

Contributions of the “Blue Ocean Strategy” for an Internationalization Strategy in Portugal: The Use of the Sea

ABSTRACT

The privileged geographical situation in the confluence between three continents allows Portugal to have exceptional conditions to bet on an Internationalization Strategy based on the Use of the Sea, returning to its oceanic historical and cultural vocation, after decades centered in the European Union where the country is peripheral and has difficulties in building competitive advantages.

The contribution of the Blue Ocean Strategy to the return of Portugal to the Sea is based on a logic of strategic action that is also an useful tool to detect and compete in alternative markets where there is less competition and higher returns - blue oceans - and to compete with differentiated competitive advantages in markets - red oceans - where it is still necessary to compete, being the blue ocean of Portugal the Use of the Sea, and simultaneously the best way to internationalize and reconfigure competitively.

Building a Sea Cluster with difficult to imitate and unique attributes, attracting economic and technological partnerships, and investing in economic, military, diplomatic and psychosocial strategies that converge towards an appropriate, achievable and acceptable Grand Strategy, supported by a strategic culture of affirmation of interest, Portugal will be able to develop economically, create well-being for its citizens and strengthen its sovereignty and economic security.

Keywords: Strategy; Blue Ocean Strategy; Internationalization; Use of the Sea; Geoeconomics, Strategic Culture