

Complete List of Teaching Materials

Case Title	Accompanying Material	TN Title	Abstract
<p>Crafting Winning Strategies in a Mature Market: The U.S. Wine Industry in 2001</p> <p>Harvard n°: BOS 018 ECCH n°: coming soon</p>	<p>Creating a Blue Ocean in the U.S. Wine Industry</p> <p>Video</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>Crafting Winning Strategies in a Mature Market: The U.S. Wine Industry in 2001</p> <p>Harvard n°: BOS 019 ECCH n°: 307-291-8</p>	<p>The case entitled, 'Crafting Winning Strategies in a Mature Market: The US Wine Industry in 2001' examines the competitive environment of the US wine industry in 2001, prior to [yellow tail]'s launch. The case demonstrates how the industry was overcrowded, highly competitive, and increasingly squeezed at the distribution and retail stages of the supply chain. Even though the industry was intensely competitive, wine manufacturers have systematically competed along the same set of factors that have hardly changed over the last few centuries. In July 2001, Australia's Casella Winery introduced [yellow tail] into this highly competitive US market. Small and unknown, they had expected to sell 25,000 cases in their first year. In fact, they had sold nine times that amount. By the end of 2005, [yellow tail]'s cumulative sales were tracking at 25 million cases. [yellow tail] soon emerged as the overall best selling 750ml red wine, outstripping Californian, French and Italian brands. This case examines the strategic move executed by [yellow tail] that made it the number one imported wine and the fastest growing brand in the history of the US and Australian wine industries. The case is accompanied by a 2-part video called 'Creating a Blue Ocean in the US Wine Industry' that is free for instructor download at www.blueoceanstrategy.com. Part A provides a visual overview of the wine industry setting pre- [yellow tail]. It is a powerful complement to the paper case. Part B explores, through interviews with the principal players behind the launch of [yellow tail], the development and execution of Casella's blue ocean strategic move. The case and the video dvd come with a comprehensive teaching note and are excellent for both MBAs and executives.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>The Evolution of the Circus Industry Case A</p> <p>Harvard n°: BOS 007 ECCH n°: 302-057-1</p>	<p>The Evolution of the Circus Industry</p> <p>Video Available for free download at www.blueoceanstrategy.com</p>	<p>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment</p> <p>Harvard n°: BOS 009 ECCH n°: 302-057-8</p>	<p>This is the first of a two-case series. Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the ‘value innovation and creating new market space’ teaching module of an MBA strategy course or executive education programme. In both instances, the instructor can best use it to cover the following topics: (1) value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths framework for creating new market space. A teaching note is available to accompany this case series**ecch European Case Awards Category Winner 2006 and ecch European Case Awards Overall Winner 2009**</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Case B</p> <p>Harvard n°: BOS 008 ECCH n°: 302-058-1</p>	<p>The Evolution of the Circus Industry</p> <p>Video</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment</p> <p>Harvard n°: BOS 009 ECCH n°: 302-057-8</p>	<p>This is the second of a two-case series. Cirque du Soleil very successfully entered a structurally unattractive circus industry. It was able to reinvent the industry and created a new market space by challenging the conventional assumptions about how to compete. It value innovated by shifting the buyer group from children (end-users of the traditional circus) to adults (purchasers of the traditional circus), drawing upon the distinctive strengths of other alternative industries, such as the theatre, Broadway shows and the opera, to offer a totally new set of utilities to more mature and higher spending customers. The case series is designed to serve a variety of purposes in the value innovation and creating new market space teaching module of an MBA strategy course or executive education programme. In both instances, the instructor can best use it to cover the following topics: (1) value innovation logic (as compared to industry and competitive analysis); (2) the concept of value curve; and (3) the six paths framework for creating new market space. A teaching note is available to accompany this case series **ecch European Case Awards Category Winner 2008**</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers</p> <p>Harvard n°: BOS 016 ECCH n°: coming soon</p>	<p>Blue Ocean Strategy Noncustomer Exercise: The Case of Gillette</p> <p>PowerPoint Presentation Available for free download at www.blueoceanstrategy.com</p>	<p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers</p> <p>Harvard n°: BOS 017 ECCH n°: 308-319-8</p>	<p>The case entitled, 'How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers' illustrates how new demand is created by looking to noncustomers instead of just competing for a share of the existing customers of an industry. The case prompts the students to consider how new demand was created in the cell phone, computer and air travel industries by unlocking the three tiers of noncustomers. This case provides the conceptual backdrop to an accompanying interactive class exercise called 'Blue Ocean Strategy Noncustomer Exercise: The Case of Gillette' which is a full PowerPoint presentation that is free for instructor download at www.blueoceanstrategy.com. The PowerPoint presentation is built around Gillette's introduction of the first safety razors with disposable blades in 1903 which created new demand by reaching beyond the existing customers of straight razors at home and in the barbershop. This case and the accompanying interactive Gillette exercise come with a comprehensive teaching note and are excellent for both MBAs and executives.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>Lessons From Breakthrough Strategic Moves Over the Last Century</p> <p>Harvard n°: BOS 010 ECCH n°: coming soon</p>	<p>A History of Blue Ocean Strategic Moves: Is there a Pattern?</p> <p>Video Available for free download at www.blueoceanstrategy.com</p>	<p>Lessons From Breakthrough Strategic Moves Over the Last Century</p> <p>Harvard n°: BOS 011 ECCH n°: 307-292-8</p>	<p>The case entitled, 'Lessons from Breakthrough Strategic Moves Over the Last Century' illustrates how businesses over the last 100 years have periodically broken away from the competition to create and capture new market space – often giving rise to entirely new industries. Yet, to date, there is very little understanding of the underlying strategic logic behind these breakthrough strategic moves. This case and its accompanying video examine whether there is a shared pattern across these strategic moves by examining three representative industries that touch peoples' everyday lives: autos – how people get to work; computers – what people use at work; and movie theaters – where people go after work for entertainment. The complementary video called, 'A History of Blue Ocean Strategic Moves: Is There a Pattern?', which is free for instructor download at www.blueoceanstrategy.com, provides a visual demonstration of these three representative industries so that participants can deduce the shared patterns across these strategic moves. The case and the video come with a comprehensive teaching note and are excellent for both MBAs and executives.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>NTT DoCoMo I-Mode(TM): Value Innovation at DoCoMo</p> <p>Harvard n°: BOS 005 ECCH n°: 303-043-1</p>	<p>N/A</p>	<p>NTT DoCoMo I-Mode: Value Innovation at DoCoMo</p> <p>Harvard n°: BOS 006 ECCH n°: 303-043-8</p>	<p>As of November 2001, NTT DoCoMo is the only company that has been able to make money out of the mobile Internet. This case study describes how, in a very competitive industry engaged in a technology race and strong price erosion, NTT DoCoMo has been able to achieve superior performance with its novel i-mode services. Launched in February 1999, its i-mode service was an immediate and explosive success. DoCoMo came to exceed its parent company in terms of market capitalisation as well as potential for profitable growth as we enter the age of mobile Internet. This case offers a value innovation perspective to analyze the success of i-mode with a particular emphasis on the business model used to exploit the i-mode innovation of DoCoMo. The case is designed to serve a variety of purposes in the 'value innovation and winning business ideas' teaching module of an MBA strategy course or executive education programme. The instructor can use the case to cover the following topics: (1) the value innovation logic; (2) the value curve and six paths framework; (3) the buyer utility map; and (4) the price corridor of the mass and the business model guide. Alternatively, the instructor can use it to specially cover the last three topics. A teaching note is available to accompany this case.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>How to Implement Blue Ocean Strategy</p> <p>Harvard n°: BOS 014 ECCH n°: coming soon</p>	<p>Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action</p> <p>Flash Game Available for free download at www.blueoceanstrategy.com</p>	<p>How to Implement Blue Ocean Strategy</p> <p>Harvard n°: BOS 015 ECCH n°: 308-316-8</p>	<p>The case entitled, 'How to Implement Blue Ocean Strategy' challenges participants to apply key concepts of blue ocean strategy implementation to overcome key organizational and management hurdles while leading a strategic shift. The case lays out how Braynesbridge Industries (BI), a fictional conglomerate involved in the steel industry, recently launched a new strategy to break out of the red ocean of bloody competition in the industry. The new strategy, however, represented a significant departure from the status quo, which led to steep cognitive, resource, motivational, and political hurdles in the organization. Hence, to implement the new strategy, BI executives had to overcome these four key hurdles. Despite this challenge, the case reveals that BI's management team successfully implemented the strategy fast and at low cost using tipping point leadership and fair process. BI's Board of Directors, very impressed with the new strategy and its successful implementation, is curious to learn the principles of tipping point leadership and fair process and how these apply to organizations. The case sets the stage for students/executives to be called before the Board to answer numerous conceptual questions on their blue ocean strategy implementation. The set of questions posed by the Board are displayed in an accompanying flash-game exercise called, 'Blue Ocean Strategy Implementation Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action' that is free for instructor download at www.blueoceanstrategy.com. This case and the Blue Ocean Strategy Implementation Interactive Class Exercise come with a comprehensive teaching note and are excellent for both MBAs and executives, creating great energy and rich learning in the classroom.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>Leading the City of Los Rios into a Blue Ocean</p> <p>Harvard n°: BOS 012 ECCH n°: coming soon</p>	<p>Implementation Simulation: Tipping Point Leadership in Action</p> <p>Computer Simulation Available for free download at www.blueoceanstrategy.com</p>	<p>Leading the City of Los Rios into a Blue Ocean</p> <p>Harvard n°: BOS 013 ECCH n°: 308-318-8</p>	<p>The case entitled, ‘Leading the City of Los Rios into a Blue Ocean’ is a challenging hands-on exercise which allows participants to execute a strategic shift fast and at low cost using the key concept of tipping point leadership. Situated in the fictitious city of Los Rios in Central America, the newly elected mayor has just announced a new strategy for Los Rios that would bring new life to the city and let it stand apart again. The new strategy simultaneously offers unprecedented value to businesses and families while lowering the costs of city government so that Los Rios can break out of the red ocean of bloody competition and set sail into the blue ocean of new market space. This case provides the conceptual backdrop to an accompanying hands-on simulation to be run in class that is available for free download at www.blueoceanstrategy.com, In the simulation, players assume the role of Los Rios’ Head of Police who must apply tipping point leadership principles to overcome the cognitive, resource, motivational and political hurdles that the department faces to successfully implement the Mayor’s blue ocean strategy for the city. This case and the accompanying computer simulation come with a comprehensive teaching note that includes an instructor manual. They are excellent for both MBA and executive audiences.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in Action</p> <p>Harvard n°: BOS 001 ECCH n°: 308-314-1</p> <p>(recommended for executives or MBAs with extensive work experience)</p>	<p>N/A</p>	<p>Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in Action</p> <p>Harvard n°: BOS 002 ECCH n°: 308-314-8</p>	<p>The Blue Ocean Strategy Implementation Scenario Case offers a set of interactive group scenarios which are designed to deepen the participants' understanding of blue ocean strategy implementation principles. Using the five scenarios participants work in teams as they learn to apply key concepts of tipping point leadership and fair process. The five settings (health insurance, manufacturing, government, banking and politics) show how blue ocean strategy implementation principles apply at different organizational levels to overcome the four key implementation hurdles (cognitive, resource, motivational and political). The teaching objectives are: (1) to deepen participants' understanding of blue ocean strategy principles; (2) to learn how to apply key concepts of tipping point leadership and fair process; and (3) to understand how blue ocean strategy implementation principles can be applied at different organizational levels, and how they can be applied to overcome the four key organizational hurdles (cognitive, resource, motivational and political). A teaching note is available to accompany this case which includes a template for running the breakout groups.</p>

Case Title	Accompanying Material	TN Title	Abstract
<p>Blue Ocean Strategy Implementation Self-Diagnostic: Tipping Point Leadership and Fair Process in Action</p> <p>Harvard n°: BOS 003 ECCH n°: 308-315-1</p> <p>(recommended for executives only)</p>	N/A	<p>Blue Ocean Strategy Implementation Self-Diagnostic: Tipping Point Leadership and Fair Process in Action</p> <p>Harvard n°: BOS 004 ECCH n°: 308-315-8</p>	<p>The Blue Ocean Strategy implementation self-diagnostic is comprised of a series of probing questions that offer executive participants a practical tool for assessing the level of organizational hurdles that exist in their organization and the effectiveness of past and future strategies to overcome them. The diagnostic is divided into sections addressing the four key organizational hurdles (cognitive, resource, motivational, political) and one section on fair process. The teaching objectives are: (1) to offer executive participants a practical tool to assess the level of organizational hurdles that exist in their organization; (2) to identify areas of improvement or challenges in the organization of the participant; and (3) to provide a period of self-reflection in which to link the participant's learning within the classroom with real world application. A teaching note is available to accompany this case.</p>

Lecture Slides	Accompanying TN	Abstract
<p>Blue Ocean Strategy Implementation Lecture on Tipping Point Leadership and Fair Process in Action.</p> <p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>Blue Ocean Strategy Implementation Lecture on Tipping Point Leadership and Fair Process in Action</p> <p>Ecch n°: 308-317-8</p>	<p>A full PowerPoint presentation packet for a 45-minute to one-hour lecture. The presentation covers how an organization can overcome the cognitive, resource, motivational, and political hurdles to successfully execute a strategic shift as is often required to create new market space. The presentation covers how to achieve this while building employees' trust and commitment around a new strategy. Here the concepts of Tipping Point Leadership and Fair Process are covered and linked directly to blue ocean strategy and its execution. These slides come with a teaching note that highlights key points to be made in the presentation.</p>