The Practical Reality Of The Strategic Deployment In The National Universities In The Middle Euphrates (Descriptive Research In A Sample Of Iraqi Universities And Civil Colleges)

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ABSTRACT
The purpose of this paper is to find out the reality of the application of strategic proliferation in the national universities in the Middle Euphrates region, the study has been was applied to a sample of (deans, heads of departments, rapporteurs and teachers) in four provinces (Najaf, Babylon, Karbala, Diwaniyah) the number of survey subjects surveyed is 286), their opinions were analyzed by adopting scientific statistical tools through the use of the statistical program (SPSS), so it is expected that the study will benefit digital indicators inspired by applied reality that lead to the provision of information to community universities. The study has arrived at came to the conclusion that the sample has a high awareness of the red ocean strategy with the lowest rate of management in the Blue Ocean strategy.

Keywords: Strategic Propagation, Blue Ocean, Red Ocean.

Introduction
Competition became intense after the emergence of the era of knowledge and the third millennium, in the investment of sites and spread in all markets, and the emergence of large organizations controlling the global economies such as the economies of East Asia, America and Europe, as strategic deployment became of great importance to a number of organizations, because it helps to position in units and sites of strategic importance, and in order to enhance the spread in strategic locations and locate their businesses and establish them in a place where there are no competitors doing this through Adopting the Blue Ocean Strategy, other organizations are competing on the basis of efficiency and dynamic capabilities and this represents the Red Ocean strategy, so the blue ocean strategy and Red Ocean strategy are encouraging strategies in the growing demand of customers in privileged locations.

First: Intellectual framework for strategic deployment

1. The concept of strategic proliferation:
Strategic proliferation is an important concept that has attracted the authors’ as it is a specific essence of recognition of organizations in the third millennium for their role in promoting organizational success prospects (Alabadi& Karim, 2020: 9873), by investing in commercially available technologies that can contribute to achieving strategic objectives (grubb et al., 2008), and positioning in sufficiently strong units in strategically important locations (Langetepe et al., 2014), where contemporary organizations face a state of competitive conflict, so in the context of globalization that highlights competitive pressures, organizations want to spread best practices in order to improve the competitiveness of their supply chain, and despite their obvious simplicity, these practices are often specific to the special nature of the organization (Roy& Beaulieu, 2013: 7), and proliferation can be with new services, products and experienced personnel (Wang& Young Young , 2012)

2: Definition of strategic proliferation
Strategic deployment is a path taken by the organization with the aim of investing in emerging sites or sites that have never been active in (Johansson, 2007, followed by researcher (Dimitar, 2016) in a similar context, as a strategic path aimed at ensuring a high market share for a long time, to find Karl, 2016 focused on defining it as a form of expansion and organizational growth, which helps the organization achieve its goals and solve its problems. In a similar context (Yahya& Sharrqi, 2017), it is one of the strategic alternatives that organizations use to expand and grow in proportion to their circumstances and status.
3. The importance of strategic proliferation

Strategic proliferation has a significant role to play in maintaining the organization's competitive position and market share as well as ensuring its survival and growth (Nabila, 2007), moving to different locations represented by high activity by providing new and innovative services to new locations (Juffery, 2007: 21), based on a different point of view, the spread is of additional importance according to Ansoff (1997) due to the following:

a. It attracts experience and knowledge to develop working individuals before and after the adoption of strategic deployment.

b. It looking for activities that include different technology, more innovative and creative, that distinguish the organization from others, and therefore provide different and unique needs to customers, within the framework of competition.

4. Dimensions of strategic deployment

Today, contemporary organizations are facing a state of competitive conflict due to the opening of markets, so marketing in strategic proliferation is an important and indispensable activity in a competitive world, a change in the opinions of customers, easy access to information about competitors, awareness and leadership of the customer, who has become the first control in many cases through its popularity or unfairness to products, so organizations usually locate and establish their businesses in a place where there are no competitors. This is defined as the Blue Ocean Strategy, while other organizations are competing on the basis of efficiency and dynamic capabilities and this represents the Red Ocean Strategy, so Blue Ocean strategy and Red Ocean strategy are encouraging strategies in the growing demand of customers in privileged locations (Rafique et al., 2015), including the Blue Ocean strategy and the Red Ocean Strategy have been adopted as a dimension of strategic deployment (Yahya& Sharrqi, 2017).

a. Blue Ocean Strategy

The rapid growth of technology and ever-changing trends is alarming for the organization, so following the Blue Ocean strategy helps the organization continue in the market and create a new direction through creativity and innovation that helps the organization to be ahead of its competitors (Chaus& Pandey, 2020). Moreover, future leading organizations will not only succeed by fighting competitors, but also through creating an uncontested market space that matures for growth (Pateman 2019:2), The Blue Ocean Strategy Model was previously introduced by researchers (Kim & Mauborgne, 2004), which has gained worldwide popularity and acceptance rapidly, as it represents a new market and opportunity completely undiscovered with new value creations, new customer bases that are competition free, and deep and vast potential of market space that has not yet been explored, as market boundaries can be rebuilt through the movements and beliefs of the human resource (Sakdiyah& Hidhaya, 2020), creating new demands, often creating a new consumer value while reducing cost and all of this represents the pursuit of differentiation and proliferation (Mungi, 2020; Rezeki et al., 2019).

b. Red Ocean Strategy

In business strategy, crowded markets are called "red oceans", places where operational waters are saturated with the blood of competitive warfare (Kim& Mauborgone, 2005), where red oceans represent existing traditional products, market space and competitive rules that are known to competitors, and try to outperform competitors to gain a greater share of current demand in a crowded market space (Kabukin, 2014), as the Red Ocean Strategy is a regulatory tool used to achieve the organization's objectives (Norikun, 2018), by applying the concept of business environment management, mission vision, and objectives (Crevens, 2015), and the most common form today in the market is the red ocean because it represents bloody competition in existing markets and the goal of this competition is to gain greater market share (Norikun, 2018).

5. Dismantling the conceptual entanglement of strategic proliferation

The researcher considered that there are terms that are similar to strategic proliferation, so a liquid lord asks what differentiates strategic spread from the dissemination of strategy, strategic balance or strategic positioning, here is an explanation:

a. Strategy Deployment Publishing

"Spreading Strategy" and "Spreading Politics" are English translations of the term "Hoshin Canary”, a management methodology first circulated in Japan in the 1950s based on the ideas of Dr. Yuji Akao.
(Nexus, 2018: 4), by guiding the organization towards its unique long-term strategic objectives and medium-term objectives (Nexus, 2018), and from the point of view of the researcher (Süzen, 2020) it is a technique to monitor and ensure that the strategies developed by the organization are to achieve goals and progress at all levels, so the deployment of the strategy is an administrative process that corresponds - vertically and horizontally - between the functions of the organization and its activities with its strategic objectives (Shook & Marchwinski, 2014) while strategic deployment is a form of expansion and organizational growth, which helps the organization achieve its objectives of solving its problems (Karl, 2016).

b. Strategic positioning
Strategic positioning is an innovative concept that aims primarily to determine which strategy will be focused on within a particular area (Skaggs & Yound, 2004), positioning helps to adopt new measures across a number of strategic locations (Mâ et al., 2020), and this is being done in order to maintain, shape and strengthen competitive advantages under the current circumstances to expand and deepen regional integration and globalization (Ovsak & Liskovich, 2020), and to be able to reach the goal and value that a person will receive using fao products, as this value demonstrates the organization's excellence over other organizations in the competitive environment (Wang et al., 2018), the core of strategic positioning lies in the selection of activities that differ from competitors (Angella & Carlo, 2016), while strategic deployment is a path taken by the organization to invest in emerging sites or sites that have never been active (Klas, 2007).

c. Strategic Balance
It is a widespread contemporary strategic concept, that is actualized through a mechanism adopted by the Organization to balance sub-strategies with the president, principal ones that they seek to achieve in order to raise the level of investment of resources available to it within the Organization (Nkwangwa, 2014: 1472), focusing on the study of the environment operating within its internal and external regulatory boundaries, and in how to balance them (Hussein & Al-Zubaydi, 2020), during the use of various measures, which will lead to a full strategic system (Hussein & Al-Zubaydi, 2020), during the use of various measures, which will lead to a full strategic system (Mansoor & Alshawabkeh, 2021), also states that it indicates a state of harmony and balance by achieving compatibility between four elements (organizational culture, human resources, customers, competitors), while strategic proliferation is among the strategic alternatives used by organizations to expand and grow in proportion to their conditions and status (Yahya & Sharrqi, 2017).

Second: Methodology of the study
The problem of study, its objectives, importance and hypotheses will be presented here, the description of the variables of study, its measures, the scientific approach, the description of its society and the sample selected, and then the study tools and its limitations as follows:

1. The Problem of study
The challenges facing organizations, whether opportunities or threats, are hallmarks of their continuity, and the extent to which they adapt to the challenges will determine where they will choose to be key or subordinate, so how can the organization achieve its excellence in the face of challenges? But it pulls itself out of bloody competition through the Blue Ocean strategy, which represents the lifeline for these organizations to meet the challenges, to achieve competitive excellence in the near and long term, especially when it evokes the state of change from the logic of traditional thinking to the other contemporary, Therefore, organizations that had a strategic ability to impose themselves are the closest to strategic proliferation, so if there are some intellectual priorities in the test of the research variable (strategic proliferation), these intellectual assumptions need to be deepened and investigated in order to be a problem from which researchers start to reveal the practical reality of this variable, which is still a stand-alone problem in the private universities of the Middle Euphrates region, and this requires:

a. Determining the level of awareness of the nature of the research variable by the employees at private universities.

b. Identifying the correlations that govern the relationships of the main variable and its sub-dimensions.

2. The Aims of the Study
In terms of the intellectual framework of its problem and its applied questions, the current study aims
to:
a. Determine the level of awareness of the research sample of the importance of the questionnaire paragraphs as this is an indication of the level of perception of the sample and its understanding of the changer of research.

B. Detect the correlations that result from the analytical aspect between the study variable and its sub-dimensions.

3. The Importance of Study

This study is expected to provide the universities concerned with digital indicators inspired by their practical reality, which guide the decision-maker on the failures and successes in accordance with the strategy of the Red Ocean, and in drawing exploration and investment strategies in accordance with the strategy of the Blue Ocean, not to mention that universities will seek quick and direct returns due to the recommendations made by the study related to modern methods.

4. The Hypotheses of the Study

The theoretical effort has reached a number of theoretical assumptions that are sealed facts in administrative thought and there is no room for discussion or doubt as they embody the opinions of scholars and researchers, and to come up with practical indicators that are appropriate to the reality of the research community as follows:
a. (Strategic proliferation is one of the success factors for organizations (Bau et al., 2009; Sun & Zoubir, 2016) So organizations are aware of the importance of positioning powerful units in strategically important locations (Lang et al. et al., 2014), hence the first hypothesis says that (the study is highly aware of the reality of strategic proliferation).

• The first alternative hypothesis is (the study sample is not highly aware of strategic proliferation).

b. Organizations target many sites for investment and competition, so the need for better strategies, Khouildat, 2018, increases, and the second hypothesis is formulated that (there is a morally significant correlation between the dimensions of strategic proliferation).

• The second alternative hypothesis is (there is no morally significant correlation between the dimensions of strategic proliferation).

5. Data and Information Collection Tools

The study adopts on a range of data and information collection tools, including:
a. Questionnaire: The main tool in the illustrious descriptive studies, that is built on the basis of the laboratory metrics in global studies after being re-adapted to the current research variable, trends and application environment.

b. Documents, documents and records: A number of documents, documents and records of civil colleges in the Middle Euphrates region have been reviewed to take advantage of their indicators.

c. Books, papers and periodicals.

d. The Internet and sober websites like https://z-lib.org/ (www.sciencedirect.com)

e. Interviews.


A set of statistical tools for data analysis has been adopted:
a. Median: One of the central measures that are used in the study, which work on ordering values ascending or descending as values are divided into two equal numbers in number, where it occupies the middle position technically so that the number of answers is similar to the answer above and below the average answer, but the average answer falls within a large group and the number of smaller values equals the number of values larger than that number (Sha qir et al., 2000: 102).

b. Range: The difference between the largest and smallest value in the group (Sha qir et al., 2000).

c. Kendall Correlation Coefficient: Kendall's law relies on signals, if the grades compared to the designated rank are higher, a positive signal is taken because it is in the order of normal numbers, although the smaller has taken a signal negative, and the grade correlation factor equals the ratio between the total constraint of signals through its real position on the total signal when the grades are in ascending or descending order (Saidi et al., 2020).

d. Multiple regression factor: One of the most advanced statistical methods. That is used for measuring the impact relationship between a number of interpretive variables and a single response variable.

e. Simple regression factor: Simple regression is one of the most common transactions in causal studies.
looking for cause and effect, as a single independent variable often affects one approved variable (Lane et al., 2003).

f. Alpha Kronbach Coefficient: The Alpha Kronbach equation is used to extract Alpha Kronbach, charts to measure the accuracy of the research questionnaire when it exceeds (60%), and this indicates acceptance and reflects, the agreement and correlation between the terms of the questionnaire paragraphs (Al-Saidi et al., 2020).

g. The analysis of the confirmed factor: A statistical method that is aimed at rotating the axes on which the data are located in order to obtain important factors that do not change from analysis to analysis, and in the analysis process each analysis takes into account the development of reference axes with a different doctrine, and these arguments must be rotated to put them in specific places that are easy to interpret and compare (Imad al-Din: 1967:140).

7. **The limits of the study**

Studies and research must be characterized by a specific horizontal range and vertical depth, and if the vertical depth represents the intellectual aspect of the study, the horizontal range remains the task of the limits of study, as its orientations must be determined within clear and known limits, limiting the effort to a point frame itself and not at several points no matter how strong its links to the base point (Al-Saidi, 2020), and the boundaries of research include spatial, temporal and scientific boundaries as follows:

a. The spatial border was conducted in the Republic of Iraq in the central Euphrates provinces (Najaf, Babylon, Karbala and Diwaniyah).
c. Practical limits: Research is scientifically determined by its objectives.

8. **Community and Sample of the study**

In order to meet the requirements of the practical part aspect of this study, and to achieve its objectives and endeavors, it was necessary to choose a study community that conforms to what it seeks and aspires to achieve, and has been stabilized on the adoption of community universities in the Middle Euphrates region as an area for the application of research, from which an intended sample of (teaching, department rapporteurs and department heads) was selected in four provinces (Najaf, Babylon, Karbala, Diwaniyah), based on the following measure (Gleen)

\[ n = \frac{N}{1+N_0 e^2} \]

\[ n = \text{sample size} \quad N = \text{community size} \quad e = \text{accuracy level (allowed error)} \]

\[ n = 10101+1010(0.05)^2 \]

\[ =268 \text{ people} \]

The appropriate sample size in accordance with this law was (286)

Third: Testing and analyzing study hypotheses:

The practical part side includes the following paragraphs:

1. Testing the adequacy of the sample and the level of its significance

The KMO test has been adopted to test the adequacy and moral level of the study sample and the results are demonstrated in Table (1):

<table>
<thead>
<tr>
<th>Table (1) KMO and Bartlett's Test</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
</tr>
<tr>
<td>df</td>
</tr>
<tr>
<td>Sig.</td>
</tr>
</tbody>
</table>

Source: Researcher's preparation based on the outputs of the computer program.

According to the data of the table above, kmo is equal to 50 percent. By adopting Partlet's Test of Sphericity to measure the moral level of this test, it indicated a high acceptance of it, of the test that is shown in Table (1).

2. Test saturation ratios for questionnaire paragraphs
This statistical effort is an initial necessity through which the fact that the sample of the test understands and perceives its variables, and thus infers preliminary indications of the strength and weakness of the correlation and impact relationships, which will be reached later, so the statistical effort of the research will be directed to the analysis of the questionnaire paragraphs, as the process of determining saturation ratios of (40%) is conducted based on (field, 2009:647).

Through the statistical program (SPSS), the method of analysis of factors (roots) that control the choice of saturation of questionnaire paragraphs was used through the matrix of factors and statistical analyses of the overall variation of these factors indicated that there are (1) factors explained (89.511%) From the variation of factors, as noted from the data present in Table (2) that all paragraphs of the questionnaire achieved high saturation rates higher than the statistically defined standard rate of 40%.

<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
</tr>
<tr>
<td>1</td>
<td>1.790</td>
<td>89.511</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

Source: Researcher's preparation based on the outputs of the computer program.

<table>
<thead>
<tr>
<th>seq</th>
<th>The phrase</th>
<th>Percentage of Saturation</th>
<th>Saturation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The college seeks to spread through the opening of new departments or specialties that have not been exploited before.</td>
<td>.607</td>
<td>Saturated</td>
</tr>
<tr>
<td>2</td>
<td>Based on the disciplines and departments in the college, the development and improvement of the staff is under way.</td>
<td>.693</td>
<td>Saturated</td>
</tr>
<tr>
<td>3</td>
<td>The College follows modern strategies and methods in applying regulations and laws that have to do with the environment in which it operates.</td>
<td>.672</td>
<td>Saturated</td>
</tr>
<tr>
<td>4</td>
<td>The College works to identify strategic direction and follow up on daily activities.</td>
<td>.744</td>
<td>Saturated</td>
</tr>
<tr>
<td>5</td>
<td>The College is moving to develop and improve disciplines that do not exist if the sites are saturated in their existing disciplines.</td>
<td>.690</td>
<td>Saturated</td>
</tr>
<tr>
<td>6</td>
<td>The college stimulates the thinking of employees and seeks to develop their creative and innovative spirit.</td>
<td>.699</td>
<td>Saturated</td>
</tr>
<tr>
<td>7</td>
<td>The college allows ideas and opinions to be shared between managers and staff.</td>
<td>.607</td>
<td>Saturated</td>
</tr>
<tr>
<td>8</td>
<td>The College is implementing long-term plans.</td>
<td>.716</td>
<td>Saturated</td>
</tr>
<tr>
<td>9</td>
<td>The College has highly qualified human resources and scientific qualifications, which are difficult to imitate and possess by competitors.</td>
<td>.714</td>
<td>Saturated</td>
</tr>
</tbody>
</table>

Red Ocean Strategy
The college faces its competitors, developing high competitive strategies. .655 Saturated
The College is active in developing highly competitive disciplines. .690 Saturated
The people working at the college are distinguished in comparison to their competitors. .761 Saturated
The College is keen to improve and develop its internal systems to achieve high quality in its services. .776 Saturated
The college has the ability to follow the external environment to see the services provided by competitors. .715 Saturated
The college pursues new opportunities and works to better exploit them. .609 Saturated

Source: Researcher's preparation based on the outputs of the computer program spss

Table () shows that the items, the vertebrae exceeded the minimum saturation ratios (40 percent). It is noted from these indicators that the lowest saturation rate was (.607) for the blue ocean dimension, which exceeded the acceptable limit of (40%) To be statistically significant, the highest saturation rate is the red ocean dimension with (.776). This indicates that the research sample is highly aware of variables (strategic propagation), which means accepting the first hypothesis that (the research sample is highly aware of strategic proliferation) and rejects the second alternative hypothesis that (the research sample is not highly aware of strategic propagation).

2. Testing the Correlation of the Hypotheses

The second hypothesis stated that (there is a morally significant relationship between the dimensions of strategic proliferation), and to test this hypothesis kendall correlation coefficient was used and after linking the paragraphs related to the variable, the results of the Kendall correlation matrix emerged, indicating a strong correlation between the dimensions of the strategic spread variable, which represented a ratio of (.823 between strategic propagation and the red ocean while the ratio (.799) was the strength of the correlation between blue ocean strategy and strategic proliferation, which means accepting the second zero hypothesis. He rejected the second alternative hypothesis that there was no morally significant relationship between the dimensions of strategic proliferation, as in the table.

<table>
<thead>
<tr>
<th>Kendall's tau_b</th>
<th>strategic deployment</th>
<th>Blue ocean</th>
<th>Red Ocean</th>
</tr>
</thead>
<tbody>
<tr>
<td>strategic deployment</td>
<td>CorrCoeff</td>
<td>1.000</td>
<td>.799**</td>
</tr>
<tr>
<td>Blue ocean</td>
<td>CorrCoeff</td>
<td>.799**</td>
<td>1.000</td>
</tr>
<tr>
<td>Red Ocean</td>
<td>CorrCoeff</td>
<td>.823**</td>
<td>.613**</td>
</tr>
</tbody>
</table>

**:Correlation is significant at the 0.01 level (2-tailed).

Conclusions

In light of the statistical results and findings reached here, the following conclusions are presented:

a. There is high perception indicators in the research sample's awareness of the intellectual contents of strategic proliferation.

b. Strategic deployment is very important to the organization because it helps position itself in strategically important units and locations.

c. The Red Ocean strategy represents the highest proportion of correlation with strategic proliferation.

d. The Blue Ocean Strategy has achieved the lowest ratio in the correlation with strategic proliferation.
Recommendations
Based on the results and conclusions that are arrived at in this study, a number of recommendations can be advanced:

a. Universities are recommended to take care of blue ocean strategic indicators and work to achieve them efficiently in order to outperform competitors.

b. Organization must strive to create and make new and distinctive products, to attract demand non-stop by adopting the Blue Ocean strategy.

c. Existing exploited sites must always be adopted, by increasing activity and excelling in them, in accordance with the Strategy of the Red Ocean for such situations.

Resources


9. Karl Scotland. (5 Feb 2016). What is strategy deployment?. http://www.Availagility.co.uk/2016/02/05/what-is-strategy-deployment


production enterprise: a field study at the HodnaLait Foundation in M'sila and the Condor Electronics Corporation in BordjBouArreridj