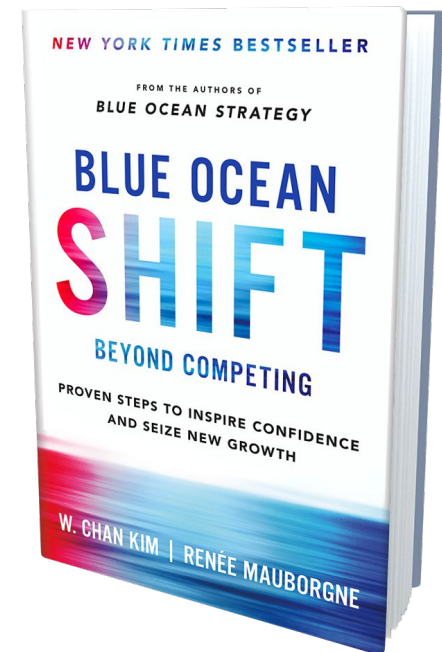


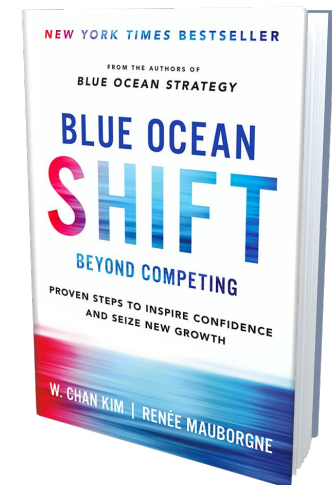
Applying the Six Paths Framework to Reconstruct Market Boundaries

Recording Sheets



Overview: Applying the Six Paths Framework

- [BLUE OCEAN SHIFT](#) outlines the process of how to apply the six paths works framework to reconstruct market boundaries
- [BLUE OCEAN SHIFT](#) maps out the action steps required for each path. Sample recording sheets for each path follow.
- To aid you in completing this step and all the other steps in [BLUE OCEAN SHIFT](#) we strongly recommend using the [online BLUE OCEAN STUDIO](#).



Guidelines in Completing Recording Sheets (1/2)

- *Always aim to record the name of each interviewee and the location and date of each interview. This can be particularly valuable for B2Bs as you then have the possibility to go back and ask follow-up questions if need be.*
- *Take careful notes and pay attention to the details, including small ones. Pay attention to the mundane, don't only focus on and probe for 'bells and whistle' wish lists. Many industries get mundane, basic functionality wrong day in and day out. There are often great blue ocean opportunities here. So be sure to probe deeply here with no defensiveness. Remember complaints are shining opportunities to celebrate, not justify away as too many industries do because that's the way it's always been done.*
- *Bring additional pages to ensure you can record all the insights from each interview.*
- *Always observe, listen and ask with due humility and curiosity. That will help to inspire interviewees to open and share more and think more deeply in answering your questions.*

Guidelines in Completing Recording Sheets (2/2)

- *Remember not every interviewee will be thoughtful. Don't be discouraged. March on undaunted.*
- *Know you will get better in interviewing people with each interview. This is a new skill for many people. So relax and take comfort in that. This process is as much about building your skills and creative competence as it is about making a blue ocean shift for your organization.*
- *As you relax and get more skilled with each interview, you'll find that the insights you are able to draw out of interviewees will go up too. That includes verbal insights as well as the observational insights you pick up (long check-out lines will start to jump out at you; slow, unclear and non-intuitive web pages will become obvious; poorly trained sales clerks and illogical procedures that once seemed de facto and unquestionable will now come into question (at last)).*
- *Have fun. Think of yourself as Sherlock Holmes – go on put on a Sherlock Holmes hat when you interview – yes silly – but guaranteed you and everyone you interview will have a lot more fun!*

Path One Recording Sheet (1/2): Look Across Alternative Industries



The focal industry: _____

Key alternative industry: _____

For customers of the focal industry complete the below.

Why did you choose the offering of focal industry versus the alternative industry's offering?

What are the focal industry offering's strengths versus the offering of the alternative industry?

What are the negative aspects of the alternative industry's offering that made you choose against it?

Additional observations:

Path One Recording Sheet (2/2): Look Across Alternative Industries



Key alternative industry: _____

For customers of the alternative industry complete the below. Note that when two alternative industries are considered, the below questions should be completed for each alternative:

Why did you choose the alternative industry's offering over the focal industry's?

What are the alternative industry offering's strengths versus the offering of the focal industry?

What are the negative aspects of the focal industry's offering that made you choose against it?

Additional observations:

Path Two Recording Sheet (1/2): Look Across Strategic Groups

Higher strategic group: _____

Lower strategic group: _____

For customers of the lower strategic group, ask the below questions

Why did you trade down to this strategic group (e.g., three-star hotels) versus patronize the offering of the higher strategic group (e., five-star hotels)? In probing, run through the key competing factors.

What are the negative aspects of the strategic group you patronize? (e.g., what compromises do buyers still make in being a customer of three-star hotels?)

How could you alleviate them?

Additional observations:

Path Two Recording Sheet (2/2): Look Across Strategic Groups

Higher strategic group: _____

Lower strategic group: _____

For customers of the higher strategic group, ask the below questions

Why did you trade up to this strategic group (e.g., five star hotels) versus patronize the offering of the lower strategic group (three-star hotels)?

What are the negative aspects of the strategic group you patronize? (e.g., what compromises do buyers still make in being a customer of five-star hotels?)

How could you alleviate them?

Additional observations:

Path Three Recording Sheet: Look Across the Chain of Buyers

Industry buyer group (current focus – this could be the purchaser, user, or an influencer): _____

“Untargeted” buyer group (this could be the purchaser, user, or an influencer – these are current noncustomers) :

For the ‘untargeted’ buyer group ask:

It appears that our industry focuses on buyer group X. What would you value most if we focused on you (‘untargeted’ buyer group)?

What are the biggest costs/nuisances/inconveniences/blocks to utility the industry’s current offering imposes on you? How could we eliminate or reduce them for you?

What would the ideal offering look like if we focused on you versus the buyer group the industry currently focuses ?

Additional observations:

Path Four Recording Sheet: Look Across Complementary Product and Service Offerings

Industry buyer group (current focus): _____

Largest tier of noncustomers : _____

For the current buyer group and the largest tier of noncustomers probe the below. Use the buyer utility map in *BLUE OCEAN SHIFT* to aid you. Observing is as critical as asking the below questions.

What *happens before* you use the product/service offering of our industry? What are the biggest costs/nuisances/inconveniences/blocks to utility here? Probe and reflect on how they have might be eliminated or reduced.

What *happens during* the use of the product/service offering of our industry? What are the biggest costs/nuisances/inconveniences/blocks to utility here? Probe and reflect on how they have might be eliminated or reduced.

What *happens after* the use the product/service offering of our industry? What are the biggest costs/nuisances/inconveniences/blocks to utility here? Probe and reflect on how they have might be eliminated or reduced.

Additional observations:

Path Five Recording Sheet (1/2): Rethink the Functional-Emotional Orientation of Your Industry

Industry buyer group (current focus): _____

Largest tier of noncustomers : _____

For the current buyer group and the largest tier of noncustomers probe the below.

As you see it, what is the current orientation of the industry – functional or emotional?

What are the three to five top of mind adjectives or characteristics that reflect that industry's orientation ?

Path Five Recording Sheet (2/2): Rethink the Functional-Emotional Orientation of Your Industry

Industry buyer group (current focus): _____

Largest tier of noncustomers : _____

For the current buyer group and the largest tier of noncustomers probe the below.

Flip the top of mind adjectives and characteristics that people said and ask what the reverse might look. For example, if they mentioned complexity, ask them what simplicity would mean to them in specific terms for that industry.

What words would you like to be able to use in the future to describe the industry if in the future it offered a lot more value to you?

Additional observations:

Path Six Recording Sheet (1/2): Participate in Shaping External Trends

Industry buyer group (current focus): _____

Largest tier of noncustomers : _____

For the team, the current buyer group and the largest tier of noncustomers probe the below. Use secondary research as needed.

What three to five external trends *decisively impact* our industry or target industry in the short to medium term (typically in three to five years)?

Are each of these trends evolving down a clear trajectory? Only focus on those that are following a clear trajectory.

Lastly, are each of these trends also irreversible? If not, do not focus on.

Path Six Recording Sheet (2/2): Participate in Shaping External Trends

For each external trends that *decisively impacts* our industry or target industry, is evolving down a clear trajectory, *and* is irreversible:

How and why will it change what buyers value?

How and why will it impact the business model of the industry?

What about the current industry offering will no longer make sense and might even detract from buyer value that should be eliminated or reduced?

What in the industry's current offering will we need to raise and create to deliver a leap in buyer value?