

## **Blue Ocean Strategy: An investigation on Food Industry in the UAE**

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### **Abstract**

Today's business environment is highly competitive and uncertain, forcing companies to continually adapt their strategies just to survive. The businesses that most people have grown up with are also facing tremendous changes; moreover, the pace of both reconstructions of business models, as well as the use of advanced technology, has increased. Every step taken by businesses today is being questioned, therefore, it becomes challenging for many to keep up with new demands as well as sustaining in the market due to intense competition.

The level of competition a business faces is an important indicator of its success in building its market share; indeed, the most reliable sign of success is when a firm no longer has any formidable competitors left in an existing market—this indicates true victory. Thus, in the light of dynamic markets and fierce competition, it has become customary for companies to continuously alter their business models and strategies. Over the years, many new business models have emerged, many of which have left their imprint. The Blue Ocean Strategy (BOS) is one such paradigm; created and published by W. Kim Chan and Renee Mauborgne, the book became an instantaneous success and was accepted all over the world.

This study analyzes the applicability of the BOS in the context of Middle-East country; specifically, it investigates the impact of introducing the BOS in the UAE food industry and the channels of its action. To achieve this, the study first conducted an in-depth exploration of BOS, the tools and frameworks used to create a successful BOS, and the prevailing position of the food industry in the UAE. The study used qualitative data in the form of in-depth interviews to provide answers to the research questions.

The preliminary findings indicate that applying the BOS model to the UAE food industry could lead to profit maximization and long term survival, therefore, firms are already exploring ways to apply the BOS to their respective operations. After analyzing the data, it was found that the BOS creates several opportunities for innovation and creativity. The business can explore a new and uncontested market space with the help of the BOS if executed correctly. Applying the BOS for the first time does entail risks since the innovative idea needs to succeed in the market; therefore, success depends on the type of product offered.

The study of the Blue Ocean Strategy is new and the applicability of the BOS to the food industry in the UAE has not been previously researched. Existing studies have tended to study both the BOS and food industry individually, but, the gap exists since no study has yet explored a combination of the two. As a result, the ideas presented in this study could create an opportunity for future researchers to pursue research on various aspects of food and other related industries.

**Keywords:** Blue Ocean Strategy (BOS), Competitive market, UAE market, Food Industry, Competitive Advantage.

### **Introduction:**

Businesses have been evolving for centuries and competition has been the heart of it. In recent times, it is impossible to separate competition from strategy and all the relative terms used to achieve success in business. The term ‘strategy’ is not a concept that originated from business rather from the military. Strategy is about confronting an opponent who is either strong or weak and is controlling certain piece of land. These days’ strategies are built to win over the market share and customers similar to preparing plans at the Warfield. The problem though is that when your opponent is equally strong and has a similar attack strategy, then they cancel each other out or trigger retaliation. Therefore, a

company should look for an innovative strategy that will support the business to achieve competitive advantage i.e. Instead of tit-for-tat behaviour where both parties are fighting for a very small piece of share and eventually leading to unnecessary bloodshed. A strategy where success comes from ‘blue oceans’ of uncontested market places rather than from battling competitors (Madsen and Slåtten, 2019).

As a new paradigm challenges existing notions of the market and businesses, the Blue Ocean Strategy (BOS) first proposed in 2004 by W. Chan Kim, a South Korean business theorist, and Renee Mauborgne, an American economist and business theorist. The research was conducted on 108 firms over 30 years and it identified trends in successful firms. The research emphasized the search for a low-cost and a differentiated strategy simultaneously (Butler, 2008). BOS encourages businesses to create their own territory in the market, create new market share, and produce unique products that have never been produced before. This novelty then becomes the product’s Unique Selling Proposition. The BOS needs firms to raise the standard of activities higher than the industry standard. The chances of success are when companies using this strategy offer consumers higher value/benefits than their competitors. It is important that firms need to reduce inefficient activities or processes which are adding on to the costs. The key is to focus on those one or two areas where the firm can offer excellent quality and deliver the promise to its customers.

The UAE market has been growing significantly and has made tremendous improvements. The government has developed infrastructure, including roads, bridges, communications and housing, as well as world-class tourism projects such as ‘The Palm’ to attract investors from around the world. The government invested in construction, tourism, financial services, education and manufacturing. New business has been flourishing in this market (Butler, 2008). According to Focus Economics Report (2020), the UAE is the largest U.S. Consumer food export market in the Middle East and the 20th largest overall. The UAE also imported US\$424.6 million of U.S. processed foods in 2019, an increase of 6%. The UAE is the 2nd largest U.S. export market for processed foods in the Middle East after Saudi Arabia.

The aim of this study is to understand what is Blue Ocean Strategy? And if it can be successfully applied to the food industry in the UAE. The research provides an in-depth understanding of the frameworks and tools used to create a successful BOS strategy, in addition to sharing an overview of the UAE food market and deriving answers to specific research questions regarding the applicability of the BOS to the UAE’s food industry.

### **Blue Ocean Strategy**

The Blue Ocean Strategy – How to Create Uncontested Market Space and Make the Competition Irrelevant was developed in the form of a book written by W. Chan Kim and Renee Mauborgne in the year 2004. The authors believe that, striving to compete is a poor business strategy or in other words, it is a Red Ocean Strategy (ROS). The authors drew their conclusion through a study of 108 new and existing businesses across 30 different industries; 92 of those businesses adopted Red Ocean Strategy and aimed to outperform their competitors, while the remaining 16 businesses adopted the Blue Ocean Strategy and searched for new and untapped market segments which they can dominate and eliminated competition totally. When the authors analysed the collective profits of the 108 companies across several years, 92 red-ocean businesses accounted for 39% of the total profit; this highlighted that 61% of the profit was generated by only 16 businesses applying the Blue Ocean Strategy. Further investigation also highlighted that, the blue-ocean businesses went on to dominate their respective markets for 10-15 years after their initial launch (Kim & Mauborgne, Blue Ocean Strategy, 2015).

The BOS is a concept that enables businesses to be innovative in their products and service offerings, thereby improving sales and realizing revenue growth. The frameworks and tools used in the BOS supports to create an unchallenged market that is distinct from the Red Ocean (the competitive market) and attracts more consumers. Unlike the Red Ocean businesses Blue Ocean type businesses focus on innovation, creativity and uniqueness. Therefore,

many businesses are adopting the strategy and have seen success; for example, the plush toy animal business ‘GUND’, competed based on the same factors such as price, quality, cuteness, availability, and plushness for many years. Among these companies, ‘GUND’ was known to make really soft and huggable stuffed toy animals, eventually leading the company to dominate the market which means they were clearly in the Red Ocean. However, in 1971, one of the competitors “Build-A-Bear Workshops,” developed an innovative Blue Ocean Idea of “Knowledge Intensive Logic,” and they started offering customers a more customized experience. The company offered services such as, create your own teddy bears and were charged around \$60-\$100 depending on the accessories and the number of bears. Thus, Build-A-Bear turned the tables and explored an untapped market, where the customers were the ones who were adding value to the products, not the company (Sheehan and Vaidyanathan, 2009). Build-A-Bear used the ‘Value Creation Tools’ which instantly gave them a profit as well as revenue boost—in fact, in its first 10 years, the company sold almost 50 million bears and even today, is quite a success globally.

### **Red vs Blue Ocean**

There are two types of market spaces, namely; Red Oceans and Blue Oceans. In the Red Oceans, there are a set of boundaries and competitive rules that are known to all. Companies will use possible tactics to defeat their competitors and obtain a larger share of current demand. Once the market space is crowded, the opportunity for profit and growth gradually diminishes. The products become like any other goods, and the fierce competition runs bloody hence it is called Red Ocean. The Blue Ocean, however, refers to an intact or new territory/market, in which demands, profitability and growth are created initially. The majority are from the players of the Red Ocean that crossed the Blue Ocean during the expansion process of the existing company. In Blue Oceans, competition is insignificant, because unlike the case in the Red Ocean, the rules are not set, but are to be designed (Kim & Mauborgne, Blue Ocean Strategy & Shift Tools: Red VS Blue Ocean Strategy, 2004-2020).

### **Value Innovation**

Value innovation is used to create new markets instead of competing for an existing market share. It acts by creating new demands and changing the market paradigm to make competition irrelevant (Kim & Mauborgne, Blue Ocean Strategy & Shift tools: Value Innovation, 2004-2020). The concept of value innovation is at the heart of all Blue Ocean businesses.

It is called value innovation because it encourages businesses to focus on making the competition irrelevant by creating a jump in the value of the business as well as for customers/buyers, which results in creating a new market space (Ogbogu-Asogwa et. al., 2017). According to the authors, for the success of “market-shaping innovation,” new customers need to be created, rather than increasing the share of existing customers (Alam & Islam, 2017). When a business wants to create a Blue Ocean, they mostly focus on lowering their cost and increasing buyer value.

### **Strategy Canvas**

It is a tool that helps companies understand how they compete for the factor’s customers consider when choosing offerings. A strategy canvas is essentially a graph that shows how companies, compare each other on the key customer purchase criteria. In Figure 1, the x-axis shows the range of factors that companies typically consider and invest in. The y-axis shows the offering levels to the customers corresponding to the factors available (Kim & Mauborgne, Blue Ocean Strategy & Shift Tools: Strategy Canvas, 2004-2020)

### **Four Action Framework**

It is a tool used to create buyer value elements to create a new value curve or strategic profile. In order to break the exchange between differentiation and low cost in creating a new value diagram, there are 4 important questions. (Kim and Mauborgne, 2015).

**Create:** new industry factors need to be created to produce value and generate a market where the idea has not been implemented.

**Reduce:** factors that need to be reduced way below the industry standards.

**Eliminate:** factors that have been used to compete in the industry for a long period of time should be eliminated.

**Raise:** factors that need to increase or raise way above the industry standards.

In addition to the Four Action Framework; it makes sure that companies not only ask the right questions but also actively work on them. It helps companies in many different ways; for instance, filling the grid is a very difficult challenge and companies have to study each and every factor in detail. This helps them to realize all the assumptions they had made unknowingly when competing in the market (Kim & Mauborgne, 2015).

### **The Blue Ocean Strategy is based on the Six Path Framework**

In order to win, companies need to learn not to compete with each other. The Six Path Framework helps managers identify all the risks companies face and assists them to find various ways to address these risks.

The Blue Ocean Strategy has a powerful tool in the form of Pioneer, Migrators, and Settlers map (PMS), it enables companies to plot their current and planned portfolios to enable businesses to achieve growth alongside profit. **Pioneer** are the uncommon goods and services that increase profit, these sets of goods and services do not have any competition and can therefore have the market all to themselves. **Migrators** are goods and services that have value, however, they are not creative or unique. They are in the middle of the Red and Blue Ocean, they have a chance of increased profit in case of any changes. **Settlers** are those goods and services that work according to the industry rules and regulations, lack uniqueness, lower chances of high profits and very few customers (Layton, 2009).

For businesses to build a Blue Ocean Strategy there is a sequence to be followed it starts with Buyer Utility, Price, Cost and finally, Adoption.

1. **Buyer Utility:** what makes the product/service unique and irresistible for people to buy? What would be the reason for it? (Lim, 2019)
2. **Price:** how well are the products/services priced, can it get the attention of people and potential buyers, is it affordable and is it worth buying? (Cheng, 2020)
3. **Cost:** there should be a target cost that needs to be met and if it cannot be reached then either forget the idea or make a few changes in the business model and try to get to the target cost.
4. **Adoption:** what are the factors stopping the Blue Ocean idea to be initiated in the market? Those factors need to be found and worked upon to close the gaps. (Kim & Mauborgne, 2015).

Once a business model is prepared the next step would be to execute it, however, it can be a very rough ride and this happens in both Red and Blue Ocean Strategies, although, it might be more challenging in the Blue Ocean since the business has to start from a brand new status quo (Kim & Mauborgne, 2004-2020). The first one is the **Cognitive Hurdle** which is making employees understand and experience the customer's point of view so that they can eventually be able to respond positively to the changes. Therefore, it would be better to start this model with a small team of employees (Butler, 2008). The second is the **Resource Hurdle** the higher the shift in the strategy the greater number of resources needed to execute the plan, but at some point, the resources can become scarce and that can be a hurdle. The **Motivational Hurdle** is another issue that can be faced by businesses implementing the Blue Ocean Strategy. Motivating older employees or members of the management to agree to accept a new strategy would be another challenge, without them it will not be possible to implement. Lastly, **Political Hurdle** might crop in if there are no appropriate regulations and procedures maintained, this will lead to objections if the senior management does not agree with the workings of the strategy.

There is a need for every business to change their strategy on intervals for greater success, however, it requires a higher level of resources and it is time-consuming at the same time. Managers or leaders must recognise the need for a transformational approach to gain long term success. This demands for a transformational leadership which focuses to change the internal factors of the company, for instance, people, process, behaviour and activities for a

better productivity level at optimum use of resources and time (Kim & Mauborgne, 2004-2020). The management should recognise the importance of a fair process for the entire delivery network, which means engaging people throughout the process for their valuable inputs. The Blue Ocean Strategy requires transparency with the people involved in the process and setting clear goals, authority, accountability and responsibility for every member (Kim & Mauborgne, 2004-2020).

### **The Food Industry in the UAE**

The food industry is one of the biggest industries in the UAE due to the increased level of economic developments and diversification.

Domestic production is quite low in the UAE market due to the geographical location and the climatic condition of the UAE. It has a scarcity of water sources and has intense heat (Shahin and Salem, 2014). This scarcity results in higher food import activities, according to the UAE- Entry Handbook (2019). It was found that around 90% of food requirements are imported which include poultry, rice, dry fruits and milk (**Commission**), this gives many exporters a wider market base for their products.

The UAE has a diverse cultured population, therefore the demand of consumin multinational cuisines have eventually increased, according to the study conducted by Euromonitor named 'Food Sector opportunities in the UAE' forecasted that the food consumption in the country will be 59.2 million tons by the end of 2021. The reason for this increase would be the tourism market, increase in people's income due to the economic development, increase in population (more expatriates) and also the change in people's eating and dietary habits. However, the chances of this happening may differ due to the COVID-19 pandemic (a health hazard faced by the world since the last quarter of 2019). The economic development is at a standstill and people are trying to survive, therefore, their spending and purchasing patterns are quite different compared to 2018. In order to meet the new changes in people's eating option there is a wide range of products available for the consumers to choose from, for instance, organic products which would include fruits and vegetables, vegan items as well as vegetarian options.

Organic farming has become a new trend in the UAE market and many consumers are moving in this direction since it is a healthy option as well as it is known to be eco-friendly. Organic agriculture promotes the use of renewable resources which means sustainable for the future generation (Al-Taie et al., 2015). Using Organic Farming, it is possible for a Blue Ocean idea to be developed, as an existing or new business can use the organic vegetables and fruits to make natural flavouring for the food industry, this would be a benefit for both the producers as well as the consumers as healthy eating is the trend in the market and also natural flavoring will not be harmful to health. It gives the UAE a chance to own a natural flavouring company that uses home (UAE) grown fruits and vegetables to create the final product.

Snacks are quite popular in the UAE and they come in the forms of potato chips, corn chips, roasted nuts and much more, they are easy to find and consume. Over the years, the snack market has evolved from being unhealthy junk to more of a healthy snack. A few years ago people started changing their eating habits in a more health-giving and wholesome way. This was a major opportunity for many snack production companies to change their business models in order to fulfil the new health concerns of the consumers (Hess et al. 2016). There have been several changes, one such change is the ingredients that reduce sodium and sugar. Second has been in packaging, there has been a revolutionary change in the listing of the details such as health benefits, ingredients used and its quantity is mentioned as well. Every piece of information printed on the packaging needs to state the truth so that consumers are well informed about what there are eating and how much they are consuming (Ainsworth and Plunkett, 2014).

At the beginning of this revolution, one of the challenges many snack manufacturers faced was to create a healthy version of their snacks particularly, flavouring. Although it was an expensive process many experiments were done in

order to find a way to make healthy flavouring. There are many flavouring companies that provide natural food flavours made of real fruits and vegetable, for instance, dried beetroot powder or paprika as a colouring and flavour component. People these days would prefer to buy healthy snacks if they are nutritious as well as tasty. This behavioural change in the consumers has been a revolutionary change not only in the market but in the industry as well (Harris et. al., 2009, Center, 2019).

Quality and hygiene are the most important factors and they are given utmost importance in the UAE food industry. There are specific food safety rules, regulations and standards that need to be followed and there are authorities to make sure these rules and standards are maintained, such as ‘Emirates Authority of Standardization and Metrology’ (ESMA). There are regulations for other aspects of the food industry as well, for instance, packaging, containers as well as labelling, the producers have to follow the guidelines provided regarding the material used, appropriate shape and size as well as what information should be put on the labels of products such as production and expiry date are mandatory for all products (Hamza, 2019). There are severe penalties such as heavy fines or closure of business for not following the guidelines and procedures maintained by the authorities.

The Corona Virus which began by end of 2019 and was declared a pandemic by World Health Organisation (WHO), created a void around the world. The only way to reduce the exponential growth of the virus was to follow the guidelines set by WHO i.e. maintaining physical distancing and lockdown in places. Throughout the year 2020, people were requested to stay home stay safe, this resulted in the closure of businesses, education institutions, travel and social gatherings. Most countries and workplaces adopted work from home (WFH), however, it was not the same for the food industry as it was not possible to work from home. It was required for the food industry to follow the Food Safety Management Systems (FSMS) which is based on the Hazard Analysis and Critical Control Point (HACCP) rules which helped them contain food contamination and be able to manage food risks (Organization, 2020). People who worked directly when handling food products needed to be more cautious and well aware of the precautions that need to be followed. Training and written guidelines were provided and staff members were expected to exercise a high level of precautions (Organization, 2020). Many businesses have been facing challenges since the pandemic is still very strong in 2021. UAE has been a great economy among many other countries and has been very supportive to both the locals and residents. The UAE government has established many framework support systems in the federal part as well as each emirate has issued various “Corona Packages” (Boggs, 2020).

### **Methodology**

Data collection is one of the crucial parts of the research as it forms the final representation of the research. This paper utilized qualitative methodology by interviewing individuals who are working in the food industry and secondary data was collected with the help of authentic and well-known sources, particularly the book “Blue Ocean Strategy, *How to create uncontested market space and make the competition irrelevant*” written by W. Chan Kim and Renee Mauborgne. The professionals interviewed worked in the food industry; one in snack manufacturing and the other producing flavouring for the food industry. Due to the Corona Virus Pandemic, it was difficult to have a face to face interview, therefore, the data collection process was done on video conference via the zoom app. In this study, the semi-structured interview method was chosen as it was appropriate to get professional, on-topic responses as well as practical examples.

This was a standardized open-ended interview where the interviewees were able to give open-ended answers, which facilitated comparisons of responses between the respondents. Each interviewee was given a brief introduction about the topic with the help of the BOS book as well as some introductory videos before the interview was conducted. The questions prepared mainly focused on the knowledge of BOS, which strategy do they follow? What would be the future of BOS if brought to the UAE food markets? and related questions were asked.

## Data Analysis

In this section, the data will be analysed using thematic analysis based on the interview conducted with food industry professionals, respondent A is the CEO of a snack manufacturing company and respondent B is a food technologist at a flavouring company who provides flavours to the food industry. The interview saw several themes emerging, which can be considered positive for the implementation of Blue Ocean Strategy in the UAE food industry.

The interview began with **leadership and work philosophy** related question for which Respondent A said the philosophy his business follows is to “*provide unique products to the consumers*”, to “*emulate good hygiene practice*” for high-quality products they provide and lastly to give their customers “*value for money*” so that they can attract them and they can be loyal to the brand. Whereas, respondent B said that, their company targets medium and small-sized companies because they “*strongly believe that those companies which are small today they are going to become big and if you catch them at the beginning and if you serve them, if you help them to grow their business by providing good quality products and reasonable services to them and if they need a sample we need to be quick that if they want an order we should be quick in shipping those orders.*” Their philosophy is “*to be able to serve our customers quickly and be their local flavour partner*”. This clearly highlights that both the respondents are keen on supporting innovation in both capturing and developing the right market.

When asked about what differentiates the leadership style of Respondent A’s company is that they “*try as much as possible not to emulate the competitors, we try and create recipes and experiment with different types of shapes and sizes and [the] texture of the product so that we become unique by itself and we go into [the] uncharted territory where people have not gone and when I say so we experiment in terms of packaging or products generally, the people are normally doing we are a bit different than what they do and that keeps us going and that has been our forte in our success during the last many years of our operations.*” While respondent B said, “*we are kind of lean management where I am heading the operation and then we have department heads who are looking at the product sales marketing and anybody can come to me and ask and we can do the solution or answers to them instead of waiting for approvals from many layers of the management*”. This suggests that both the companies understand that using the right leadership style will support the effective working of the organisation. Also, the leaders are keen on service leadership instead of authoritative style. The main principle of innovation is flexibility and openness which shows in both the leaders interviewed.

The respondents were asked about their **knowledge of the Blue Ocean Strategy** to which respondent A’s response was “*having been read about BOS the strategy is for companies to evolve a place in the market by themselves, for our self there are no readymade rules for creating a market situation scenario, you explore the market and create a situation to meet your goals wherein you try and avoid the competition and the competitors as much as possible and try to create new vistas, avenues & new markets to put in your products and to ensure that your service, provide them and make better margins than what the others have been offered.*” According to respondent B, “*when we started the business we were more like a normal business, let's say that we were more into the red ocean, we were trying to compete with the same number of players in the business and we were trying for a limited market share*” however, “*after I read about BOS we changed our management strategy, instead of competing in an existing pile of the business we decided to make unique products where nobody has developed that kind of flavours which we can offer to the customer.*” Respondent B mentioned that they also came up with the idea of **customizing flavours** for instance “*one particular snack manufacturer does not have, let's say an Indian flavour and we offer flavours like masala or mango pickle and the company launches the product maybe initially, we get less volume but if the products fit and are a success then they will continue with us and our share of the business with one particular customer will be strong so this is a kind of a BOS which we have started implementing in our business*”. This resonates that both respondents and their businesses have a good grasp of the knowledge of Blue Ocean Strategy in fact respondent B has already started using this strategy.

The respondents were also asked to **compare between Red and Blue Ocean Strategy**, to which respondent A believed that, Blue Oceans and Red Oceans have been in the market for a long period of time. He mentioned *“both are two diverse viewpoints Blue Ocean works on not a set parameter, it goes and works independently and individually depending upon the markets, you tap, but red ocean works in a straight-set of patterns and are more into a crowded building rather than making economic research.”*. He also mentioned that their company is using both the Red and Blue Ocean but more emphasis is on the BOS. According to respondent B *“Red Ocean is something that you cannot avoid basically, when you start as a company, we cannot escape from Red Ocean initially the first 2-3 years of business”*.

Therefore to understand the system better, Red Ocean has to be used, but when the company is stronger and believes it can stand in the market, they can shift to a Blue Ocean Approach. According to respondent B believes that *“[their business is] 60% at the red ocean, but you know from nothing to you know we're able to shift our business into BOS from last three years and we were successful to make it 40% of our revenue coming from BOS which is a little bit of comfort”*.

The respondents were also asked to make **Opportunities & Threats Prediction** for which respondent A said that *“in Blue Ocean the opportunities are immense any and every new idea put into practice will obviously be a novel idea and a menu mechanism to put things into the consumer's viewpoint in a different manner and to ensure that the customers are very much attracted to the type of newness you bring to the products”*. Whereas respondent B's view was that there are many opportunities and if BOS is followed in the correct manner it will work wonders for the business *“if you are following your BOS properly, you are giving the customer value of the product, you are doing your basic right giving them as a service and making the requirement that the customer will not switch over to your competitor for at least 2-3 years in the business”*.

The next question asked was about **Effects & Impacts of using BOS in UAE, will it work?** Respondent A expressed that it is a big risk since any innovation needs to be tested in the market and chances are that it might work or not, *“success depends upon the types of products you offer it's a risk but the risk has to be taken into a calculated manner so that in case of any adverse reversals we are able to sustain those”* and Respondent B believed that the UAE market has already started adapting to a BOS by providing examples of Laban *“for instance Laban people all around the world prefer salty or sweet Laban now a niche has been created by these people they started the mint Laban”*, also snacks *“in snacks if you see before in this market the flavours were all basic like cheese, barbecue, nacho cheese, chilli, tomato ketchup, salt and now you can find many products which are based on the local taste profiles for instance yoghurt with labneh, yoghurt with mint, Arabian spices, masala flavour targeting the Asian population”*.

When asked about which other industry the Blue Ocean Strategy might work, respondent A believed that it will especially work for the Fast-Moving Consumer Goods (FMCG), as they would provide new and innovative products. It would be a different league of doing business and in that the supplier or the manufacturer would be the ultimate beneficiary. According to respondent B, he thinks BOS will work best for the health care industry due to the coronavirus situation. He also believed that the BOS will work very well for any aspect of the food industry, giving an example of *“Biscuit companies such as National Biscuits Oman or Tiffany are launching savoury crackers which are not their forte and is creating a new segment in the biscuit industry.”*

## Conclusion

To conclude this discussion, it was clear that Blue Ocean Strategy is a new and a possible strategy and those businesses who are ready to take the risk and innovate will taste success. With the help of the interviewees, it was clear that it is better to learn the rule of the games and therefore to start with the Red Ocean Strategy. Once the company feels that



they are strong enough, they can make a strategic move to the Blue Ocean. The strategy requires improving existing products to a substantial level and introducing new ventures, such behaviour will create loyal consumers and a sustainable place in the market. Customization is one factor suggested by respondent B where consumers are given a chance to create new flavourings that are not available in the local market and can get it in any quantity required and delivered to them quickly. The opportunities of using the Blue Ocean Strategy are immense as every new and innovative idea can bring higher chances of success and learning for the businesses.

A study combining BOS and UAE's food industry has not been done before, therefore, the opinions and ideologies of food industry professional and expertise were the main sources of information to make an important contribution in this direction. The information gathered made it convenient to foresee what would be the future of BOS in the UAE food industry and will it be successful. The results of the interview prove that the Blue Ocean Strategy would be a success. This study gives future researchers an opportunity to look at different aspects of the food industry and be able to relate them to BOS.

**Disclaimer:**

This work is an extract of the work submitted in the form of a thesis to Modul University, Dubai and Vienna, therefore, there is a possibility that there will be similarity to the work submitted.

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