

**Research Article**

Open innovation as mediation between reconstructionist blue ocean strategy and organizational performance, an empirical study using structural equation modeling

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ABSTRACT

There have been many researches on the competitive advantage of Blue Ocean Strategy and the benefits it provide to organizations, and there is growing quantitative research on the relationship of Blue Ocean Strategy and Organizational Performance. Furthermore, as innovation is the core element of competitive advantage and organizational performance, so open innovation strategy's role is important in relationship of BOS and organizational performance. This paper presents the mediating role of inbound and outbound open innovation between the relationship of Blue Ocean Strategy and organizational performance. As there has been some discussion in past literature about the direct relationship of five constructs of BOS and organizational performance, therefore this paper focuses the mediating role of inbound and outbound open innovation between five constructs of BOS and organizational performance. It is a quantitative study. The unit of analysis is organization while a self-administered questionnaire was used for data collection from the senior managers of Malaysian manufacturing industries. Structural Equation modeling (SEM) was applied so PLS3 was used to analyze the data, collected from 116 manufacturing organizations. Results reveal that, in the Malaysian industries, inbound open innovation significantly mediates the relationship of three of the five constructs between BOS and organizational performance. While outbound open innovation does not mediate the relationship between BOS and organizational performance in the Malaysian manufacturing sector.

Keywords: *Blue Ocean Strategy; Innovation; Organizational Performance; Value Cost Tradeoff*

1. INTRODUCTION

Various approaches of strategic management have made this area of study confounding (Casadesus-Masanell & Ricart, 2010). Different strategies have been used for the development of competitive edge of the organization, Kim & Mauborgne's Blue Ocean are

among many good options (Allio, 2005). In the contemporary business environment, innovation and diversifications are compulsory, therefore, different strategies weather Resource based, Knowledge based, Miles & Snow or Porter's are sometimes not enough for the organizations to grow (Casadesus-Masanell & Ricart, 2010; Parnell, 2010). Strategic scholars deserve appreciation due to their role in revolutionizing the strategic approach (Allio, 2012).

The idea of taking competition out of the equation was novel for the strategic research world, moreover, the focus shifted towards creating new demand and markets (Kim & Mauborgne, 2005). Blue Ocean Strategy has been part of the many researches in the past decade e.g. (Bourletidis, 2014; Butler, 2008; Kim et al., 2008; Rebón et al., 2015). There had been quite a research on the differentiation and cost aspect of the Red ocean strategy but the constructs of the Blue Ocean Strategy had not been investigated in the sameway.

Malaysia is among the first countries to adopt BOS as a strategy at national level, as appreciated by the gurus (Mauborgne & Kim, 2017). It is necessary and important to investigate the relationship between Blue Ocean Strategy and organizational performance in Malaysia because of Blue vs Red discussions of strategies. According to (Kim & Mauborgne, 2014) almost the seventh part of the new ventures, associated with Blue Ocean, provided double profit then red oceans, despite being almost the half at the revenue. There was a strong need to empirically investigate these appealing figures. Surprisingly, there have been only a few empirical and quantitative researches on the connection of Blue Ocean Strategy and Organizational performance (Alam & Islam, 2017; Alghamdi, 2016; Butler, 2008; Tabari et al., 2014) but there was lack of quantitative research performed, considering Blue ocean strategy framework, consisting on five dimensions (Creating New Uncontested Market, Making Competition Irrelevant, Creating New Demand, Breaking Value-Cost Tradeoff, and Achieving Differentiation and Cost) with organizational performance. Though this framework is discussed frequently in literature especially (Kim & Mauborgne, 2004; Kim & Mauborgne, 2005; Kim & Mauborgne, 2014; Omar & Tasmin, 2015).

Furthermore, Innovation also plays a very important role in organizational growth and sustainability (Terziovski, 2002). In modern literature, innovation strategies have been developed and explored by many researchers (Vinayan et al., 2012). Many studies have been conducted to determine the relationship between strategy and innovation (Abraham, 2013; Burkhart-kriesel, 2016; Kim & Mauborgne, 2014; Tu et al., 2014). Innovation is often regarded as the driving force behind any organization's long-term viability and success. Authors expand this work to open innovation strategy as inbound open innovation and outbound open innovation are important to investigate in this relationship, considering the importance of innovation in modern literature and its relationship with BOS (Borgianni et al., 2012; Bourletidis, 2014).

2. LITERATURE REVIEW

Strategy has been discussed as a vital global construct in management research for the last four decades (Greckhamer, 2010). Historically, corporate strategies are decision making

about acquiring business, divergence, mergers and financial issues (J. A. Parnell, 2010). According to (Hawkins et al., 2013), thinking about a business, detecting its strength and weakness and looking for future options is strategy. Rise and fall of organizations depend on strategies, it provides a framework to sustain a position, and how to grow (Hannah & Avolio, 2011). And there have been efforts to comprehend and compare these strategies for competitive advantage as described by (Charles Baden-Fuller, 2013), (Allen & Helms, 2006). Competition has always been a hall mark of business strategies and frequently discussed in present and past (Jajja et al., 2017; Miller, 2016; Paper et al., 2016). Though Blue ocean strategy advocates for making competition irrelevant (Randall, 2015a).

2.1. CONSTRUCTS OF THE STUDY

BOS which has five constructs, is the independent variable of the study while, inbound open innovation and outbound open innovation are the mediating variables of the study. Organizational performance is the dependent variable of the study. These constructs of the study are further elaborated in sub sections.

2.1.1. Blue Ocean Strategy

The blueprint of more revenues and profits for the modern organization lies in finding new industries and develop new markets. The reconstructionist view of Blue Ocean Strategy gives value to the organization in comparison to the other organizations (Kim & Mauborgne, 2014). It was claimed that Blue Ocean strategy is “a consistent pattern of strategic thinking behind the creation of new markets and industries where demand is created rather than fought for and the rule of competition is irrelevant”. As army like terms such as 'troops,' 'officers,' 'front lines,' and 'headquarters,' are in used for strategies; they claim that corporate strategy has not evolved from its military roots. It's like being in a war zone. As a result, opponents engage in similar tactics as well.

Blue Ocean represents the market space, not polluted by competitors in Red Ocean. Benchmarking aspects are not used for competitors, rather strategic moves create the blue oceans (Kim & Mauborgne, 2004). BOS dismisses Porter's well-known cost-differentiation trade-off. In Blue Ocean strategy, organization swims out of bloody red oceans, and builds its own brand which is difficult to replicate by others because of economies of scale put the imitators at disadvantage (Kim & Mauborgne, 2014). The all over the word, academicians and the professionals took great interest to investigate this new strategy as in UAE (Butler, 2008) for innovation in Greek by (Bourletidis, 2014), in supply chain management by (Kim, Yang, & Kim, 2008) in Korea. It has been a hot topic for Business intelligence (Rebón, Ocariz et al., 2015) in Spain and by (Vieira & Ferreira, 2017) in Portugal. The government of Malaysia had a great focus on it to successfully implement it in Malaysia (Mauborgne & Kim, 2017).

The Blue Ocean strategy shifted the thinking of precious resources for profitability and edge over the other organizations. Organizations create new markets to live away from conventional markets of competition, e.g. Cirque du Soleil branded themselves away from conventional circus and theatre entertainment (Morrish, 2011). As success is creating uncontested new markets and do not indulge in competition. As value innovation is the

most important for the customer and it helps to capture the market (Mauborgne & Kim, 2017).

Kim & Mauborgne (2014) claim that even the companies of top 100 lists, are just wiped away in years because of staying in Red oceans of competition, and not swimming to Blue oceans. Kim & Mauborgne present four action framework (Eliminate, Reduce, Increase, Create) and strategic moves to develop value innovation and open new markets with unique products or services (Borgianni et al., 2012). In the Blue Ocean approach, untapped market area is reached, new demands are examined, and new possibilities are developed, while organizations have to look for non-customers to create demand (Leavy, 2005). Blue oceans have got to be created to get high performance. For that exploration and creation, organizations have to make competition irrelevant. There have been existence of Blue oceans from decades but the research was rather focused on the competition with the other organization (Hollensen, 2013).

Empirical research, measurement tools and other aspects of the Blue Ocean strategies have been in focus recently, signifying the importance of this strategy. Recently, a framework for fitness clubs on quality dimensions in perspective of BOS was comprehended by (Vieira & Ferreira, 2017) which highlight the increasing interest of the researchers in BOS and avenues of research, possible involving BOS.

Creating New Uncontested Market Space, Making Competition Irrelevant, Creating New Demand, Achieving Differentiation & Cost, and Breaking Value Cost Tradeoff are the five constructs of BOS (Kim & Mauborgne, 2005, 2014) which are further elaborated.

The most fundamental notion of BOS is the development of uncontested market space; this is necessary for an organisation to move out of the present market crowd and into a new area to attract clients (Kim & Mauborgne, 2014). An organization considers the requirements of its customers' and focuses on knowing about its customers, in this marketing strategy (Song et al., 2015).

The second pillar of BOS is to make competition obsolete, as firms that swim out of the competition and into the open blue sea have a competitive edge since competition saps energy and innovative capabilities. Because modern commercial labour is as congested as the bleeding red ocean, red seas are characterised by competition (Kim & Mauborgne, 2014).

Competitor positioning and customer positioning, is defined as organization's general focus or direction on its target competitors and customers respectively. There have been many efforts to find linkage between the competition orientations for the organization. Interestingly, there have been mixed results to the different performance consequences of customer versus competitor orientation (Luca et al., 2010; Frambach et al., 2003; Gotteland & Boulé, 2006; Kam Sing Wong & Tong, 2012) finding different effects for the presence of competition and absence of it as presented in detail in the work of Ozkaya et al., (2015).

Another significant BOS element is 'generate and capture new demand,' in which firms focus on creating new demand rather than sharing current demand (Kim & Mauborgne 2014). Relationship between demand and innovation is also discussed by many scholars

recently, highlighting the importance of the impacts of demand on innovation (Cleff et al., 2009; Corrocher & Zirulia, 2010; Fabrizio & Thomas 2012; Fontana & Guerzoni 2008; Klepper & Malerba 2010; Slywotzky & Wise 2003), which makes our study more significant and needful.

The fourth major element of BOS is 'Breaking the Value-Cost Tradeoff,' which refers to how companies used to raise costs when producing new value. BOS enables businesses to overcome this trade-off and achieve both goals simultaneously (Kim & Mauborgne 2014). This attribute is for the benefit of both customers and organization. And it stresses the importance of the involvement of customers in the organizational plans. Organizations cannot act alone now due to the new concept of value creation, they have to involve customers in their processes (Prahalad & Ramaswamy, 2004a, 2004b).

The fifth and the last construct of BOS is to 'Achieve differentiation and cost'. BOS is 'differentiation' 'and' 'cost' strategy, not only 'differentiation' or 'cost' strategy (Kim & Mauborgne 2014). This feature of BOS pulls customers towards organizations and supports value creation for both customers and business. Joint business strategies yield inconsistent results for organizational performance as suggested by previous studies (Salavou, 2010), though some researchers think that a dual business strategy of low cost and differentiation produce a noteworthy improvement in performance of business (Parnell et al., 2012).

2.1.2. Open Innovation

Organizational survival and growth are often viewed as dependent on innovation. Corporate initiatives to increase efficiency and compete on a global scale rely heavily on innovation. Innovation is necessary for every organization increase sales (Johannessen et al., 2001). Increase in innovation give edge and internationalization to organizations (Harris, McAdam et al., 2013). Competitive edge for the firms can be attained with systematic innovation (Muhammad et al., 2017; Shafiq & Tasmin, 2016). The figures of the last century gave amazing numbers, mentioning two third of the Forbes 100 organizations have been wiped off, while there are mostly new entrants (Dasgupta & Sanyal, 2009).

There has been a lot published and argued about open innovation in the literature. It's been one of the most hotly debated topics in recent years. (Chesbrough & Crowther, 2006; Dahlander & Gann, 2010; Huizingh, 2011). This strategy of innovation relates to those organizations which manage big range of relationships on different technologies with other organizations. Because of the involvement of different partners, there is a specified innovation process and relationships. The present literature discusses open innovation as outbound and inbound innovation. Occasionally, open innovation is linked with the involvement of various external sources (Laursen & Salter, 2006). Both dimensions of open innovation are studied in this paper, as there have been focus on cooperation and external relationships for innovation. Collaboration with the other firms and attaining financial benefits are focused of outbound innovation. While, improving own capabilities for the innovation by getting expertise of the other organization is Inbound Open Innovation. High-tech leadership and collaboration of activities require high precision for open innovation. Organization require various skills and proficiencies for success. Dodgson et al., (2005) stated that raise in outflows and collaboration with an external organization fetch

risks which may affect an organization financially. From goals to partner selection to roles and duties, it is necessary to supervise and manage the whole process. High level administrative skills are required to initiate, design and implement this process.

2.1.3. Organizational Performance

Organizations performance is one of the most discussed construct and dependent variable in management research (March, Sutton, March, & Sutton, 2015; Richard et al., 2009). As described by (Richard et al., 2009), organizational performance is well understood construct, covering organizations accounts, innovations. Strategy and organizational performance have a great history of research (Allen & Helms, 2006; Andrews et al., 2006; W. C. Kim & Mauborgne, 2005). In this study to measure the organizational performance Lee & Choi (2003) scale is used which has five elements, covering productivity, innovation, market share of the organization.

2.2. RELATIONSHIP BETWEEN BOS WITH OPEN INNOVATION AND ORGANIZATIONAL PERFORMANCE

Organizations performance is one of the most discussed construct and dependent variable in management research (March & Sutton 2015; Richard et al., 2009). As described by (Richard et al., 2009), organizational performance is well understood construct, covering organizations accounts, innovations. Strategy and organizational performance have a great history of research (Allen & Helms, 2006; Andrews, Boyne, & Walker, 2006; Kim & Mauborgne, 2005). This paper investigates the empirical effect of BOS on Organizational performance.

Terziovski (2002) discussed that to remain competitive, businesses must be committed to investing in R&D, manufacturing new goods, and achieving significant results. Due to the increase of competition, customers should be approached differently, to gain competitive advantage as innovation also has many challenges (Karabulut, 2015).

According to (Feurer & Chaharbaghi, 2015), existing opportunities must be untapped by the organizations, to gain the edge. Furthermore et al., (2009) explained that coopeation among organizations can originate competitive advantage in the modern world. Iansiti & Levien (2004) warned that success of the organizations is dependent on collaboration for the mutal production. It was further discussed that commercial success is different from the new product development as it requires different strength (Dasgupta & Sanya, 2009). It is also important to understand that managers' make or buy decisions are also influenced by the nature of the innovation (Prajogo et al., 2007). Inbound and outbound innovation strategies, and innovation performance were studied as organizations pondered to create maintainable competitive advantage for success (Casadesus-Masanell & Ricart, 2010; Teece, 2010).

Afuah (2001) resisted that a "make" decision is usually more practical than "buy" when technology develops. According to his research, organizations are linked with each other. Fields of supplier relationships and industry collaborations is very important to explore (Perrons et al., 2005).

There have been many studies focusing the association of BOS and organizational performance e.g. in sales by (Parvinen et al., 2011), higher growth (Lindič et al., 2012), performance (Paper et al., 2016), and innovation (Jackson, 2010; Pitta & Pitta, 2012). (Chang, 2010; Kim & Mauborgne, 2005; Randall, 2015b) have repeatedly stressed the importance of the BOS and organizational performance. But uniqueness of current study is quantitative study in Malaysian industries with BOS framework of five dimensions.

Product innovation is viewed as a critical component of gaining a competitive edge and ensuring an organization's long-term viability. It is defined as the contribution of product and process innovations to a company's overall success (Jiang & Li, 2009). Vibrant ability refers to an organization's capacity to create new goods and services. (Lokshin et al., 2009). According to (Teece, 2010), the capability to increase their existing abilities develop new capabilities in the organizations. In this perspective, product innovation has been considered as a critical method for firms to adapt and build competences that are essential for being competitive in a rapidly changing business environment (Lokshin et al., 2009).

As a notion, innovation is multi-faceted and encompasses a variety of forms. Product innovation is described as the creation or use of novel components, features, or technology in the creation of new products. In the literature (Authors, 2008), product innovation has gotten a lot of attention, and studies have demonstrated that it has a direct impact on corporate performance (Adebayo & David Evans, 2016; Damanpour et al., 2009; Georgellis et al., 2000; Laforet, 2013). The statistical analyses clearly show that research and development and financial performance have a considerable beneficial link. Companies must use new technology and innovative concepts to enhance their financial performance. As a result, they create a strong link between their financial and social success and innovation (Ezzi & Jarboui, 2016).

Technological mergers also increase capability of innovation. (Chesbrough, 2010; Gassmann et al., 2010) defines open innovation as "a paradigm that assumes that firms can and should use external as well as internal ideas, and internal and external paths to markets". According to (Chesbrough, 2007), open innovation helps organizations to reduce costs and create new financial sources for research. And open innovation helps to reduce risks by sharing with partners (Herzog & Leker, 2010).

Though few researchers e.g. (Lichtenthaler, 2009) proposed that open innovation may not be preferred by the organizations as competitive edge can be reduced in red oceans. Exploration for technology can surge the influence of open innovation on innovation performance (Jiang & Li, 2009; Vanhaverbeke & Cloudt, 2006). Furthermore, secondary and primary bonds can increase innovation performance.

The firm environment also increases or reduces the innovation effectiveness (Tsai & Yang, 2013). Therefore, It's important to keep track of how well a company's innovation initiatives match up with the conditions in which it operates by the managers and researchers. It leads researchers to find impact of BOS and open innovation with organizational performance.

As different strategies have been used to analyze the innovation strategies in terms of business performance (Kimble & Wang, 2013; Terziovski, 2002), though now researchers also focusing Blue Ocean Strategy as a knowledge based view with innovation strategy and organizational performance.

In this study, following hypothesis were formulated;

H1a: Inbound open innovation mediates between 'Creating New Uncontested Market Space' and Organizational Performance'.

H1b: Inbound open innovation mediates between 'Making Competition Irrelevant' and Organizational Performance'.

H1c: Inbound open innovation mediates between 'Creating New Demand' and Organizational Performance'.

H1d: Inbound open innovation mediates between 'Achieving Differentiation & Cost' and Organizational Performance'.

H1e: Inbound open innovation mediates between 'Breaking Value-Cost' tradeoff' and Organizational Performance'.

H2a: Outbound open innovation mediates between 'Creating New Uncontested Market Space' and Organizational Performance'.

H2b: Outbound open innovation mediates between 'Making Competition Irrelevant' and Organizational Performance'.

H2c: Outbound open innovation mediates between 'Creating New Demand' and Organizational Performance'.

H2d: Outbound open innovation mediates between 'Achieving Differentiation & Cost' and Organizational Performance'.

H2e: Outbound open innovation mediates between 'Breaking Value-Cost' tradeoff' and Organizational Performance'.

Blue Ocean Strategy

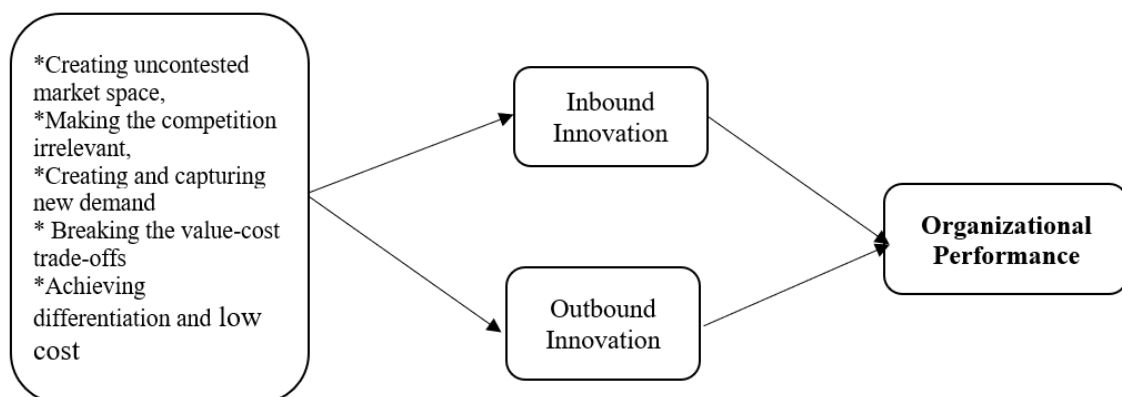


Fig. 1. Research Model

3. METHADODOLOGY

Initial exploratory research was conducted to investigate implementation of BOS in Malaysia. The data for this study was obtained using a pre-determined scale, making it a quantitative study of (Lichtenthaler, 2009; Sisodiya et al., 2013) for inbound and outbound

open innovation, having six and four questions respectively and scale of (Lee & Choi, 2003) with five elements was used for organizational performance. While a questionnaire to measure BOS constructs was also used from literature (Shafiq et al., 2018). Pre-testing of questionnaire was performed through contacts to academics and industrial experts. Pilot testing was successfully done with Cronbach alpha values 0.902 for 'Creating New Uncontested Market Space', 0.890 for 'Making Competition Irrelevant', 0.923 for 'Creating New Demand', 0.816 for 'Achieving Differentiation & Cost', 0.845 for 'Breaking Value-Cost Tradeoff', 0.910 for organizational performance, 0.819 for inbound innovation and 0.717 for outbound innovation. The pilot test was conducted with initial 30 organizations from Malaysia. SPSS was used for finding reliability.

4. RESULTS AND DISCUSSION

Cronbach alpha values of the variables are shown in below table

Table 1. Reliability Results of the Study

Variable	Behavior	Reliability	No of Items
Creating New uncontested Market Space	Independent	0.902	8
Making Competition Irrelevant	Independent	0.890	5
Creating New Demand	Independent	0.923	6
Achieving Differentiation & Cost	Independent	0.816	4
Breaking Value-Cost Tradeoff	Independent	0.845	9
Inbound Innovation	Mediator	0.819	6
Outbound Innovation	Mediator	0.717	4
Organizational Performance	Dependent	0.910	5

In the next stage, PLS was used on all 116 organizations to measure the 'measurement model' and 'structural model' of the study. Figure 2 displays the results of initial measurement model.

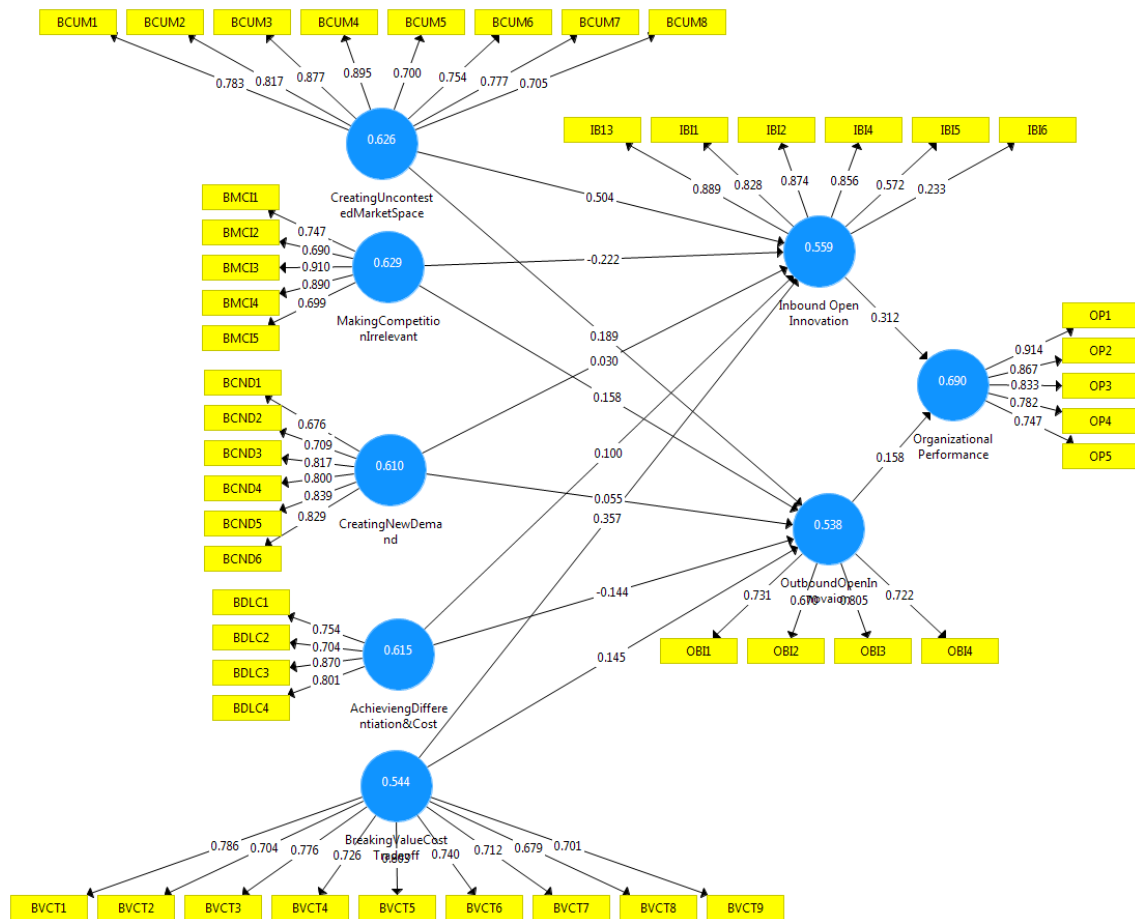


Fig. 2. Measurement Model of Research

Arrows exiting from blue highlighted 'latent constructs' towards yellow highlighted items reflect the reliability values while the blue highlighted latent construct show the Average variance extract.

These values are well within the range according to Hair et al (2014) as mentioned in Table 2.

Table 2. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Achieving Differentiation & Cost	0.791	0.809	0.864	0.615
Breaking Value Cost Tradeoff	0.897	0.906	0.915	0.544
Creating New Demand	0.870	0.872	0.903	0.610
Creating Uncontested Market Space	0.913	0.918	0.930	0.626
Inbound Open Innovation	0.834	0.913	0.872	0.559
Making Competition Irrelevant	0.850	0.888	0.893	0.629
Organizational Performance	0.894	0.955	0.917	0.690
Outbound Open Innovation	0.727	0.747	0.822	0.538

Table 2 reflects upon the reliability and validity of the constructs as croanbach alpha is above 0.7 (Nunnally, 1978), while composite reliability is greater than 0.8, and AVE is greater than 0.5, both are above the range. While discriminant validity of the construct is also well below the range of 0.85 according to HTMT criteria.

Table 3. Multicollinearity

	Inbound Open Innovation	Organizational Performance	Outbound Open Innovation
Achieving Differentiation & Cost	1.840		1.840
Breaking Value Cost Tradeoff	1.973		1.973
Creating New Demand	2.996		2.996
Creating Uncontested Market Space	1.935		1.935
Inbound Open Innovation		1.237	
Making Competition Irrelevant	2.609		2.609
Organizational Performance			
Outbound Open Innovation		1.237	

Table 3 shows the VIF values of the independent constructs which is less than 3, and according to range of Hair et al (2014). It shows that all the independent constructs are different to each other.

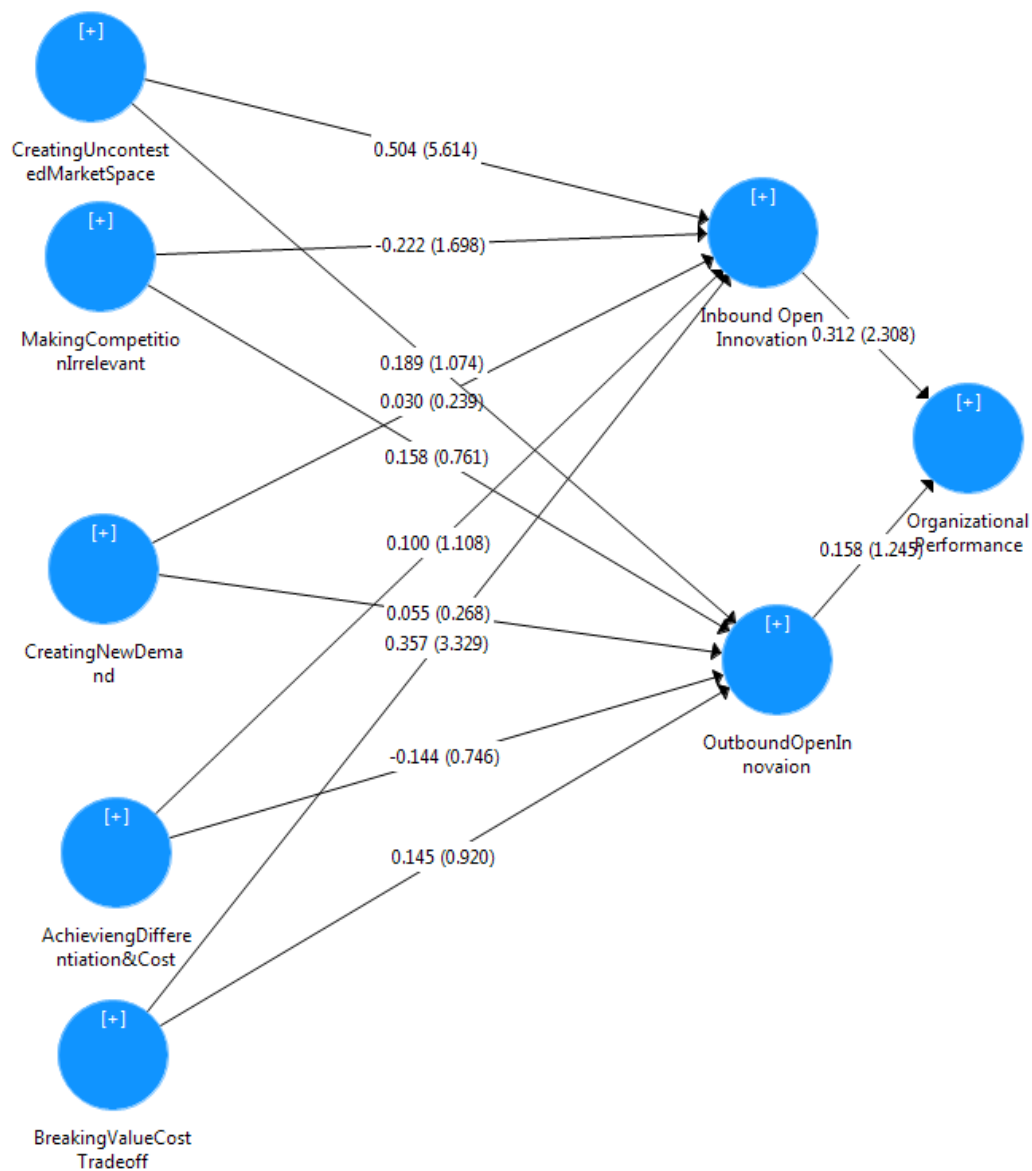
**Fig. 3.** Figure 3. Structural Model of Research

Figure3 demonstrates the structural model of the study, displaying the strength of each relationship though the scope of this paper is limited to examine the mediating effect of inbound open innovation and outbound open innovation, which is reflected in Table 4 and Table 5 respectively.

Table 4. Mediation effect of Inbound open innovation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Achieving Differentiation & Cost	0.031	0.029	0.032	0.965	0.335
Breaking Value Cost Tradeoff	0.111	0.110	0.063	2.769	0.020
Creating New Demand	0.009	0.014	0.042	0.218	0.828
Creating Uncontested Market Space	0.157	0.152	0.071	2.226	0.026
Making Competition Irrelevant	-0.069	-0.065	0.051	1.995	0.050

Table 4 demonstrates that 'Breaking Value Cos Tradeoff', 'Creating New Uncontested Marketspace' and 'Making Competition Irrelevant; have significant indirect effect ≥ 1.96 on the organizational performance through inbound open innovation (Preacher & Hayes, 2008). Which leads us to result that inbound open innovation means organizations which internally generate organizations through collaborations mediate the three of the BOS constructs.

Table 5. Mediation effect of Inbound open innovation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Achieving Differentiation & Cost	-0.023	-0.024	0.043	0.525	0.600
Breaking Value Cost Tradeoff	0.023	0.031	0.042	0.550	0.582
Creating New Demand	0.009	0.018	0.045	0.193	0.847
Creating Uncontested Market Space	0.030	0.034	0.047	0.634	0.526
Making Competition Irrelevant	0.025	0.021	0.045	0.558	0.577

Table 5 demonstrates that outbound innovation strategy does not mediate the any of the relationship between the BOS constructs and organizational performance. It is evident that all of the indirect effects of the BOS independent constructs on the organizational performance is insignificant through outbound innovation.

5. CONCLUSION

It was critical to do empirical research into the aforementioned critical link as the open innovation has got a significant importance in the modern research involving competitive edge. Results support that inbound innovation has a mediating influence on three of the BOS constructs on organizational performance but outbound innovation does not have the mediating effect in the Malaysian manufacturing industries. It is encouraged to verify these results in different countries. Moreover, investigation of these hypothesis in different demography is required. Investigating blue ocean strategy with nondestructive innovation is another intriguing field of inquiry.

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