

Brazil: Kimberly-Clark enjoys swim in Blue Ocean

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In February 2008, W. Chan Kim set up the only **Blue Ocean Strategy** Institute in Latin America within the Kimberly-Clark HQ in Sao Paulo. There are only three others worldwide. The Institute has so far featured the training of 90 employees by two consultants sent by Chan Kim. The methodology involves examining the red ocean too, in this case studying what products already exist, the blue ocean being an improvement and alternative. Kimberly-Clark is about to launch its Fralda Magica or magic nappy (diaper), a product designed thanks to Blue Ocean thinking. Employees first hit the streets to observe the red ocean, talking especially with mums not buying disposable nappies, notes Eduardo Aron, personal products director at the firm. Results analysis showed that, amongst users, the failure of the sticky strips that bind the nappies was probably the most annoying aspect, hence the reusable belt-band employed by the Fralda Magica.

The idea was one of 130 Kimberly-Clark came up with, of which six were finalists in the process to reduce costs and innovate.

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