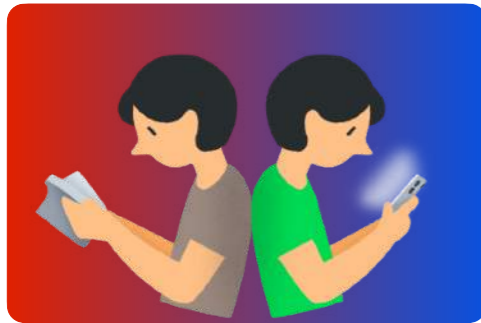


Blue Ocean Strategy | Shift

CASEBOOK



Blue Ocean Strategy | Shift Pedagogical Materials (1/3)



Webtoon Entertainment



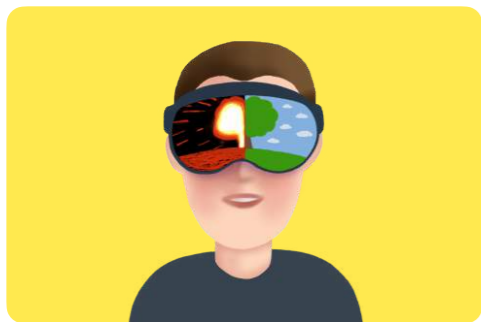
Blue Ocean Leadership



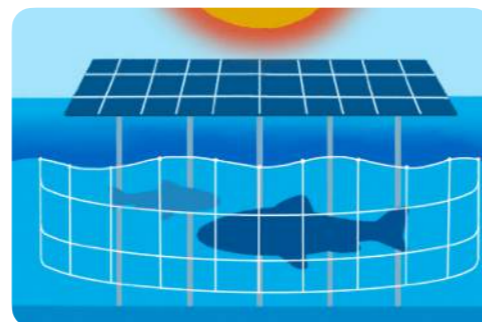
Katrina Lake vs. Jeff Bezos



Petwell



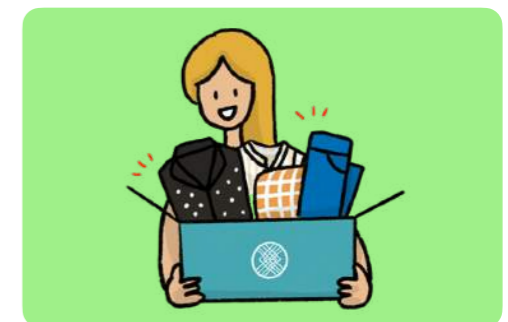
Meta



Tongwei



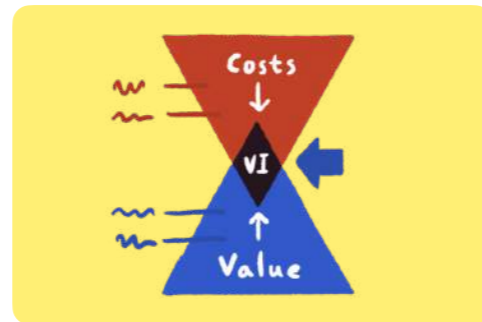
E-Sports



Stitch Fix



Ping An Good Doctor



Searching for Value



Marvel



salesforce.com



Bolivian Private University (UPB)



Blue Ocean Hackathon

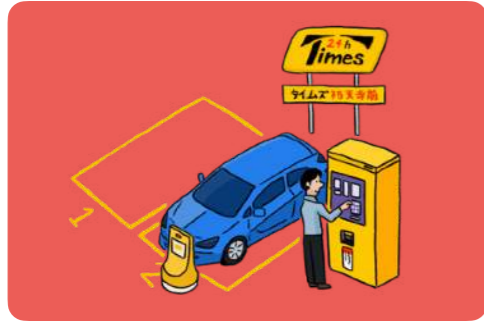


Comic Relief



Autonomous Vehicles

Blue Ocean Strategy | Shift Pedagogical Materials (2/3)



Park24



Wawa



Amazon



André Rieu



Prodigy Finance



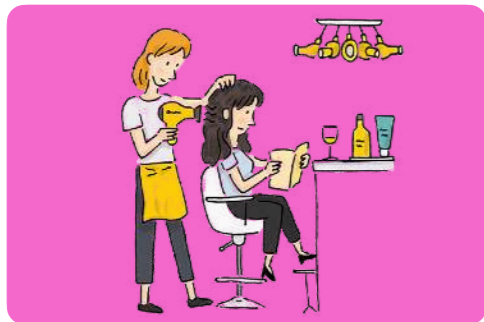
Indian Pad Project



Indian Premier League



Nintendo Switch



Drybar



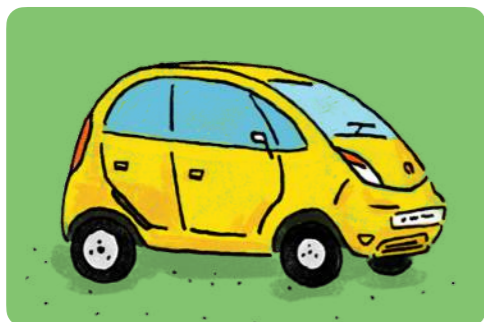
Compte Nickel



Apple



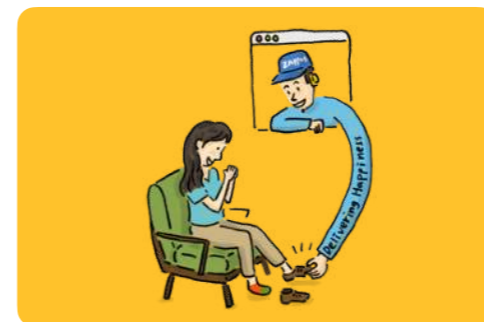
Wikipedia



Tata Nano



Skype



Zappos (A)



Zappos (B)

Blue Ocean Strategy | Shift Pedagogical Materials (3/3)



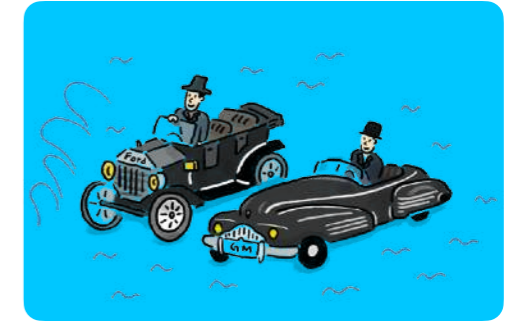
Nintendo Wii



Rehability



Gillette



Historical Moves



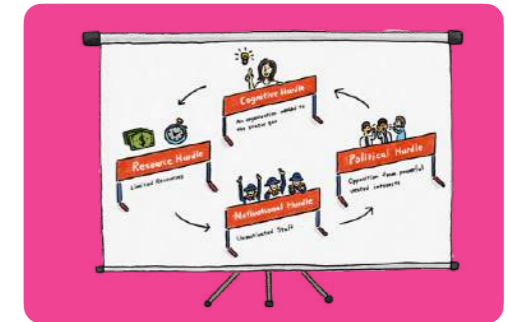
Justin Trudeau



Blue Ocean Finance



Cirque du Soleil



Implementation Lecture



Yellow Tail



NTT DoCoMo



Implementation Game



Napoleon Bonaparte

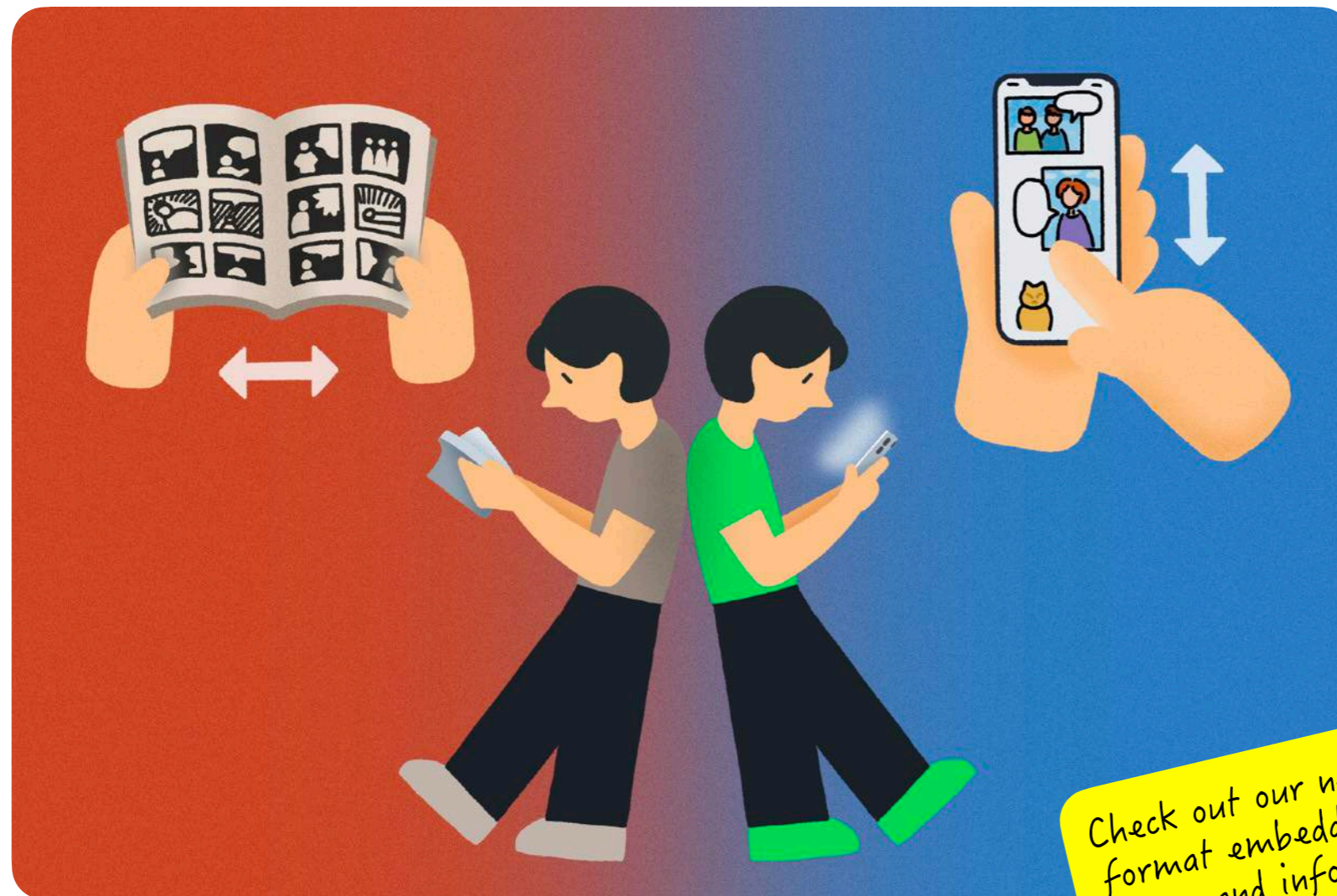


Scenario Case



Self-diagnostic Tool

Innovate Storytelling: How WEBTOON Entertainment Transformed Comics



Market Creation

Noncustomers

Value Innovation

Entertainment

Digital Transformation

Global Strategy

Platform Strategy

Check out our new case format embedded with videos and infographics!



How can a company create and capture new market opportunities in the era of digital transformation, particularly in a traditional industry with declining demand? Take WEBTOON Entertainment, the world's largest storytelling platform, that reinvented comic books for digital natives and created a lucrative market of storytelling business.

Blue Ocean Leadership: How to Achieve High Impact at Low Cost



Value Innovation

Leadership

Scenario Case

People Management



CASE



TN

In the same way that blue ocean strategy can create uncontested market space, blue ocean leadership can unleash an ocean of untapped talent. This scenario-based exercise is an engaging way to learn how to apply Blue Ocean Leadership and its tools to achieve high impact fast and at low cost, while saving leaders' most precious resource: Time.

Katrina Lake vs Jeff Bezos: Surviving Amazon



Market Reconstruction

Barriers to Imitation

Competition

Online Retailing

Artificial Intelligence

US



CASE

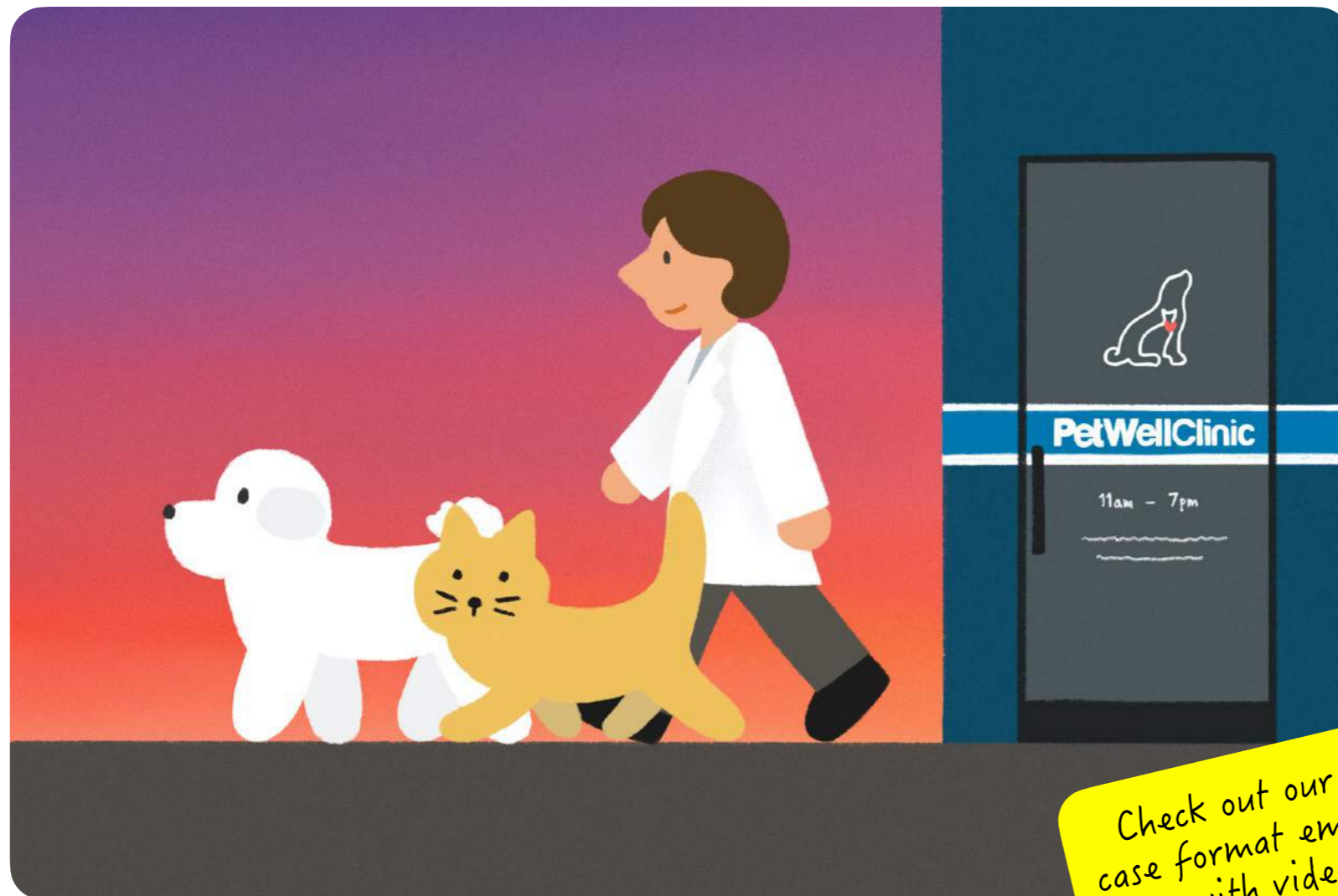


TN

In 2011, Katrina Lake launched Stitch Fix, an online fashion retailer with a personal styling service. It rapidly caught Jeff Bezos's eye and was challenged by Amazon's Personal Shopper by Prime Wardrobe. Will Bezos do to Lake's Stitch Fix what he did to Barnes & Noble with books? Or will Stitch Fix be able to fend off the retail giant Amazon?

Petwell: Healthy Pets, Happy Vets

to be published soon



Value Innovation

Fair Process

Ex-Ante Case

US

Veterinary Services

Franchise



CASE



TN

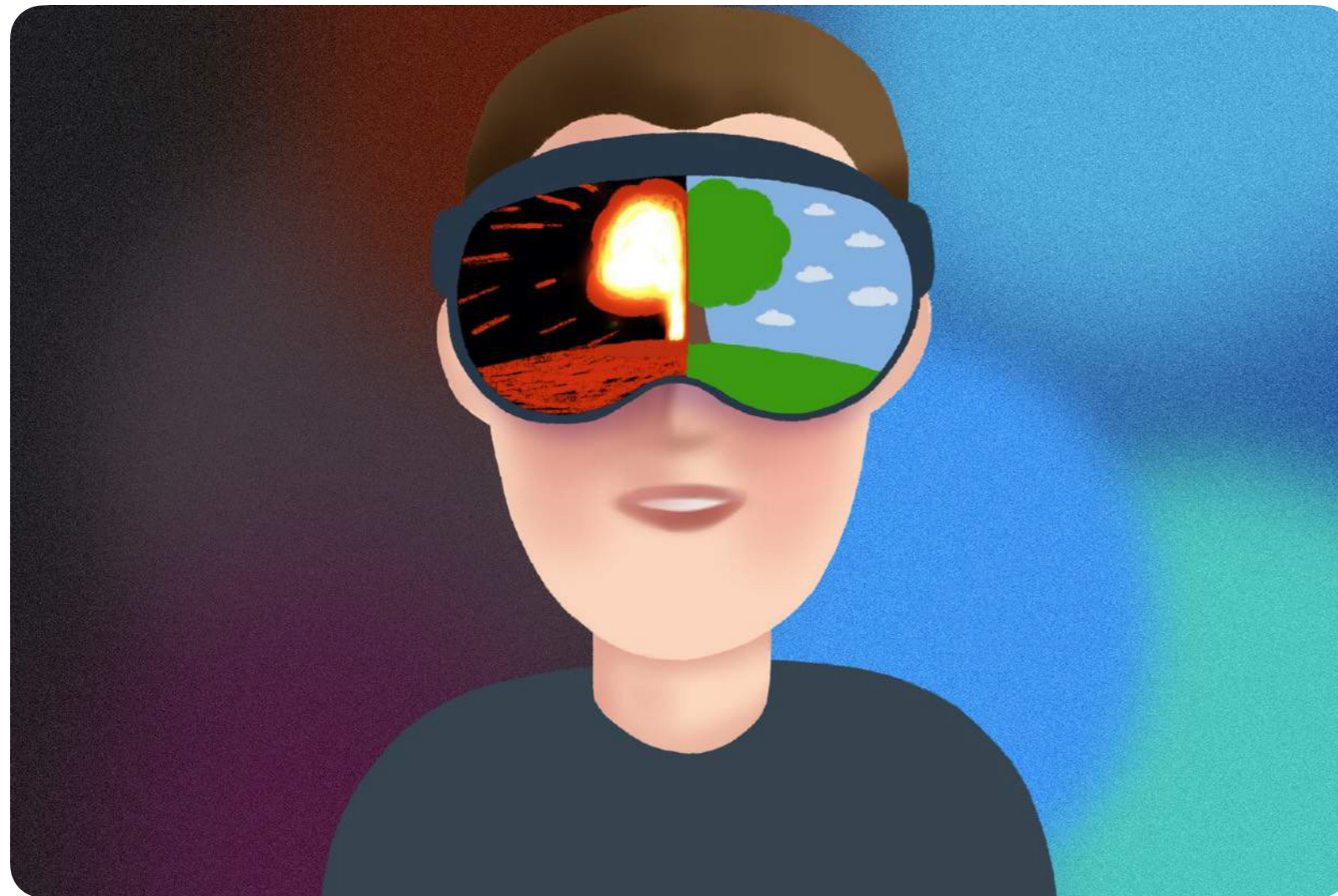


VIDEO

Check out our new case format embedded with videos!

From nearly bankrupt to a franchised chain of 150+ clinics and growing, PetWellClinic: Shifting from a Red to a Blue Ocean shows the use of blue ocean strategy to redraw industry boundaries and create a remarkably successful business. Dr. Sam Meisler, DVM, MBA, applied blue ocean strategy concepts and tools to create a new market space in veterinary care.

Meta: Facebook's Pivot to the Metaverse. A Dystopia or Blue Ocean Utopia?



Value Innovation

Market Creation

Strategic Renewal

Metaverse

Technology



CASE

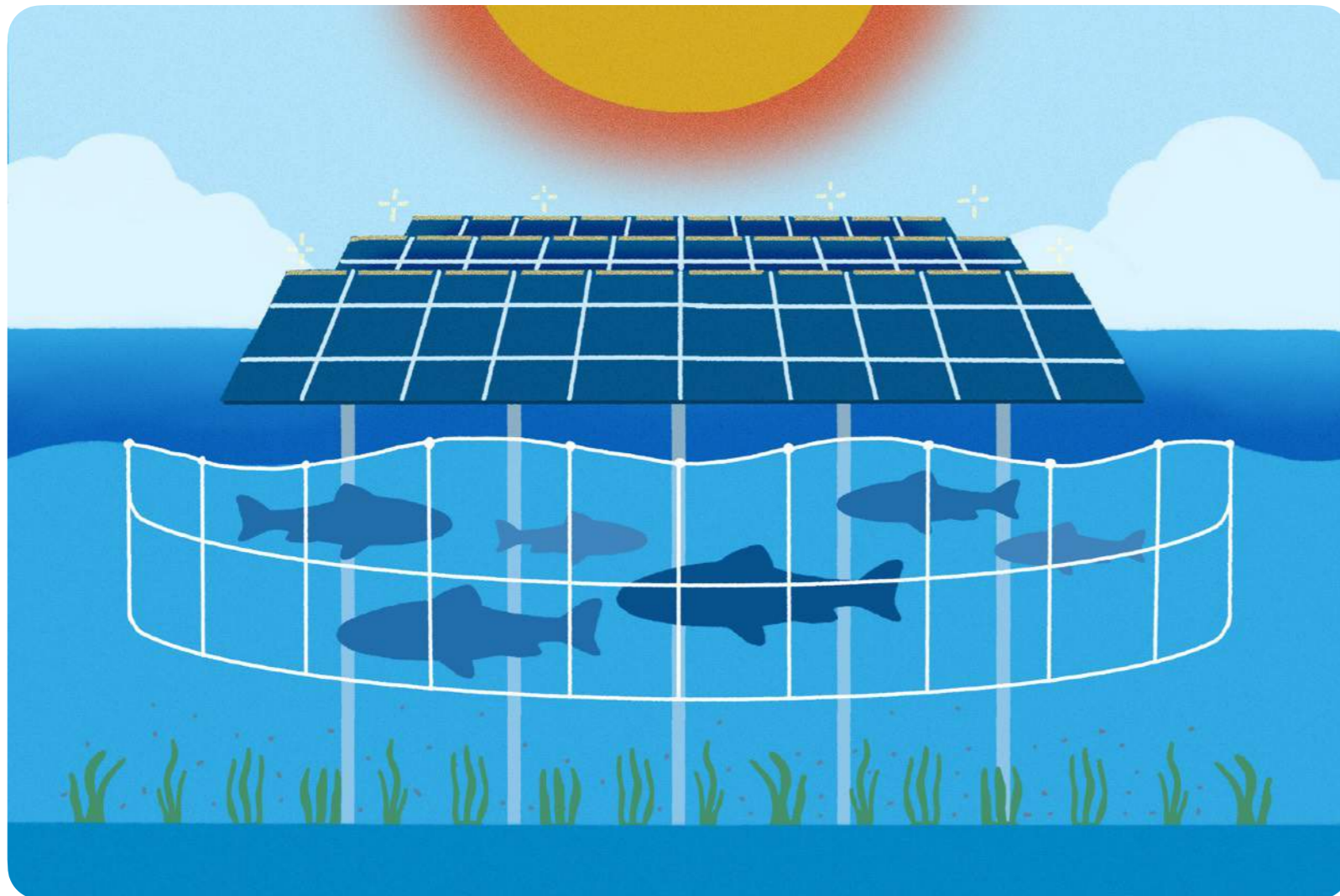


TN

In 2021, Facebook changed the parent corporation name to Meta and announced plans to refocus its social media business to metaverse committing to invest \$10 billion a year. The case explores whether Meta's metaverse is likely to be a blue ocean utopia for people and society at large or some form of dystopia.

Tongwei: Creating a Nondisruptive Market of Green Energy in

to be published soon



Nondisruptive Creation

Business Model/ PPP?

China

Green Energy

Fishery

Manufacturing



CASE



TN



LECTURE
SLIDES

Tongwei Group, a global leader in both aquafeeds and photovoltaics businesses, created a nondisruptive new market of green energy generation and sustainable economic development by integrating high-yield aquacultural ponds with water-based PV plants. See how the company identified a burning yet unaddressed problem in eastern and central China where utilizable land resources were scarce, and demand for electricity was increasing.

eSports: Creating New Sports from Online Gaming



Noncustomers

Nondisruptive Creation

Gaming

Sport Tournament

Internet



Is disruption inevitable to create a new market?
Emerging from online gaming, esports is a new sporting experience where spectators watch professional athletes compete playing video games. The case presents the evolution of esports and its ecosystem where both incumbents and new entrants find new business opportunities, as well as the social and economic impact of nondisruptive creation by examining the externalities of esports on various industries and communities.

Artificial Intelligence: Stitch Fix, A Blue Ocean Retailer in the AI World



Market Reconstruction

Noncustomers

US

Online Retailing

Artificial Intelligence

Start-up



CASE

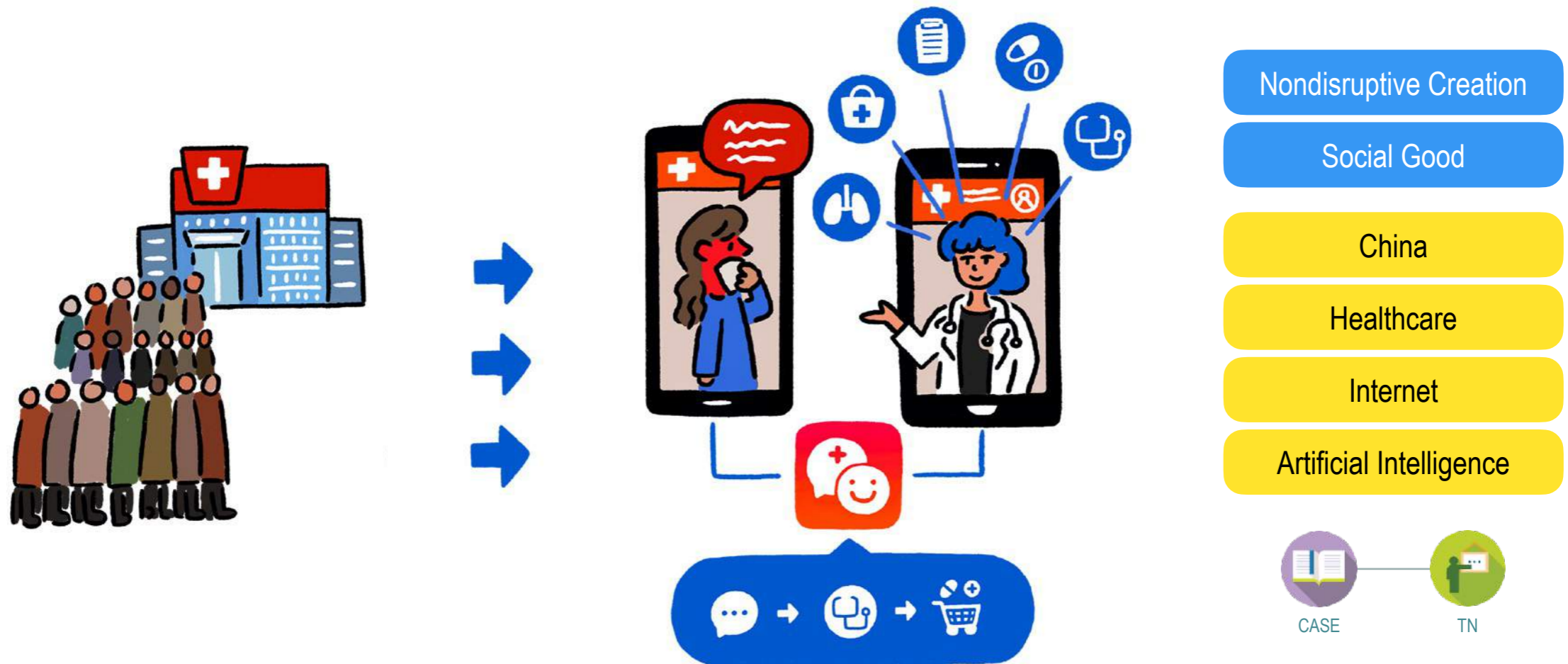


TN

Fashion retailers are having tough times - not only brick-and-mortar retailers like Sears, but also online stores are losing a bloody battle in the crowded market space. Stitch Fix reinvented the online retail by providing a personal styling service that combines AI with the creativity and knowledge of human stylists. Learn how Katrina Lake, the youngest woman CEO who led the IPO of Stitch Fix, got insights and turned her venture into a billion dollar business.

Ping An Good Doctor:

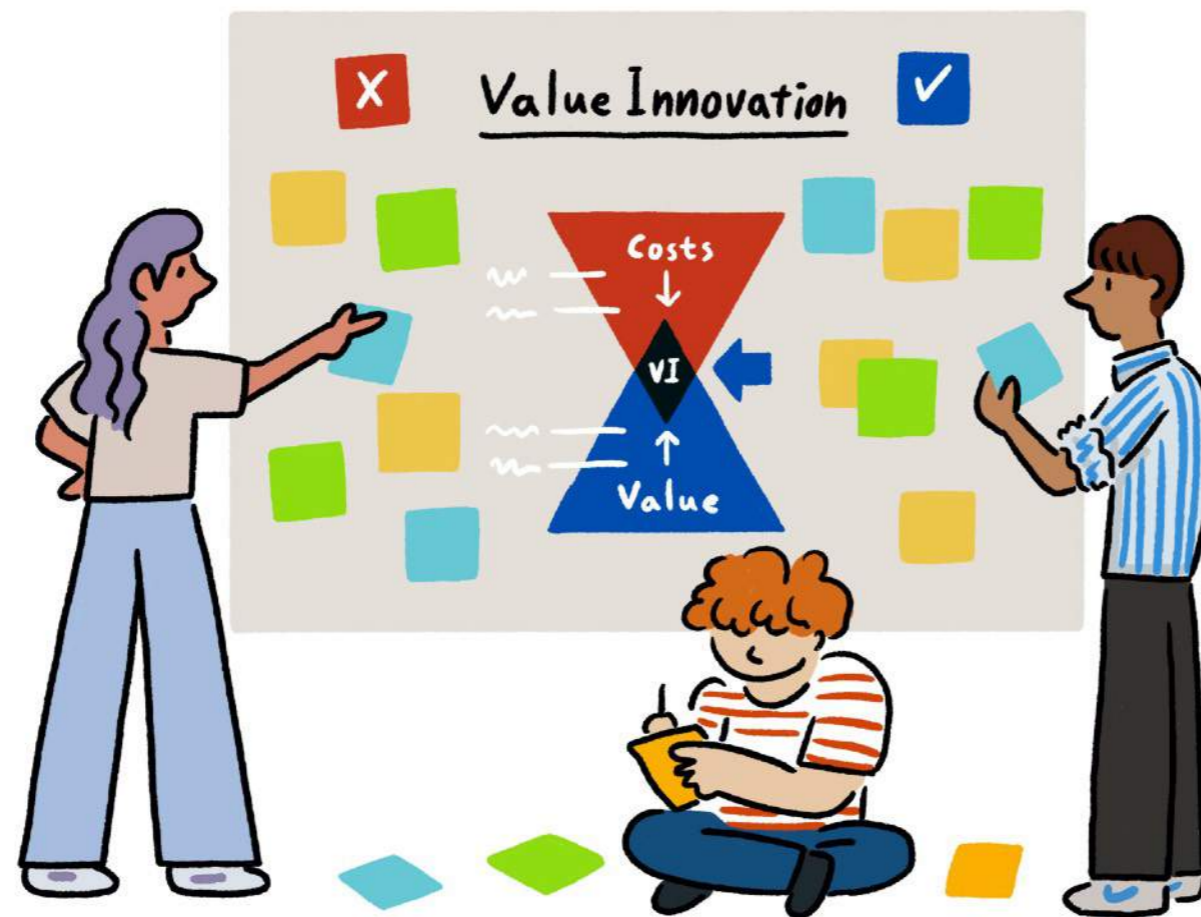
Creating a Nondisruptive Solution for China's Healthcare System



How did the Chinese internet healthcare company Ping An Good Doctor create a solution for the Chinese people looking for high-quality basic care and health management services? Instead of increasing the supply of medical resources on the existing hospital-centered system, Ping An Good Doctor created an internet platform that allowed medical resources to address market demand more effectively while lowering social costs, thereby achieving nondisruptive creation.

Searching for Value: Value Innovation vs. Technology Innovation

Mini Cases & Exercises



Value Innovation

Market Creation

Technology



Is the Silicon Valley mantra “build it and they will come” true? The case introduces fifteen (15) mini cases that let participants explore and understand the difference between value innovation, the creation of a leap in value, and technology innovation, the creation of breakthrough technology.

The Marvel Way: Restoring a Blue Ocean



Award Winner

Value Innovation

Strategic Alignment

US

Entertainment

Turnaround



CASE



TN



LECTURE
SLIDES



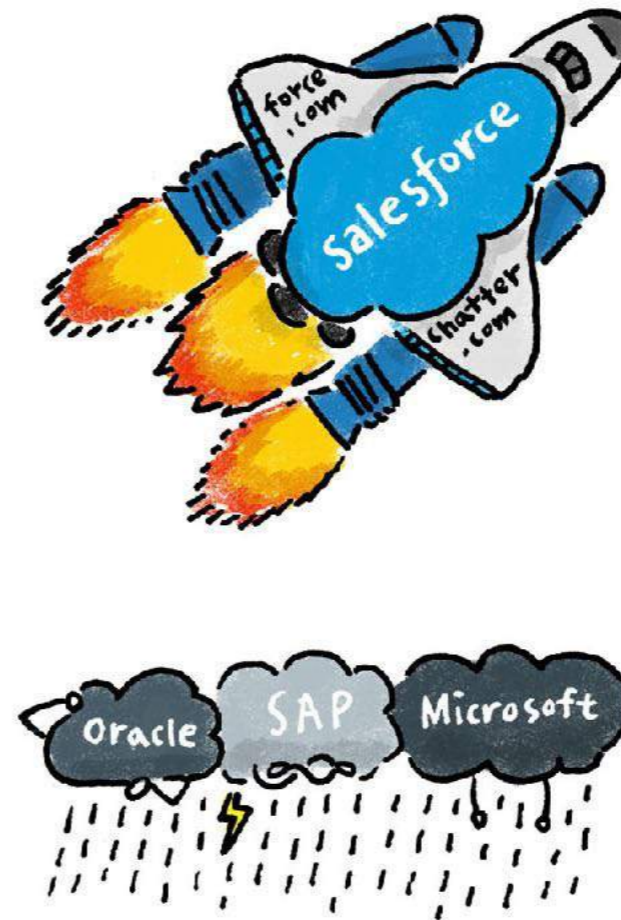
VIDEO



Don't miss the exclusive interview with the Former CEO Peter Cueno!

How did Marvel achieve a dramatic turnaround and produce the most profitable movie franchise in history just over a decade after exiting bankruptcy?

Creating a Blue Ocean in the B2B Space



Noncustomer

Strategic Renewal

Barriers to Imitation

US

CRM Software

B2B



CASE



TN



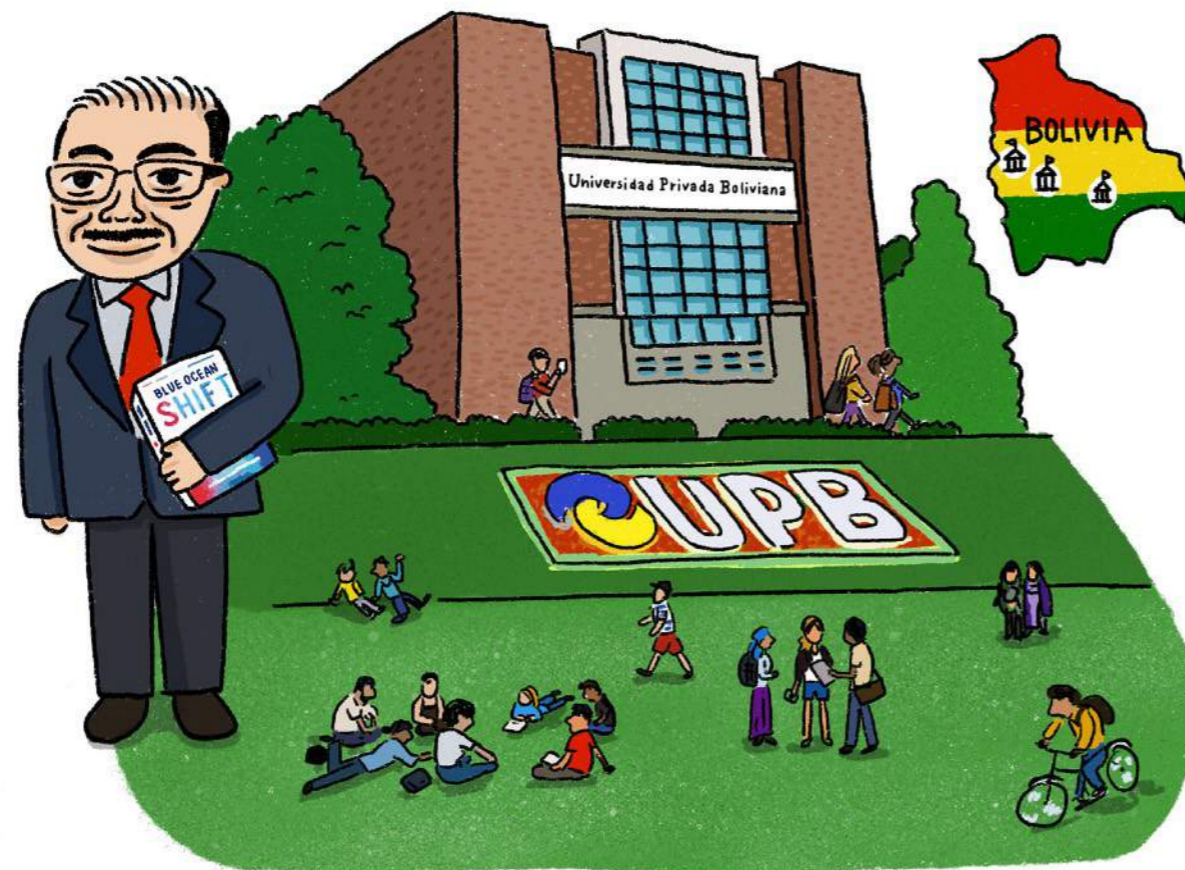
LECTURE
SLIDES



VIDEO

The case describes a series of blue ocean strategic moves made by salesforce.com in the CRM application market, demonstrating how a company can effectively create and renew its blue ocean in the B2B space by value innovating on the product, service, and delivery platforms.

Education: A Blue Ocean Shift from Insolvency to Excellence, Turning Around the Private University of Bolivia



Value Innovation

Noncustomers

Ex-ante Case

Latin America

Higher Education



CASE



TN

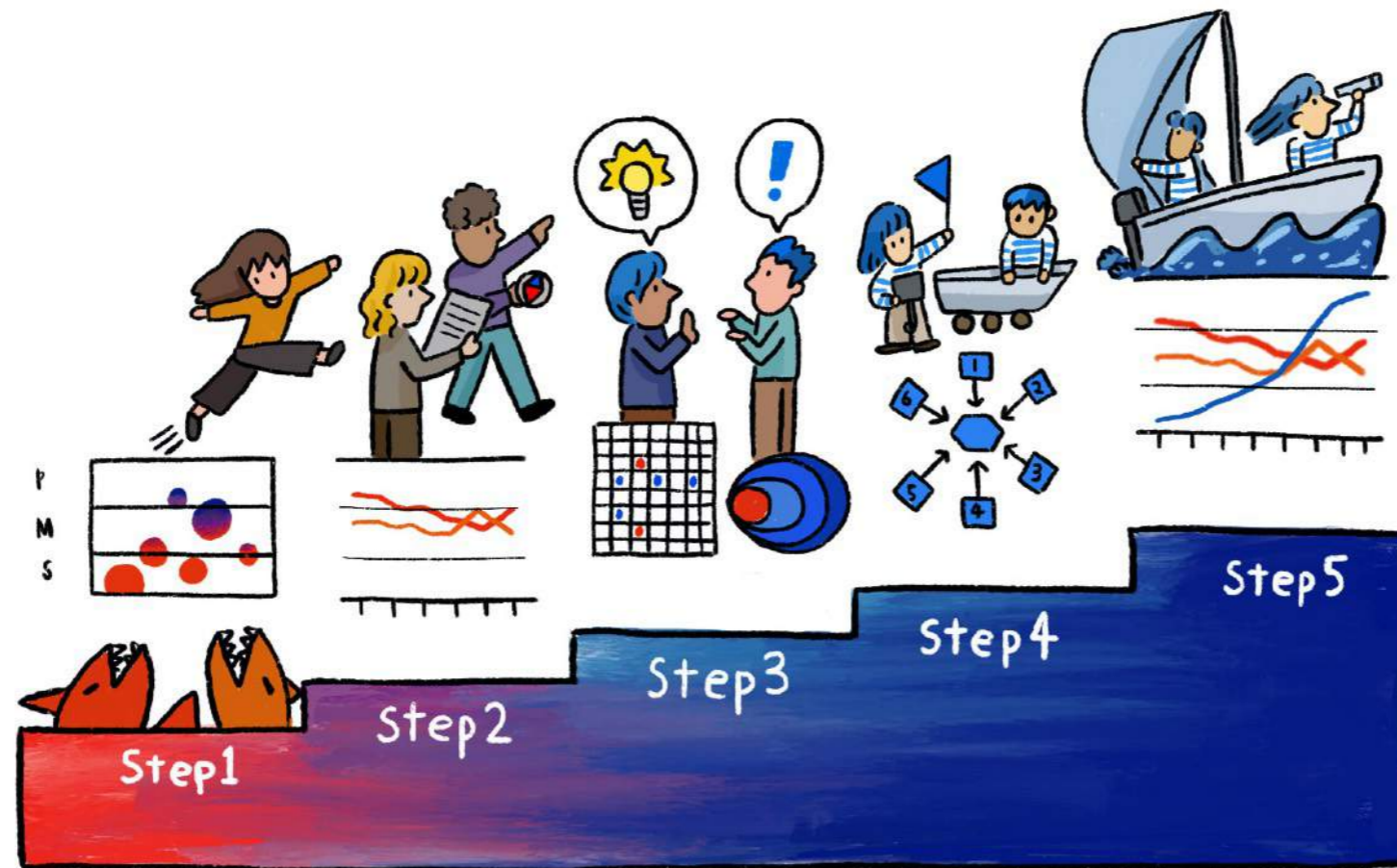


VIDEO

Don't miss the firsthand interview with Rector Manuel Olave

Rector Manuel Olave shares his blue ocean journey to turn around a struggling Bolivian undergraduate university, transforming it from insolvency into a thriving top Latin American university, via the blue ocean shift process. Learn how noncustomer analysis and the pursuit of differentiation and low-cost can create new demand and allow an organization to open a new value-cost frontier.

Blue Ocean Hackathon: Market Creation in a Highly Competitive Industry



Strategy Formulation

Market Creation

Process

Asia

Travel



CASE



WORKBOOK



LECTURE
SLIDES



TN



VIDEO

How to shift your strategic mindset from competing to creating? Follow the blue ocean shift process to create a blue ocean in the highly competitive travel industry. This is a unique combination of strategy formulation exercise and case method. Don't miss the exclusive interview with the CEO who created a blue ocean in the bloody red ocean of travel industry.

Charity: Comic Relief, How Red Nose Day Made the Competition Irrelevant for Decade



Noncustomers

Barriers to Imitation

UK

Charity Industry



CASE



TN



VIDEO

Comic Relief started when charity fundraising in the UK was a deep red ocean. How did Comic Relief redefine the industry problem and engage everyone to do something funny for charitable giving? Learn the importance of strategic alignment of value, profit, and people that created a sustainable blue ocean for more than 30 years.

Driving the Future:

How Autonomous Vehicles Will Change Industries and Strategy



Value Innovation

Market Creation

Automobile

Technology



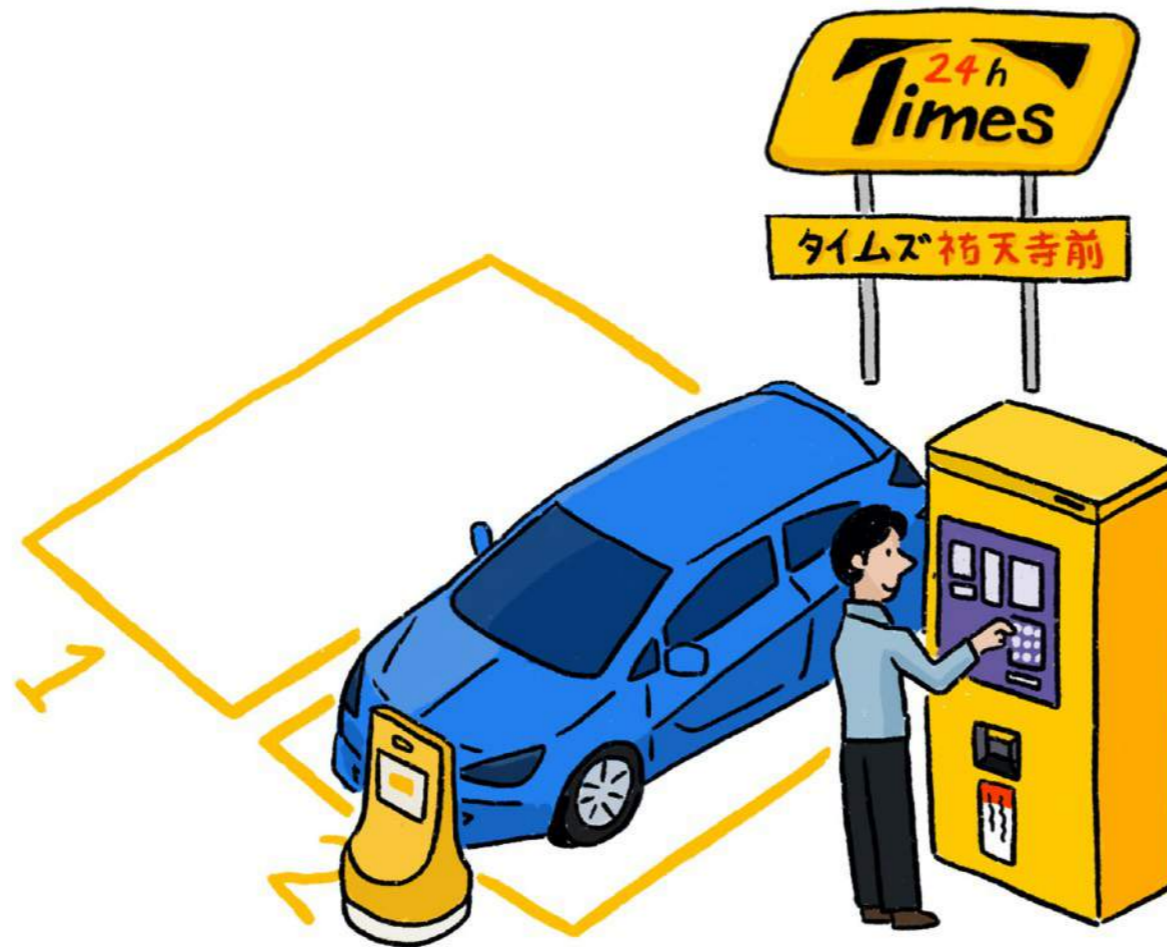
CASE



TN

Are self-driving cars a red ocean or a blue ocean opportunity? Learn the difference between technology innovation and value innovation, and why inventors of major technologies often fail to meaningfully monetize their work.

Strategic Innovation: Park 24, Reinventing the Parking Industry in Japan



Alternative industry

Noncustomers

Nondisruptive Creation

Japan

Parking



CASE



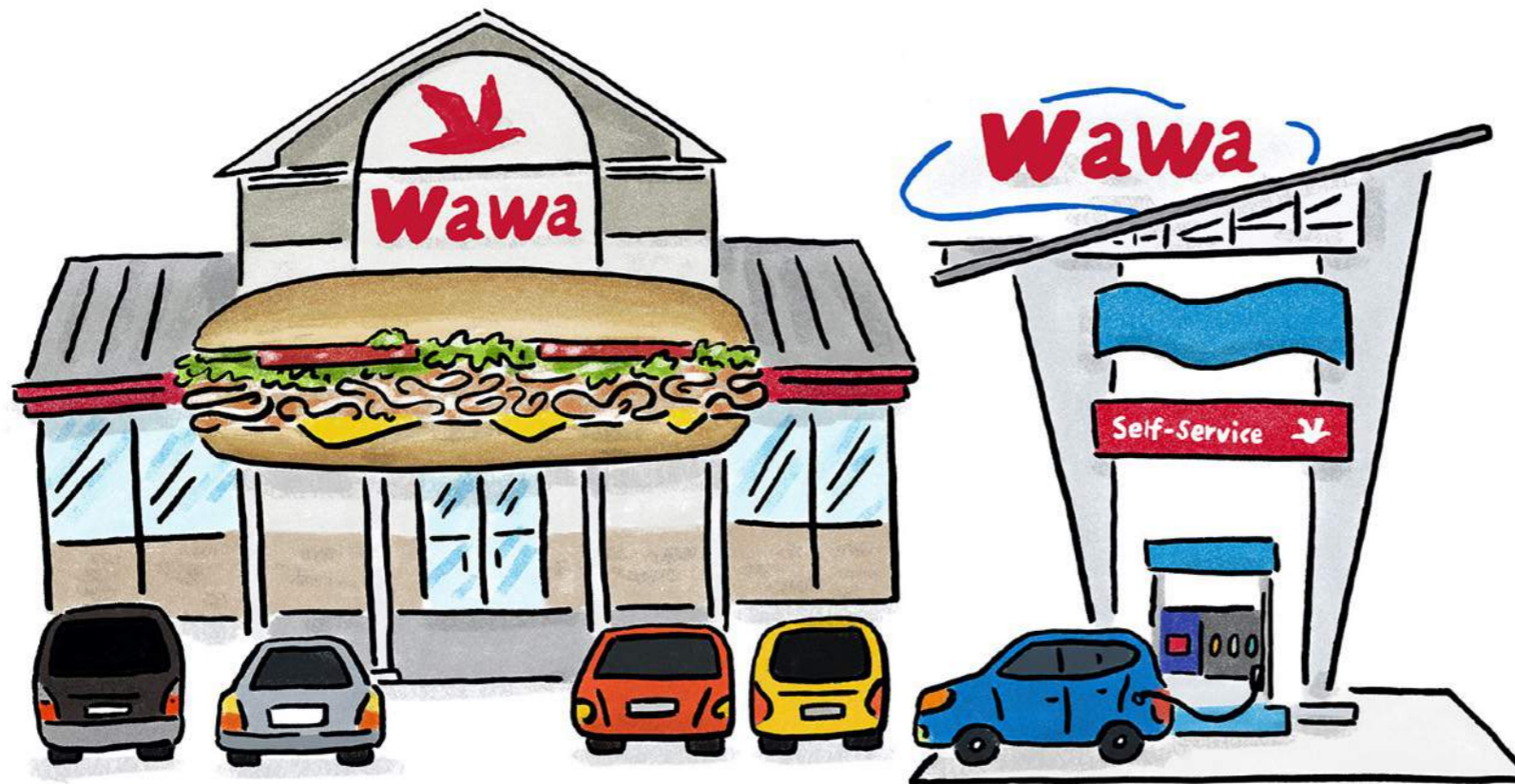
TN



VIDEO

How did the Japanese company Park24 reinvent the unattractive and non-lucrative industry of short-stay parking in Japan to meet unserved demand? How has the company expanded the industry over the years, establishing itself as the unchallenged market leader?

Wawa: Retailing Reinvented through Blue Ocean Strategy



Transformation

Strategic Alignment

Ex-ante Case

US

Food Retailing

Gas Station



CASE



TN



VIDEO

Over 200 years, Wawa has pivoted from an iron foundry to textile mills then dairy farms and, today, one of the most profitable per-store takeout restaurants in the US. Learn how Wawa used the blue ocean tools to make a strategic shift that drove their business to \$10.5 Billion in high-margin revenue.

Successes and Failures of Amazon's Growth Strategies: Causes and Consequences



Value Innovation

Noncustomer

Online Retailing

IT Service

Business Portfolio



CASE



TN



LECTURE
SLIDES

Dive into Amazon's growth strategies - how did the company become an e-commerce and IT giant from an internet bookseller? This case analyzes the commonalities and differences across Amazon's key strategic moves; thereby understand the roots of the company's successes and failures.

A Maestro Without Borders:

How André Rieu Created the Classical Music Market for the Masses



Market Reconstruction

Noncustomer

Demand Creation

Classical Music

Live Performance

Orchestra



CASE



TN



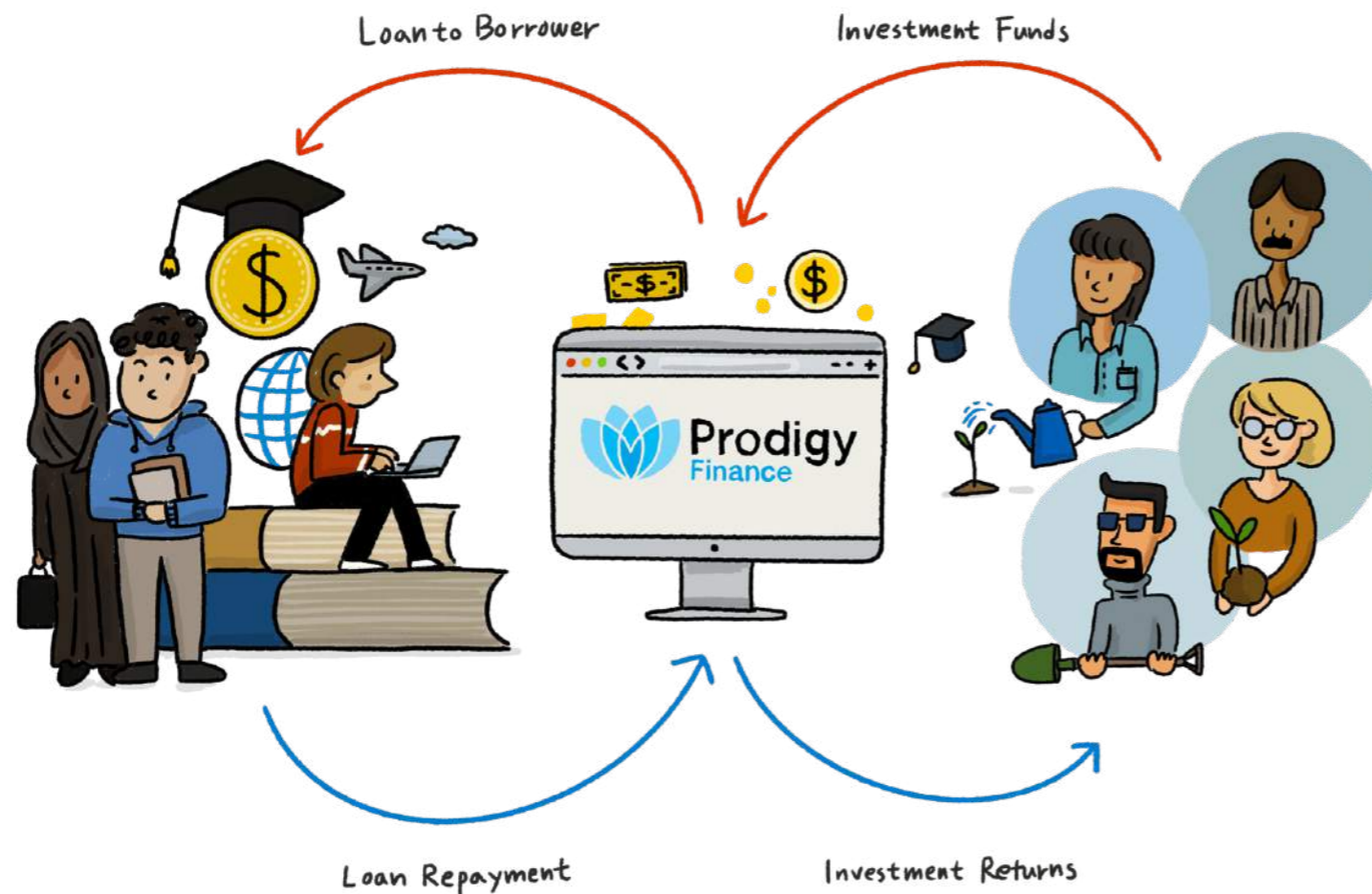
LECTURE
SLIDES



VIDEO

Dutch violinist André Rieu reconstructed industry boundaries to unlock vast new demand for classical music. How did he create a new market space in a once declining industry?

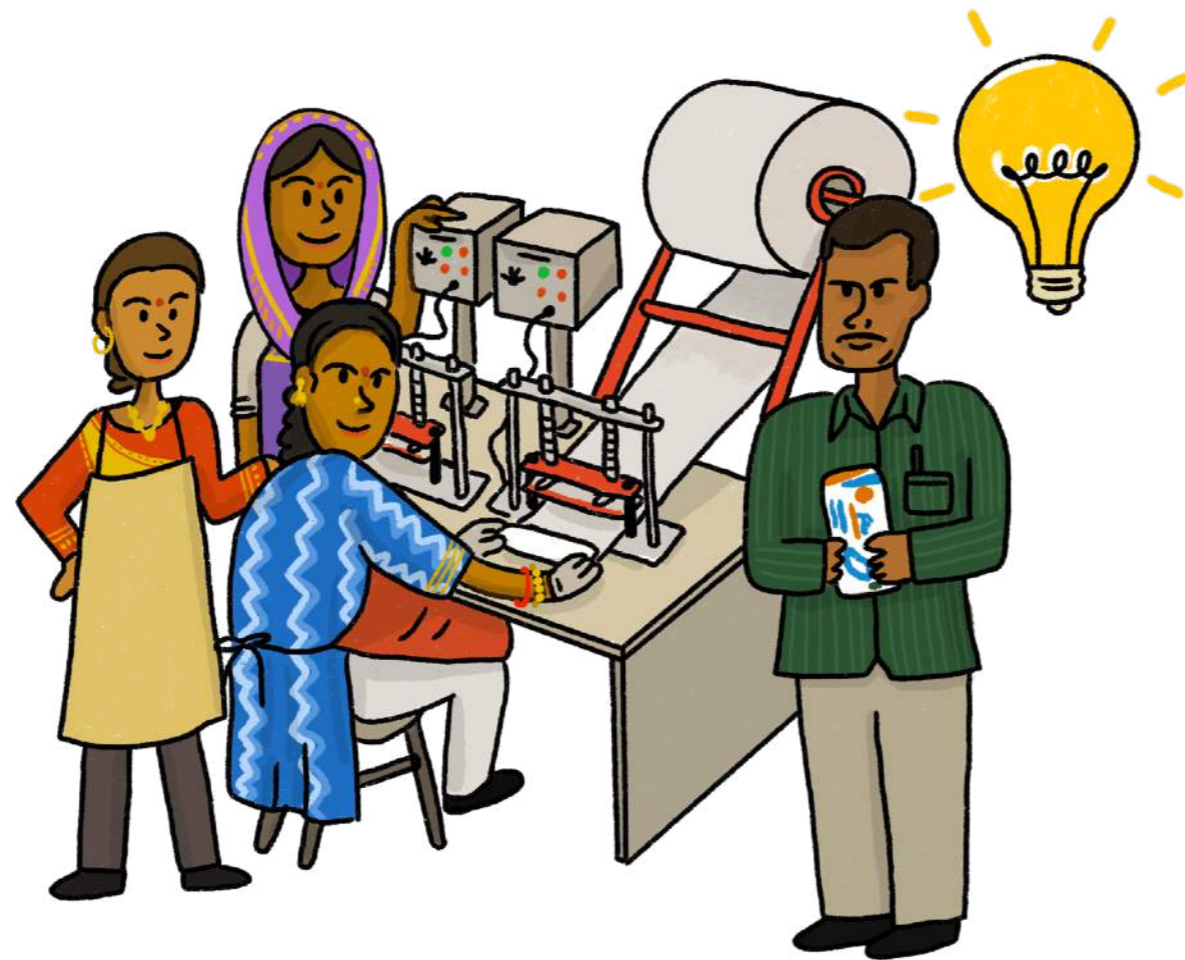
Fintech: Innovation without Disruption - How Prodigy Finance Achieved both High Growth and Social Good



- Noncustomers
 - Nondisruptive Creation
 - Start-up
 - Fintech
 - Social Innovation
- CASE TN VIDEO

Fintech doesn't necessarily disrupt an existing industry and its players when it solves a brand-new problem unaddressed by the industry. Consider Prodigy Finance, a fintech company that created a lending platform of international student loans. While traditional banks focus on domestic borrowers and past credit records, Prodigy Finance funds international students through assessing their future potential.

An Innovation that has Changed the Lives of Women in India



Noncustomers

Nondisruptive Creation

India

Consumer Product

Bottom of Pyramid



CASE



TN

Innovation doesn't always involve disruption. Mr. Arun Muruga, an Indian entrepreneur, identified an unvoiced problem for Indian women, lack of awareness about and access to menstrual hygiene products. He created an innovative business model empowering women to produce sanitary napkins in micro-factories and sell them directly to other women, overcoming distribution hurdles and social taboos. Explore whether Muruga's sanitary pad business displaced the existing sanitary pad market and players.

Indian Premier League: Creating a Blue Ocean in Sports (online case)



Market Reconstruction

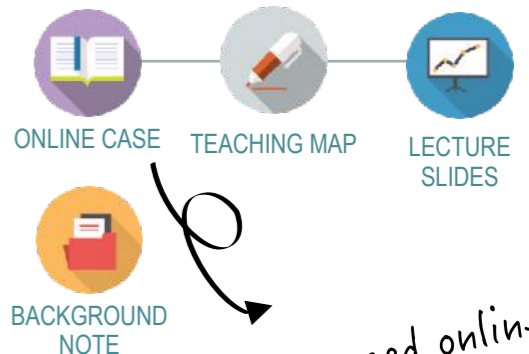
Noncustomers

Nondisruptive Creation

India

Sports Event

Bollywood



Self-paced online case with interactive quizzes and a video clip

How did the Indian Premier League (IPL) transform the long-winded gentlemen's cricket game into a thrilling three-hour sports drama? Learn the strategic logic behind the IPL's reinvention of the cricket league that unlocked new demand from non-cricket spectators and global audience.

Nintendo Switch: Shifting from Market-Competing to Market-Creating Strategy



Value Innovation

Pioneer-Migrator-Settler Map

Japan

Video Game

Business Portfolio



CASE



TN

How did Nintendo respond to mobile gaming? It introduced the Wii U, a poor copy of the tablet experience that proved a dismal failure. Stepping back, Nintendo again used blue ocean strategy to value innovate the Nintendo Switch. This case explores a pattern behind the ups and downs of Nintendo's 129-year-long corporate history. Find out how the company balance and plan their product portfolio for long-term growth.

Drybar (A) & (B): No Cuts. No Color. Just Blowout!



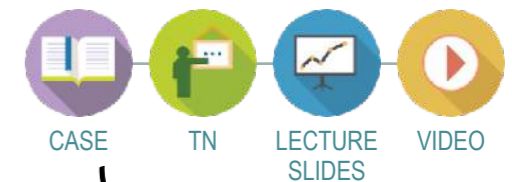
Market Reconstruction

Noncustomer

US

Beauty Salon

Entrepreneurship



CASE TN LECTURE SLIDES VIDEO

Engage your students with a cartoon storybook in Case B

How did Drybar change the concept of professional blow-drying service and make it so compelling to all women regardless of their age and profession?

Fintech: Compte-Nickel, Creating New Demand in the Retail Banking Sector



Noncustomer

Commercial Viability

France

Banking

Entrepreneurship



CASE



TN



LECTURE
SLIDES



VIDEO

How about opening a bank account in your local convenient store? What is the strategic logic behind Compte-Nickel's innovative offering?

Apple: How its Corporate Strategy Drove High Growth



Market Reconstruction

Noncustomer

Sustainability

Barriers to Imitation

Pioneer-Migrator-Settler Map

US

Electronics

Business Portfolio



CASE



TN



LECTURE
SLIDES



VIDEO



ARTICLES

How did Apple transform itself from a computer manufacturer to a consumer electronic giant through a series of blue ocean strategic moves? The case explains this process with the PMS map showing how a corporation can manage and balance today's performance and its future profitability.

Wikipedia: Making a Blue Ocean Strategic Move that Discourages Imitation

Strategic Alignment

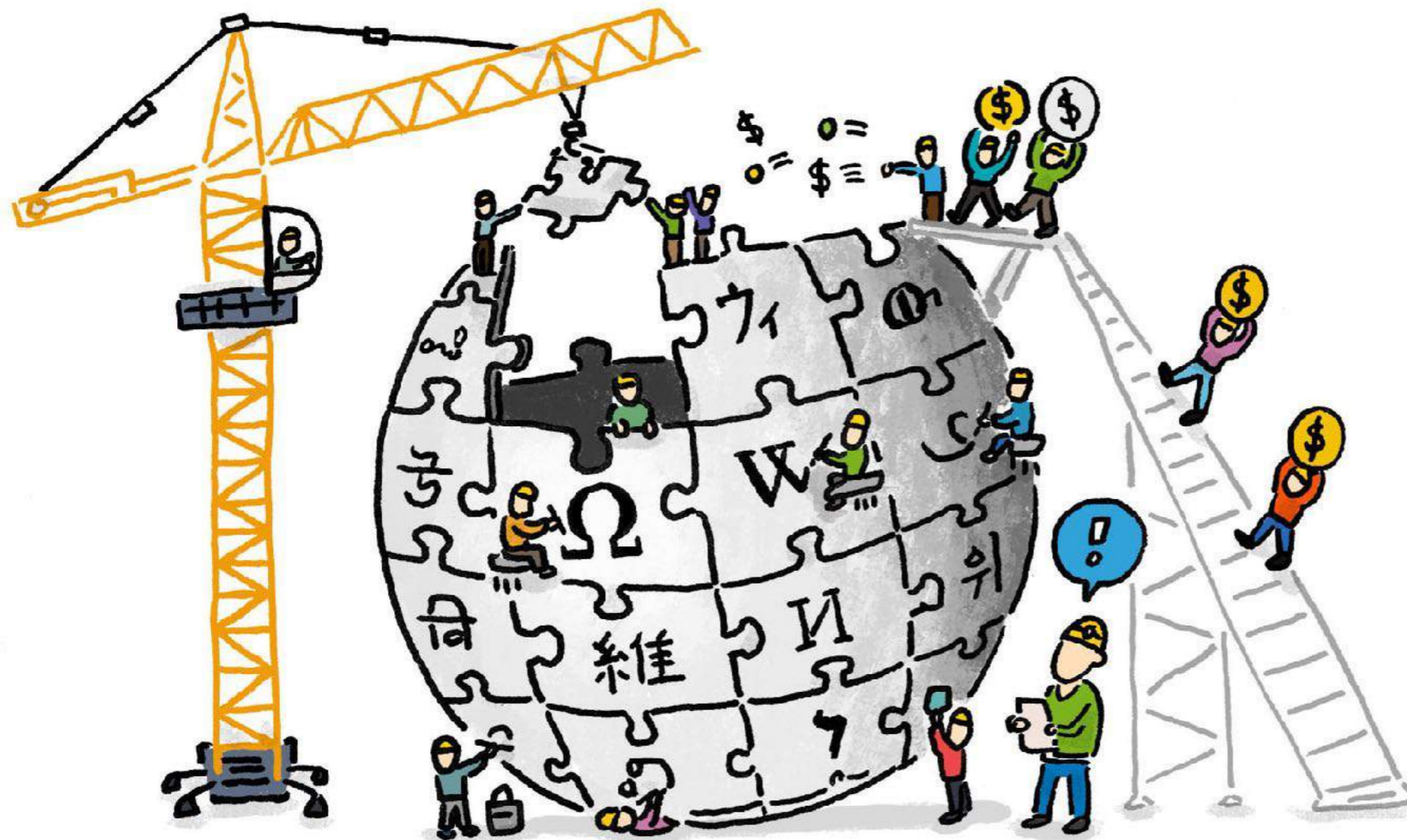
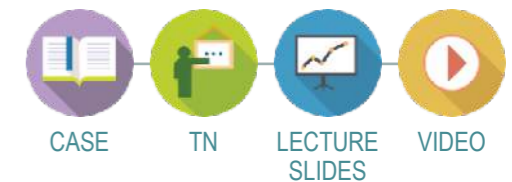
People Proposition

Barriers to Imitation

World

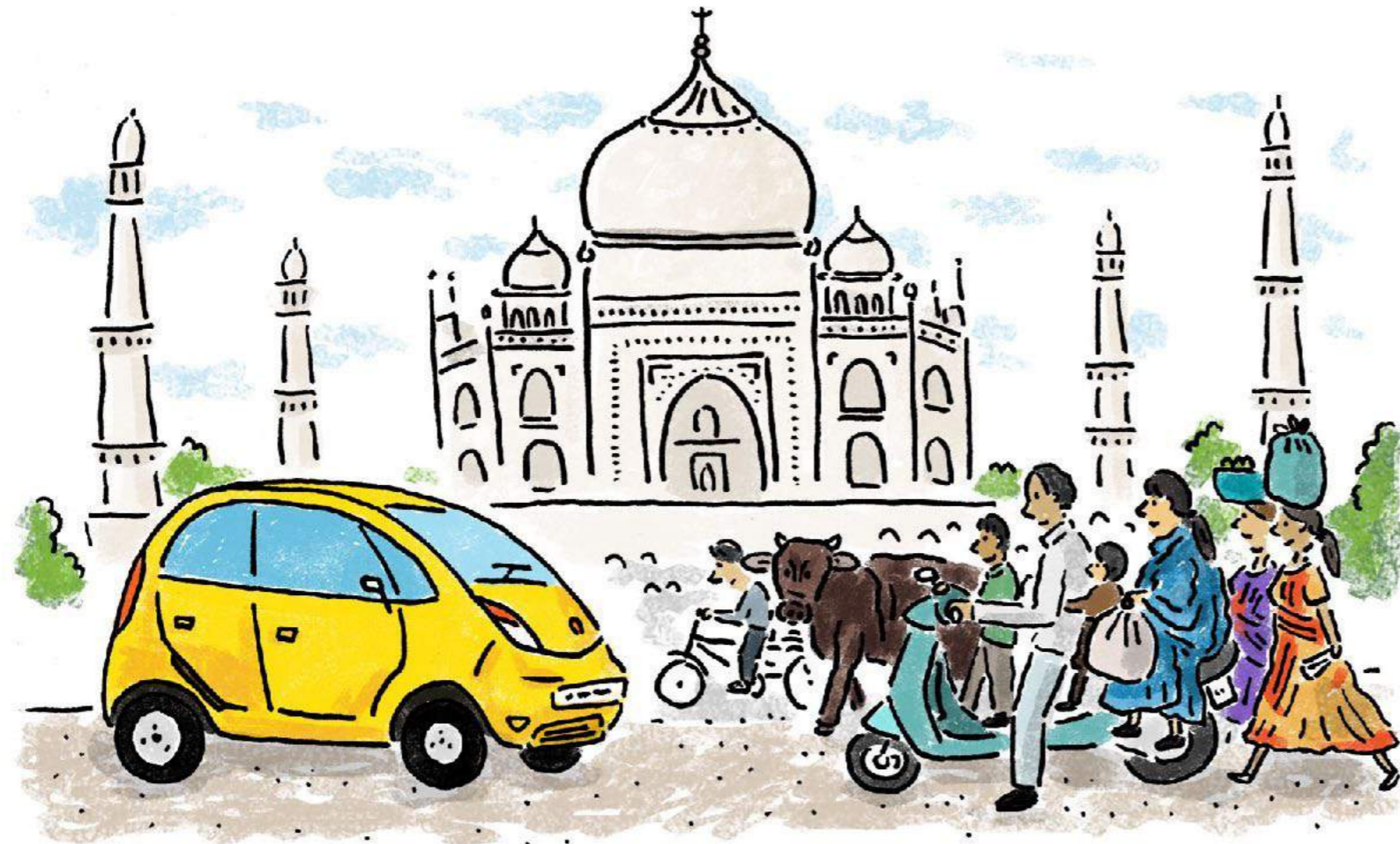
Encyclopedia

Nonprofit



How can an organization create a blue ocean that is hard to imitate and is sustainable? This case explains how Wikipedia aligned value, profit and people propositions in pursuit of both differentiation and low cost.

Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth



Noncustomer

Commercial Viability

Target Costing

Execution Failure

Strategic Alignment

India

Auto



CASE



TN



LECTURE
SLIDES



VIDEO

Don't miss the
exclusive 3-part
video series!

What was behind the conception of the Tata Nano as “the People’s car”? Why didn’t the Nano realize its full promise? This case analyzes Tata Motors’ strategic move to create and launch the Tata Nano, exploring the factors behind the project’s earlier success and the reasons for its execution failure.

Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean?

Market Reconstruction

Buyer Utility

Commercial Viability

Strategic Pricing

World

Telecommunication



CASE



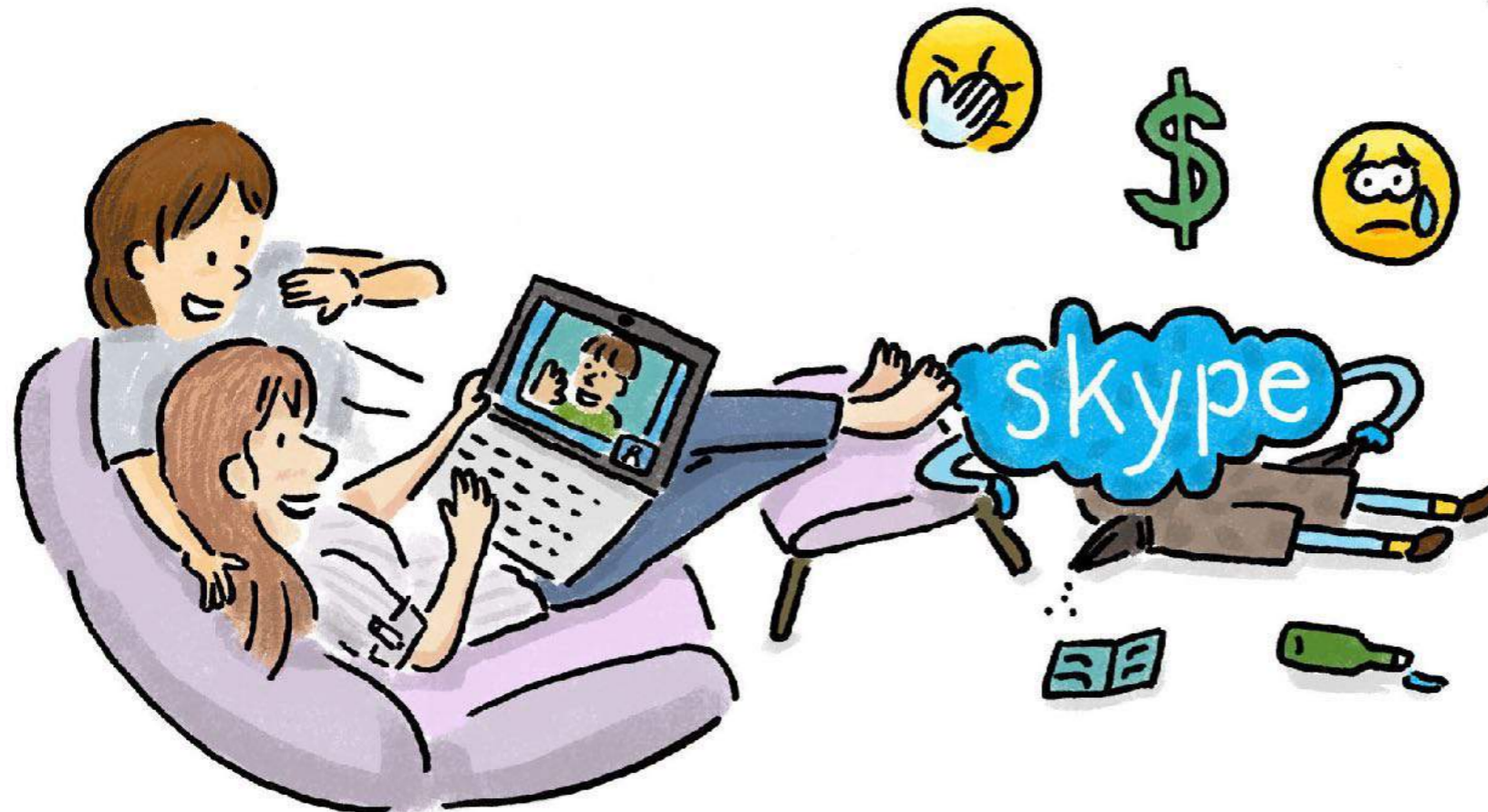
TN



LECTURE
SLIDES

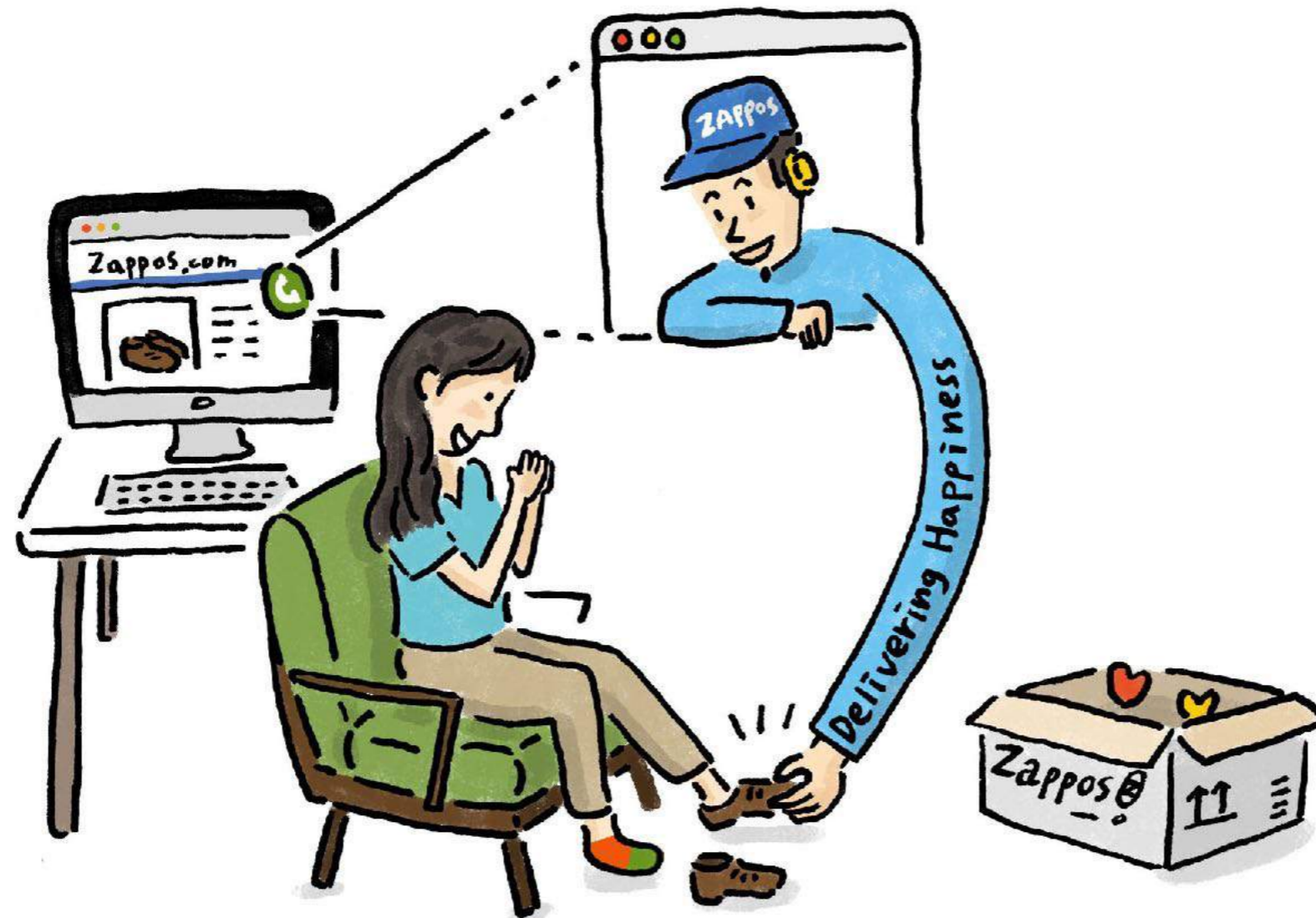


VIDEO



How did Skype create exceptional utility in the VoIP industry and unlock new demand? Why wasn't it able to turn a profit despite explosive growth in demand? This case explores how one could set a strategic price even though there doesn't seem to be major precedents for such an offering.

Zappos.com (A): Bring the Shoe Store to Your Home



Market Reconstruction

Buyer Utility Map

US

Fashion

Online Retailing



CASE



TN



LECTURE
SLIDES



VIDEO

“We are not competing with other internet companies; we are competing with the store experience.” How did Zappos build a unique value proposition that is neither an offline nor online shoe store in the conventional sense?

Zappos.com (B): Strategy Powered by Culture and People



People Proposition

Fair Process

Sustainability

Barriers to Imitation

US

Fashion

Online Retailing

Culture



CASE



TN



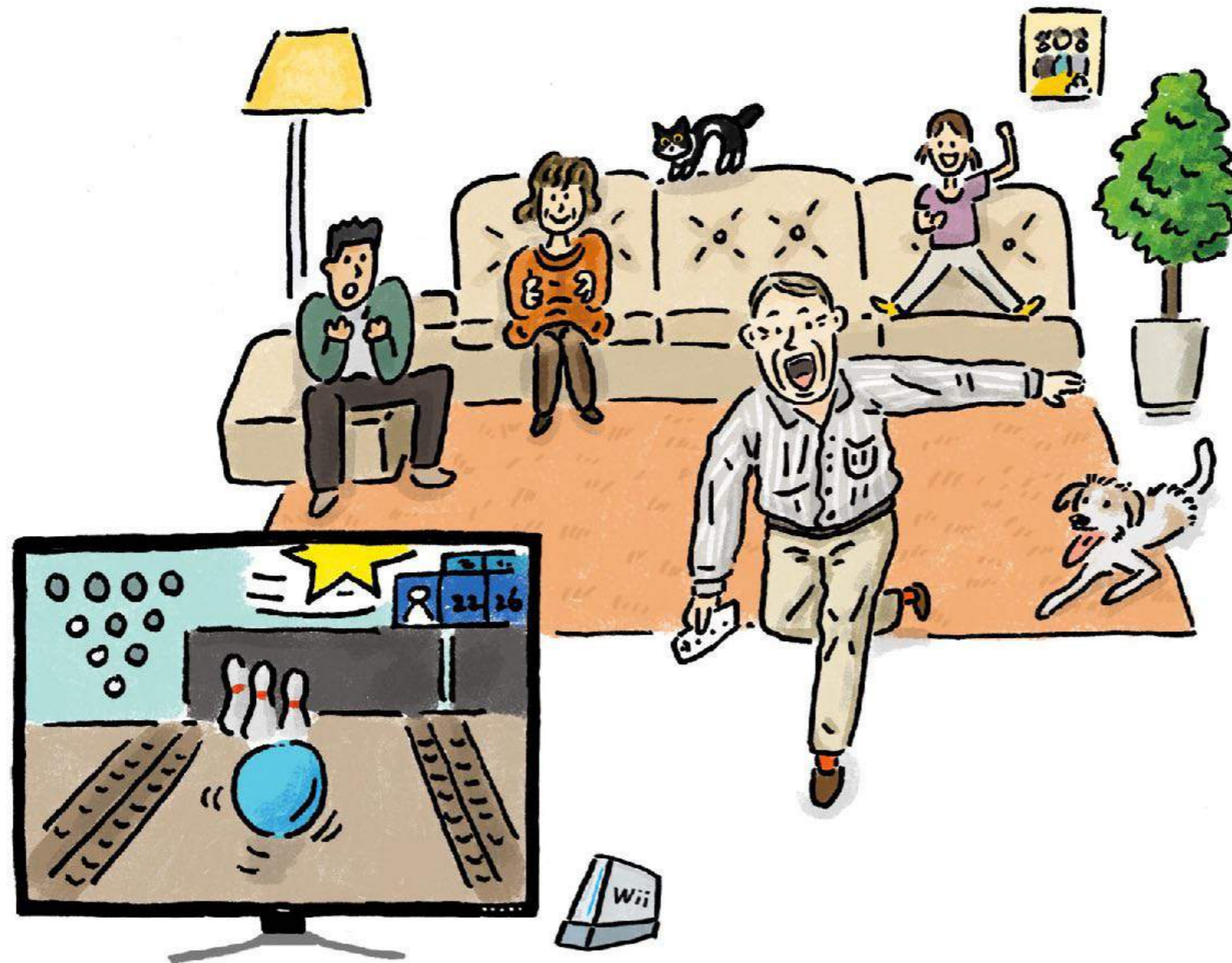
LECTURE
SLIDES



VIDEO

This case explores Zappos's people proposition that contributed to the company's high performance and strong barriers to imitation, highlighting the importance of Fair Process for strategy execution.

Lessons Learned from Noncustomers



Market Reconstruction

Noncustomer

Japan

Video Game



CASE



LECTURE
SLIDES



VIDEO

What strategic path did Nintendo pursue in creating Nintendo Wii? This case demonstrates how the company looked to the gaming industry's noncustomers and created its blue ocean offering.

Healthcare: Reability, Innovation in a Highly Regulated Industry (A) & (B)

Market Reconstruction

Buyer Utility Map

Germany

Retail (Medical)

Healthcare

Highly Regulated



CASE



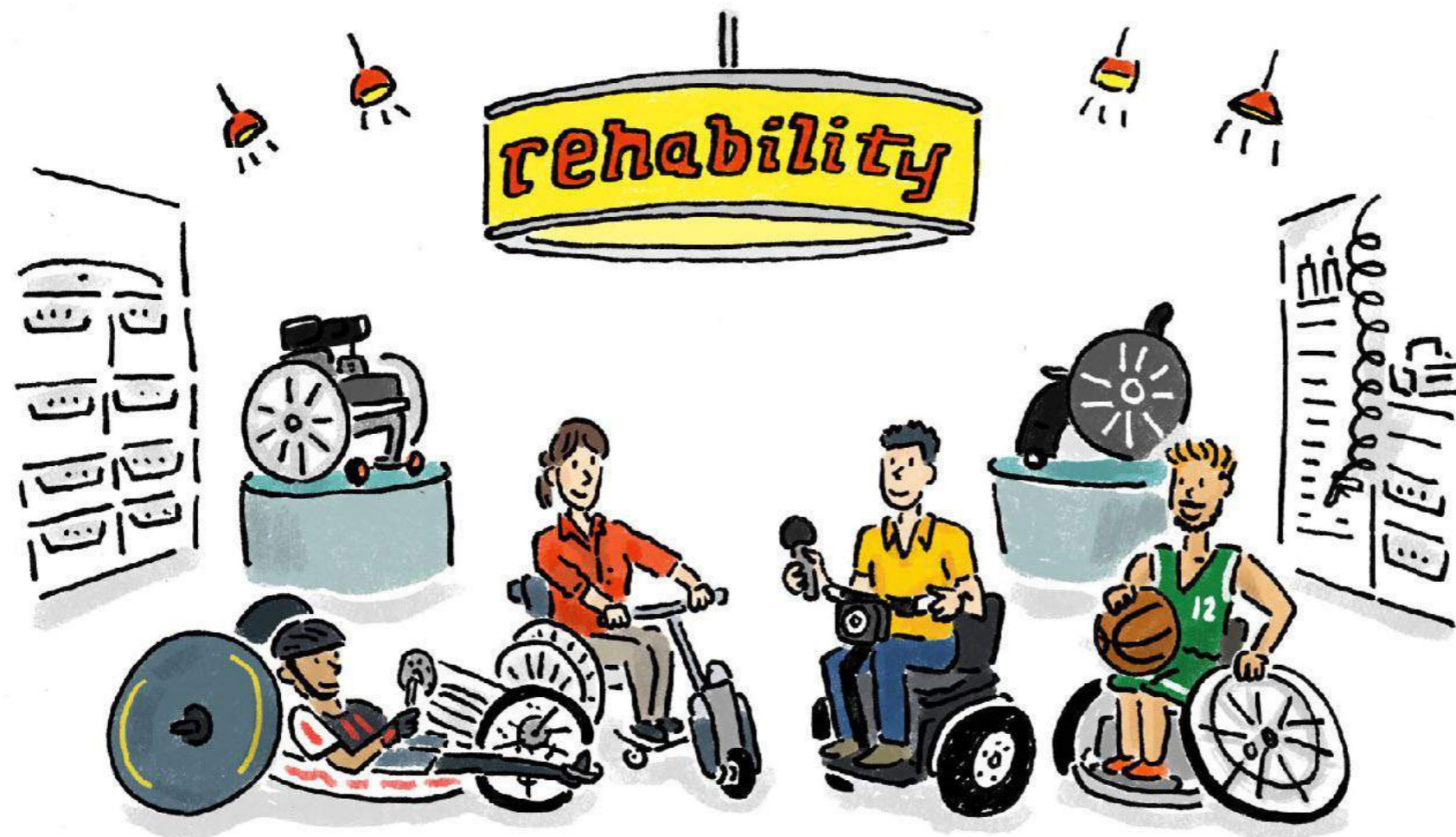
TN



LECTURE
SLIDES

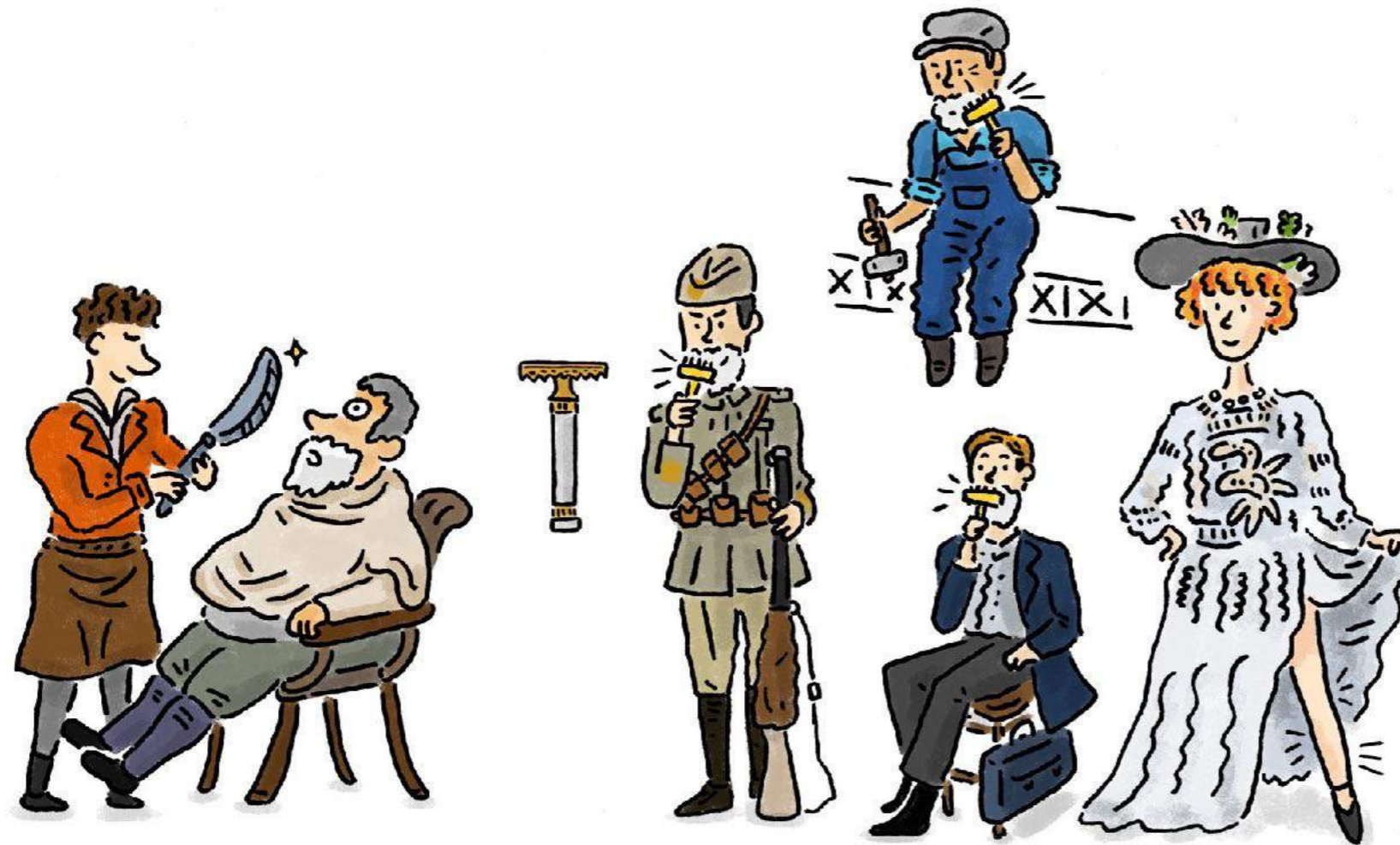


VIDEO



How did Reability reconstruct the highly regulated medical supplies industry in Germany when traditional players were trapped in the intensifying price-based competition and overlooked the pain points of users?

How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers



Noncustomer

US

Consumer Product



CASE



TN



LECTURE
SLIDES

Where can managers obtain insights for creating new demand? The case explains how Gillette unlocked different tiers of noncustomers sequentially to create and expand its blue ocean in the shaving industry.

Lessons From Breakthrough Strategic Moves Over the Last Century

Value Innovation

Noncustomer

World

Auto

Computer

Movie Theater



CASE



TN



VIDEO



Find out the common patterns across breakthrough strategic moves that allowed companies to break away from the competition and create and capture new market space.

Justin Trudeau Wins 2015 Canada Election:

Creating a Blue Ocean in Politics



Noncustomer

Canada

Politics

Election Campaign



CASE



TN



LECTURE
SLIDES



VIDEO

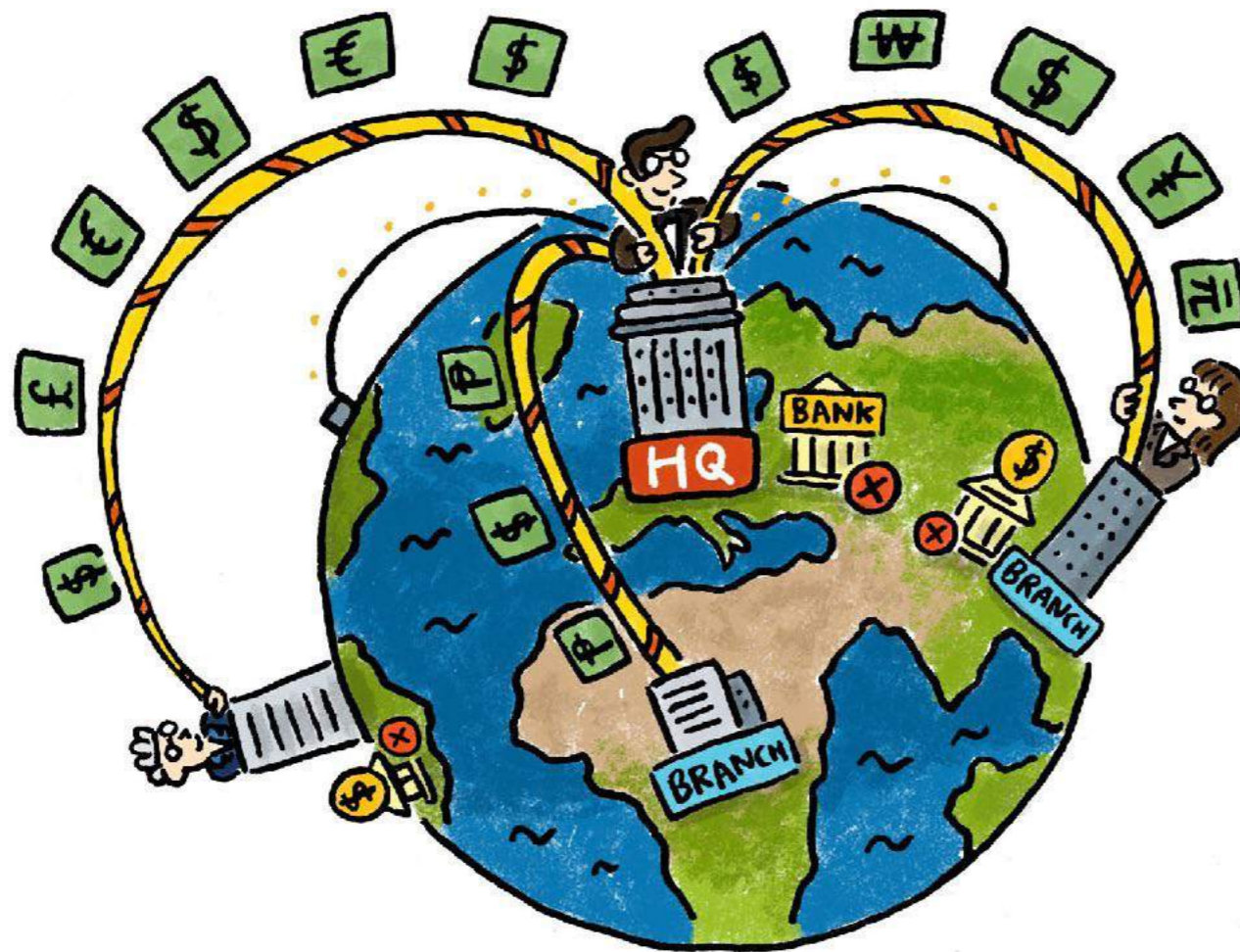


BACKGROUND
NOTE

How did Justin Trudeau, coming from a seemingly hopeless third place, win a stunning majority and become Canada's 23rd Prime Minister? The case suggests that his campaign broke with the traditional rules of engagement by reaching out to non-voters, and increasing willingness-to-vote while lowering the cost-of-voter acquisition.

Blue Ocean Finance:

The Evolution of Corporate Treasury Operations in the 21st Century



Value Innovation

MNCs

Finance

Globalization



CASE



TN

In the era of globalization, how can multinational corporations (MNCs) effectively consolidate their borders in a way to ensure that the benefits of integration exceed the costs? This case shows how blue ocean strategy can be applied to corporate finance and help MNCs achieve value innovation.

NTT DoCoMo i-Mode: Value Innovation at DoCoMo



Value Innovation

Commercial Viability

Business Model

Japan

Telecommunication



CASE



TN

NTT DoCoMo's i-mode was the world's first smartphone to achieve mass adoption in a country. This case offers a value innovation perspective in explaining the success of i-mode with a particular emphasis on analyzing its business model.

Even a Clown Can Do it (A) & (B):

Cirque du Soleil Recreates Live Entertainment



Award Winner

Market Reconstruction

Noncustomer

Canada

Circus



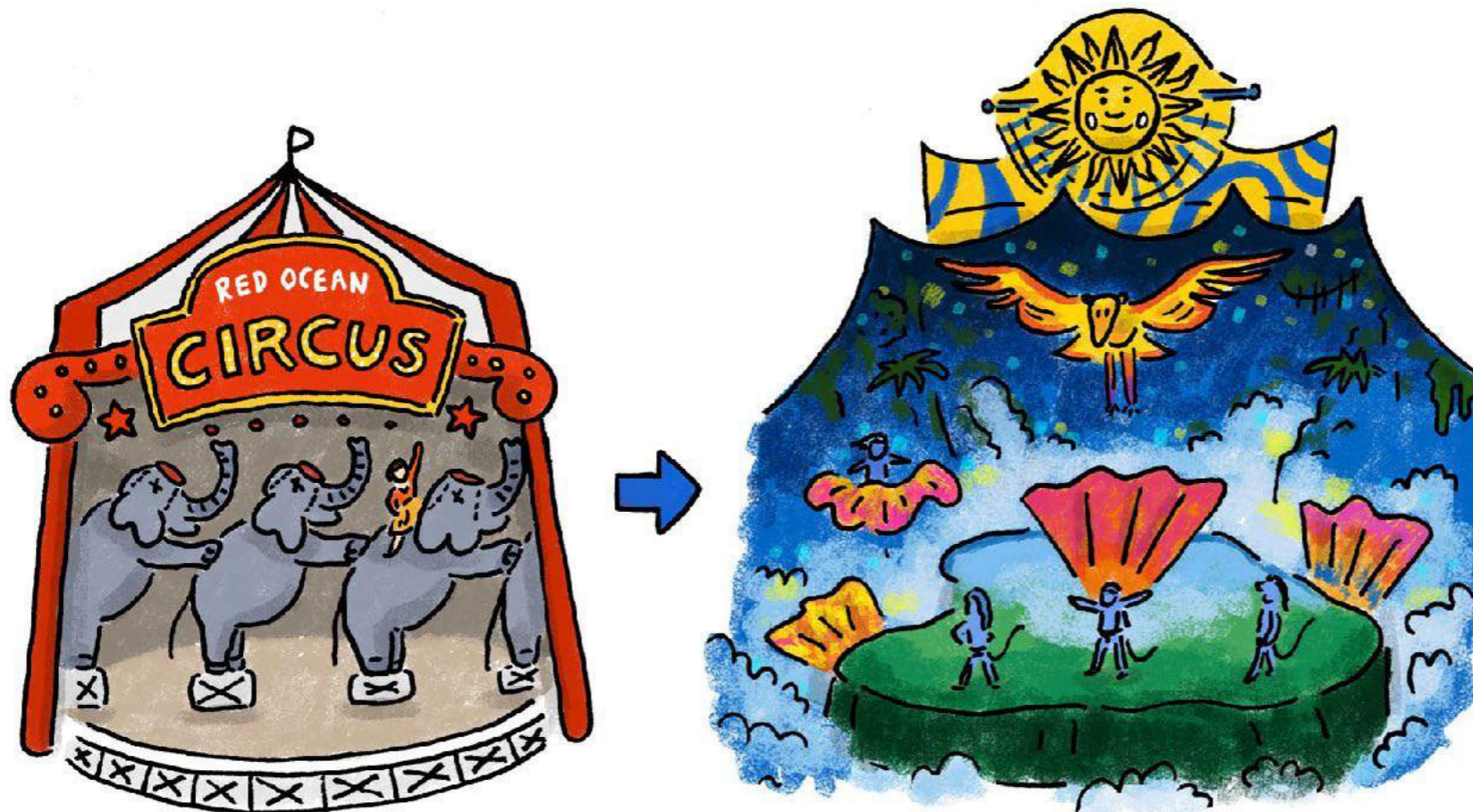
CASE



TN



VIDEO



This case shows how the Canadian company Cirque du Soleil created an unprecedented form of live entertainment while lowering the cost by reconstructing the boundaries between traditional circus and theater, thereby reinventing the circus industry.

Crafting Winning Strategies in a Mature Market:

The US Wine Industry in 2001



Market Reconstruction

Noncustomer

Australia

Wine

SMEs



CASE



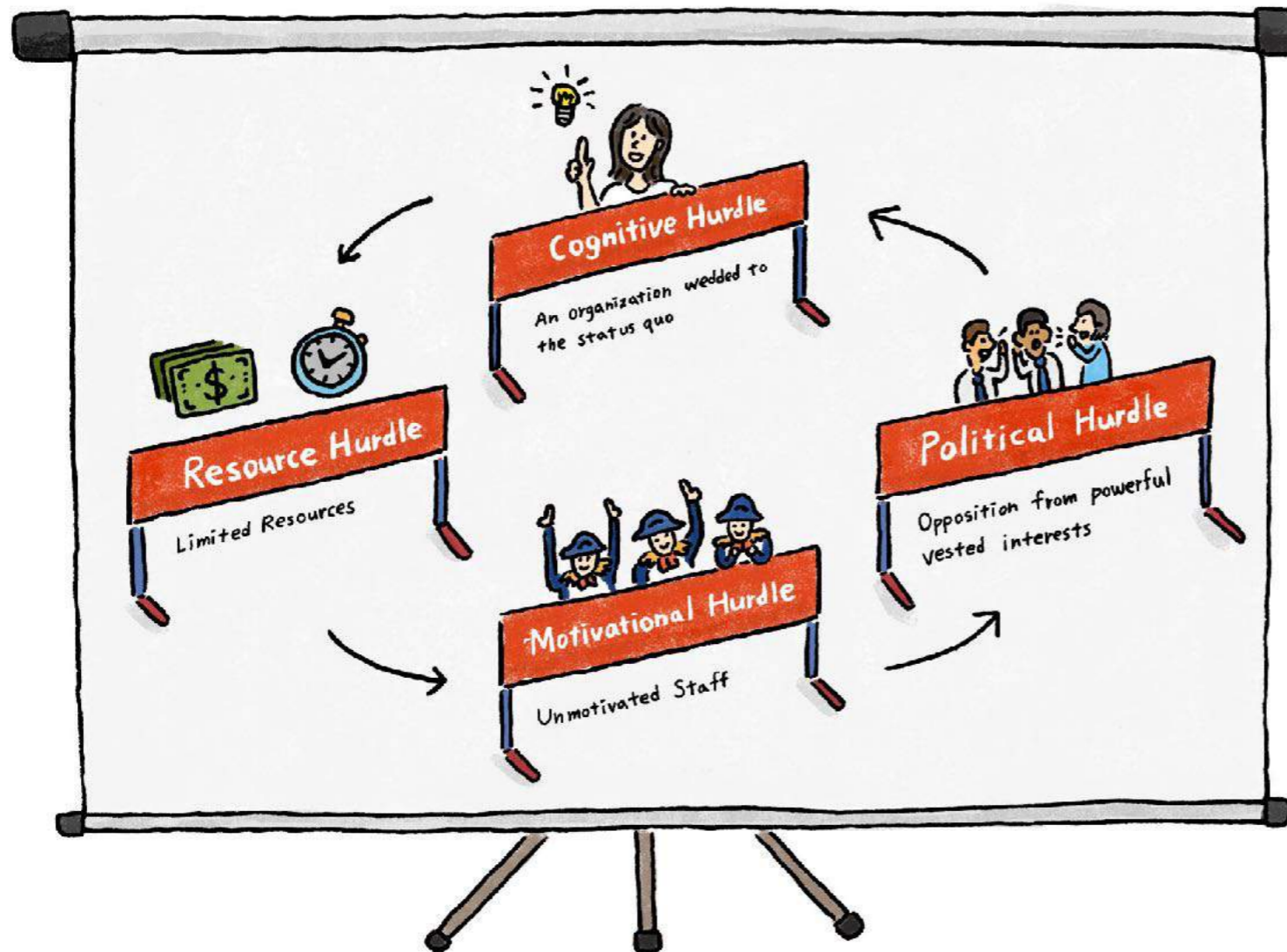
TN



VIDEO

How can a company create a winning strategy in an overcrowded and highly competitive industry? Learn how Australia's Casella Winery reconstructed across market boundaries to launch [Yellow Tail] and created a blue ocean in the US wine industry.

Lecture: How to Implement Blue Ocean Strategy



Strategy Execution

Tipping Point Leadership

Fair Process



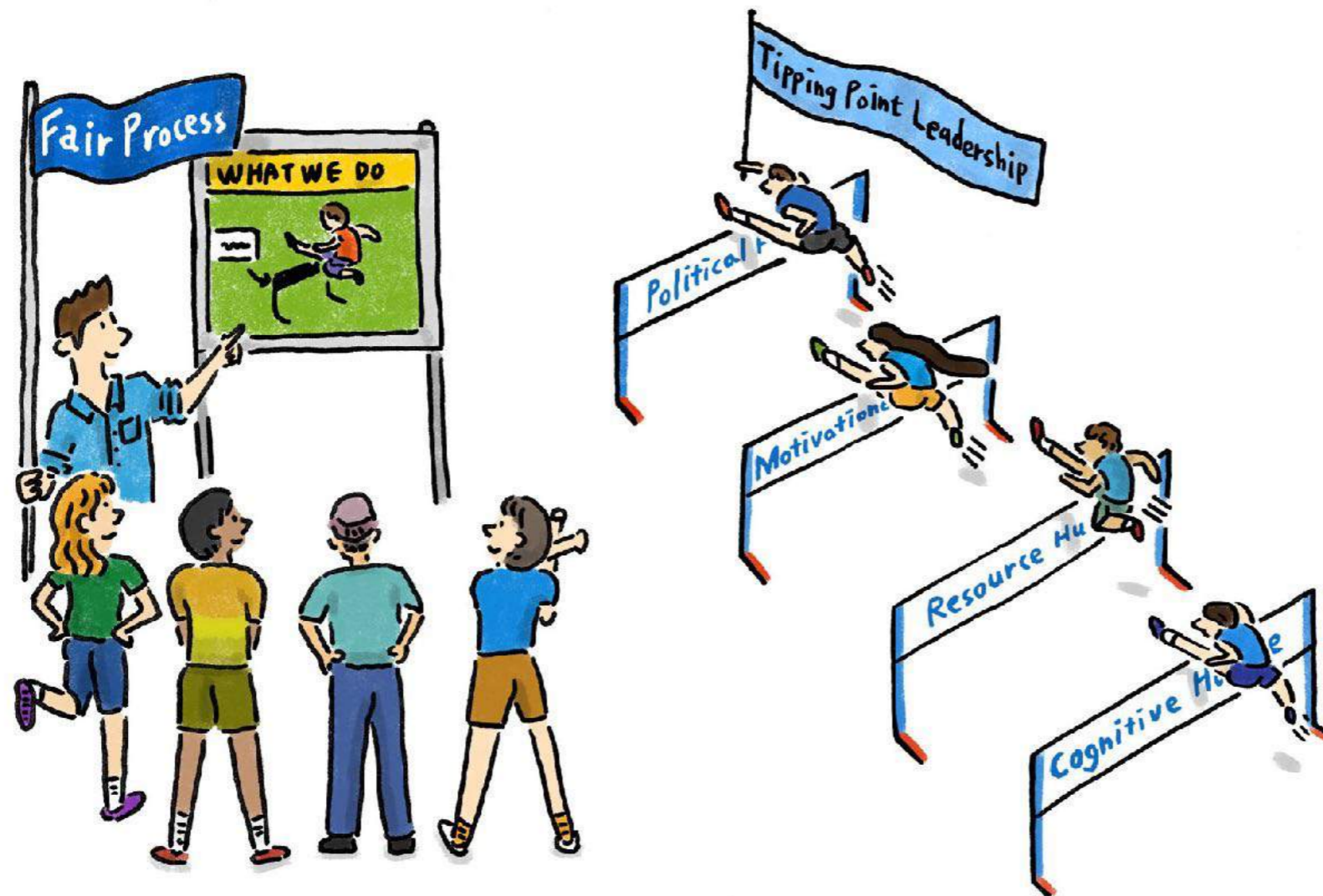
TN



LECTURE
SLIDES

In executing a blue ocean strategy, how can a company overcome various organizational hurdles and build trust and commitment among people who work for or with the company? Learn the concepts of Tipping Point Leadership and Fair Process that ensure effective execution of blue ocean strategy.

Implementation Game: Tipping Point Leadership and Fair Process



Strategy Execution

Tipping Point Leadership

Fair Process



CASE



TN



INTERACTIVE
GAME

How can an organization execute a new strategy even though it represents a significant departure from the status-quo? Learn key concepts of blue ocean strategy implementation through interactive class exercises.

Scenario Case: Tipping Point Leadership and Fair Process in Action



Strategy Execution

Tipping Point Leadership

Fair Process



TN



WORKBOOK

Choose one of the five scenarios in which you face organization hurdles to implementing blue ocean strategy (or any strategy) and explore how to overcome them by applying Tipping Point Leadership and Fair Process.

Self-Diagnostic Tool: Tipping Point Leadership and Fair Process in Action

Strategy Execution

Tipping Point Leadership

Fair Process



TN



WORKBOOK

Use the simple diagnostic tool to identify four organization hurdles and address actions to take in order to apply fair process in real world business practice.

Napoleon Bonaparte: Victim of Inferior Strategy?

to be published soon

Strategy Execution

Fair Process

France

Military

Leadership



CASE

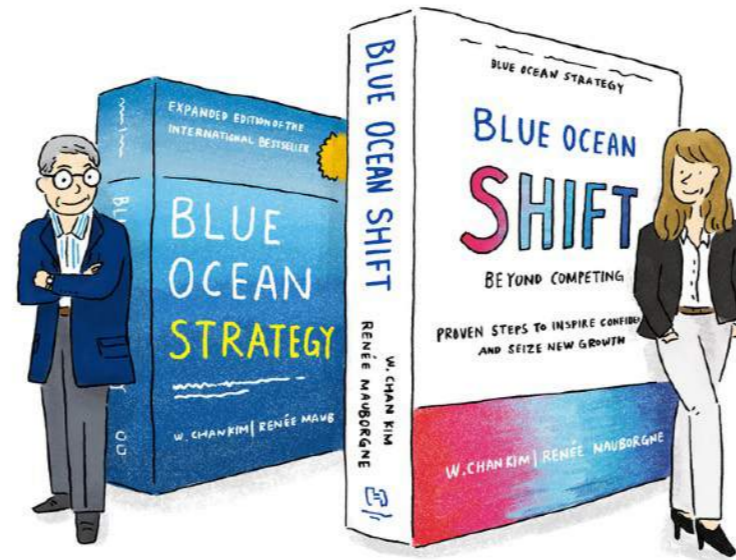


TN



VIDEO

A good strategy is both conditioned and supported by a good execution. Learn from the case what accounted for contrasting results of Napoleon's early battles and his final defeat.



visit blueoceanstrategy.com for more information



subscribe to [BOS newsletter](#) for updates on Blue Ocean cases and news

Created by Oh Young KOO, Institute Executive Fellow
INSEAD Blue Ocean Strategy Institute

Illustration by Youngsoo JO
drawround.com