



## Marine Tourism Reimagined Applying Blue Ocean Strategy to Dahab's Underwater Resources

إعادة تصور السياحة البحرية بتطبيق استراتيجية المحيط الأزرق على الموارد البحرية في دهب

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### Abstract

الملخص

The term "Blue Ocean" refers to all aspects of a particular industry that are not yet present in the unexplored market. This market has not been destroyed by competition. In Blue Ocean, demand is created rather than contested. In Blue Ocean, competition has no meaning because the competing strategies are still being developed. "Blue Ocean" describes the wider, more profound possibilities of unexplored market sector. The core idea of the Blue Ocean Strategy (BOS) is to rebuild market barriers in order to eliminate competition.

Dahab is a famous tourist diving spot which attracts tourists from different areas, but still need more attention from the government to take its place as a unique tourist city, the innovation in tourism product in Dahab helps in developing the tourist product in addition to increasing the number of tourists.

The study aims to describe the present competitive environment for Dahab's maritime tourism products, determine the underwater environment of Dahab's untapped value components. The methodology of the research depends on the questionnaires developed and directed to a sample of tourists in Dahab, total number of questionnaires distributed was 400, 380 questionnaires were valid for the analysis. The main results were Dahab is a premium tourist diving attraction which includes many elements and components for marine (underwater) tourism, but still need more improvement to be in its right and unique position. The research recommends to Eliminate generic mass tourist packages (such as typical dive and snorkeling excursions).

**Keywords:** Blue ocean strategy, Dahab, Competition, Underwater, Innovation

يشير مصطلح "المحيط الأزرق" إلى جميع جوانب صناعة معينة غير موجودة بعد في السوق غير المستكشفة. في استراتيجية المحيط الأزرق، يتم خلق الطلب بدلاً من التنافس عليه. في إستراتيجية المحيط الأزرق، لا معنى للمنافسة لأن الاستراتيجيات المتنافسة لا تزال قيد التطوير. يصف "المحيط الأزرق" الإمكانيات الأوسع والأكثر عمقاً لقطاع السوق غير المستكشف. تتمثل الفكرة الأساسية للمحيط الأزرق في إعادة بناء حواجز السوق للقضاء على المنافسة.

تعد مدينة دهب وجهة سياحية شهيرة للغوص تجذب السائحين من مناطق مختلفة، لكنها لا تزال بحاجة إلى مزيد من الاهتمام من الحكومة لتحل مكانتها كمدينة سياحية فريدة من نوعها. يساعد الابتكار في المنتج السياحي في دهب على تطوير المنتج السياحي بالإضافة إلى زيادة عدد السائحين.

تهدف الدراسة إلى وصف البيئة التنافسية الحالية لمنتجات السياحة البحرية في دهب، وتحديد البيئة تحت الماء لمكونات القيمة غير المستغلة في دهب. اعتمدت منهجية البحث على استبيانات تم توجيهها إلى عينة من السائحين في مدينة دهب، وبلغ إجمالي عدد الاستبيانات الموزعة ٤٠٠ استبيان، منها ٣٨٠ استبياناً صالحاً للتحليل. وخلصت النتائج الرئيسية إلى أن دهب وجهة سياحية رائدة للغوص، تضم العديد من عناصر ومكونات السياحة البحرية (تحت الماء)، لكنها لا تزال بحاجة إلى مزيد من التطوير لتحافظ على مكانتها المتميزة. ومن أهم التوصيات: إلغاء باقات السياحة الجماعية التقليدية (مثل رحلات الغوص والغطس التقليدية).

**الكلمات الدالة:** إستراتيجية المحيط الأزرق، المنافسة، دهب، تحت الماء، الابتكار

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## Introduction

Tourism's contribution to the world economy has steadily increased. Spending on foreign travel and tourism has increased due to factors including globalization, technological advancement, and rising disposable incomes. Specifically, the tourist sector contributed 9.1% of the world's GDP in 2023, a 23.2% increase over 2022 (Baena, & Cervino, 2024).

In the context of a volatile business environment, such as that found in the tourism sector, the Blue Ocean Strategy (BOS) which has been examined in the field of strategic marketing becomes a chosen approach that is associated with the lifespan of an organization. BOS reconstructs the market borders, generates new consumer requests, and moves the emphasis away from the rivalry between businesses in a market.

Creativity gaining a competitive edge and achieving organizational success depend heavily on performance. To grow their market share, all businesses must innovate (Utami et al. 2021).

The city of Dahab is situated on the southeast coast of the Sinai Peninsula, on the Gulf of Aqaba. With a total area of over 1130 km<sup>2</sup>, it is situated at the downstream "mouth" of the Wadi Dahab Basin (WDB), a sizable hydrographic basin. (Prama, et. al, 2020).

## Research Problem

Dahab's unique marine ecosystem represents an untapped Blue Ocean opportunity in Egypt's oversaturated Red Sea tourism market. While competing destinations engage in Red Ocean strategies of price competition and undifferentiated mass tourism, Dahab fails to leverage its distinctive underwater assets (coral reefs, seagrass beds) to create uncontested market space. This gap highlights the urgent need for BOS-aligned development that eliminates and reduces imitation of neighboring resorts, raises conservation-linked offerings, and creates new demand through marine-based tourism.

## Research Importance

The research addresses important issues affecting countries that rely heavily on tourism by illustrating how coastal destinations like Dahab can achieve economic diversification through the implementation of the Blue Ocean Strategy. The study indicates a viable route for the growth of maritime tourism that preserves delicate ecosystems while generating new value by reorienting attention from crowded marketplaces to creative, uncontested areas.

## Research Objectives

1. Describe the present competitive environment for Dahab's maritime tourism products.
2. Determine the underwater environment of Dahab's untapped value components.
3. Shed light on the application of the blue ocean strategy in the context of coastal destinations

## Research Questions

1. How can Blue Ocean Strategy tools enable greater and more sustained economic value than traditional competitive methods in Dahab's marine tourism sector?
2. How is value innovation potential in Blue Ocean Strategy applications for Dahab enabled or inhibited when applying principles of conservation?
3. How can vacant market space be created by exploiting the commercially untapped aspects of Dahab's beneath-the-surface environment?
4. How far is the Blue Ocean Strategy application influencing visitor's satisfaction and price sensitivity in comparison with the traditional tourism products in Dahab?

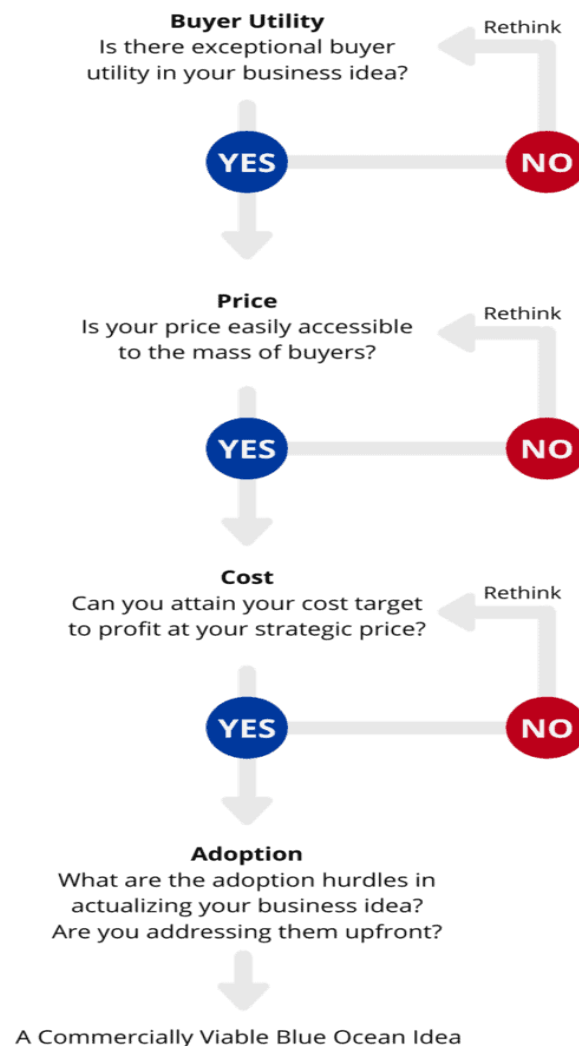
## Literature review

### Blue ocean strategy (BOS)

Blue ocean creation is a dynamic process rather than a static one due to the large number of imitators that will soon enter the market. Organizations must understand that being creative and inventive is essential to acquiring a competitive edge if they hope to survive in this dynamic environment. Developing value innovation could be one strategy to keep imitators out of the market.

A great value Innovation successfully keeps competitors (imitators) out of the market, and cost savings come from lowering and/or doing away with the elements that a business depends on to compete (Chang, 2010)

The idea of creating BOS is shown in the sequence of the buyer utility followed by the price, the cost and finally the adaption, this sequence is shown in figure (1) (Kim &Mauborgne 2005)



Source: Kim and Mauborgne (2005)

**Figure (1) sequence of creating a blue ocean**

### Blue Ocean strategy (BOS) vs Red ocean (ROS)

According to Red Ocean, Industry boundaries are established and recognized, and competing tactics are well-known (Kim, Yang & Kim 2006).

Kim, C., Yang, K. & Kim, J. (2006) Red Ocean companies aim to outperform their competitors in order to capture a larger portion of the market for their goods or services. As the market becomes more crowded, there are less chances for growth and profit, and competition makes the ocean bloody; for this reason, the phrase "Red Ocean" is employed (Alam & Islam. 2017).

It is red because ruthless competition turns oceans red, and the ocean is a metaphor for a larger, more expansive, well-explored prospective market place (Mi,2015).

On the other hand, a blue ocean represents every facet of a certain sector that does not yet exist in the uncharted market space. Competition has not ruined this market. Demand is generated in Blue Ocean as opposed to contested. Since the competing strategies are still being developed, competition is meaningless in Blue Ocean. The term "Blue Ocean" refers to the deeper, more expansive potential of untapped market space. Rebuilding market barriers in order to eradicate competition is the fundamental tenet of the BOS, The key elements of difference between BOS and ROS are shown in table (1)(Eltobgy & Abd Elmoaty, 2018).

Table (1) Red ocean vs Blue ocean

Red Ocean Strategy (ROS)	Blue Ocean Strategy (BOS)
Compete in existing market space	Create uncontested market space
Beat the competition	Make the competition irrelevant
Exploit existing demand	Create and capture new demand
Make the value-cost trade-off	Break the value-cost trade-off
Align the whole system of a firm's activities with its strategic choice of differentiation or low cost	Align the whole system of a firm's activities in pursuit of differentiation and low cost

Source: (Nurcandrani et al. 2020)

The main Indicators of the blue ocean are:

1. High profit in a short amount of time;
2. No indications of traditional competition;
3. Distinctiveness in the same industry when compared to other businesses;
4. High value at very low costs;
5. Innovation as the top priority;
6. A level that no other competitors can challenge with any traditional;
7. Competitive advantage;
8. A shift in the company culture (Bekmurodova, 2022).

The blue ocean approach gives businesses a theoretical foundation and a workable road map for preventing competition in their respective industries and establishing a lucrative growth niche for themselves (Gündüz,2018).

Blue oceans are places where demand is produced rather than contested, making competition meaningless (Kim et al. 2006)

## Blue ocean grid

A blue ocean can be created in four different ways, which are collectively referred to as the ERRC Grid which are discussed in table (2), which is an acronym for the following initials:

1. Eliminate some important negative factors that are no longer valuable to the customer;
2. Reduce the negative effects of some important factors that do not attract many customers;
3. Raise some important features above the norm, which also increases customer satisfaction;
4. Create new key features that may generate new demand (Yang & Yang, 2011)

Table 2: The Blue Ocean Grid

Eliminate Which factors that the industry has long competed on should be eliminated?	Reduce What factors can be reduced?
Raise What factors should be raised above the industry's standard?	Create Which factors should be created that the industry has never offered?

Source: (Chang & Chou 2022)

## Innovation and differentiation in tourism

Innovation does not necessarily affect a tourism company's ability to accomplish its goals. "Through changes in tourism product, organizational structure, managerial and marketing practices," innovation is being shown (Orengo, & Picon, 2013)

Innovation in Egypt includes: Adding new and varied recreational features that tourists are requesting more and more (such as safaris, skate parks, sand boards on the beach, and famous diving in the Red Sea among coral reefs).

Infrastructure plays a crucial role in facilitating access to specific locations or tourist attractions. In Egypt, the roads and highways that link popular tourist destinations are of excellent quality (Albu, 2015).

A differentiation strategy includes a series of actions on packages that customers find distinctive, resulting in customer loyalty and a stellar reputation for the business. That means that even if other companies offer their products at a lower price, an organization can still get a competitive edge by positioning itself in the market with a unique quality.

Businesses that employ a differentiation strategy compete by enhancing the perceived worth of their brands in the eyes of consumers and taking advantage of the chance to charge higher prices. Adopting and putting into practice a differentiation strategy, in accordance with corporate finance theorists, ensures an organization's long-term viability and continuous growth, enabling it to provide one or more markets with distinctive, superior packages with distinct qualities (Thukia, 2022).

## Dahab

Dahab is 90 kilometers from every place in the Red Sea. The Bedouin community resides in the settlement of Dahab, which gets its name from the golden sand beaches that are located there. It is among the most cherished diving spots in the Sinai. About 80 kilometers northeast of Sharm el Sheikh is the city. Dahab is a popular tourist destination. World-famous for windsurfing, Dahab's dependable winds and excellent flat-water conditions have contributed to its recent surge in popularity of its mountains and shades of black, red, yellow, and olive green (Mohamed, Elias & Ali, 2022)

From the main tourist sites in Dahab is the blue hole, The three primary tourist activities at the Blue Hole site are freediving, snorkeling, and SCUBA diving. The majority of visitors are snorkelers, scuba divers and non-divers. Even in high winds, the Blue Hole dive location is reachable from the

shore, with access to the blue water only a few meters from the rocky shoreline. There are 177 species of reef-building (Scleractinian) corals in the Blue Hole marine environment, which includes corals from 48 genera in 18 families. Despite being less than 1 km long, the Blue Hole reef is home to 177 out of 209 species, or 84.7% of all the species known to exist in the Egyptian Red Sea. As a result, the coral communities in the Blue Hole are valuable to biodiversity and of considerable ecological interest (Elhaddad, 2019).

Dahab is well-known for its golden beaches and breathtaking locations that are ideal for diving, which is one of the most popular things tourists can do there. It is also distinguished by having the most affordable rates among the resorts that cater to tourists, and it is also practiced in the other parts of the Sinai (beta.sis.gov.eg).

Because of the consistent winds that offer excellent surfing conditions, particularly in the Lagoon area, it is now a well-known windsurfing destination worldwide. Dahab is also an excellent place to begin a safari in the Sinai desert. Scuba diving and snorkeling are also very popular in the area because of the coastal reefs and the abundant underwater species. Among Dahab's well-known diving locations are the Blue Hole, the Canyon and Fish Bowl, the Caves, and the Lighthouse Reef (sis.gov.eg).

## Methodology

### Gathering Data and Sample Size

The research relies on both online and manually questionnaires to collect data for this study, In 2024, Egypt received 15.7 million visitors (sis.gov.eg).

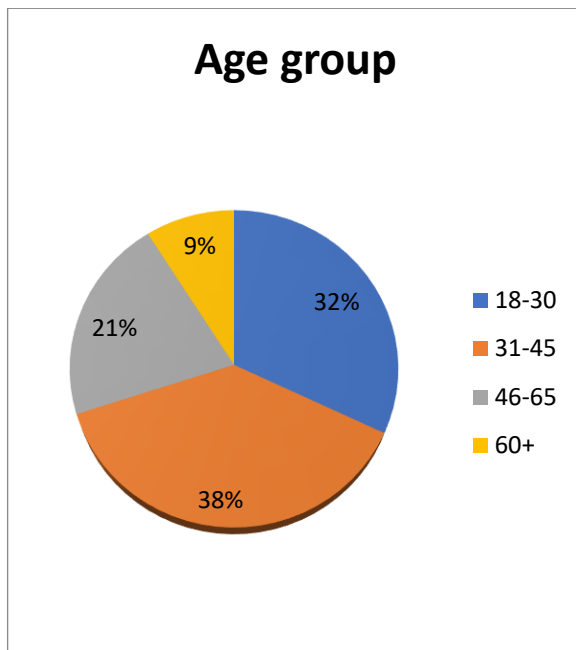
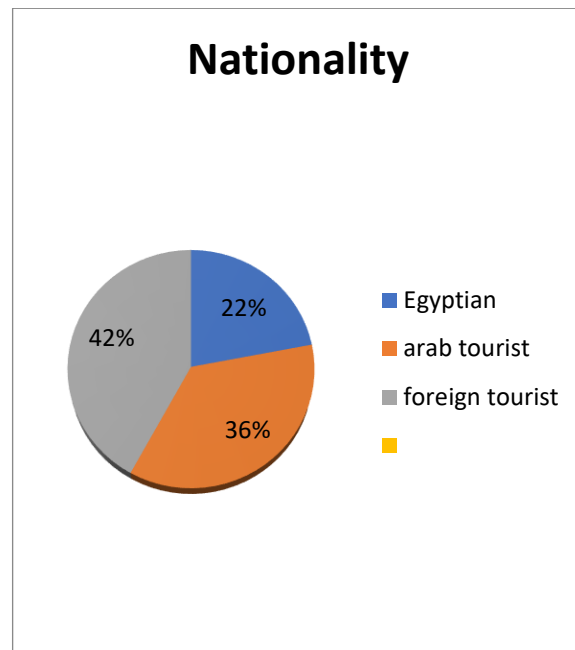
The methodology of the research depends on the questionnaires developed and directed to a sample of tourists (both international and domestic tourists) in Dahab, total number of questionnaires distributed was 400, 380 (95%) questionnaires were valid for the analysis.

### Data analysis and Discussion

The number of valid questionnaires was 380 and the researcher used SPSS to analyze the results of the data by using the standard deviation and the mean.

**Table (3) Descriptive Demographic of Respondents**

Demographic Features		Frequency	Percentage
<b>Age group</b>			
	18-30	120	32
	31-45	146	38
	46-65	80	21
	60+	34	9
<b>Nationality</b>			
	Domestic (Egyptian)	86	22
	Arab Tourist	136	36
	Foreign Tourist	158	42

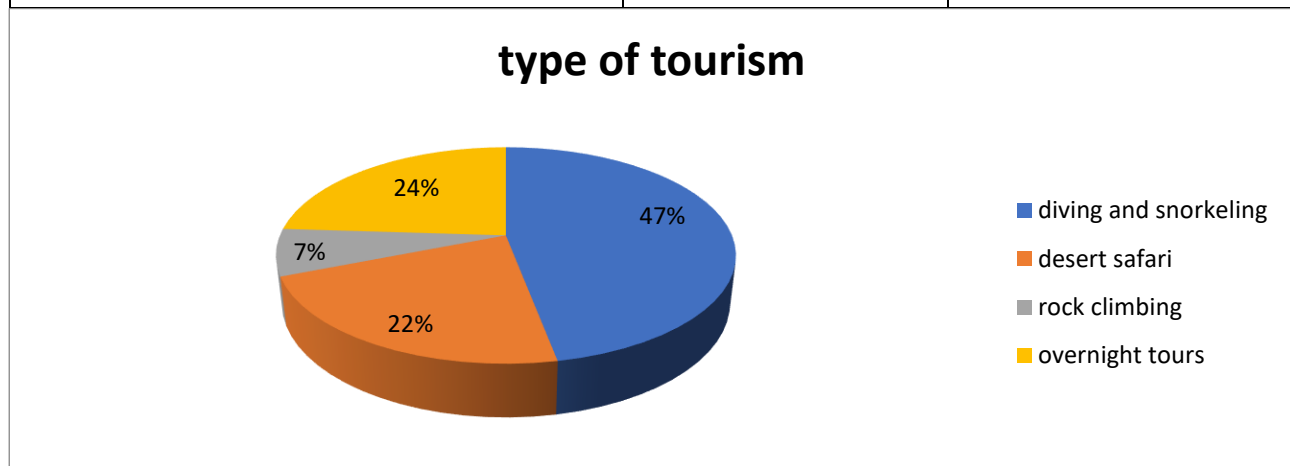
**Figure (2) Age****Figure (3) Nationality**

According to the data shown in table (3) from the number of questionnaires distributed on the tourists the greater number of respondents was from the age group (31-45) which was about 38% from the total respondents, then the age group (18-30) which was 32%, the greater number of the respondents were from the youth category, as the greater percent of visitors were from the youth.

Also the data in table (3) shows that 42% of the respondents were from the foreign tourists, this reflects that the greater number of visitors re from the foreign countries.

**Table (4) Type of tourism to do in Dahab**

Type of tourism you prefer most in Dahab	Frequency	Percentage
<b>Type</b>		
Snorkeling and scuba diving	180	47
Desert safari	85	22
Rock climbing	25	7
Overnight tours (Bedouin dinner in Mountain)	90	24

**Figure (4) Types of tourism**

According to table (4) and figure (4) the majority of tourists in Dahab prefer diving and snorkeling with 47% percent of respondents from the whole respondents, the following percent was for the Overnight tours (Bedouin dinner in Mountain) with 24%.

**Table (5) Strategic Differentiation and Economic Value**

First: Strategic Differentiation and Economic Value								
Questions	N %	5 point Likert scale					statistics	
		5	4	3	2	1	$\bar{X}$	SD
1- There is not much variety in the tourism product in Dahab at present	N %	80 21%	130 34%	120 32%	50 13%	0	2.78	1.01
2- In Dahab, there is a fierce competition in Prices for tour operators	N %	195 51%	110 29%	60 16%	15 4%	0	4.26	0.82
3- The main areas of competition for Dahab's tourist industry are pricing, location, and basic services.	N %	200 53%	120 32%	40 11%	15 4%	0	4.33	0.79
4- The existing offers in Dahab's maritime tourist industry have saturated the market.	N %	110 29%	210 56%	40 11%	15 4%	0	3.84	0.86
5- It is financially viable to offer premium/luxury versions of ordinary products.	N %	100 26%	230 61%	40 11%	10 2%	0	3.95	0.76
6-It is commercially viable to develop whole new tourism experiences that aren't available yet	N %	230 61%	100 26%	40 11%	10	0	4.38	0.81
7- It is economically advantageous to target underrepresented tourist segments.	N %	200 53%	120 32%	40 11%	15 4%	0	4.28	0.83

According to the results presented in table (5), the results shown in question (1) There is not much variety in the tourism product in Dahab at present The perception of Dahab's tourism products as being repetitive is indicated by the moderate agreement (55% Agree/Strongly Agree). Polarized opinions are indicated by a high standard deviation (1.01): and the mean= 2.78, While some stakeholders feel the existing spectrum is adequate, others perceive a serious lack of diversity.

The results in Question (2) there is a fierce competition in Prices for tour operators show that the vast majority (80% agree/Strongly agree) affirms that price wars dominate the Red Ocean market.

Consistent agreement across stakeholders is seen in the low standard deviation (0.82), and the mean= 4.26, Competition focused on price undermines sustainability and profitability. According to the results in question (3) the main areas of competition for Dahab's tourist industry are pricing, location, and basic services, most tourists (84%) think that undifferentiated factors are the main focus of competition, the mean= 4.33 and the standard deviation=0.79.

The results in question (4) the existing offers in Dahab's maritime tourist industry have saturated the market shows that There is broad consensus (85%) that there are too many offerings, the mean =3.84 and the standard deviation= 0.86.

According to the results of question (5) It is financially viable to offer premium/luxury versions of ordinary products 87% of respondents strongly believe that upgrading is possible.



Alignment is indicated by a low standard deviation of (0.76), and the mean of 3.95.

The results in question (6) it is commercially viable to develop whole new tourism experiences that aren't available yet, shows that 87% sees unrealized possibilities. Regarding the profitability of specialized markets with the highest mean (4.38), and standard deviation of 0.83.

The results for question (7) It is economically advantageous to target underrepresented tourist segments went to the vast majority between strongly agree and agree with about 84%, the mean=4.28 and the standard deviation= 0.83

**Table (6) value innovation potential in Blue Ocean Strategy applications**

Second: value innovation potential in Blue Ocean Strategy applications								
Questions	N %	5 point Likert scale					statistics	
		5	4	3	2	1	$\bar{X}$	SD
8- Visitors are prepared to spend more for experiences that are more ecologically conscious.	N %	100 26%	230 61%	40 11%	10 2%	0	3.95	0.76
9- Innovative tourism products may originate from conservation itself.	N %	200 53%	120 32%	40 11%	15 4%	0	4.28	0.83
10- Innovation prospects would be increased or limited if conservation concepts were included into new maritime tourism offers.	N %	195 51%	110 29%	60 16%	15 4%	0	4.26	0.82
11- The marine tourism industry in Dahab would benefit most from coral reef restoration tourism.	N %	240 63%	120 32%	15 4%	5 1%	0	4.53	0.68

According to the results presented in table (6), the results of question (8) Visitors are prepared to spend more for experiences that are more ecologically conscious shows that the mean=3.95, standard deviation=0.76.

With great 87% of respondents strongly agree that premium pricing has potential (26%) plus 61% agree.

13% are skeptics (neutral (11%) + disagree (2%)). There is broad agreement that tourists are willing to pay more for sustainability.

A low standard deviation (0.76) indicates that stakeholders are in agreement.

According to question (9) Innovative tourism products may originate from conservation itself, the results indicates that the mean=4.28, standard deviation=0.83.

85% of respondents strongly agree (53%) and agree (32%), linking innovation and conservation. Disagree (4%) + Neutral (11%) = 15% are not convinced.

The majority of stakeholders believe that conservation inspires innovation (e.g., reef restoration tours).

The results of Question (10) Innovation prospects would be increased or limited if conservation concepts were included into new maritime tourism offers shows that the mean=4.26, and standard deviation=0.82.

80% of respondents strongly agree (51%) and agree (29%), respectively, that innovation is shaped by conservation.

The results in Question 11 The marine tourism industry in Dahab would benefit most from coral reef restoration tourism shows that the standard deviation=0.68, and the mean=4.53) Support for restoration tourism is 95%, with 63% strongly agreeing and 32% agreeing. Disagree (1%) + Neutral (4%) = 5% are opposed or indifferent.

Reef restoration is almost universally acknowledged as a high-potential niche.

Lowest standard deviation (0.68) indicates exceptional agreement.

**Table (7) Creating market space by exploiting untapped aspects**

Third: Creating market space by exploiting the commercially untapped aspects of Dahab's beneath-the-surface environment								
Questions	N %	5 point Likert scale					statistics	
		5	4	3	2	1	$\bar{X}$	SD
12- Untapped value components in Dahab's undersea ecology could serve as the foundation for new market areas.	N %	130 34%	210 55%	30 8%	10 3%	0	4.21	0.72
13- The biodiversity of coral reefs is currently being used extensively.	N %	110 29%	210 56%	40 11%	15 4%	0	3.84	0.86
14- Marine archaeological sites and topography (caves, canyons are heavily exploited.	N %	60 16%	130 34%	165 43%	25 7%	0	3.03	0.88
15- The marine megafauna (turtles, dolphins) are currently being exploited extensively.	N %	80 21%	130 34%	120 32%	50 13%	0	2.78	1.01

According to the results presented in table (7), Question 12 Untapped value components in Dahab's undersea ecology could serve as the foundation for new market areas result show that the mean =4.21, standard deviation =0.72)

There is unrealized potential in Dahab's marine environment, according to 89% of respondents who strongly agree (34%) and agree (55%).

Disagree (3%) + Neutral (8%) = 11% are not convinced or know.

Most people agree that Dahab's underwater resources such as coral reefs, seagrass beds, and caves are not being fully utilized for innovative tourism.

Question (13) The biodiversity of coral reefs is currently being used extensively results show that the mean =3.84, standard deviation =0.86).

85% believe that reefs are intensively used, with 29% strongly agreeing and 56% agreeing. 15% is equal to 11% neutral and 4% disagree, see potential for further exploitation. Reefs are reportedly heavily used by most stakeholders, most likely for general diving and snorkeling.

Mild differences in use intensity are indicated by a moderate  $\sigma$  (0.86).

The results of Question (14) Marine archaeological sites and topography (caves, canyons are heavily exploited indicates that the standard deviation =0.88, the mean=3.03) 50% of respondents strongly agree (16%) and agree (34%), respectively, that places like caverns and canyons are overused.

50% are unsure or disagree, with 43% being neutral and 7% disagreeing. Divergent views: Half are neutral or disagree, whereas the other half believes that overexploitation occurs (e.g., crowded dive spots).

Polarized opinions are reflected in the high  $\sigma$  (0.88), which may be the result of inconsistent site management.

The results of Question (15) Marine Megafauna Exploitation show that the mean=2.78, and standard deviation=1.01.

55% of respondents strongly agree (21%) and agree (34%), indicating that heavy megafauna (dolphins and turtles) are exploited.

Disagree (13%) + Neutral (32%) = 45% perceive either underutilization or sustainable use. Significant disagreement is indicated by the highest standard deviation (1.01), most likely between profit-driven and environmentally conscientious operators.

**Table (8): Blue Ocean Strategy application influence on visitor's satisfaction**

Fourth: Blue Ocean Strategy application influence on visitor's satisfaction								
Questions	N %	5 point Likert scale					statistics	
		5	4	3	2	1	$\bar{X}$	SD
16- Dahab currently offers variety of marine experiences	N %	110 29%	210 56%	40 11%	15 4%	0	3.84	0.86
17- The experiences offered are Value for money	N %	130 34%	210 55%	30 8%	10 3%	0	4.21	0.72
18- Your level of happiness and willingness to pay would be impacted by marine conservation involvement programs.	N %	240 63%	120 32%	15 4%	5 1%	0	4.53	0.68
19- Your level of pleasure and readiness to pay would be impacted by underwater heritage investigation.	N %	130 34%	210 55%	30 8%	10 3%	0	4.21	0.72
20- Compared to conventional services, new maritime tourist experiences would result in greater visitor satisfaction and less price sensitivity.	N %	240 63%	120 32%	15 4%	5 1%	0	4.53	0.68

According to the results presented in table (8) Question 16 Dahab currently offers variety of marine experiences the results show that the mean=3.84, standard deviation =0.86) 29% strongly agree plus 56% agree equals 85% agreement: According to the majority of stakeholders, Dahab offers a variety of water activities.

15% is equal to neutral (11%) plus disagree (4%): A minority perceives little diversity. The majority (85%) believe that Dahab offers a variety of options.

The results of question (17) indicates that the mean =4.21, standard deviation =0.72) There is broad agreement that the current options are affordable (34% strongly agree + 55% agree = 89%).

According to results of Question 18 the level of happiness and willingness to pay would be impacted by marine conservation involvement programs the mean=4.53, standard deviation=0.68)

95 % agreement (63% strongly agree + 32% agree): almost universal agreement on the economic benefits of conservation. Tourists view conservation as a differentiation in the market.

Disagree (1%) + Neutral (4%) = 5%: Minimal resistance.

The results of Question 19 the level of pleasure and readiness to pay would be impacted by underwater heritage investigation show that the mean =4.21, standard deviation =0.72).

There is a strong interest in tourism related to heritage (34% strongly agree + 55% agree = 89%).

11% are neutral (8%) and disagree (3%): limited doubt.

The results of Question 20 Compared to conventional services, new maritime tourist experiences would result in greater visitor satisfaction and less price sensitivity. The mean=4.53, standard deviation=0.68

(63% strongly agree + 32% agree = 95%): Strong belief in the pricing power of innovation. Marginal dissent is equal to 5% (neutral (4%) + disagree (1%) = 5%). Verifies the Blue Ocean potential—unique experiences disrupt cycles of pricing competition.

## Discussion

The results answered agreed with the questions of the research about that the Blue Ocean Strategy tools enable greater and more sustained economic value than traditional competitive methods in Dahab's marine tourism sector, which concurs with studies of Blue ocean of (Gündüz, 2018)

Also studies of (Alam & Islam. 2017), (Mi, 2015), (Bekmurodova, 2022) about competition and value innovation and blue ocean agree with the results of this study value innovation potential in Blue Ocean Strategy applications for Dahab enabled or inhibited when applying principles of conservation and the Blue Ocean Strategy application influencing visitor's satisfaction and price sensitivity in comparison with the traditional tourism products in Dahab

The result of the question of this study about the ability of vacant market space to be created by exploiting the commercially untapped aspects of Dahab's beneath-the-surface environment concurs with the study of (Elhaddad, 2019).

## Main Findings and Conclusion

Dahab is a premium tourist diving attraction which includes many elements and components for marine (underwater) tourism, but still need more improvement to be in its right and unique position.

Price-driven competition is a defining feature of Dahab's maritime tourism industry, with companies competing mostly on price rather than unique value.

The market is dominated by generic tourism products (such as typical diving and snorkeling packages), which makes travelers feel that the destination is not very special. Many stakeholders agree that until innovation is introduced, development potential would be limited because the current offers have reached saturation.

Higher-end tourism offerings, such as underwater heritage exploration and conservation-related activities (like coral restoration dives), are obviously in demand.

New experiences, according to both travelers and operators, may lessen price sensitivity, enabling premium pricing and increased profitability.

Underwater Heritage: The tourism potential of shipwrecks, caverns, and marine archeology is still underutilized.

Biodiversity Hotspots: Eco-experiential tourism may be anchored by distinctive ecosystems (such as seagrass meadows and coral reefs).

Community-Based Ecotourism: Marine paths led by Bedouin combine nature and culture.

### Recommendations

1. Eliminate generic mass tourist packages (such as typical dive and snorkeling excursions).
2. Lower reliance on price competition by implementing industry-wide pricing guidelines.
3. Stop operations that harm marine ecosystems without contributing anything special.
4. Establish a Dahab Marine Tourism Alliance to reduce isolated business operations. By requiring operators to participate in the "Coral Guardian" certification program (participatory reef restoration dives), conservation standards will be raised.
5. Nighttime bioluminescent snorkeling accompanied by marine biologist guides
6. Improve guide training programs by adding specific knowledge (underwater archaeology, marine biology interpretation).
7. Invest more in distinctive infrastructure (eco-moorings, underwater observation decks).
8. Reduce administrative obstacles to creative tourism ideas by streamlining the permitting process.
9. Itineraries for luxury eco-diving tours that prioritize conservation

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