compatible with the needs of society and the requirements of its individuals. This is done by providing consultations and research services at a high level of quality (Sojkin, 2015: 117).
- One of the main motivations behind the interest in marketing academic research that universities face locally and globally is that the more intense competition becomes the more necessary it becomes for the university to continuously develop academic research in order to raise the level of quality and support its competitive position (Huang, Savita, Dan-yi & Omar, 2022: 2).
- One of the most important justifications and reasons for interest in commercializing academic research is self-financing, which is done through cooperation with service and production institutions and carrying out some educational, production, and service activities in exchange for appropriate amounts. This confirms the relationship between commercializing scientific research and access to new sources that fund universities (Daoud, 2016: 115).
- The marketing mix aims to satisfy the needs and desires of beneficiaries so that any organization can achieve its marketing goals, Therefore, it must adopt a strategy that usually consists of elements of the marketing mix (Kalenskaya, Gafurov & Novenkova, 2013: 370)

4: materials and methods:

4: 1 description the field of research:

University of Al-Qadisiyah is one of the Iraqi universities located in the city of Diwaniyah, the center of Al-Qadisiyah Governorate, one of the governorates of the Middle Euphrates. It was

established in the year 1987 with two colleges, the College of Education and the College of Administration and Economics. Other colleges were soon opened in the center of the governorate, and over the years of its life, its colleges increased, reaching 18 colleges, and their departments and laboratories were completed. Many Arab students graduated from it, especially from Jordan, Palestine, Yemen, and numbers from the Maghreb, such as Tunisia.

4:2 (statistical) aspect of the research:

The researcher used some appropriate descriptive methods (Cornbach's alpha coefficient, repetition, percentages, arithmetic means, T-TEST, one-way analysis of variance) to describe the main and sub-research variables as follows:

Results regarding the presence of statistically significant differences between the average scores of the sample members on the reality of marketing academic research at University of Al-Qadisiyah according to some variables:

1-1 The results regarding the existence of statistically significant differences between the average scores of the sample members on the reality of marketing academic research at the University of Al-Qadisiyah according to the college variable (theoretical process).

Table (3) explains the value and statistical significance of the sample members' opinions about the reality of marketing academic research at University of Al-Qadisiyah according to the college variable (a theoretical process)

Dimensions of the questionnaire	the college	N	SMA	standard deviation	Degrees of freedom	T value	Significance level
Product (academic research)	practical	215	1089	0.373	386	3051	Statistically significant
	theoretical	137	1075	0.451			
Academic research pricing	practical	215	1083	0.367	386	4075	Statistically significant
	theoretical	173	1065	0.359			
Promoting academic research	practical	215	1093	0.436	386	2088	Statistically significant
	theoretical	173	1079	0.427			
Distribution of academic research	practical	215	1082	0.331	386	2025	Statistically significant
	theoretical	173	1074	0.315			
Individuals	practical	215	1077	0.524	386	3059	Statistically significant
	theoretical	173	1059	0.446			
Materialism Environment	practical	215	1076	0.475	386	2051	Statistically significant
	theoretical	173	1064	0.451			
Academic research submission processes	practical	215	1087	0.558	386	2065	Statistically significant
	theoretical	173	1073	0.51			
The total score for all dimensions	practical	215	1084	0.249	386	5093	Statistically significant
	theoretical	173	107	0.202			

It is clear from the previous table (3) that there are statistically significant differences

between the average scores of the sample members on all dimensions of the reality of marketing academic research at University of Al-Qadisiyah according to the college variable (theoretical process) for the colleges of the process that obtained the largest arithmetic average, The "T" value calculated for all dimensions of the reality of marketing academic research at University of Al-Qadisiyah was (5.93), which is a statistically significant value at a significance level of (0.05). This is due to the practical colleges being the colleges most convinced of the importance of producing scientific research, especially applied research that achieves economic value For the researcher and his college, Therefore, scientific production in practical colleges, including research, scientific papers, and patents, is more responsive to the needs of society and the requirements of the labor market, Hence, they are easy to apply and market, unlike theoretical colleges whose scientific production is dominated by theoretical and philosophical research that is difficult to apply and market.

2-1 The results regarding the presence of statistically significant differences between the average scores of the sample members on the reality of marketing academic research at University of Al-Qadisiyah depending on the academic degree variable (scientific title).

Table (4) their statistical significance for the sample members' opinions It shows the T-values and their statistical significance for the sample members' opinions about the reality of marketing academic research at University of Al-Qadisiyah according to the academic degree variable (scientific title)

Dimensions	Source of variance	Sum of squares	Degree of freedom	mean square	F value	Significance level
Product (academic research) Academic research pricing	Between groups	0.594	2	0.297	1.73	Not statistically significant
	Within groups	66.32	385	0.172		
	Total	66.91	387			
Promoting academic research	Between groups	0.214	2	0.107	0.766	Not statistically significant
	Within groups	53.82	385	0.14		
	Total	54.03	387			
Distribution of academic research Individuals	Between groups	0.331	2	0.165	0.871	Not statistically significant
	Within groups	73.07	385	0.19		
	Total	73.41	387			
Materialism Environment	Between groups	0.356	2	0.178	1.69	Not statistically significant
	Within groups	40.96	385	0.106		
	Total	41.05	387			
Academic research submission processes	Between groups	1043	2	0.716	2.92	Not statistically significant
	Within groups	94.35	385	0.245		
The total score for all dimensions	Total	95.78	387			

Dimensions of the questionnaire Product (academic research)	Between groups	0.978	2	0.489	2.26	Not statistically significant
	Within groups	83.51	385	0.217		
	Total	84.48	387			
Academic research pricing	Between groups	0.886	2	0.443	1.52	Not statistically significant
	Within groups	112.57	385	0.292		
	Total	113.45	387			
Promoting academic research	Between groups	0.055	2	0.028	0.481	Not statistically significant
	Within groups	22.11	385	0.057		
	Total	22.17	387			

It is clear from the previous table (4) that there are no statistically significant differences between the average scores of the sample members on all dimensions of the reality of marketing academic research at University of Al-Qadisiyah depending on the academic degree variable. (Scientific title), where the “F” value calculated for all dimensions was (0.481), which is a statistically non-significant value at the significance level (0.05), This may be due to the fact that all faculty members of all academic degrees agree that commercialization of academic research is not at the required level.

5: Conclusions:

1. The reality of marketing academic research at University of Al-Qadisiyah came with an arithmetic mean of (0.481) and a weak degree of agreement from the point of view of the sample members.

2. There are statistically significant differences between the average scores of the sample members on all dimensions of the reality of marketing academic research at University of Al-Qadisiyah.

3. There are no statistically significant differences between the average scores of the sample members on all dimensions of the reality of marketing academic research at University of Al-Qadisiyah depending on the academic degree variable (The scientific title).

6: Recommendations:

The research recommends the necessity and importance of adopting the Blue Ocean Strategy as a contemporary strategy that can be applied to market academic research and move away from the traditional philosophy of competition. A set of suggested mechanisms can be presented for applying the Blue Ocean Strategy in marketing academic research at University of Al-Qadisiyah, as follows:

1. Interest in spreading the culture of marketing thought for academic research through conferences, seminars and holding workshops to spread awareness of the marketing trend or by organizing an annual forum that hosts consultant experts in the field of marketing.

2. Establishing a specialized department concerned with marketing academic research that determines its needs for individuals, equipment, and tools necessary to perform its tasks efficiently.

3. Moving towards the internationalization of academic research with corresponding Arab and international universities by providing opportunities for scientific interaction between faculty members with their counterparts in Arab and foreign universities or concluding partnership agreements and cooperation protocols with Arab and foreign universities to produce and market research.

4. Designing a database to preserve research achievements by creating digital directories with academic research titles and updating them on an ongoing basis.

5. Continuous training on the latest marketing strategies by identifying the necessary needs of faculty members in the field of marketing academic research, preparing a list of these needs and announcing them.

6. Conducting marketing research to identify the actual needs of the beneficiaries by studying the target market in all its sectors and studying the current and future needs of the beneficiaries.

7. Conducting regular exploratory studies to measure the extent of satisfaction of those benefiting from scientific research by developing questionnaires and mechanisms to identify difficulties during the application of academic research and how to overcome them.

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