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Blue Ocean Strategy and Competitive Performance of Selected Aluminum Extrusion Firms in South-South and South-East Nigeria

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Abstract
In recent time, the declining performance of the Aluminum extrusion firms and Manufacturing in general is a matter of concern to the government and private sector industrialists in Nigeria. The study examines the relationship between the Blue Ocean Strategy and the Performance of selected Aluminum Extrusion Firms in South-South and South-East Nigeria. The study was anchored on the Resource Based View Theory (RBV). Dynamic capabilities theory. A survey research design was employed. The population of the study was made up of 509 out of which 260 was the population of the Aluminum Firms and 249 was the population of the Aluminum dealers respectively. The descriptive statistic tools included tables, percentages, mean scores and standard deviation to reduce the data into comprehensible form. The parametric instrument used to test the hypotheses formulated for the study was linear regression. Upon the test of the hypotheses, the study found a significant positive relationship between value innovation and product quality (r=0.879, P-value < 0.05), cost leadership and customer satisfaction (r= 0.917, P-value < 0.05); product differentiation and customer loyalty (r= 0.867, P-value < 0.05. In conclusion, the study was able to establish a nexus between Blue Ocean Strategy and the Performance of Aluminum Extrusion Firms in the South-South and South-East region in particular. This is because Blue Ocean Strategy can drive performance and recommended that Aluminum Extrusion Firms should invest in up-to-date production equipment that will deliver high quality products at low cost.

Keywords**:** *Blue Ocean Strategy, Value innovation strategy, Product quality, Cost leadership strategy, Customer satisfaction, Product differentiation strategy, Customer loyalty.*

INTRODUCTION

The Aluminium sector in Nigeria, particularly in the South-South and South-East regions, is experiencing challenges such as market saturation, fierce competition, and slow innovation (Okpanachi, Ibrahim &Okpanachi, 2021). Nwagbala, Ezeanokwasa and Aziwe(2023) stated that, in light of the unstable and increasing environmental changes, organizations, particularly in emerging economies such as Nigeria, are exerting significant effort to succeed and sustain a competitive advantage. As a result, organizations are looking for new ways to achieve long-term growth while maintaining customer loyalty. The Blue Ocean Strategy (BOS) proposes a strategic shift from competing in saturated markets (red oceans) to generating new market segments (blue oceans) through value innovation that incorporates both differentiation and cost reduction. Implementing BOS allows Aluminium extrusion companies to capitalize on new demand, reduce competition, and improve customer loyalty and overall business performance (Okpanachi et al., 2021). Thus, strategy accounts in parts for why some business organizations are doing well while others are not. In 2016 alone, according to Manufacturers Association of Nigeria (MAN) 270 Manufacturing Firms closed shop and some manufacturing concerns were operating at a loss while others are retrenching workforce to stay in business. The attendant economic and social challenges to the government and her citizenry can only be imagined. It leads to rising unemployment and social vices challenges to the government. Also, the poor performance of the manufacturing subsector has led to declining revenue of government, and high inflation due to importation. The contribution of the subsector to Gross Domestic product is a pantry 4.5% (MAN, 2017). To the private sector industrialist, the effect is monumental loss of investment and

its returns. Adopting the Blue Ocean Strategy, a strategy that emphases innovation and value creation, has grown in popularity as a means of avoiding the severe competition of Red Ocean and creating uncontested market space. Changing the corporate environment necessitates adjustments in strategy, as strategy is specific. Strategy drives performance, and performance serves as a foundation for measuring a strategy's success as stated in (Audu & Nwagbala,2024). According to Audu and Nwagbala (2024), firms in Nigeria that have adopted BOS principles recorded improved performance metrics, particularly in innovation output, customer engagement, and product excellence. However, they observed a gap in BOS application within aluminum extrusion firms in Southern Nigeria, where performance remains suboptimal.

As stated in Nkiruka, Chinelo, Raphael, Nwadiogo and Ejike (2023) The environment is always evolving, presenting significant challenges for organizations to remain competitive, this necessitates an understanding of environmental factors, their characteristics, changes, trends, and interactions, including their ripple effects. These environmental influences are crucial predictors of the challenges and opportunities an organization may encounter in the future; therefore, managers must respond effectively to maintain the company's trend while achieving its objectives according to (Dibua, Chiekezie, Nwagbala, & Okoloma,2023). As more competitors enter into the market space, market shares shrink, profit declines and survival become that of the fittest. Consequently, firms that cannot withstand the pressure quit the market and others remain marginally in the market space struggling to stay afloat (Mohammed, Ndinya, & Ogada, 2019). To make competition irrelevant, and to attain customer satisfaction, the Blue Ocean Strategy driven by value innovation helps to drive value up which enable consumers to benefit maximally from their purchases.

Other studies like (Njuguna, 2021; Obola, Kwendo & Otuya, 2021) that attempt to look at strategies dwelt much more on competitive strategies while few studies examine the sustainability of Blue Ocean Strategy as a strategy of choice. It is on the voyage of seeking for solution to poor performance of the subsector, that Managers of Aluminium Extrusion Firms in the South-South and South-East of Nigeria sought the Blue Ocean Strategy to increase product quality, customer satisfaction, engendering customer loyalty, and market share in order to ensure the subsector's survival while also improving its performance. However, despite this step, the aforementioned issues persisted, necessitating a study of this sort to investigate the relationship between Blue Ocean Strategy and the performance of Aluminium Extrusion Firms in Nigeria's South-South and South-East regions.

Statement of the problem

Nigerian manufacturing firms have recently been on the spotlight for under performance. The low performance appears to be the outcome of the Managers' continued use of old competitive strategy models that focused on competition rather than innovation, despite changing consumer preferences and market dynamics (Cai et al., 2017; Vasiljeva et al.,2019). This results in decreased customer loyalty, poor product quality, lower sales volume, customer discontent, and the inability to keep customers. All of these factors contributed to poor performance and posed a threat to survival and sustainability. The Manufacturers Association of Nigeria (MAN) alluded to this when it reported that 270 manufacturing firms closed in 2016. The body also stated that other manufacturing firms are laying off employees in order to stay afloat (MAN, 2017). Several studies have been carried out in the past to address these issues, despite all efforts by the government and stakeholders to solve these difficulties and ensure that manufacturing firms compete competitively, they appear to have not been fully addressed. To overcome these problems in a fast-paced, dynamic global business environment, manufacturing firm managers must shift their focus from evaluating current competitors to formulating strategies to adapt and remain inventive in the future. As a result, managers of Aluminium extrusion firms, particularly in Nigeria's South-South and South-East

regions, can achieved this through value innovation strategy, cost leadership strategy, product differentiation strategy, all with the goal of making competition irrelevant, creating new market space, and delivering a superior and unique value proposition to the target market in a way that competitors cannot match. This is intended to improve the organization's customer satisfaction, product quality, customer loyalty, and, eventually, the Manufacturing Firms' performance and sustainability.

Despite the implementation of the Blue Ocean Strategy, the issue of poor performance among manufacturing firms, particularly Aluminium extrusion firms, appears to remain. This necessitates an investigation of the relationship between the Blue Ocean Strategy and the competitive performance of Aluminium firms in Nigeria's South-South and South-East.

Objectives of the Study

The general objective of the study is to examine the nature of the relationship that exists between the Blue Ocean Strategy and competitive Performance of Aluminium Extrusion Firms in South-South and South-East of Nigeria. The specific objectives were:

i. To examine the relationship between value innovation strategy and product quality.
ii. To determine the relationship between cost leadership strategy and customer satisfaction.
iii. To investigate the relationship between product differentiation strategy and customer loyalty.

LITERATURE REVIEW

Conceptual Review

Blue Ocean Strategy

Blue Ocean Strategy is characterized as an undeveloped market area and demand generation that rivals cannot exploit, as well as the potential for extremely lucrative expansion (Rebbouh, 2019). It aims to "offer buyers a huge leap in value," perhaps creating a new uncontested market. According to Naeem, Younis, Manhal, and Yassine (2022), BOS is an intentional decision by organizations to exit the cutthroat, brutal competition and concentrate attention and resources on innovation, resulting in the production of goods and services that are in greater demand. Blue Ocean as a notion arose from the realization that top economic units cannot succeed via competition, but rather by establishing new blue oceans (Hassan, 2022). The Blue Ocean Strategy aims to achieve success by holding a unique competitive position that other economic units cannot match (Nazar, Alaa, & Abdulrazzaq, 2022). This is made feasible by entering new markets with innovative goods or services, attracting and maintaining both existing and new clients. Moshin and Rajesh (2020), the Blue Ocean represents a totally new market that is fully untapped and has the ability to generate better revenues and vast growth opportunities than highly competitive and crowded sectors. According to Devaru (2019), the beauty of the Blue Ocean Strategy is that market players generate new demand for their goods and services rather than fighting for current demand, making competition superfluous. Instead of the violent, cutthroat competition and brutal war in the Red Ocean for a portion of the market, the BOS pushed for a live-and-let-live strategy to long-term market performance.

Value Innovation

Innovation entails the creation of new technical advances that integrate into new combinations of current technology and the application of new information obtained by the organization (Dibie

& Basey 2019). It is a simultaneous endeavour to reduce costs while increasing value delivered to consumers. The cost decrease offers the organization a competitive advantage over competitor organizations, making competition unnecessary. In value innovation, costs and value are inversely related, such that as costs decrease, value for consumers grows. According to Rebbouh (2019), expenses decrease with time as the organization benefits from economies of scale owing to increasing sales volume and better value. To this aim, the author maintained that for an organization to benefit from value innovation, it must operate in a location where its activities impact both cost structure and customer value offer. Costs are saved by removing and decreasing the elements on which the industry competes, as well as generating those factors required to gain a competitive edge (Rebbouh, 2019) thus, renders competition irrelevant. Hamra and Grassabi (2021), value innovation is so-called because corporations no longer concentrate on how to outwit rivals, but rather on methods that make competition in the marketplace unprofitable. Value innovation is more than just getting out of competition; it is also about creating value for customers that cannot be gotten from industry competitors. To participate in value innovation, organizations must consider economic and financial concerns (Anwar & Dewi, 2020). This indicates that value innovation should be avoided if it is not economically feasible and cannot deliver comparable returns on investment. Organizations use the four blue ocean strategy characteristics of Eliminate, Reduce, Raise, and generate in order to be creative and generate value for their customers.

Product differentiation Strategy

The idea behind differentiation as competitive strategy is that by being unique in what an organization do, they stand out of the crowd in the red oceans, hence stands out of its contemporaries in the market place. To this end, firms and organizations have adopted diverse differentiation strategies to stay above competition in the market place. (Carpenter & Moore, 2010; Njeka, Okello & Otinga, 2019). Therefore, to achieve the goals of differentiation, which is to garner competitive advantage in the market, it is imperative that firms pursue strategies that are difficult if not impossible for the competitors to copy. To achieve differentiation, company includes superior brand quality, utilization of various distribution channels, and continual and consistent promotional support to reinforce product distinctiveness in the mind of consumers.

Cost Leadership Strategy

Cost leadership is otherwise called a low-cost strategy. Cost leadership is attained by offering products or services to the market for consumers at a relatively cheaper price than those of competitors. This strategy raises the sales and market share of the organization. The inability of the competitors to compete on the basis of cost makes their threat as rivals irrelevant (Islami, 2020). The basis of a low-cost strategy largely depends on managing costs. The cost advantages are deliberately achieved through the application of the Blue Ocean four parts framework of raise, eliminate, create, and reduce. Cost leadership position can be attained through the Blue Ocean constructs of eliminating costs that do not add value to creating customer value, and raising those attributes that others in the market have not yet discovered but can increase customer value. Also, use a reduced construct to eliminate those features that increase cost but do not add value to customers and the organization. Iakovleva (2021) submitted that the drivers of cost leadership are scale interrelationships, linkages, proprietary learning, policy choices, training, and integration. The company size to some extent is key to drawing down costs due to volumes of production leading to low unit cost of production by the organization. Thus, cost leadership rests on the economy of scale, cost control, efficiency, and network establishments (Ngugi & Murugi,2022).

Product Quality

Product quality is a measure of how a product satisfies and meets customer needs and as well meets industry set standards. It explains the degree to which a product possesses desired attributes or features that satisfy the users' requirements. Product quality is one of the several key attributes that customers require from manufacturers. It is the fundamental qualities that customers are looking for or expect to get from a product they purchase (Rahayu, Asim, Nurminingsih & Robert, 2022). As stated in Ezeanokwasa, Nwagbala and Nwachukwu (2023) competitiveness in business is the ability of an organization to effectively compete in its industry or market by providing products or services that meet customer needs and deliver greater value compared to rivals. It involves a combination of factors such as innovation, cost-efficiency, quality, market positioning, and adaptability (Porter, 2019; Ezeanokwasa, Nwagbala & Nwachukwu,2023).

Customer Loyalty

Customer loyalty is a profound commitment to customer patronage of desired products or other services. It is the continuous shopping of a product or service by customers with a strong resistance to change from patronizing the company's product in preference to other alternative available products in the market. Essentially, loyalty can be built through offering of discounts, reward customers, encourage referrals, ask for feedback among others. The term customer loyalty is the behavioural description of customers to repeat purchase of an organization's product (Rahman & Choudhury,2019). Customer loyalty can be gained by an organization through quality products, low costs, free offers, discounts, extended warranties as well as other incentive rewards and programmes (Ogunyemi,2017). A loyal customer exhibits the attitude of recommending the company's product and services to others, continual purchase of the company's products or services, holding the company's products as superior to those of the competitors, not likely to seek alternative providers and hardly compromise the long-time built relationships (Rashid, Nurunnabi,Rahman & Masud, 2020). Thus, the more loyal customer an organization can secure the more sales and profit it will make.

Customer Satisfaction

Customer satisfaction is a metric that is used to determine how happy customers are with the product of an organization in the marketplace. It is pivotal to the success of manufacturing organizations, especially the Aluminum extrusion firms. It is one of the measures of the success of a strategy. This is because business owes its existence to customers (Audu, 2018). As stated in Nwagbala, Okafor and Nwachukwu (2023) Customer satisfaction is an essential element of a business strategy, significantly impacting customer retention and product repurchase; it continues to be one of the foremost tools for achieving business success. Therefore, upon securing a customer, the organization should continue in maintaining a positive relationship with their customer. Ensuring the quality of goods and services in the 20th century serves not only to satisfy customers but also ensure a stable position (Rebekah & Sharyn, 2014; Nwagbala, Okafor, Nwachukwu,2023).

Value Innovation and Product Quality

Blue Ocean Strategy emphasizes creating uncontested market spaces through value innovation, which simultaneously drives product quality and reduces costs (Kim & Mauborgne, 2015). Therefore, aluminum firms can improve their performance by adopting BOS frameworks such as value innovation strategy, which seeks to deliver superior product quality that differentiates offerings from competitors (Oduro & Hayfron-Acquah,2023). Product quality, a key dependent variable, is essential for gaining competitive advantage and customer appreciation in highly

technical and standard-driven industries like aluminum extrusion. Audu and Nwagbala (2024), in their study on Blue Ocean Strategy and organizational performance, emphasized the strategic impact of BOS on innovation, customer engagement, and operational renewal. Their findings revealed that firms applying BOS principles experienced notable improvements in product quality, market relevance, and customer retention. However, they also highlighted a gap in sector-specific applications, particularly within Nigeria's extrusion sub-sector, calling for further exploration of how BOS dimensions translate into measurable firm outcomes. One of the core pillars of BOS is the value innovation strategy, which focuses on simultaneously reducing cost and enhancing product value. For aluminum extrusion firms, this can translate into improvements in product quality, especially through innovations in design, material optimization, and production techniques (Audu & Nwagbala, 2024).

Product differentiation strategy and customer loyalty

Product differentiation strategy is critical in fostering customer loyalty, especially in markets where brand identity and performance consistency matter (Chukwuma & Eze, 2025). Through differentiation, aluminum extrusion firms can develop unique profiles that appeal to niche markets and customer preferences, sustaining long-term relationships and repeat purchases. The adoption of Blue Ocean Strategy by aluminum extrusion firms in South-South and South-East Nigeria is a potential game-changer, and by focusing on value in-novation, cost leadership, and differentiation, firms can reposition themselves to enhance product quality, customer satisfaction, and customer loyalty, thereby driving overall firm performance and ensuring long-term survival in an increasingly competitive market. Furthermore, the product differentiation strategy provides firms with the ability to create unique market offerings through customized designs, surface finishes, and application-specific profiles. These innovations help build brand distinction and foster customer loyalty, especially in markets where buyers prioritize value beyond price. Differentiation is particularly effective in retaining high-end and export-oriented clientele, and serves as a buffer against market volatility (Chukwuma & Eze, 2025).

Cost leadership and customer satisfaction

Cost leadership strategy is another key dimension, which enables firms to offer competitive pricing while maintaining acceptable product standards. In a highly commoditized industry, cost efficiency often determines a firm's ability to retain clients and ensure repeat business. Hence, cost leadership plays a crucial role in enhancing customer satisfaction, a major indicator of business sustainability and competitiveness (Ogundele, Okeke, & Adeboye, 2024). The BOS approach encourages firms to rethink their cost structure to provide high utility at lower costs, which directly impacts how satisfied customers feel about value received. The basis of a low-cost strategy largely depends on managing costs. The cost advantages are deliberately achieved through the application of the Blue Ocean four parts framework of raise, eliminate, create, and reduce. Cost leadership position can be attained through the Blue Ocean constructs of eliminating costs that do not add value to creating customer value, and raising those attributes that others in the market have not yet discovered but can increase customer value. Also, use a reduced construct to eliminate those features that increase cost but do not add value to customers and the organization (Ogundele, Okeke, & Adeboye, 2024).

The Resource Based View (RBV) Theory

The Resource-Based View (RBV) theory, originally proposed by Wernerfelt (1984) and cited in Naeem et al. (2022), posits that the foundation of an organization's strategy and sustained competitive advantage lies in its internal resources. These resources, which differ in type and value across firms, determine the strategic choices a company can make to achieve its goals.

According to RBV, firms that possess unique, valuable, rare, inimitable, and non-substitutable resources are better positioned to outperform their competitors and achieve long-term success in the marketplace. In the context of a Blue Ocean strategy where organizations aim to create uncontested market space-RBV suggests that firms can gain a competitive edge by leveraging such distinctive resources. This may include achieving cost leadership through resource driven strategies that allow production at lower costs than competitors, thereby making traditional market competition irrelevant. For instance, access to exclusive supply chains, advanced technologies, or economies of scale can enable a firm to offer value-added products at reduced prices, attracting and satisfying customers more effectively than competitors. Naeem et al. (2022) identify five core propositions of the RBV model. One key assumption is that strategic decisions are grounded in the firm's resource endowment. Organizations can gain strategic and competitive advantages by selecting advantageous locations, acquiring scarce and valuable resources, and developing capabilities that are difficult for rivals to imitate or replace. This underscores the role of internal capabilities and resource evaluation in shaping a firm's market position and profitability.

Empirical Review

Mbonu (2025) examined Blue Ocean Strategy and the Performance of Telecommunications Companies in Enugu, Nigeria. This study investigated the correlation between blue ocean strategy and the performance of specific telecommunication firms in Enugu, Nigeria. The population comprises a total of three thousand eight hundred and five (3,805) individuals, consisting of the personnel and management of MTN, Airtel and Globalcom, in the Enugu metropolitan as of December 2024. Data for the study were gathered by the administration of a meticulously designed questionnaire. The Cochran Sample Determiner was employed to determine the sample size, resulting in three hundred and fifty (350). Data were analyzed using both qualitative and quantitative methods. This is accomplished by descriptive and inferential statistical analytic tools. The description employed in the understanding and analysis of data via frequency tables and basic percentages. The findings indicate that there is a positive and significant influence between reduction strategies, creative strategy, elimination strategy, innovation strategy and performance of telecommunication companies in Enugu State. This study recommends that organization should discover new chances for differentiation and remain informed about technical developments and industry trends to anticipate future demands.

Amanda (2025) study on the Analysis of Blue Ocean Strategy at PT Darya-Varia Laboratoria TBK. El-Mal. This case study examines the application of the Blue Ocean Strategy by PT Darya-Varia Laboratoria Tbk, a prominent pharmaceutical firm in Indonesia, to generate additional value and circumvent fierce competition in the marketplace. The research employs strategic management theory and the Blue Ocean Strategy model to find opportunities to foster innovation, improve operational efficiency, and facilitate market expansion. The results indicate adopting this strategy helps the organization to sustain competitive advantages via product innovation, quality improvement, and integrated digital technology. PT Darya-Varia Laboratoria effectively increases its market share by focusing on unresolved market demands and customer loyalty initiatives, all while avoiding direct rivalry and improving its reputation and overall performance.

Abdelmonem (2025) examined the reimagining of universities using strategic entrepreneurship and blue ocean strategy: a theoretical exploration. The study investigates the potential of improving university performance through an innovative approach that amalgamates strategic entrepreneurship, emphasizing internal development, with the Blue Ocean strategy, which mainly emphasizes the creation of new markets and the attraction of unconventional beneficiary categories. This study aimed to highlight that the amalgamation of the blue ocean strategy and strategic entrepreneurship encourages the leveraging of their respective advantages, including

the management of both driving and obstructive forces surrounding the university, to attain an edge over the competition that is limited when employing the blue ocean strategy in isolation. The findings indicated a significant potential for the university's sustainability, attributed to organizational innovations and internal cohesion between structures and personnel. Consequently, the research established a framework that universities can utilize to progress gradually into the future, considering that during its implementation, problems may arise.

Mumtaz (2025) carried out a study on blue finance, investment selection, and optimal portfolio allocation to empirically assess the impact of a firm's blueness on stock returns by creating the blueness index. Companies in the ocean sector listed on NASDAQ Baltic, Copenhagen, Helsinki, Iceland, and Stockholm were chosen to evaluate the theory. This study used the system generalized method of moment's technique and identifies an inverse correlation between blueness and stock performance. This study offers a theoretical model to assess the utility function of the portfolio by incorporating the blueness component. The findings indicate that high-blue firms yield inferior returns compared to low-blue firms. This analysis demonstrates that high-blue enterprises achieve diminished profits due to their adherence to "blue" criteria, resulting in a reduced risk potential. The study concluded that reduced ESG and E ratings signify that ocean enterprises generate lesser emissions. Consequently, investors in high-blue enterprises receive diminished returns. This study assesses the impact of ESG and E ratings on a firm's blueness to assess the robustness of the blueness index. The findings reveal an inverse correlation between the ESG/E score and blueness, indicating that enterprises with higher blueness produce lower ocean emissions. The findings of a theoretical model indicate that the allocation of investment in high-blue enterprises is greater for optimizing portfolio distribution.

Maemunah and Rayyan (2025) study on intensifying and unpredictable nature of rivalry within the manufacturing sector. Intensive investment in capital and human resources necessitates that enterprises use 5S methods, and the fundamental principles of Japanese culture and lean management should be adopted to enhance business performance in Indonesia, especially at PT. Manufacturing. This study employs a PLS-SEM methodology. The survey included 85 respondents occupying division head positions. The findings indicate that 5S exerts neither a direct nor an indirect impact on business success; lean management and blue ocean leadership are not influencing the relationship between 5S and business performance and concluded that leadership has not optimally adopted blue ocean leadership, resulting in performance that has fallen short of expectations. The study recommended that to PT. Manufacturing assists top management in effectively implementing and executing 5S inside the organization and also it is necessary to enhance lean management within the pull system.

Razzouki et al., (2025) examined BOS as Mediator between Control Systems and Advantage in Morocco. Quantitative Research Design and Online survey of 405 industrial firms were used. SmartPLS v4 (Structural Equation Modeling). Findings revealed that BOS mediates significant effect of control systems on competitive advantage. The study concluded that Combining BOS with internal systems strengthens firm positioning and recommended to develop integrated BOS frameworks in operational strategies.

Diasha (2025) investigated Blue Ocean Strategy at Darya-Varia Laboratoria, Indonesia. The study made use of Case study and Qualitative strategic analysis. Conceptual frameworks were applied. Findings indicated that Blue Ocean Strategy led to product innovation, tech integration, and brand growth. The research concluded that BOS allows sustainable competitive advantage via differentiation and Recommended Implement BOS through unmet needs analysis

Purnamabroto, (2025) carried out a study on Blue Ocean Strategy at PT Cisarua Mountain Dairy Tbk (Cimory) Indonesia. The design used was Case analysis and Business document review method (qualitative). Findings revealed that Innovation and health-focus created uncontested

markets. BOS supports profitability and market creation was the conclusion and emphasize functional health and digital marketing'

Sakpaide and Efe (2024) examined the impact of effective material management (MMGT) on the productivity of selected aluminium manufacturing enterprises in Delta State, Nigeria. The study has a population of 293 individuals, with a sample size of 169 employees from the chosen Aluminium Company in Delta State, Nigeria. The participants' feedback was gathered through a five-point Likert scale questionnaire. The questionnaire was encoded in an Excel spreadsheet, and the respondents' profiles were analyzed manually using simple percentages, while descriptive statistics, correlation matrices, and multiple regression analyses were conducted using SPSS version 23. The results indicated a significant positive correlation among PS, MCM, WIPM, and FP. The study's findings demonstrate that effective MMGT positively and significantly influences company productivity in selected aluminium manufacturing businesses in Delta State, Nigeria and recommended that aluminium manufacturing companies in Nigeria create a policy framework to expedite the adoption of material control systems, thereby enhancing efficiency of the organization and securing future success.

Muhammad (2024) carried out a study to explore the overarching theme of blue ocean strategy thesis and its determinants, together with the arguments building the antithesis of blue ocean strategy. The method included reviewing the empirical and seminal literature inclusive of books on blue ocean strategy and articles published by eminent scholars and researchers. The paper presents the concept of blue ocean strategy, highlighting its theoretical perspectives, frameworks, and analytical tools. It incorporates Porter's perspective to argue for and against its existence, providing diverse perspectives for academia, practitioners, and policymakers, thereby enhancing understanding of strategy.

Adepoju, Abdullahi, and Maji, (2023) examine the Concept of Blue Economy - a Qualitative Review for Sustainable Economic Development in Nigeria. They interviewed community members across coaster states and used secondary data to determine the correlation between maritime industry revenue and GDP. While the Blue Economy could benefit Nigeria in hydroelectricity, pharmaceuticals, exportation, and tourism. It identified the areas of opportunities and strength by interviewing selected community members across selected coaster states in Nigeria. Multi-stage sampling technique was used to select Apapa in Lagos, Oron in Akwa Ibom, Okerenkoko in Delta, Bonny in Rivers and Agge in Bayelsa State. Secondary data was also used to determine the correlation between revenue from the maritime industry and Gross Domestic Product of Nigeria. It can be identified that, Nigeria stands to benefit a lot from Blue economy concept from hydroelectricity, exportation, pharmaceutical, tourism, e.t.c. Conversely, if care is not taken to properly weigh it cost, opportunities, and financial requirements.it may be a dead-end investment. Before embarking on it like security, fund, smuggling, bunkering, and Foreign Direct Investment, arrays of factors must be put into consideration. Ocean and maritime resources should be explored without degradation to marine ecosystem.

Oluwasegun and Rufus (2023) examine the relationship between total rewards (TR) and employee retention (ER) to determine if enhanced compensation contributes to the retention of employees at First Aluminium of Nigeria. The study seeks to examine the comprehensive reward mechanisms for attracting and retaining individuals inside a business. A quantitative design using a sample of 270 employees from First Aluminum of Nigeria is the method used. Self-administered questionnaires were distributed to employees for data collection. Data were analysed via the Statistical Package for Social Sciences (SPSS), with tables and figures employed for data presentation. A discussion on the differences and similarities is conducted based on the empirical findings and their comparison with the study's suggestion. This study found out that the current literature regarding the elements affecting employee retention at FAN, including

salary, compensation, benefits package, quality supervision, developmental chances, and recognition of work, promotion, and advancement opportunities. Consequently, it is established that possibilities for growth and progress do not impact the employee retention rate as significantly as monetary rewards do.

Hokianto (2023) studied Implementation of Blue Ocean Strategy to review previous cases. Initially proposed to "generate profit by identifying new markets while minimizing competition." Nonetheless, despite the introduction and implementation of the approach, what is its practical performance? What are the primary principles of Blue Ocean Strategy, and what is the scholarly perspective on this strategy? This remains unanswered; therefore, qualitative research using a literature review method was employed to examine the distinctive features of blue ocean strategy, the theoretical perspectives from various authors regarding blue ocean strategy, and case examples of its implementation and observed that Blue Ocean Strategy is recognized as a distinctive approach for business owners.

Gap in Literature

The literature review reveals that although Blue Ocean Strategy (BOS) has been widely used in industries such as manufacturing, telecommunications, pharmaceuticals, and education, the majority of studies are either case-based or sector-specific and lack cross-industry or comparative insights. Beyond short-term performance metrics, few studies examine the sustainability or long-term effects of BOS. Research linking BOS to digital transformation, AI integration, or green innovation is scarce, despite occasional references to technology and ESG. Furthermore, the majority of research focuses on organizational or managerial perspectives, leaving employee and consumer perspectives on BOS adoption underrepresented. Lastly, there is a dearth of empirical analysis and critical theoretical discussion that questions BOS's shortcomings or investigates its failure scenarios.

MATERIALS AND METHODS

Descriptive survey research design was applied. Six (6) States and Federal Capital territory was chosen across the federation for this study. The chosen states included Anambra, Abia, Enugu, Edo, Delta, Rivers, and Ebonyi. This selection was based on their geographical classification as core states within these two regions, ensuring comprehensive regional representation in the research sample include Anambra, Abia, Enugu, Edo, Delta, Rivers and Ebonyi States. The states were selected because they naturally fall into the states classified as the North-Central region of Nigeria. The Management and Staff of the Aluminum Extrusion Firms and Dealers in Aluminum products that serve as customers to the Aluminum Extrusion Firms in the North-Central Nigeria were of interest to the researcher as the target population of 509. The study adopted the use of a semi-structured questionnaire as the instrument of data collection. The questionnaire was prepared in a five-point Likert scale of strongly agree (5), Agree (4), Neutral (3), Disagree (2) and strongly disagree (1) to elicit information from the target respondents. A simple random and purposively sampling technique was adopted in this study.

Table 1: Population of Aluminum Extrusion Firms South-South and South-East of Nigeria

Name of Organizations	Management Staff	Other Employees	Population	Location of Dealers	Number of Dealers	Nos of Personnel Chosen	Population
Delendu Aluminium Manufacturing limited	14	38	52	Anambra State	16	3	48
Von Aluminium Nalmaco	10	32	42	Abia State	6	3	18
Holding Aluminium Company Limited	14	49	63	Enugu State	20	3	60
Agen Longspan Industries Limited	9	26	35	Edo State	10	3	30
EME Destiny Mega Quality Aluminium Company	6	17	23	Delta State	10	3	30
First Aluminium	5	13	18	Rivers State	15	3	45
Vinco Aluminium Company Nigeria Limited	7	20	27	Ebonyi State	6	3	18
Total Population	65	195	260	-	83	-	249

Sources: Anambra, Abia, Enugu, Edo, Delta, Rivers and Ebonyi States. Field work 2025.

Data Analysis and Results

The regression results presented and analyzed include model summary, analysis of variance (ANOVA) and coefficients. The decision rule is to accept P. value if the alpha value is $\geq$0.05 otherwise the null hypothesis be rejected.

Test of Hypotheses

Hypothesis 1

Table 2. Ho: There is no significant relationship between value innovation and product quality.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.879[a]	.772	.771	.85955	.157

a. Predictor: (constant), value innovation
b. Dependent variable: product quality

The model summary table 2 reports the strength of relationship between the independent and dependent variables. The result of R stood at 0.879 indicating a strong positive relationship between the dependent variable product quality and the explanatory variable value innovation. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .772 showing that 88% of the variances in product quality is explained by the value innovation while the remaining 12% (i.e. 100 – 88) of the variations could be explained by other variables not considered in this model.

The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 77% showing that if the entire population is used, the result will deviate by 10.7% (i.e. 87.9 – 77.2), with the linear regression model, the error of the estimate is considerably low at 0.85955. The result of Durbin Watson test shows .157 therefore it shows that there is no auto correlation.

Hypothesis 2

Table 3. H_o: There is no significant relationship between cost leadership and customer satisfaction.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.917[a]	.840	.897	1.18227	.290

a. Predictors: (constant), cost leadership
b. Dependent variable: customers satisfaction

The model summary table 3 reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.917 indicating a strong positive relationship between the dependent variable customers' satisfaction and the explanatory variable cost leadership. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .840 showing that 84% of the variances in customers satisfaction is explained by cost leadership while the remaining 16% (i.e. 100 – 84) of the variations could be explained by other variables not considered in this model. The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 84% showing that if the entire population is used, the result will deviate by 7.7% (i.e. 91.7 – 84). With the linear regression model, the error of the estimate is considerably low at 1.18227. The result of Durbin Watson test shows .290 therefore it shows that there is no auto correlation.

Table 4. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	67.417	1	67.417	48.232	.000[b]
	Residual	315.894	226	1.398		
	Total	383.311	227			

a. Dependent variable: customers satisfaction
c. Predictors: (constant), cost leadership

The ANOVA table confirms the results of model summary, analysis of the result revealed that F = 48.432 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no significant relationship between cost leadership and customer satisfaction is rejected.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.881	.333		5.652	.000
	Cost leadership	.548	.079	.419	6.945	.000

a. Dependent Variable: cost leadership

The coeffient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 1.881

giving a predictive value of the dependent variable when all other variables are zero. The coefficient of cost leadership is .548 with p-value of 0.000 less than (0.05%) critical value. Therefore, it can be concluded that the null hypothesis that there is no significant relationship between cost leadership and customer satisfaction is rejected.

Hypothesis 3

Table 5. H_o: There is no significant relationship between Product differentiation and customer loyalty.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.867[a]	.751	.750	1.34823	.143

a. Predictors: (constant), product differentiation
b. Dependent variable: customers loyalty

The model summary table 5 reports the strength of relationship between the independent and dependent variable. The result of R stood at 0.867 indicating a strong positive relationship between the dependent variable customers' loyalty and the explanatory variable product differentiation. The coefficient of multiple determinations R^2 measures the percentage of the total change in the dependent variable that can be explained by the independent or explanatory variable. The result indicates a R^2 of .867 showing that 87% of the variances in customers loyalty is explained by the product differentiation while the remaining 13% (i.e. 100 – 87) of the variations could be explained by other variables not considered in this model. The adjusted R-square compensates for the model complexity to provide a fairer comparison of model performance. The result is supported by the value of the adjusted R which is to the tune of 75% showing that if the entire population is used, the result will deviate by 11.6% (i.e. 86.7 – 75.1). with the linear regression model, the error of the estimate is considerably low at 1.34823. The result of Durbin Watson test shows .143 therefore it shows that there is no auto correlation.

Table 6. ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.439	1	5.439	102.992	.000[b]
	Residual	410.807	226	1.818		
	Total	416.246	227			

a. Dependent variable: customers loyalty
b. Predictors: (constant), product differentiation

The ANOVA table 6 confirms the results of model summary, analysis of the result revealed that F = 102.992 which is significant at (0.000) < 0.05. Hence, since the P-value < 0.05 (critical value), the null hypothesis that there is no significant relationship between Product differentiation and customer loyalty is rejected.

Table 4.3.11 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.460	.277		12.510	.000
	Product differentiation	.117	.067	.114	1.730	.000

a. Dependent Variable: Customers loyalty

The coefficient provides information on how the explanatory variable (the estimated coefficient or beta) influences the dependent variable. The result shows that the regression constant is 3.460 giving a predictive value of the dependent variable when all other variables are zero. The coefficient of product differentiation is .067 with p-value of 0.000 less than (0.05%) critical

value. Therefore, it can be concluded that the null hypothesis that there is no significant relationship between Product differentiation and customer loyalty is rejected.

Findings

The study revealed that Blue Ocean Strategy (BOS) has the capacity to significantly lift the performance of the Aluminum Extrusion Firms in South-South and South-East Nigeria. In specific term, significant positive relationship was established between Blue Ocean Strategy and Aluminum Extrusion Firms. In summary, the study found as follows:

1. A significant positive relationship between value innovation and product quality
2. There is also a significant positive relationship between cost leadership and customer satisfaction
3. Also, the study found a significant and positive relationship between product differentiation and customer loyalty

Conclusion

This assertion is evidenced in the findings of this study which revealed a significant positive relationship between Blue Ocean Strategy and performance of Aluminum Extrusion Firms. No gain saying therefore, that given a purposeful implementation of Blue Ocean Strategy, the challenges of product poor quality, customer dissatisfaction, and loyalty of the Aluminum Extrusion Firms can be reversed in a positive manner for all the stakeholders.

Recommendations

On the strength of the findings of this study, the following recommendations were made:

1. The Aluminum Extrusion Firms should invest in up-to-date production equipment that will deliver high quality products at low cost.
2. It is also recommended that the Aluminum Extrusion Firms should embark on aggressive pursuit of cost reduction through quantity purchase of materials, mass production of limited range of products, distribution channels that minimizes costs and non-branded products so as to take the advantage of cost leadership.
3. It is equally recommended that Aluminum Extrusion Firms should always distinguish their organization's offerings from others through building unique features like colour, textures, depths and uniqueness into their product/service delivery so as to engender customer loyalty.

Contributions to Knowledge

This study contributes to knowledge by empirically validating the effectiveness of Blue Ocean Strategy (BOS) in enhancing the performance of Aluminum Extrusion Firms in South-South and South-East Nigeria. It establishes clear positive links between value innovation, cost leadership, and product differentiation with product quality, customer satisfaction, and loyalty, respectively. The research extends BOS theory to a new industrial and geographic context, offering practical insights for firms in emerging economies.

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