



The Evolution and Sustainability of Strategic Thinking and Practices: Blue Ocean Strategy

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Abstract – Blue Ocean Strategy (BOS) is known as a means of differentiating a firm from its competitors and enhancing its performance level. However, the success of BOS is usually concise, as a result, there is a very significant difference between the creation of uncontested markets and their maintenance over the long term. This investigation penetrates the issue of sustainability. Based on the thematic analysis of the literature, the study discovers two main themes such as the direct impact of BOS on the attainment of a competitive advantage and the indirect influence on organizational performance improvement. In spite of this, the analysis also indicates that these achievements are confronted by the "purple ocean", a transition period of imitation and market change, thus constituting the biggest sustainability issue. The article proposes that passage through this phase can be achieved through the creation of dynamic capabilities, thus utilizing such technology as Industry 4.0 and still abiding by a customer-centric approach, without any relaxation. The current investigation is not focused on the momentary blue ocean creation but rather on the continuous strategic discipline that is needed to retain them and thus it offers a framework for sustaining competitive advantage over time. The limitations of the study are represented by its reliance on secondary data only.

Keywords: Blue Ocean Strategy (BOS), Strategic Thinking, Competitive Advantage, Purple Ocean, and Sustainability.

I. INTRODUCTION

1.1 Background of the study

Organizations are in a relentless struggle for survival and supremacy as the world is shaped by rapid technological disruptions, unstable global markets, and the empowerment of consumers like never before. The primary goal of companies is still to acquire a competitive advantage and operate efficiently, profitably, and productively (Amir). For that purpose, most of them resort to a conventional method known as Red Ocean Strategy, in which they try to beat the rivals in the market by competing intensely in price, quality, speed, and cost. Such a fierce rivalry, which is usually dictated by conventional strategic models that focus on outsmarting the competition, results in a very dangerous situation. As the market becomes overcrowded, the chances for profit and growth are gradually lowered, products are standardized, and the intense competition turns the market into a "bloody" red ocean (Kumar, 2023). Numerous examples can be found in the past as consequences of this paradigm; it is a market where one organization's success causes the downfall of another, thus resulting in shrinking profits, reduced market shares, and eventually, extinction of many, with significant consequences for the investing public and the nation as a whole (Audu & Danjuma, 2025).

To address the problems of a zero-sum game, a transformational strategic framework has to be created. BOS essentially asks enterprises to alter their view by redefining market boundaries not only across different industries but also across strategic and buyer groups, thus not being limited by them anymore (Pesce, 2021). By doing so, they are able to generate demand from a customer base that previously did not exist rather than

forcibly taking customers off each other. An uncontested market space, i.e., a market with no or very little competition, where pricing pressure is low and there is a high potential for growth, is the outcome (Mesut, 2021).

Value innovation is the main engine of this strategic change, it is the main idea of BOS, which means at the same time the company is trying to differentiate itself and lower its costs (Zakariyau et al., 2025). The concept is a game-changer as it goes against the usual strategic trade-off, where companies were told they could be only one of the following: high-cost/high-differentiation or low-cost/low-differentiation, but not both. The study (Supranata & Antonio, 2022), argue that instead of being on a level playing field with similar products, companies that succeed utilize innovation as their key differentiator to provide higher value propositions than their competitors.

This strategic decision is frequently implemented through the Four Actions Framework (ERRC), a means that helps companies go beyond the industry benchmark by Eliminating and Reducing factors that have always been there, and at the same time, Raising and Creating factors that no one had ever thought of. In this way, organizations are not limited by the value-cost trade-off and can thus have a considerable competitive advantage.

Although the basic ideas of BOS are clear from the documentation, there is a significant difference between the concept and its actual usage over a long period of time. The research works push the idea of inventing new market spaces, but fewer scholars realize the detailed mental and organizational processes needed for that. How companies build up the strategic thinking through which not only they spot those blue oceans but also they protect them is a main question to be answered. The main cause that can make the



life of a blue ocean short is the copying or imitation by rivals, who, of course, will try to share the new profitability with the discovered blue ocean. Such a risk may make a former blue ocean a highly competitive market space with time. So, it is very important for the company to develop what is called dynamic capabilities, those organizational habits and processes through which a company can feel, take, and change its resources in the situation of environmental changes. Hence, the aim of the study is to review the research systematically concerning the BOS and thus, offer a clear understanding backed by the facts of its application and maintenance over time.

Therefore, this study is about the vital necessity to understand more deeply the functioning and time aspects of BOS, going beyond simple recognition to a detailed investigation. Being the first research to pinpoint the complicated interaction between strategic thinking, innovation, and the activities that enable organizations to leverage these changing strategic areas, it highlights the significance of adaptability and innovation for the long-term holding of a competitive advantage. By focusing on a proactive and value-oriented viewpoint, this method is helping to create the basis for the continuous development in the ever-changing global business environment (Zakariyau et al., 2025), so, a deeper investigation into its functioning and longevity is simply a question of time and necessity.

1.2 Significance of the study

This research represents an integrated contribution that is essential for bridging the gaps between strategic theory and managerial practice. On a theoretical plane, it alters the discussion to the next level by linking the cognitive processes of strategic thinking to the strategic implementation by means of empirical data. Also, it ties the ideas to the long-term changes and viability of the BOS, hence, it goes beyond the instances of anecdote to assign a confirmed framework. Essentially, this is a very potent tool that companies are given when they are able to directly achieve not only competitive positioning and organizational performance by the way of creating but also by the way of sustaining new market spaces. Also, by enabling the complete transition from direct competition to the systematic creation of value, the study, consequently, provides vital implications that facilitate the innovation culture's progression, increase firm-level success, and become a source of economic growth and well-being at a wider level. This work is a powerful tool for companies to improve their competitive positioning and overall functioning. It facilitates the systematic creation and maintenance of new market spaces, thus ensuring long-term benefits. By moving away from competition towards strategic value creation, it fosters an innovation culture and increases firm-level success, thus having a positive impact on the economy's growth and prosperity.

1.3 Problem Identification

BOS has been perceived as a beneficial tool that can be used to avoid the negative consequences of hyper-competitive "red oceans" which has been its impact. Nevertheless, there is quite a huge and problematic difference between the theoretically expected framework and the actual successful practical application which can prove to be sustainable over time. The biggest problem is with the manner of implementation, for example, the lack of organizations being given clear, evidence-based directions on how they can effectively execute BOS so as to achieve a measurable improvement in their competitive positioning and performance. Moreover, a significant sustainability gap exists, although the research accentuates the first phase of the market creation, it hardly acknowledges the long-term evolution that is required to keep a blue ocean from turning red.

Also, behind the problems mentioned above is a cognitive gap since the defining role of strategic thinking that leads not only to successful implementation but also continuous adaptation of BOS is still significantly under-argued. The field is mainly based on an evidence gap that is, it depends to a large extent on the anecdotal case studies of the particular companies while there is a very low or no robust empirical data for generalizable frameworks to be developed. As a result, organizations are carrying out a powerful strategy without a reliable execution and endurance guide which in turn leads to the creation of an urgent need for a study that can systematically elucidate these relationships and provide practical, evidence-based solutions for the sustainability of strategic innovation.

1.4 Research Objective

- To identify the relationship between the implementation of BOS and its impact on the competitive positioning of organizations.
- To focus on the implications of BOS in terms of organizational performance through strategic thinking and practices in organizations.
- To delineate evidence-based suggestions for the efficient implementation of the BOS to improve organizational competitive positioning and performance.

II. LITERATURE REVIEW

2.1 Introduction: The Foundation of Blue Ocean Strategy

One of the main features of today's business world is very competitive "red oceans" markets, which are characterized by at least four phenomena such as industries being extremely crowded, profit margins being tightly squeezed, turnover of competitive advantage being very fast, and therefore, competition becomes a zero-sum game (Saighany, 2025). BOS arose as a landmark response of this new business environment, inviting companies not to fight with each other within the existing boundaries but to



find or create new market space where they can operate without competitors, thus making competition irrelevant. Precisely, BOS means to differentiate a product or service while at the same time reducing its cost, i.e., "value innovation" (Islam & Wahab, 2021). Hence, this scheme is not aimed at beating competitors but at opening a new value curve that displaces existing industry standards. Beyond the initial foundational texts, there is an increasing number of empirical studies aimed at exploring the practical implementation, maturity and stability of these strategic moves over time.

2.2 The Effects of BOS Implementation on Performance and Positioning

The literature is abundant with evidence supporting this assertion, directly linking the implementation of BOS principles to measurable business results. In the research about mobile service providers in Yemen, the study (Hajar et al., 2022), empirically validated a model depicting that value innovation has a direct and positive influence on firm performance and long-term growth, through the mediation of customer satisfaction and loyalty. This can therefore, be seen as evidence for a causal connection between the BOS philosophy and key performance measurement indicators.

The proper interpretation of BOS teaching in reality depends on the usage of its research instruments such as the Strategy Canvas and the ERRC (Eliminate-Reduce-Raise-Create) grid. The effectiveness of these operations is supported by a multitude of case studies. For example, the study, (Santoso & Murhadi, 2023) employed BOS analysis tools to unveil the latent needs of customers for an herbal liniment manufacturer, creating a new fresh market segment by producing a new product without an odour that had long-lasting effects. In the same way, (Setyawan & Harianto, 2025) deployed the strategy canvas and ERRC grid to plan operational improvements that led to significant project cost efficiencies at a construction firm. These studies show that applying formal BOS practices enables organizations to successfully change the competitive environment and at the same time solves the performance problems, such as market creation and cost control, thereby, achieving the initial goal of establishing the link between competitive positioning and implementation.

2.3 The Evolution of Blue Ocean Practices in a Dynamic Environment

The research (Amjad et al., 2024) uncovers the synergic relationship between BOS and the Fourth Industrial Revolution (Industry 4.0) in an exceptionally insightful way. The paper (Amjad et al., 2024) argues that technologies such Big Data, Artificial Intelligence (AI), and the Internet of Things (IoT) are crucial and potent enablers of the four-action framework of BOS as they allow companies to check a huge amount of datasets in real time, predict emerging market trends with a higher degree

of accuracy, and offer highly personalized value propositions at a hitherto unimaginable scale and speed. The merger here is just the first of many transformations of BOS, from being merely a strategic tool, to a data-driven, tech-powered process.

The evolutionary pattern is also reflected in the way companies have reacted to the major global crises. COVID-19 pandemic was an example of how the tourism industry, as a traditional sector, was hit very hard and thus its value propositions had to be radically rethought. The study (Paliwal et al., 2024) delved deeply into how smart tourism and Virtual Reality (VR) combined in India paved the way for the new, sustainable blue ocean. By providing immersive virtual experiences, firms were able to generate new demand and thus organizational survival was guaranteed. The statement "uncontested space" increasingly lies at the intersection of traditional strategy and the most advanced technology where the companies should constantly adapt their strategic practices in order to be able to survive.

2.4 The Challenge of Sustainability: Navigating the "Purple Ocean"

While the evolutions and changes of the blue ocean concept have been well recorded, the literature is still very much concerned with whether the blue ocean can be sustainable over a long period of time. The study (Scarlat & Panduru, 2021) describes the "purple ocean" state as the intermediate complex state, which is neither a red ocean nor a stable blue ocean, identified by an organization. The changeover phase may reflect the difficulty of the implementation or may, on the other hand, be a situation of decrease to competitive space because the imitators are emerging again from a previously successful blue ocean.

The "purple ocean" analogy is important since it indicates that producing a blue ocean is not simply doing it once but continuously managing the process. It signifies the restrictions of merely relying on BOS tools and systems. Navigating this uncertain space is not only a matter of a strategy canvas, it is inquiring for a deeper and more adaptable strategic thinking ability. This also includes the psychological capacity to deal with ambiguity, to be able to judiciously use the current blue ocean while monitoring for the next opportunity, and to develop a culture of seamless innovation. The studies (Lhutfi et al., 2022) and (Mansur & Salsabil, 2021) acknowledge that the insight into maintained strategic thinking necessary for holding a blue ocean against the tide of market changes is very limited. There are numerous examples in research of the "what" and "how" of BOS that have been done, but it is less vocal regarding the "who" and "why" of strategic mind-set that leads to the long-term sustainability.

2.5 Research Gap

A review of the literature illustrates clear research gaps that this study will differentiate and take on:



- The study concentrate on BOS instruments while the influence of 'strategic thinking' as a single factor leading success is almost completely overlooked (Santoso & Murhadi, 2023)
- The paper focuses on how business model innovation leads to market creation without explaining how these methods can be used to maintain the blue ocean in the long run (Amjad et al., 2024; Paliwal et al., 2024)
- The concept of the 'purple ocean' draws attention to the issues of sustainability, but the research in this area is silent on the real-world, solution-based strategies for this field (Scarlat & Panduru, 2021)
- No integrated framework is available that links BOS deployment, strategic thinking, and environmental friendliness since research has been conducted in isolation concerning these facets (Hajar et al., 2022)

III. . METHODOLOGY

3.1 Research Philosophy

The study applies the interpretivist research philosophy which recognizes that reality is a social construct and is subjective. Hence, it is suitable for understanding the intricate meanings and the nature dependent on the context of the strategic thinking and the use of inside the organizations that are employing BOS (Nickerson, 2022). This approach was chosen instead of a positivist philosophy that looks for objective and measurable truths and, as a result, cannot be used to explore the cognitive and cultural processes that are at the center of how strategies change and are kept over time (Junjie & Yingxin, 2022). In the same vein, a pragmatist philosophy focuses on practical outcomes and the 'what works' aspect could eclipse the study's primary aim of obtaining a deep, contextualized understanding rather than a prescriptive solution. Hence, the interpretivist perspective is the most suitable framework for understanding how companies interpret their move into and through the market spaces that are not yet dominated, which is in line with the fundamental aims of the research.

3.2 Research Approach

This study uses a deductive research approach, which means going from specific research objectives to more general conclusions by testing existing concepts with new data (Proudfoot, 2023). Such an approach fits this research perfectly as the objectives of the research were defined priorly, thus, giving a clear, pre-established framework for the analysis. The study intends to analyze the literature to figure out how it addresses these specific objectives of competitive positioning and organizational performance. An inductive approach, which investigates phenomena without a predetermined framework, is certainly insightful for discovering new aspects; however, it was considered less appropriate here, as the study was structured around its objectives. Likewise, an abductive approach, which tries to find the most reasonable explanation for a particular observation, was also less suitable. Hence, a

deductive approach was the most effective way to resolve the study's research questions and to develop a consistent argument from the literature gathered.

3.3 Research Design

An exploratory research design was chosen for this study as it represents the best way of revealing a complicated and fairly previously unknown phenomenon, where the main aim is to get deeper insights rather than confirm already existing theories (Makri & Neely, 2021; Olawale et al., 2023). This layout is perfect for the research question the study has, which is to comprehend the development and the continuing existence of strategic thinking in the framework of BOS. A conclusive research design, on the other hand, is intended to analyse and generalize findings to a larger population (Dubey & Kothari, 2022). A top-down approach of this kind is not in line with the study's aim, which is to produce new data and construct a conceptual framework from scratch. Likewise, a mixed-methods design, albeit thorough, was considered as not needed (Taherdoost, 2022; Watkins, 2022). The emphasis of the study is on obtaining a deep, qualitative understanding of the subjective and contextual nature of strategic practices, which would be compromised if quantitative elements were included. Hence, an exploratory design is the most straightforward and efficient way of attaining the study's objectives.

3.4 Research Methods

Research methods are the techniques and tool for conducting the research (Walliman, 2021) which can be broadly categorized by dichotomies such as quantitative and qualitative approaches, as well as other types like pure, applied, descriptive, and case study methods (Firdaus et al., 2021). These two main types are qualitative and quantitative methods, which stand for planned, scientific, and value-neutral procedures for data collection and analysis to resolve specific problems. Specifically, qualitative research concentrates on acquiring results that reflect participants' perceptions, beliefs, or views of the investigated phenomena (Chivanga & Monyai, 2021). This research employs a qualitative approach, the choice of which is supported by the method's capacity to investigate phenomena that are dependent on the context and are inherently subjective, such as the development and viability of strategic thinking and practices in organizations using the BOS. It is true that a mixed-methods strategy, which combines qualitative and quantitative techniques, can provide a more complete understanding of a research problem, however, the qualitative method was considered to be the most appropriate one for obtaining the subtle, context-dependent insights necessary for this study.

3.5 Data Collection

This research used a thorough secondary data method, as this method is most appropriate for collecting already available information to come up with a new conceptual



framework (Cheong et al., 2023; Mazhar et al., 2021). The data for the review of the literature was confirmed to be extensive and rigorous by taking the data from the major academic databases such as Scopus, JSTOR, Web of Science, and ProQuest. The locating of the most relevant studies was achieved by a detailed search and selection process that had multiple stages (Taherdoost, 2021). In the first place, a full search strategy was put together which included keywords taken from the research objectives and combined them with Boolean operators (AND/OR). The keywords used were "BOS," "sustainability," and "strategic thinking," among others. These were used to get the most relevant results. The second point was the study selection step that went on using the screening protocol which was structured and in line with PRISMA guidelines (Sarkis-Onofre et al., 2021). The process which was steered by the criteria for inclusion and exclusion that were already set started with the finding of 275 articles (Fig. 1). After the duplicates (n=63) were removed, the titles and abstracts for relevance (n=138 eliminated) were screened, and the remaining full-text articles for methodological alignment with the research objectives (n=30 eliminated) were assessed, six articles were finally selected for the thematic analysis.

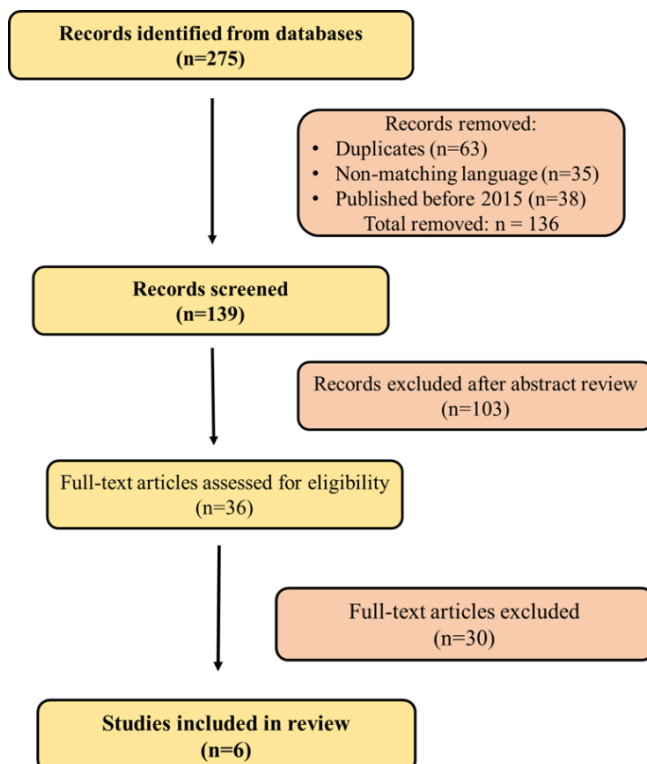


Figure 1 PRISMA guidelines

3.6 Data Analysis

The collected data was contently analyzed through deductive thematic analysis (Braun & Clarke, 2021). The reason for choosing this approach was because the key themes - BOS and Competitive Advantage, and BOS and Organizational Performance were already there in the

research objectives of the study. To conduct the analysis, the findings from six articles were organized and synthesized. Particular pieces of evidence were extracted and then linked to the respective pre-defined themes (Altameemi & Altamimi, 2023). The analysis is perfectly aligned with the main target of the research through the use of this well-structured approach, therefore it was able to provide a concise and in-depth comprehension of how the literature relates to the influence of the BOS on competitive positioning and performance.

IV. RESULTS

4.1 Qualitative Analysis

This section is about descriptive analysis of the six studies that were gathered based on the literature search process which is explained in Chapter Three. The thematic analysis of the research has two major themes, which are elaborated in the subsequent sections.

4.2 Blue Ocean Strategy and Competitive Advantage

The meta-analyses combined have considered the connection of business-oriented solutions to the possible effects and the benefits that can be used as the successful strategies within those organizations in different markets. The study (Hassan et al., 2022) explored the role of BOS in enabling firms to obtain a competitive advantage through a quantitative approach. The study (Hassan et al., 2022) revealed that enterprises which follow a BOS strategy have been an innovative competitive advantage for them in comparison to their competitors as they are the ones who can offer new and better products and services than their competitors. Furthermore, the usage of questionnaires in the process of data collection contributed to the limitation of differences in the answers of the participants, thus, enabling the comparison of various participants more effectively as they are presented with similar and structured questions. Also, this data collection method allowed the researchers, to statistically pinpoint the extent of BOS implementation within an organization and the consequent effects on the level of competitiveness of the organization.

The evidence in the study (Hassan et al., 2022) was further supported by the review (Yunus & Sijabat, 2021), which found competitive advantages as a significant mediating factor in organizational performance resulting from the implementation of BOS. The findings of (Yunus & Sijabat, 2021) demonstrate that the BOS is instrumental in leveraging intellectual capital, introducing innovative business models, and adapting to environmental changes that facilitate the organization's endeavours to not only sustain but also to evolve their strategic thinking and practices. By exploring in-depth the theoretical framework concerning the impact of BOS on competitive advantage, the study stated that the positive effects of BOS on company performance were reflected in the idea that organizations implementing the strategy "have the capacity



to generate lower-cost production, produce better-quality products, and provide speed delivery.” (p.7). These results endorse implementing and using market information to facilitate business innovation through BOS by pointing out the favourable aspects for the businesses, specifically, market conditions and industry dynamics. Moreover, organizational leadership can preserve the metamorphosis of strategic thinking and practices in organizations that have embraced the BOS model.

Successfully implementing BOS by organizations provides their target markets with unique value propositions and lowered buyer costs, which is linked to a strategic marketing approach to attract new customers. By dismantling the cost and value trade-off, firms utilizing BOS reach uncontested market segments, thus getting rid of competition and enabling an organization to expand rapidly by using innovation. A qualitative study (Christodoulou & Langley, 2020) revealed the potential of BOS to offer solutions to organizations that struggle to position themselves competitively in unchallenged market segments, thus emphasizing the importance of the strategy in helping organizations gain a competitive advantage over their rivals within the same industry.

Moreover, the study (Christodoulou & Langley, 2020) noticed the disruptive effects of innovative strategies like BOS on the existing traditional business models and recommended a different way for the strategy not to confront those businesses that have a similar strategic position. The study (Zahrani & Frasetio, 2023) brought forward the evidence closely resembling those of (Christodoulou & Langley, 2020) by studying the use of BOS to solve the problems caused by the changing consumer preferences and to ensure and enhance the adaptability of organizations to a sustainable competitive advantage. According to the study (Zahrani & Frasetio, 2023), organizations focus on factors that are essential for the customers like convenience, simplicity, productivity, brand perception, and emotional engagement, in order to improve customer experiences. These outcomes demonstrate that the adoption of BOS by organizations enhances their position in the competition, thus providing evidence for the strategy as a vehicle for the sustainability of strategic thinking and practices.

4.3 Blue Ocean Strategy and Organizational Performance

Organizations strategic thinking and practices resulting from the implementation of BOS have a far-reaching positive effect on the overall organizational performance. As a matter of fact, the qualitative literature review (Alam & Islam, 2017) to assess the influence of BOS on organizational performance, provides a wealth of reliable findings and industry-based recommendations, company size, and organizational adaptability. The evidence obtained from the research shows that the application of

BOS has had a good influence on Apple Inc. whose main activity was the manufacturing of computer software before the implementation of BOS. By creating the iPod music player, Apple Inc. did not only change the way people listen to music but also how they access it (Fig. 2). This is supported by the statement made in Alam and Islam (2017, p. 12) where it was stated that the return on investment that Apple Inc. achieved was 28.6% per annum where “investment was US \$3.3 Billion (development costs were estimated at US \$150 Million, and advertising at US \$285 million per year) and profit was US \$52.5 Billion.”

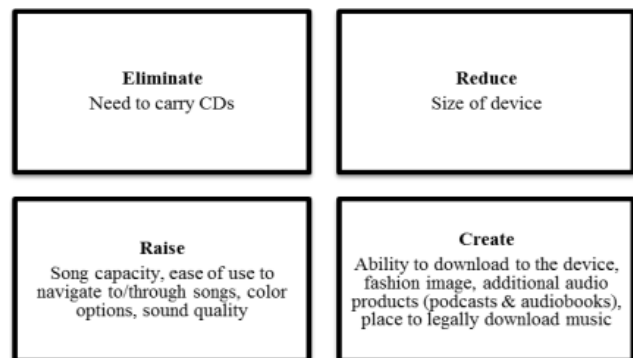


Figure 2 Product Changes for Apple Using BOS for the iPad (Alam & Islam, 2017)

Where BOS offers organizations a systematic framework and instruments to dominate industry competition and create new and unexploited market sectors, the study (Okechukwu et al., 2018), in contrast, focuses on the impact of BOS on firm performance. The study provides more convincing results, through direct evidence from primary data gathered from 225 respondents, compared to the study (Alam & Islam, 2017), which utilize secondary data. The findings reported in the study (Okechukwu et al., 2018) demonstrated that there is a strong positive relationship between market share growth and BOS. For example, 81% of the participants in the research concurred that organizations obtain a larger market share through quality improvements and commented that “Quality improvement leads to greater market share and is therefore accepted with a mean and std score of 1.24 and .547.” Okechukwu et al. (2018, p. 52). The larger market share is fuelled by high product discovery of the markets, which results in increased sales. As a result, the study (Okechukwu et al., 2018) contend that the adoption of BOS not only increases market share but also leads to better organizational performance.

The two studies agree with one another that the right implementation of BOS significantly influences organizational performance levels by facilitating the companies to engage in activities of corporate social responsibility and innovation which in turn helps them to maintain their competitive advantage. Hence, executing



BOS is evidently providing organizations with a tool for understanding market competition.

V. DISCUSSION

The main aim of this research was to investigate how strategic thinking and the use of strategy in the organizations that have adopted the BOS have evolved and been kept alive over time. The thematic analysis of the literature selected tells a quite evident and engaging story: BOS is a strong driving unit for both the creation of competitive advantage and the improvement of the organizational performance. But it is not a stop, the way has to be continually developed and changed in order to keep the first victories. The following discussion explains these results against the background of current strategic thinking.

5.1 Market-Driven Strategic Innovation as a Pathway to Competitive Advantage

The results support the main idea that BOS is the means for companies to escape the zero-sum game of red oceans by creating an innovative competitive advantage. The research of (Hassan et al., 2022) and (Christodoulou & Langley, 2020) points out that companies using BOS can create distinctive value propositions, reach new market segments, and thus eliminate the competition that is based on the same business rules. It is very consistent with the real-life example in the study (Santoso & Murhadi, 2023), by employing BOS instruments, produced a scent-free, long-lasting herbal liniment, thus pioneering a new market in a saturated industry. The primary engine, as explained in (Yunus & Sijabat, 2021), is the company's clever and intensive use of market data and intellectual capital not only to come up with new products but also to completely transform business models.

The debate is detailed in an intricate manner when the present way of the invention is taken into account. In this case, the paper (Amjad et al., 2024) makes a very strong point, they state that Industry 4.0 technologies such as Big Data, AI, and IoT should not be seen as mere instruments but as the leading elements that induce the BOS framework. Through these technologies, companies can skim through vast datasets, predict customer needs with greater accuracy, and implement the Four-Action Framework (ERRC) with a kind of precision that was not achievable before. It actually shows that the change of BOS depends on technological shifts, thus, strategic thinking has to be data-driven nowadays.

The problem as per the warning study (Christodoulou & Langley, 2020) that the innovation is a disruptive one, thus, organizations need to be very cautious in their manner of transition if they are to avoid confrontations with rivals who might rapidly imitate their success.

5.2 The Performance Imperative: From Market Creation to Sustainable Growth

The second large theme of the argument is that strategic advantages caused by BOS lead up to enhanced organizational performance directly. The case of Apple Inc. (Alam & Islam, 2017) is a shining example of how a single blue ocean move (the iPod) can have a massive ROI effect and completely disrupt an industry. (Okechukwu et al., 2018) correlate to that and confirm this statement by empirical evidence. They discovered that the execution of BOS had a strong positive effect on market share, which is the direct consequence of quality improvements and product discovery.

Several works have brought up different arguments regarding the mechanisms which account for the performance change. (Hajar et al., 2022) provide an important theoretical connection, arguing that value innovation, which is the essence of BOS, leads to better firm performance as it attracts more customer satisfaction and loyalty. Also, their findings signal the adoption of a broader approach to performance that is customer-centric and not only based on financial metrics. In contrast to that, research (Paliwal et al., 2024) extend the concept of performance to such aspects as resilience and sustainability. They claim that a move to BOS might be a clever tactic to get through the COVID-19 crisis and thus be able to ensure the organization's long-term viability when facing an extreme external shock. As a result, this adaptability implies that BOS should not be merely seen as a growth strategy or considered as another vital element of strategic risk management.

5.3 Navigating the "Purple Ocean": The Challenge of Sustainability

According to the recent studies, the interaction between advantage and performance has been brought to the front with the issue of sustainability being at the core of the debate. The making of a blue ocean can be considered as a single, isolated success, however, its sustainability is a never-ending journey. The term "Purple Ocean" coined by Scarlat & Panduru in 2021, gives a new perspective to the tangled nature of this case. This idea represents the doubtful, intermediate state, a scenario where a blue ocean is starting to be challenged by competitors or the implementation phase is still very brief. It is here that a company's strategic brilliance and operational skills are put to the most rigorous tests.

The study reveals that the navigation through the purple ocean successfully can only be achieved when a firm possesses the twofold technological and human duality. One of those was technological enablement, as stated in (Amjad et al., 2024). Organizations ought to be incessantly employing the latest technology in order to be a step ahead, to keep their value propositions attractive and to fish out the next uncontested market. The other one is the commitment to adaptive strategic thinking. The works



(Zahrani & Frasetio, 2023) and (Lhutfi et al., 2022) state that this means the company concentrates deeply and constantly on the changing needs of customers - it could be making life easier, emotional involvement, or co-creating new creative ecosystems. It is this capability, which at the same time is a challenge, to recognize, take and adjust resources in response to changes in the environment that separates organizations which temporarily enjoy a blue ocean from those which manage to have a series of them.

To conclude, the research presented demonstrates that BOS is a highly effective method of gaining a competitive advantage and superior performance. Nevertheless, the question of its extended survival remains open. Its existence depends on a company that is able to keep changing its strategic concepts and practices, at the same time, incorporating the technological revolution such as Industry 4.0 and having a relentless customer focus so as to be able to overcome the challenges of the "purple ocean" which are inevitable. Consequently, the next generation of strategic leadership is not only about inventing blue oceans but also about being able to conserve them.

5.4 Limitation

The most significant limitation is the thematic analysis which relied on a focused set of six articles. While this permitted an in-depth investigation of the selected literature, the results may not be transferable to different sectors and organizational contexts. Furthermore, the study's reliance on secondary data sources indicates that the current analysis is only a minor extension in terms of scope, focus, and even biases of the primary studies. Hence, the paper, although it offers a strong conceptual framework, is an interpretation of the existing research rather than a direct empirical study, thereby acknowledging the need for further research.

VI. CONCLUSION

The research was initially aimed at understanding how strategic thinking has evolved through different stages and how it is being kept sustainable in organizations that use BOS. Based on a thematic analysis of the secondary data selected systematically, this study positions BOS as a core weapon of a firm to gain a competitive advantage and to enhance the company's performance level. However, the issue of its survival over a more extended period is still quite uncertain. The analysis of the way to sustainability reveals that the organization is still going through the "purple ocean," a transition stage where the organization's ability to develop adaptive capabilities and exploit technological advancements, such as Industry 4.0, at the same time maintain customer engagement, determines whether its blue ocean is just a passing success or a lasting achievement. Thus, this research shifts the focus from the very first moment of market creation to continuous strategic rigor, which is essential for survival in the long

run. The research points to the strategic leadership of the next generation as being marked not only by the capacity to create and open up new blue oceans but also by the competence in the delicate integration of skill and knowledge required to keep them going over time.

6.1 Future Recommendation

It is advisable that subsequent research should concentrate mainly on the employment of empirical methods and minimize reliance on secondary syntheses. A good example might be detailed and extended studies following cases that aim to record the adjustment of the strategy cognitive processes in the actual time. It is very important for management to develop their dynamic abilities further and incorporate Industry 4.0 technologies as a tool for dealing with the 'purple ocean'. Upcoming studies should focus on developing industry-specific frameworks and transforming the "purple ocean" concept into a measurable diagnostic model. Ultimately, this will offer companies a robust, evidence-based toolkit to secure a sustainable competitive edge.

Conflict of Interest: The author reports that there is no conflict of interest

Funding: This research received no external funding.

Acknowledgement: None

Data Availability: Data sharing not applicable to this article as no datasets were generated.

Ethical statement for human participant: Not applicable for this research

Clinical Trail number: Not applicable

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