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REVIEW ARTICLE

CAN DISRUPTIVE TECHNOLOGIES BE CONSIDERED AS BLUE OCEAN LEADERSHIP STRATEGY AND BE USED AS A TOOL FOR COMPETING IN INTERNATIONAL MARKETS? TURKISH ECONOMY CASE

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ABSTRACT

Blue ocean leadership strategy stands for the unknown market fields and thus, high increase rates in terms of profits. Disruptive technologies, on the other hand, are defined as disruptive memorization technologies that found place in new markets and behave independent of customer expectations. In this frame the purpose of this study is to evaluate the competency of Turkish economy to compete in international markets via using disruptive technologies as blue ocean strategy and put forward the potential opportunities.

INTRODUCTION

Market field comprises “red oceans” and “blue oceans”. While red oceans are known market fields and constitute all existing industries, blue oceans are unknown market fields and constitute unexisting industries. Because of the fact that there is severe competition in red oceans; the borders of the industries are defined and the competition rules are known. As the market field expand in these borders, the competition evolves in angry (red) ocean. Blue oceans, on the other hand, create the opportunity of profitable growth. Blue oceans are ignorant to competition because the rules of the “game” is expected to be defined. Therefore, the organizations should create blue oceans in order to evaluate new profit and growth opportunities (Kim and Mauborgne, 2005). Because of intense competition and technological developments, in the 21st century strategic thinking is based on market focused consideration competency, creativeness and innovations. Via blue ocean strategy, it is not expected to display a better performance than the rivals in the market but it is expected to create new market fields and neutralize rivalry. As for Turkey, it is found that there are no companies that receive training from “Blue Ocean Strategy Centers” and apply the strategies in their companies (Ergen, 2011).

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The term “disruptive technologies” is used for the first time by Bower and Christensen in 1995 and defined as disruptive memorization technologies that act independently of the mainstream customer expectations and find their place in new markets and applications (Bower and Christensen, 1995). While just 20 years ago products such as payphones, video tapes, video games, video cameras with spools and CRT TVs were used, in today’s world these products can be fit in a smart phone with high quality thanks to developments in communication and internet infrastructure. In this process, it is witnessed that world giants such as Kodak, Texas Instruments, Sony, Commodore, Polaroid and Nintendo are either totally vanished or have lost their power to a great extent. The replacement of a product that has a settled demand structure with another product that has not been experienced before, cannot be seen possible for especially organizations that established band system in production and that benefit from economies of scale. Therefore, new opportunities emerge for the organizations that are eager to make production with a disruptive effect by annihilating all current products and processes. In the past era the developments in the field of disruptive technologies have created a new struggle field for global powers and have become a new argument that affects international relations. Thus, it is crucial to review and update the theories of absolute advantage and the changes in global economy dynamics that bases international economics literature. In this sense, the purpose of this study is to evaluate the competency of Turkish economy to compete in international markets via disruptive

technologies as using them blue ocean strategies and put forward the potential opportunities.

Blue Ocean Leadership Strategy: The purpose of establishing new businesses is to provide competitive advantage and to maintain existence in an effective, profitable and efficient manner. Businesses, who want to provide competitive advantage, often enter into intense competition with their competitors in terms of price, quality, speed and cost. In this struggle, all rivals continue their activities in an extreme competition environment that almost resembles a red ocean. In this sense, the term “red ocean” is used to describe this contentious and extreme competition environment. However, the term “blue ocean”, which means to go beyond the current competitive conflicts and make the competition meaningless, has started to be used recently and has become attractive (Ağraş, Atbaş and Şeyba, 2017).

Blue oceans refer to industries that have not yet emerged, that is to say, undiscovered markets due to competition. There is a wide opportunity for both profitable and rapid growth in the blue oceans where there are new demands instead of fighting with competitors (Barutçu, 2014). Companies following the Blue Ocean strategy are interested in opening new business areas for themselves and their customers with actions that make competition meaningless instead of taking defensive moves against their competitors (Bekmezci, 2013). The blue ocean strategy means protecting the competitors from the red oceans with price differentiation concepts such as product differentiation, market segmentation and positioning that marketers have been pursuing for years. Although this strategy does not provide a magical formula to companies, it is stated that the road to the blue ocean requires a good understanding of what the customer likes, does not like, strong intuitions, open-mindedness, and openness to innovation (Motley, 2008).

The blue ocean strategy is also a modified strategy and draws attention to the importance of low cost. This strategy offers a radical solution to the variety of products and market limitations for consumers. According to this strategy, companies should increase the service standard higher than the average and provide higher opportunities than competing firms. The blue ocean strategy suggests that companies should develop a strategy that is capable of determining their environment rather than being determined by their environment (Kalkan ve Alparşlan, 2009). The architects of this strategy, Kim and Mauborgne (2005), have analyzed data from various organizations and blue oceans to prove the idea of capturing unquestionable market areas over the past hundred years. The authors stated that blue ocean markets / products emerged through the use or modification of existing technologies in a particular area. It is stated that competitive behaviors of enterprises can be handled in four categories traditionally: Accordingly, businesses can take different competitive positions against their competitors by being *collaborative, reactive, aggressive or defensive* (Miles and Snow, 1978). On the other hand, the blue ocean strategy offers a new approach instead of traditional competition. According to the strategy, the way to avoid ruthless competition and maintain competitive advantage is to redefine customer value by creating new value concepts (Yiğit, 2015). The key aspect of the Blue Ocean strategy is “Innovation in Value”. A company in the Blue

Ocean can achieve sales success by generating value and innovating value for both the buyer and the seller company at the same time. In the blue ocean strategy, businesses need to stop competing with each other in order to prevail over the competition. Although the blue ocean strategy seems new, its implementation has been in place for a long time. Many of the industrial areas that existed today a hundred years ago were absent. Many areas such as automobiles, music recordings, aviation, petroleum, chemistry, health, personal care and management consulting were not available or were just beginning. Thirty years ago, mobile phones, discount chain stores, factories that use natural gas to generate electricity, biotechnology, door-to-door fast shipping and home cinema had not yet appeared (Taşkın, 2010). Of course, in the near future, many business lines that do not exist today will emerge. It is obvious that the emergence of these lines of business will emerge through the blue ocean strategy. In their study, Kıyan and Özer (2011) stated that in order to avoid competition, enterprises should create new market areas that could give consumers the opportunity to offer new value. In addition, there is hardly any benefit from being customer-oriented in creating new markets, since customers often cannot imagine how new markets will be created. Therefore, in order to create a new market, it is necessary to look at those who are not more customers than those in a market. The basic principle of creating a new market is to get out of competition and restructure the limits of the market. This approach coincides with the “Opportunity Approach”, which is based on following opportunities in strategic management and evaluating these opportunities effectively by using the strengths of the enterprise. Kalkan and Alparşlan (2009) listed the basic principles of the blue ocean strategy as follows:

- Restructuring of market limits
- Focus on the big picture
- Access beyond the current demand
- Making the right strategic alignment
- Overcoming organizational barriers
- Strategy structuring (Ağraş, Atbaş and Şeyba, 2017)

The first stage of the Blue Ocean Leadership strategy consists of defining the current situation, the so-called “as-is” situation. Subsequently, four questions have to be answered:

- Which actions and activities do leaders invest time and energy in that should be *eliminated* completely?
- Which actions and activities should be *reduced* below their current level?
- In which actions and activities should leaders *invest more time and effort(raise)*?
- Which actions and activities should leaders spend time and energy on that they currently do not take into consideration at all(*create*)?



Fig. 1. Blue ocean leadership matrix (www.mindforest.com)

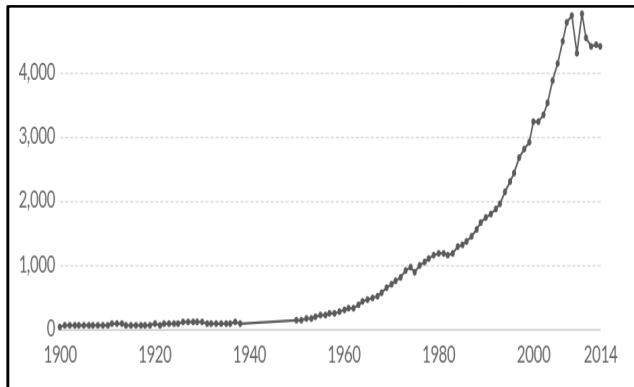


Fig.3. World trade on yearly basis (Million\$) (www.ourworldindata.org, 2019)

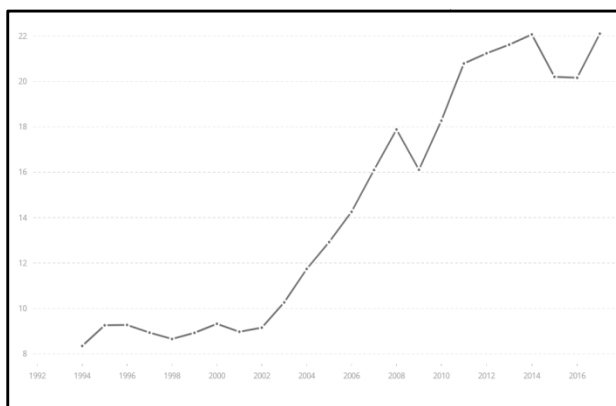


Fig. 4. World industrial added value by years (Trillion \$) (www.indexmundi.com, 2019)

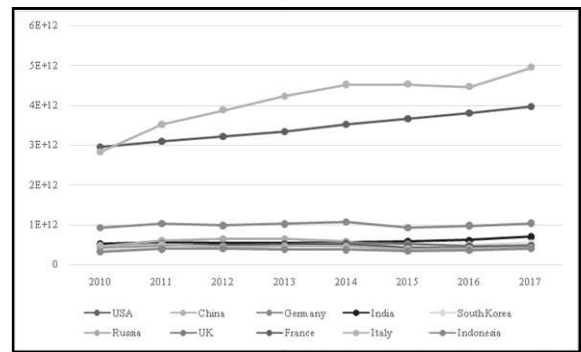


Fig. 5. The first 10 countries in world industrial added value between 2010-2017 (www.worldbank.org, 2019)

Table 1. 2017 Industrial added value sequence (\$) (www.worldbank.org, 2019)

China	4.950.917.322.601,65
United States	3.976.381.706.000,00
Germany	1.033.159.414.490,99
India	702.393.825.553,62
South Korea	549.069.084.306,91
Russia	481.179.672.823,91
England	472.856.848.729,82
France	448.363.935.415,49
Italy	419.193.127.179,38
Indonesia	399.941.029.252,98

Ford also shows great similarities in reducing costs and increasing market share (Capital, 2005a).

Yellow Tail: The early 2000s were a time when Americans were attracted to wine, but sophisticated French and Italian wines that required years of knowledge and experience were intimidating the average Americans. The Australian Yellow Tail has given Americans exactly what they want: a cheap, but high-quality wine for Americans who enjoy comfortable, aromatic, unpretentious and simple drinks. The Yellow Tail brand was sold for \$6, and U.S. brands were \$8.99 or more. With a simple and sympathetic label that attracts the customer, a kangaroo-like logo, and a good distribution and packaging network, Yellow Tail has quickly won the appreciation of Americans who have just warmed to wine culture (Dünya, 2010).

Lufthansa Airlines - Shop & Miles: Lufthansa Airlines is the first company in the world to implement the “Shop & Miles - Win while flying” system. The Company achieved a competitive advantage with this system, which provides points to customers who prefer to fly with them and provides discounts on subsequent flights with these points (FMA Academy, 2016).

The Mind Forest Team: The team has recently used the blue ocean leadership approach for the first time in a major change management project. With the goal to redefine the role of middle management for one of Luxembourg’s biggest employers, the new method identified amongst others the following problems: “We focus too much on operations” or “We need more open discussions on current projects”. After critically analyzing and defining the current situation, the managers, in cooperation with their executives, were able to find a common vision of what they should optimally invest their time and energy in. Following positive feedback from the client, it is concluded that the blue ocean leadership strategy

Blue Ocean Leadership Strategy Examples in International Context

Ford T Model: Expensive, luxury cars were very problematic on the damaged and muddy roads of that period. This led to the choice of horse-drawn carriages. Ford has implemented a “blue ocean strategy” with its Model T car. The Model T was produced with a single color option (black) and very few extra options, and the price was constantly lowered. It was suitable for daily use, reliable and durable. It was able to respond to difficult road conditions. Ford's market share increased from 9% in 1908 to 61% in 1921. Ford also made important arrangements on the revolutionary production line. While the industry norm was 21 days, it started to produce an automobile in 4 days. Costs have been reduced considerably.

Table 2. The most valuable brands by year (www.forbes.com, 2019)

Sequence	2003	2008	2013	2018	Foundation Year
1	Coca-Cola	Coca-Cola	Apple	Apple	1976
2	Microsoft	IBM	Microsoft	Google	1998
3	IBM	Microsoft	Coca-Cola	Microsoft	1975
4	General Electric	General Electric	IBM	Facebook	2004
5	Intel	Nokia	Google	Amazon	1994
6	Nokia	Toyota	McDonald's	Coca-Cola	1886
7	Disney	Intel	General Electric	Samsung	1938
8	McDonald's	McDonald's	Intel	Disney	1923
9	Marlboro	Google	Samsung	Toyota	1937
10	Mercedes-Benz	Mercedes-Benz	Louis Vuitton	AT&T	1983

Table 3. Hectocorn companies january 2019 sequence (www.howmuch.net, 2018)

Sequence	Country	Company	Value (Billion USD)
1	United States	Apple	1100
2	United States	Amazon	962
3	United States	Microsoft	883
4	United States	Alphabet (Google)	839
5	United States	Facebook	460
6	China	Alibaba	412
7	China	Tencent Holdings	383
8	S. Korea	Samsung Electronics	297
9	United States	Cisco Systems	224
10	United States	Intel	222

Table 4. Decacorn organizations January 2019 sequence (Cuofano, 2019)

Sequence	Country	Company	Value (Billion USD)
1	China	Huawei	85
2	China	Toutiao (Bytedance)	75
3	United States	Uber	72
4	China	Didi Chuxing	56
5	United States	WeWork	47
6	China	Lu.com	38
7	United States	Airbnb	29.30
8	United States	SpaceX	21.50
9	United States	Palantir Technologies	20
10	United States	Stripe	20
11	United States	JUUL Labs	15
12	United States	Lyft	15
13	United States	Epic Games	15
14	Russia	Yandex	12.4
15	United States	Samumed	12
16	China	Bitmain Technologies	12
17	England	Global Switch	11
18	Singapore	Grab	11
19	United States	Pinterest	10.4

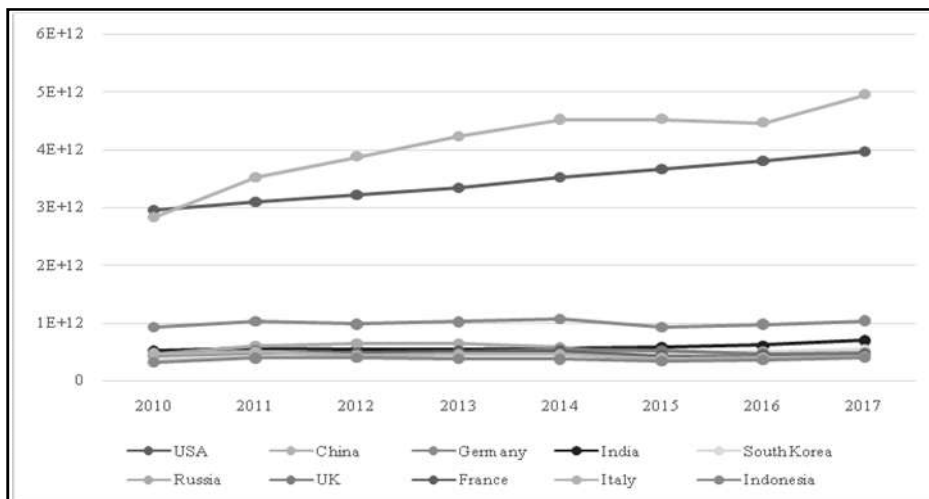


Fig. 5. The first 10 countries in world industrial added value between 2010-2017 (www.worldbank.org, 2019)

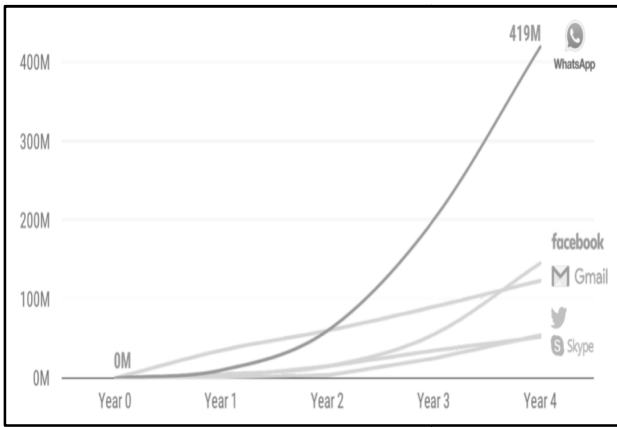


Fig. 6. Consumer adaptation span (Sanwal, 2018)

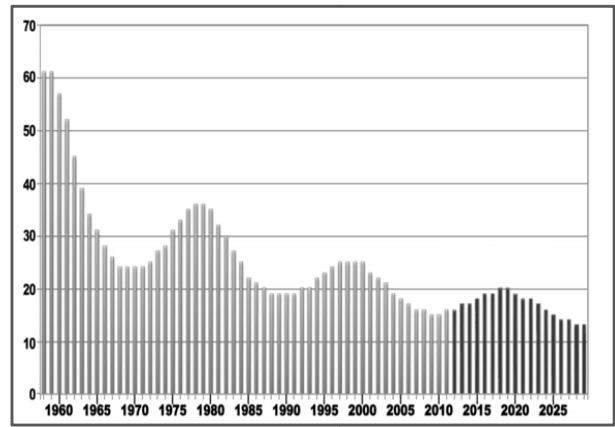


Fig. 7. S&P 500 Organizations Life Spans (Sanwal, 2018)

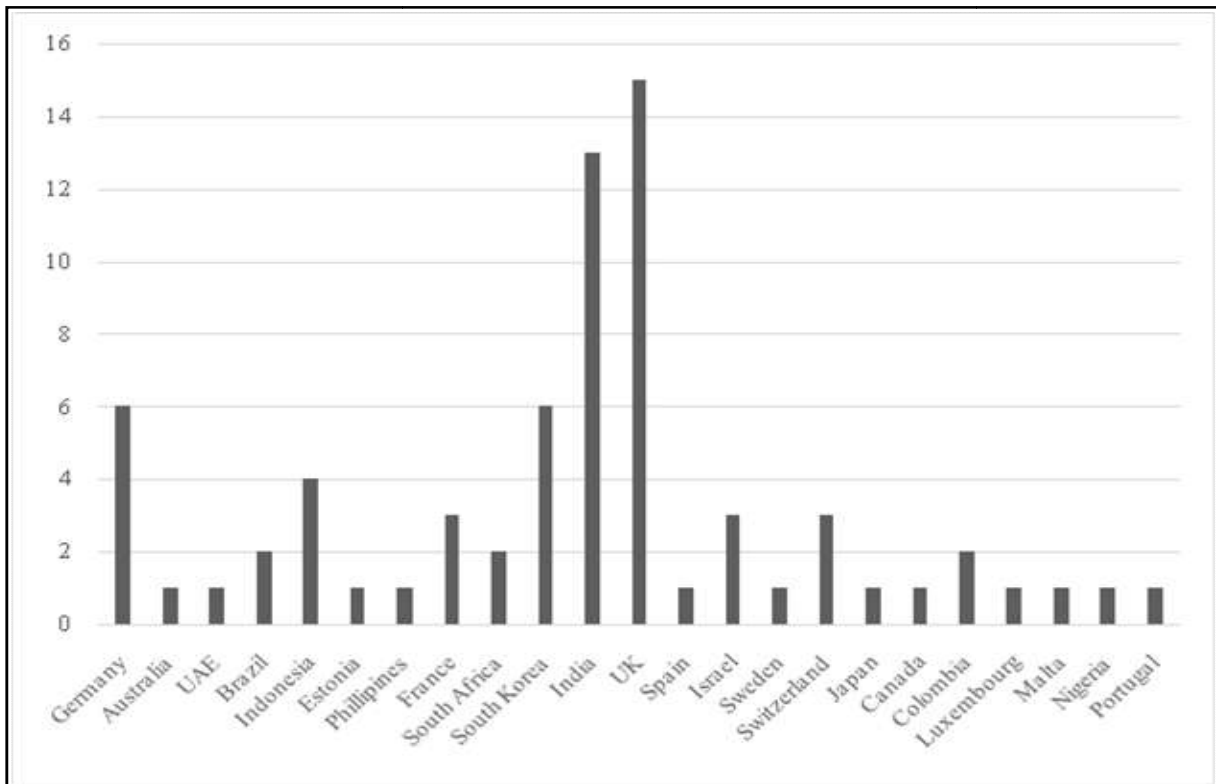


Fig. 8. Dispersion of unicorn companies by countries (www.cbinsights.com, 2019)

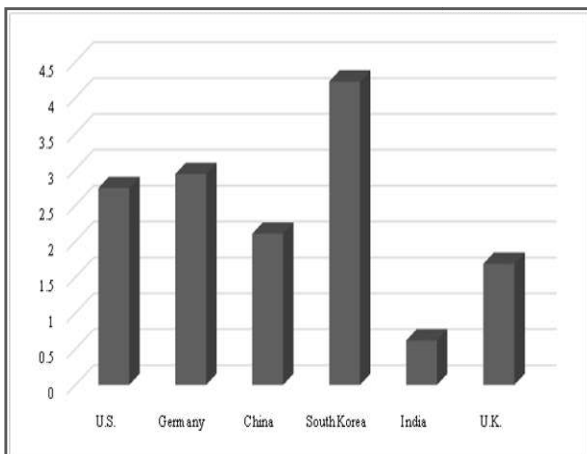


Fig. 9. First group countries

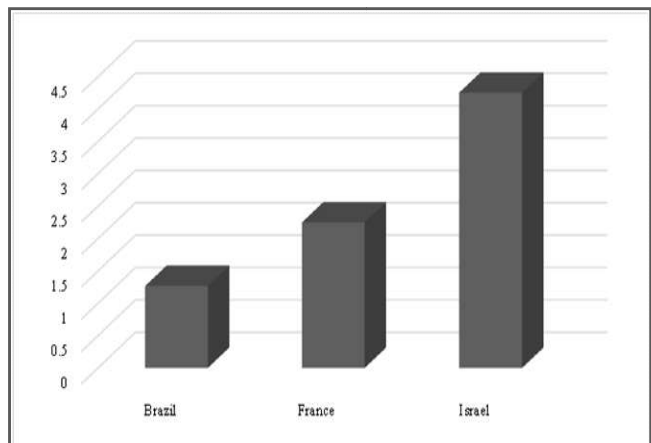


Fig. 10. Second group countries

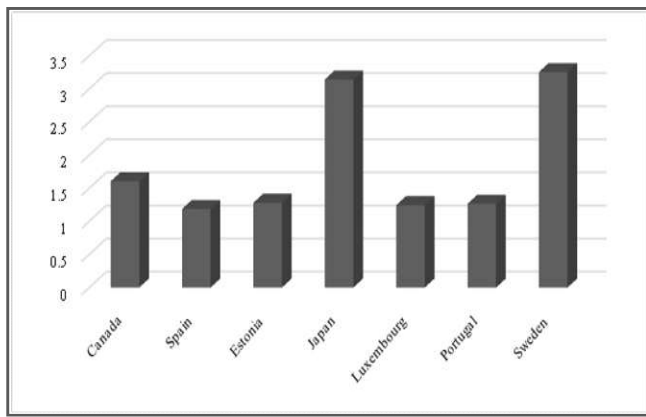


Fig. 11. Third group countries

passed its first test and will most likely be reused for future projects (www.mindforest.com)

Blue Ocean Leadership Strategy Examples in National Context

Torku-Konya Sugar: Konya Şeker has succeeded in producing sugar beets instead of glucose syrup in its products. In addition to producing sugar, Torku branded bakery products, confectionery, chocolate, milk, beverages, meat products, fat, frozen products, vinegar and sauce products. Konya Sugar model, on the one hand, activates the production potential in the field. On the other hand, thanks to the system established from the field to the shelf, the added value generated by agricultural production is transferred to the producer and the agricultural sector receives more shares from the increasing welfare (Gorez, 2014).

Ağaoğlu Group of Companies: Ağaoğlu Group of Companies has made investments by buying land whose prices have fallen during the 2001 economic crisis. In this way, both profit was achieved and investment continued during the crisis. The company is expected to achieve a turnover of around \$22 billion from construction by 2016. This success of the company has been evaluated as the result of smart and bold investments even in times of crisis (Patronlar Dünyası, 2012).

Garanti Bank: Three products were developed by Garanti as *Minibank*, *Gani Gani* and *Expatbanking*. Via *Minibank* children are aimed to be attracted. Via *Gani Gani* SMEs were aimed to be attracted and via *Expatbanking* the foreigners living and working in Turkey are aimed to be attracted. Thus, Garanti Bank have managed to gain new customers by evaluating a growth potential in a different field than their competitors. As of November 2004, the number of customers at Mini Bank reached 42 thousand. The investment volume in these accounts is calculated as TL40 trillion. An increase of 100% in the number of members compared to the same period of the previous year clearly demonstrates Garanti's "blue" strategy. In *Gani Gani*, which includes a finance and accounting management package for SMEs, the number of sales reached 17 thousand. 1500 of these companies became customers of Garanti (Capital, 2005b).

TUKAŞ: With a major change in the company, the product range has increased via the restructuring in management and different products are developed.

The drop chocolate fruit flavored puddings pure ketchup and pure mayonnaise products offered to the market are the best examples of these attempts. Drop chocolate fruit flavored puddings, which were developed in line with consumer demands, enabled Tukaş to differentiate itself in the pudding sector. On the other hand, pure ketchup and pure mayonnaise differentiated Tukaş from its competitors in these products. In addition, Tukaş was the first company to offer high-quality fruit preserves with "Extra Traditional Jam" labels to the market (Capital, 2005c).

Global Trade Wars: Throughout history, economic power has always existed as an argument in parallel with military power in the international arena. However, with the rapid progress in communication technology, not only the goods and capital movement, but also a higher rate of information flow has occurred. The devastating effect of digitalization in production not only supports industries, products, and advanced economies in using these technologies in their operations but also provides an opportunity for developing countries that can capture this trend. Especially after the Trump administration came to power, on the 6th of July, 2018; and China's trade war, which is characterized by mutual tariff raising and restrictions, are expected to shape both trade and international relations in the upcoming period. Oil prices, which have declined from \$110 to \$60 in the last 5 years, have been continuing to decline rapidly in the list of the most valuable companies such as PetroChina, Exxon, Gazprom and Shell. As can be seen in the graph below, world trade has been increasing significantly in the last thirty years with the developments in communication and internet infrastructure and has reached \$5.8 trillions by the end of 2018, from the zero point in the 1950s (www.wto.org, 2019). However, the variable that will play a decisive role in this war is the *added value* created by the industries. While the low-cost production model was mostly abandoned to the less developed countries in the low-income group, the upper-income countries concentrated more on high value-added products and production models shifted from cost-reducing economies of scale to technology production that created high added value with less capital.

Industrial Added Value: An analysis was made in the context of the data, the industrial value added, announced by the World Bank. The concept of industrial value added (IVA), which is used as data, is expressed as the net output of a sector after the collection of all outputs and the subtraction of intermediate inputs (www.indexmundi.com, 2019). In addition, the IVA is calculated without deduction of the depreciation of assets generated or depletion of natural resources. In the first graph, the industrial value added created by the world between 1992 and 2017 is seen to be constant around the level of \$8 trillions between 1992-2002, while around the level of \$18 trillions in 2008 and 2.25-fold increase in 2015, and has reached to \$22 trillions. \$12.3 trillions of this value comes from high income countries and \$9.6 trillions from middle income countries. Especially after 2002, if we look at the main countries that gave this momentum to the world industrial value added, we see that the U.S., China, Germany, South Korea and India have come forward. If we compare the 2017 World Bank data with the 10 countries that have the highest industrial value added: However, the major disintegration arose when China passed the U.S. value added in 2010. In 2017, China reached \$5 trillions, 25% higher than the United States.

When the development in value creation has been observed in the frame of the last 15 years, it is seen that the software and internet-based technology companies rank first. In addition, the time for users to adapt to technology has been gradually increasing after the addition of each technology company. Accordingly, it is seen that the number of users of newly established technology companies has exceeded 100 millions in the first 5 years via the viral effect power. An analysis that started in 1960 by Standard McKinsey on Standard and Poor's 500 firms, found that the lifespan of enterprises was gradually shortened. Life expectancy, which was 61 years in the 1960s, has fallen to 18 years when it comes to 2016 and it is seen that this period will be much lower (Garelli, 2016).

A study by Wiltbank and Brooks (2016) on angel return on investment in the United States, reveals that the average exit period is 4.5 years. The figures obtained indicate that high value added production will become increasingly important in international competition in the upcoming period rather than the cumbersome production model based on economies of scale. As it can be seen from the charts and tables, traditional multinational corporations (MNCs), which seem to be difficult to resist carteled, cumbersome and destructive technologies for a long time and big local corporations, were established in 1994. After 1994, via establishing international activity and operating at zero marginal cost. *unicorns* competing with the dynamics of every field constitute an example in generating added value (Mulas, 2018).

Start-ups and Unicorns: In the last 10 years, we see that new concepts emerged with the destructive trend led by Apple and then Facebook. Although the concept of "start-up" first appeared in the Silicon Valley, in recent years it has found a place itself in international arena because of the competition between the U.S. and China. Entrepreneur and academician Steve Blank (2010), who contributes to the literature abroad in this sense, defines start-up as a structure created to find a scalable and repeatable business model, while Neil Blumenthal (2014) states: It is a company that tries to find an answer that there is not". Unfortunately, the term "start-up" does not have a Turkish equivalent in the literature and Turkish Language Association. Although the Turkish equivalent is not established, "Self-Venture" or "Baby Venture" are used for the companies, which are in the beginning stage of foundation. Because start-ups have a high failure rate, investors do not only give priority to a "good business" when making a choice, they also take into account factors such as high earning potential, team experience, originality of the idea, feasibility of competitors, presence of competitors, start-up capital and exit strategy. Together with the industry added value and the most valuable brands ranking, it seems that we will soon witness the rapid change of rankings. Particularly, companies that were established after 2010 and called Hectocorn (Unicorn: more than \$1 billion, Decacorn: more than \$10 billions, Hectocorn: more than \$100 billions valued technology companies) (www.gktoday.in, 2017) and they are very likely to find a place in the ranking. Chinese companies have begun to push the top positions in decacorns. The reason for the Huawei-Apple rivalry in the U.S.-China trade wars is evident from the following figures. In terms of brand sales of 2017-2018 products, Apple decreased by 17% and Huawei increased by 48%. In the first quarter of 2019, this trend has continued and

Samsung decreased from 22% to 21%, Apple decreased from 14% to 12%, while Huawei rose from 11% to 17% to take second place. The 2, 4 and 6 brands belong to the Chinese manufacturers (Lam, 2019). In the unicorn segment, where the main competition is experienced, other countries have joined to global players such as U.S. and China. According to the CB Insights report, 140 U.S. (48%) and 81 Chinese technology companies (28%), the distribution of the remaining 24% among 21 countries is as follows: 15 (5%) of the U.K., 13 (4%) of India, 6 (2%) of South Korea and 6 (2%) of Germany. Although not listed, two Russian companies are considered (Mail.ru 6.9 and Avito \$2.7 billion) (Sitdikov, 2018). In the last 10 years, in terms of market value, technology companies have displaced energy companies in the top ranks, while there are no energy companies among the 10 most valuable companies in 2018.

Opportunities for Turkish Economy: There are some features that a business must have in order to be considered as a baby venture. These common features are:

- High growth potential
- Producing something different or process that many people want
- Producing solutions for high cost or ineffective products and processes
- Take risks and make quick decisions
- Newly established or in the first 5 years
- Innovative and mostly operating in technology or the internet
- Capital coming from angel investors or venture capital as well as equity
- Development in an ecosystem

Start-ups, which constitute the starting point of destructive technologies, create a great opportunity for developed countries as well as developing countries because of their low investment cost and high growth potential. Therefore, it provides significant benefits in three main areas, especially for developing countries:

- Value-added production without capital accumulation,
- Increase in national and per capita income,
- Decreased dependence on developed countries

However, the important point here is that the financial powers behind the military and political power of the countries and the structure maintaining the financial power have been changed in the last 10 years. Although the importance of the energy sector does not diminish in this context, R&D and education expenditures, which generate added value, become increasingly and at least as important as energy. Value added is not possible by producing cars with a new brand within the automobile industry managed by cartels, but by solving a basic need and problem in a value-added way as many unicorn companies do. Looking at the sectoral distribution of Unicorn companies, we see that communication (e-commerce/e-marketplace), e-service and financial technologies (fintech) are prominent. However, while the efforts of the global powers to control information as well as energy turn into a global trade war, it is necessary for the states to make intensive efforts and policies at national level in order to reduce the dependence and reveal value-added products in 7 main sectors in order to make economies to turn this war into an opportunity.

These sectors are

- Communication
- Trade
- Finance
- Training
- Health
- Food
- Defense

When the countries are divided into three categories according to the number of unicorn companies they create and the ratio of these countries' R & D expenditures to their national income are observed, the following graphs appear (www.worldbank.org, 2016). Although the most recent 2016 data is available on the document reviewed, data from some countries have not been found and are not included in the graph. Turkey belongs to the data of 2015 and stands at 0.88%. The R & D Expenditures / GDP ratio in the third group of countries is on average 1.85%. R&D spending to create Turkey's Unicorn companies should increase at least three times.

DISCUSSION AND CONCLUSION

The Blue Ocean Strategy (MOS) is a strategy that includes the formulation and implementation of a strategy aimed at simultaneous differentiation and low cost. Blue ocean strategy is not to compete in the current market, but to create a new market / blue ocean and making the competition meaningless. Blue oceans are created by systematic and productive methods and processes with blue ocean strategy tools. These tools allow to create the common mind of the organization and to implement effective strategies through easy communication. In the structuralist theory of competitive strategy, the structure shapes the strategy, while in blue ocean the strategy shapes the structure. The three key concepts of blue ocean strategy are "innovative value", "leadership" and "fair process" (open to the blue ocean).

According to Motley blue ocean strategy do not offer a magical formula, however, it offers protection from competitors through concepts such as product differentiation, market segmentation and positioning, which marketers have been pursuing for years, and to move away from the red waters where price competition is experienced. The road to the blue ocean is only possible to understand what the customer likes, likes and dislikes by having strong intuition, open mind, creativity and, most importantly, good listening ability. Therefore it is about analyzing what the customer says in every platform and not skipping any customer feedback (Motley, 2008). Ankara Chamber of Commerce (ACC) made a survey in 2010 and analyzed the added value structure in Turkey's foreign trade. ACC Chairman Sinan Aygun (2010) declared in a press statement that "the more than half of the trade deficit of Turkey in 2009, which imports low value added products, stems from the foreign trade of advanced technologies". Today, this structure continues and we continue to ignore the opportunity of destructive technologies by maintaining an economic dependency on energy as well as value added products.

The impact of destructive innovations is increasingly seen in examples such as the replacement of letters by e-mails, the replacement of horses by motor power, the location of terrestrial lines by satellites, the replacement of newspapers by e-news sites, the replacement of taxis by Uber in many countries. It is not possible for us to hide from the devastating technological developments that come upon us with all our power by burying our heads in the sand and ignoring or forbidding them. We need to familiarize ourselves with the fact that the effect that causes the disappearance of the giant companies competing in the sector will come from the start-ups (baby ventures) that are perhaps not even present. Along with the increase in information sharing, it is seen that the existing medium and large producer enterprises and financial services and trade sectors are under a higher threat.

If the enterprises are not very sensitive to developments and do not pay attention to the R&D, start-ups and cooperations with the status quo, they need to know that they will be subject to destructive innovations rather than macroeconomic developments. There are 63 active technoparks in our country, very few of them create ecosystems within themselves and none have the capacity to create unicorns. It is not possible for us to take advantage of the opportunities provided by the enterprises that aim to benefit from incentives and grants and destructive technologies for developing economies in technoparks that do not focus on creating value added and do not have an ecosystem. In addition to this, it is necessary to increase quality rather than number in order to increase the budget allocated to R & D to the state and especially the private sector, and to provide the knowledge and equipment that can create innovative technology.

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