Blue Ocean Strategy | Shift

CASEBOOK

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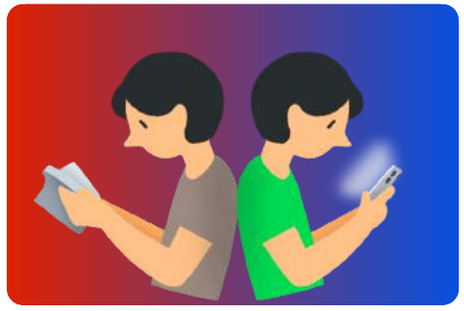
Blue Ocean Strategy | Shift Pedagogical Materials (1/3)

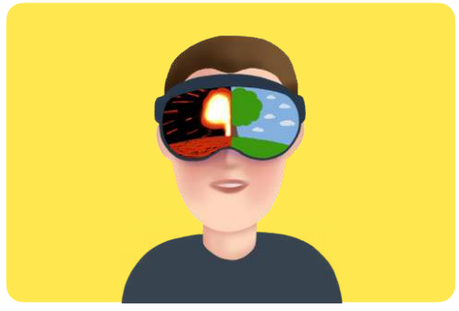


Webtoon Entertainment

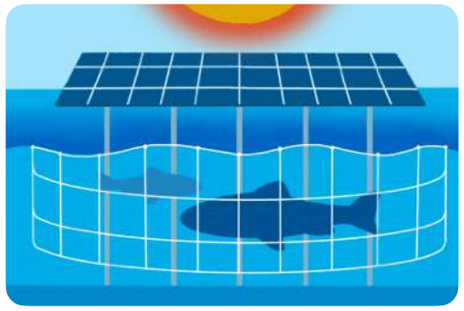
Blue Ocean Leadership

Katrina Lake vs. Jeff Bezos

Petwell



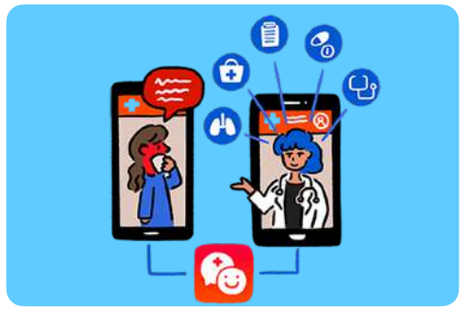
Meta



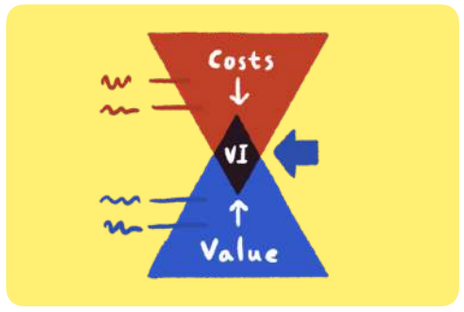
Tongwei

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

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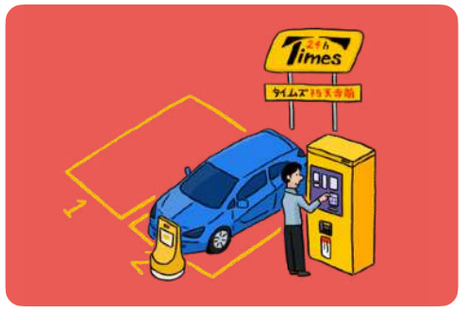
Blue Ocean Strategy | Shift Pedagogical Materials (2/3)



Park24

Wawa

Amazon

André Rieu

Prodigy Finance

Indian Pad Project

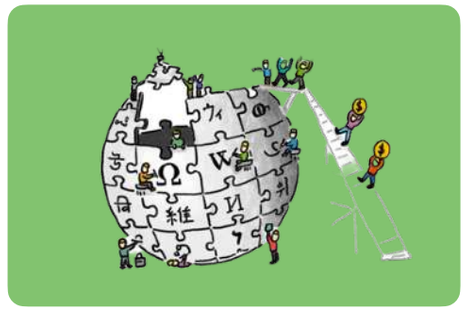
Indian Premier League

Nintendo Switch

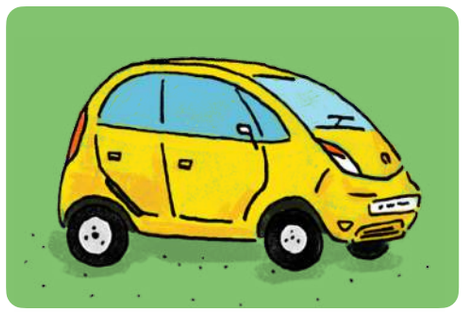
Drybar

Compte Nickel

Apple

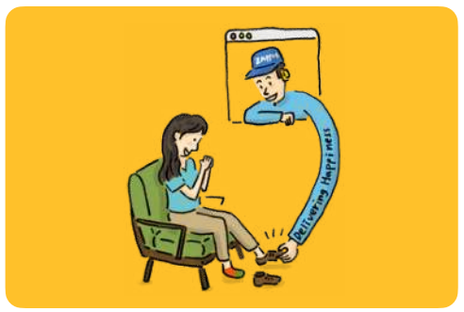


Wikipedia



Tata Nano

Skype



Zappos (A)

Zappos (B)

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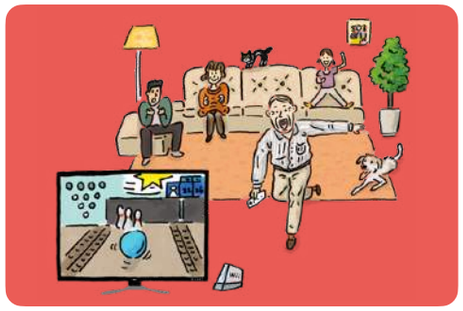
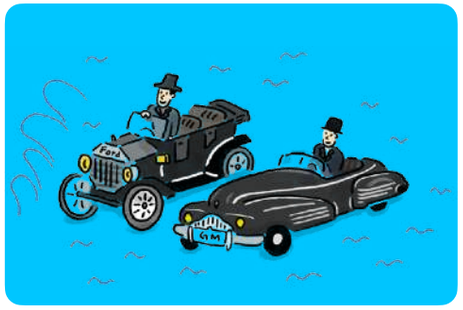
Blue Ocean Strategy | Shift Pedagogical Materials (3/3)



Nintendo Wii

Rehability

Gillette

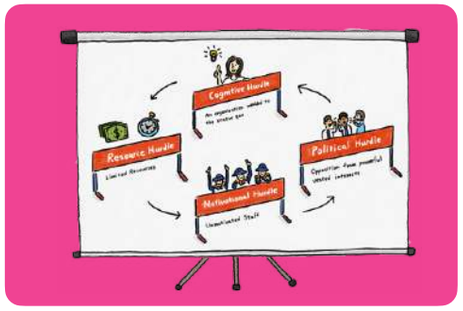


Historical Moves

Justin Trudeau

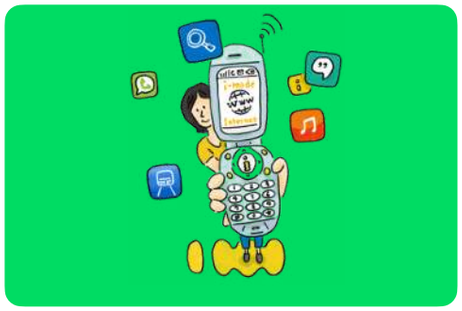
Blue Ocean Finance

Cirque du Soleil

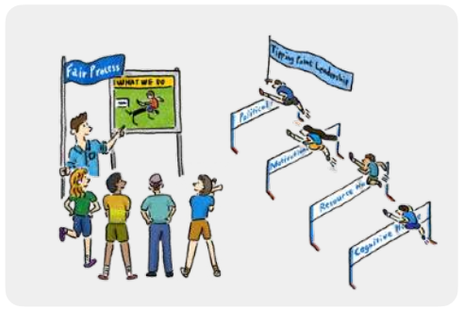


Implementation Lecture

Yellow Tail



NTT DoCoMo



Implementation Game

Napoleon Bonaparte

Scenario Case

Self-diagnostic Tool

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Driving Sustainable Growth and Empowering Society

Nickel's Blue Ocean Beyond Disruption

Nondisruptive Creation

Financial exclusion

France

Banking

Fin-Tech

CASE

TN

Can a new market be created without disrupting the existing markets? The banking industry, overserving existing customers with various financial services, has left behind a huge underserved population. Nickel created banking services accessible to those excluded from existing boundaries of banking services. The consequences are nondisruptive - financially excluded won, Nickel won, tobacco stores won, and importantly, no one was made worse off.

© INSEAD Blue Ocean Strategy Institute

Innovate Storytelling: How WEBTOON Entertainment Transformed Comics

Award Winner

Market Creation

Noncustomers

Value Innovation

Entertainment

Digital Transformation

Global Strategy

Platform Strategy

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

CASE TN VIDEO

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.

© INSEAD Blue Ocean Strategy Institute

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

Value Innovation

Leadership

Scenario Case

People Management

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.

© INSEAD Blue Ocean Strategy Institute

Katrina Lake vs Jeff Bezos: Surviving Amazon

Market Reconstruction

Barriers to Imitation

Competition

Online Retailing

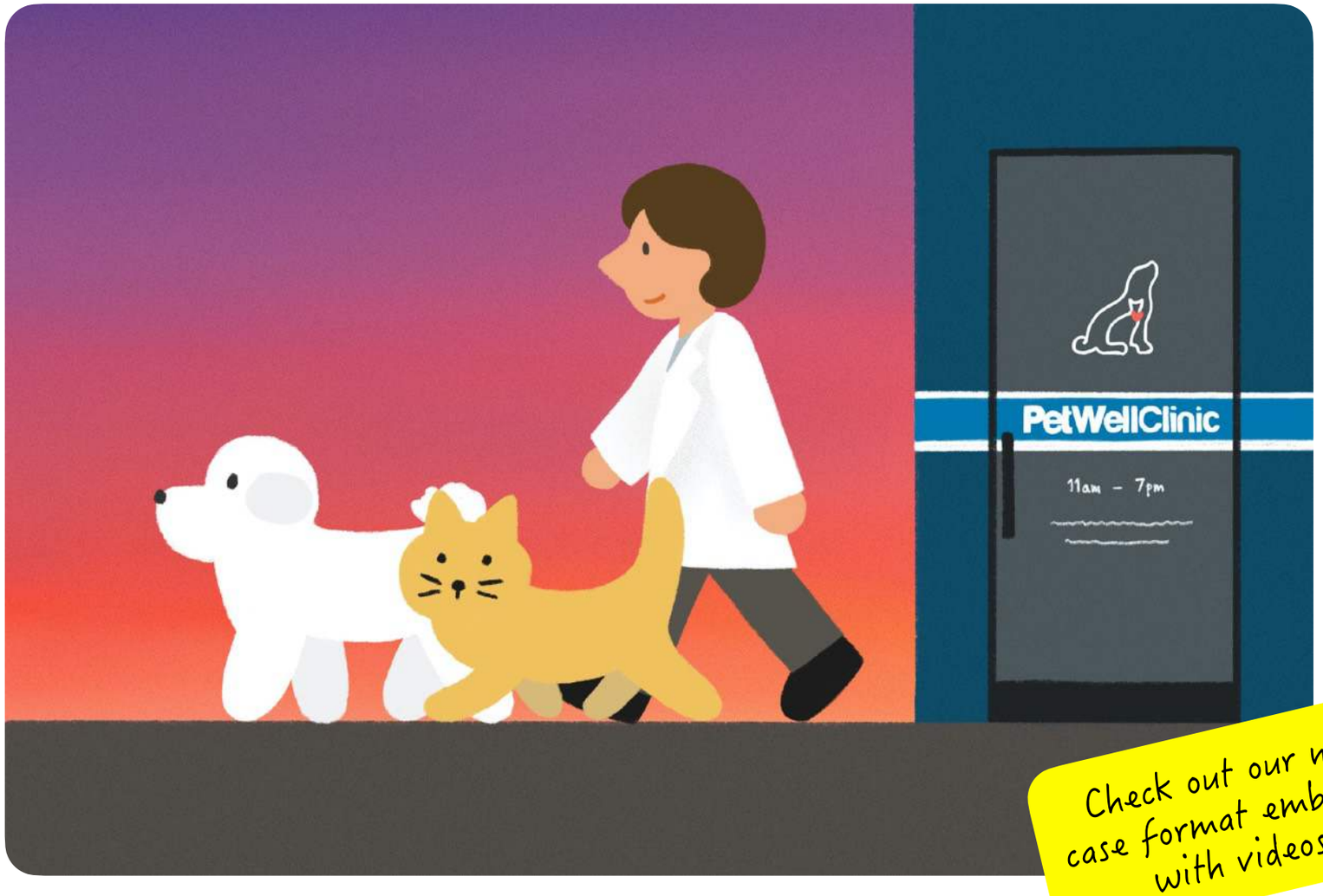
Artificial Intelligence

US

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?

© INSEAD Blue Ocean Strategy Institute

Petwell: Healthy Pets, Happy Vets



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.

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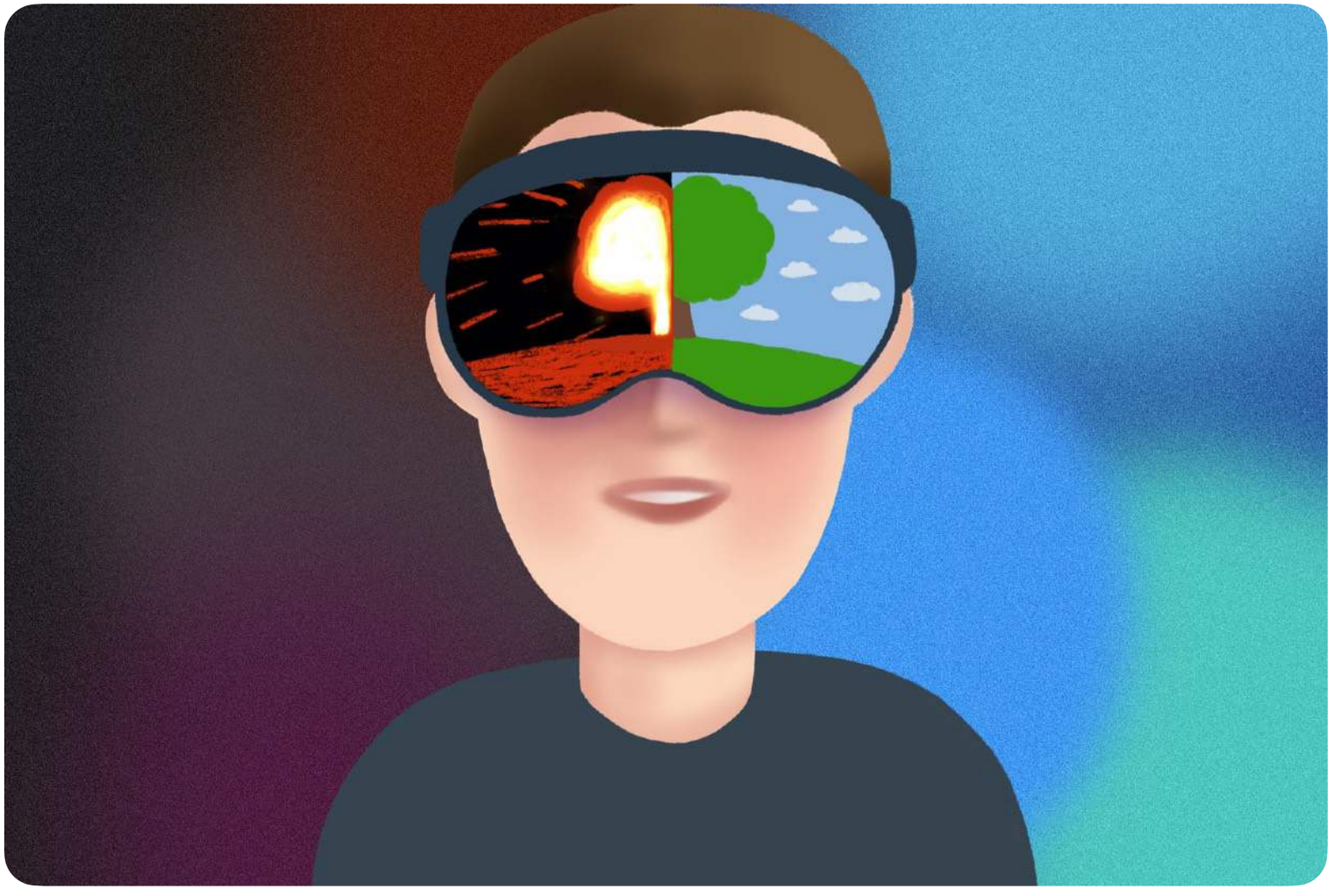
Meta: Facebook's Pivot to the Metaverse. A Dystopia or Blue Ocean Utopia?



Value Innovation

Market Creation

Strategic Renewal

Metaverse

Technology

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.

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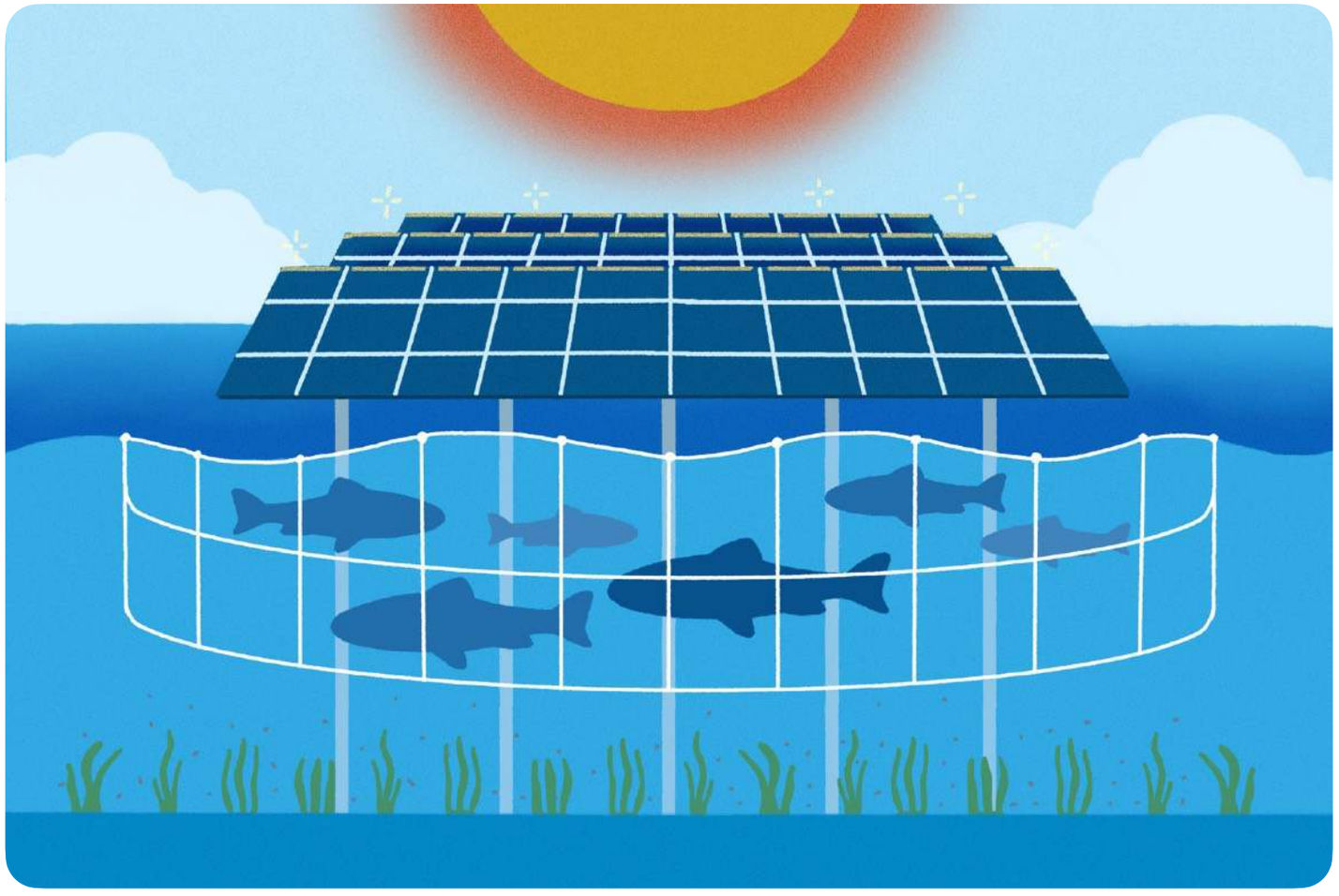
How Business and Society Can Thrive Together: Tongwei's Innovation of a Brand-new Green Energy Market in China



Nondisruptive Creation

Business Model

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.

© INSEAD Blue Ocean Strategy Institute

eSports: Creating New Sports from Online Gaming

Noncustomers

Nondisruptive Creation

Gaming

Sport Tournament

Internet

CASE TN

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.

© INSEAD Blue Ocean Strategy Institute

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.

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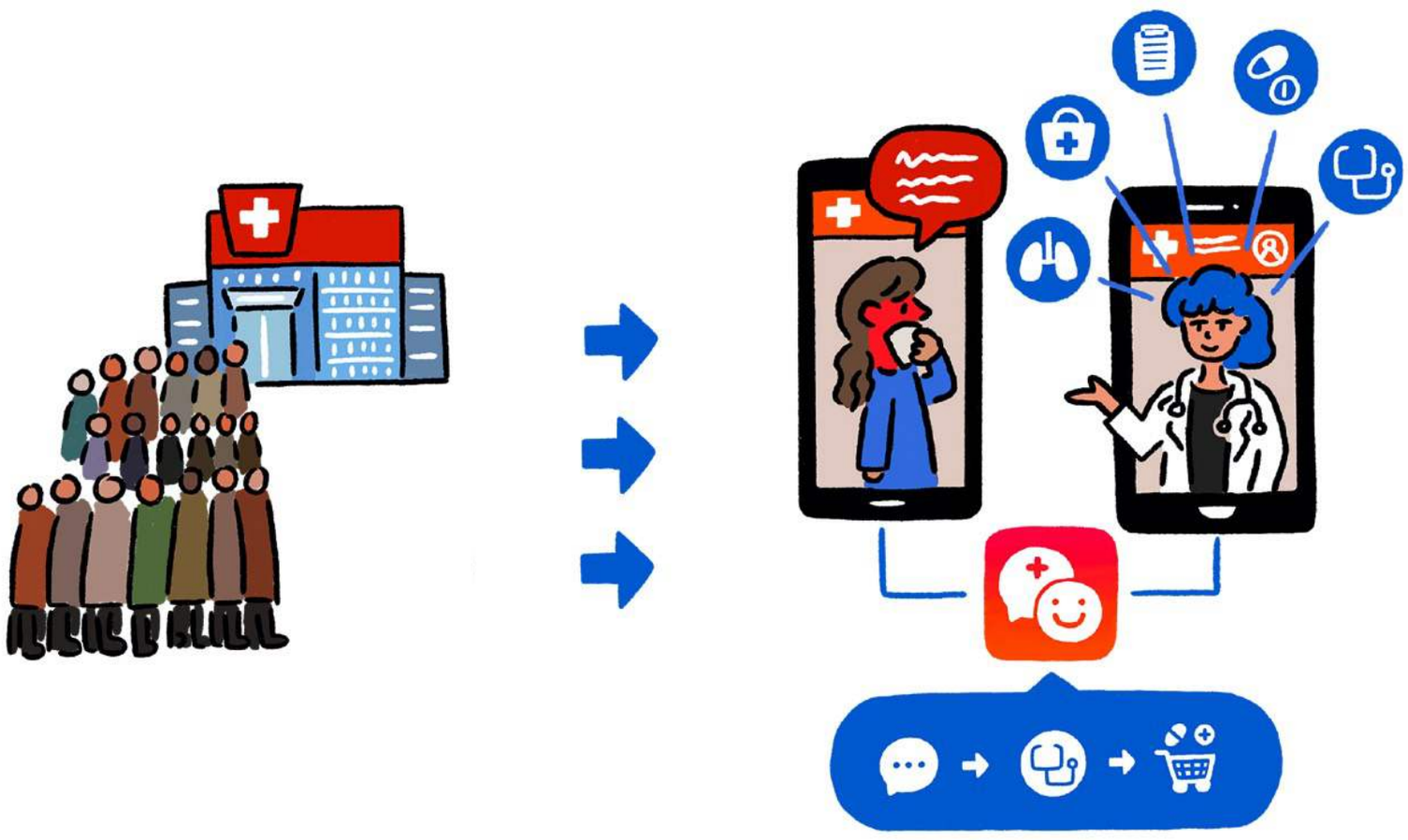
Ping An Good Doctor:

Creating a Nondisruptive Solution for China's Healthcare System



Nondisruptive Creation

Social Good

China

Healthcare

Internet

Artificial Intelligence

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.

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Searching for Value: Value Innovation vs. Technology Innovation

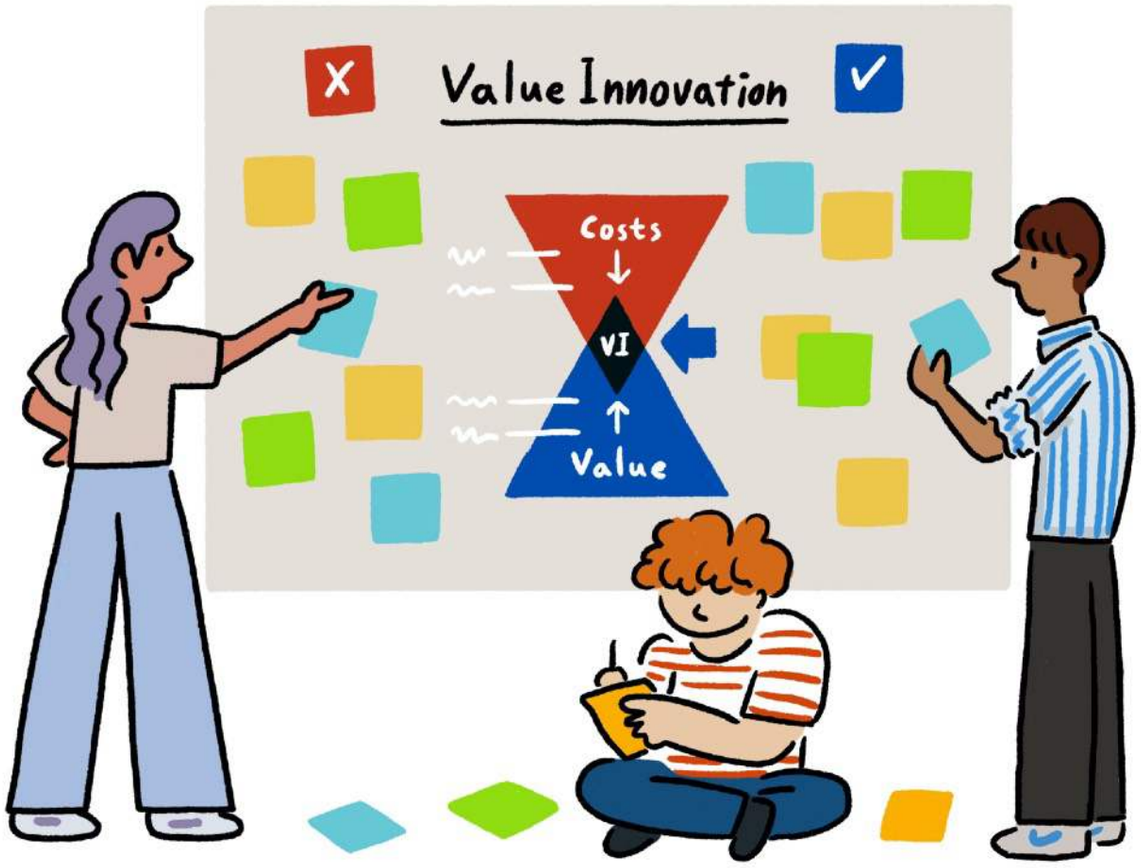
Mini Cases & Exercises

Value Innovation

Market Creation

Technology

CASE TN



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.

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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?

© INSEAD Blue Ocean Strategy Institute

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.

© INSEAD Blue Ocean Strategy Institute

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.

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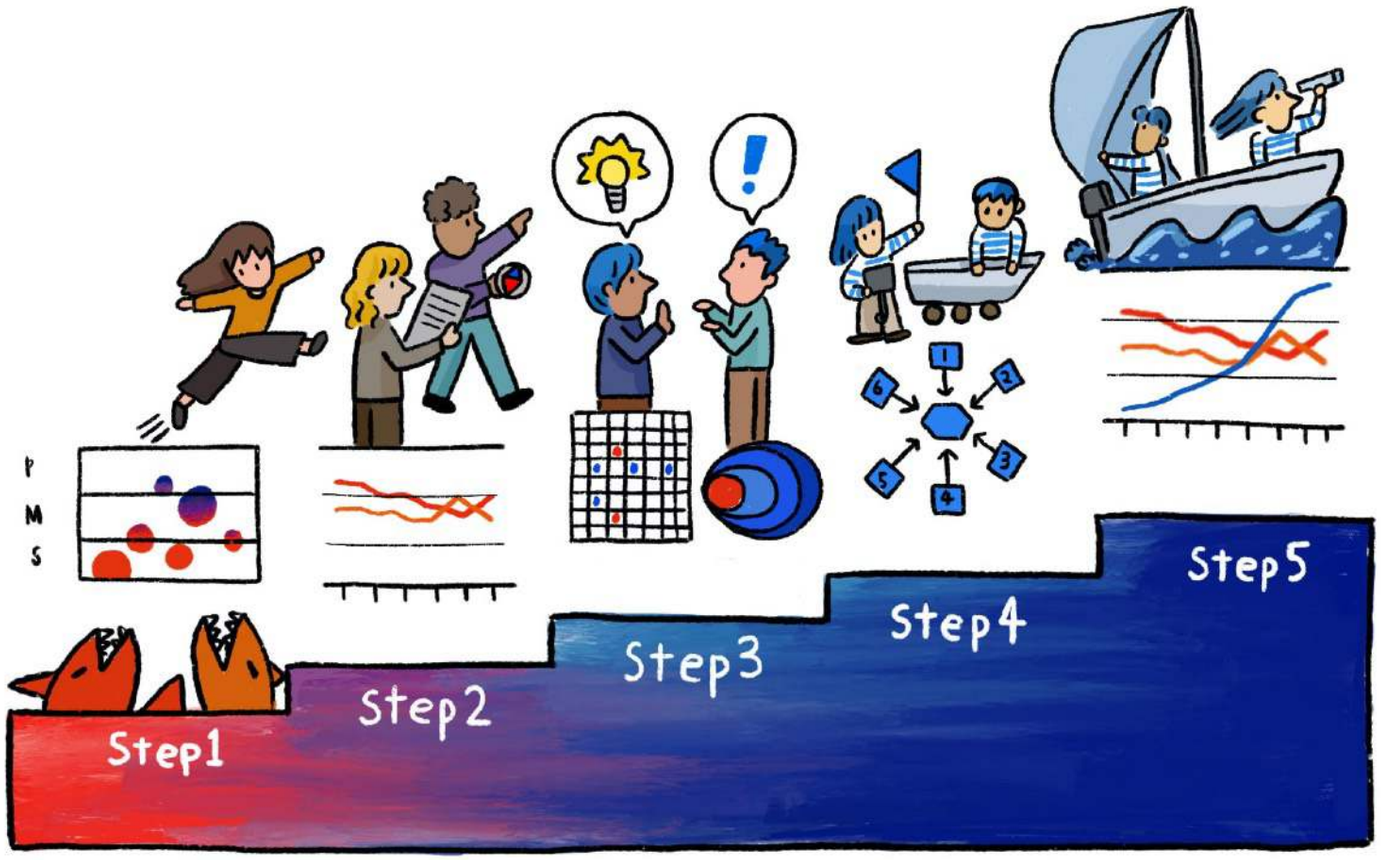
Blue Ocean Hackathon: Market Creation in a Highly Competitive Industry



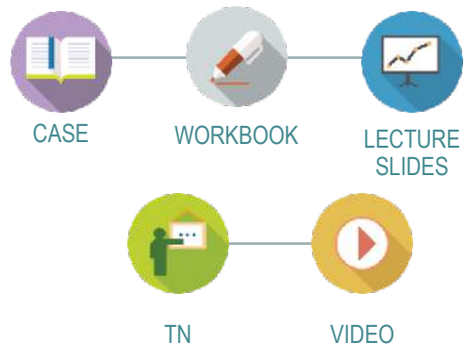
Strategy Formulation

Market Creation

Process

Asia

Travel



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.

© INSEAD Blue Ocean Strategy Institute

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.

© INSEAD Blue Ocean Strategy Institute

Driving the Future:

How Autonomous Vehicles Will Change Industries and Strategy

Value Innovation

Market Creation

Automobile

Technology

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.

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How Park24 Created a Brand-new Billion-Dollar Parking Market 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?

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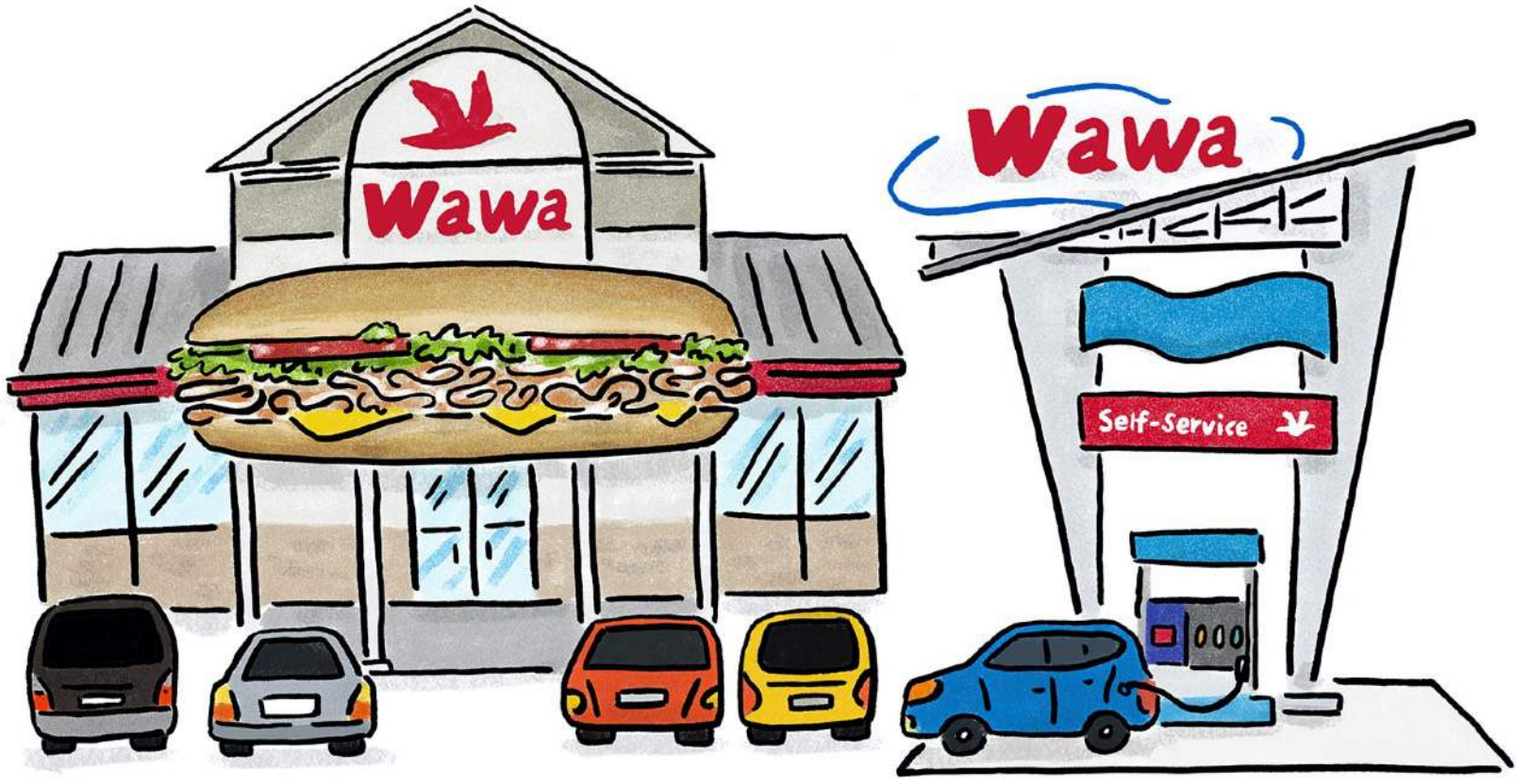
Wawa: Retailing Reinvented through Blue Ocean Strategy



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.

© INSEAD Blue Ocean Strategy Institute

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.

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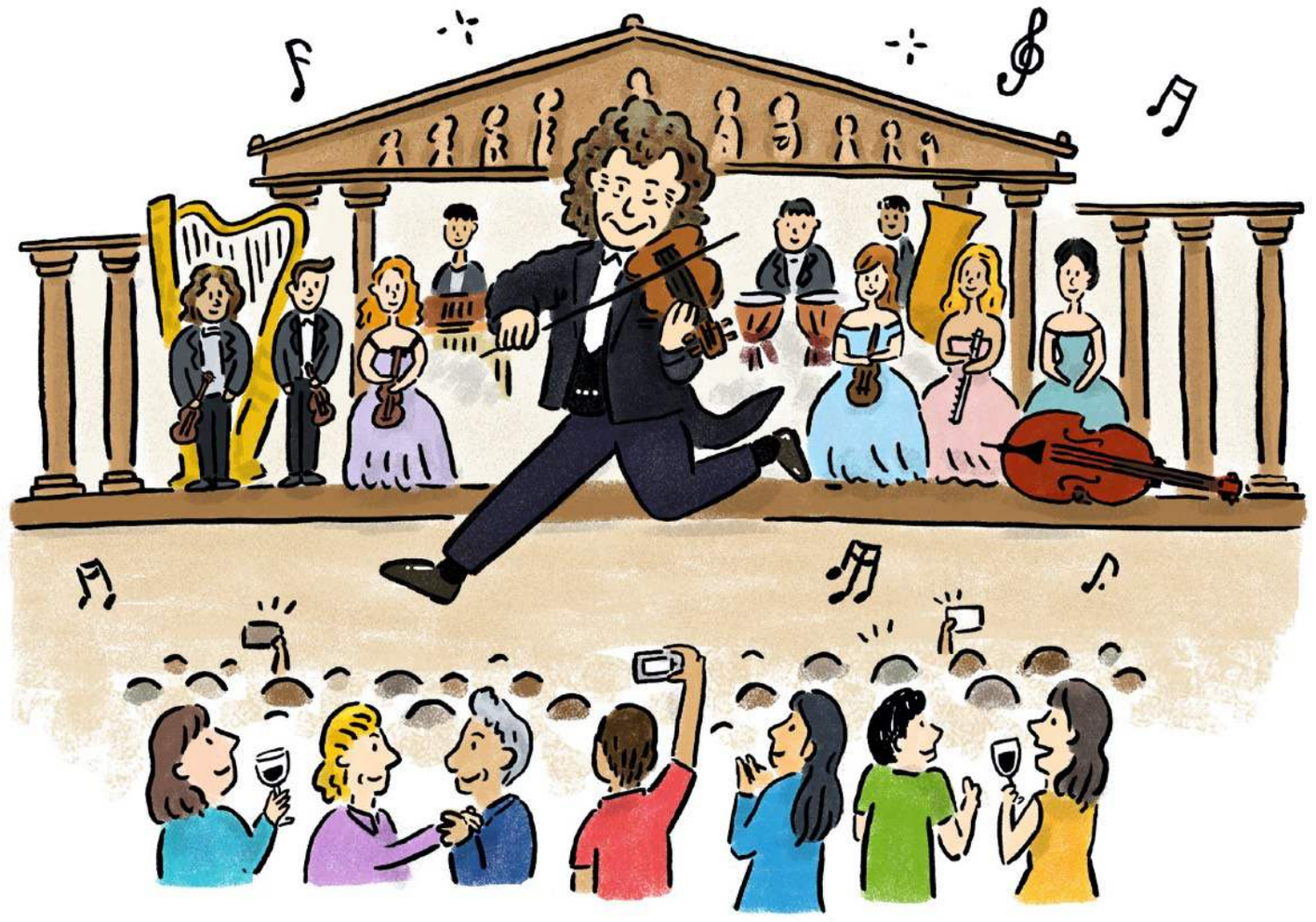
A Maestro Without Borders:

How André Rieu Created the Classical Music Market for the Masses



Market Reconstruction

Noncustomer

Demand Creation

Classical Music

Live Performance

Orchestra

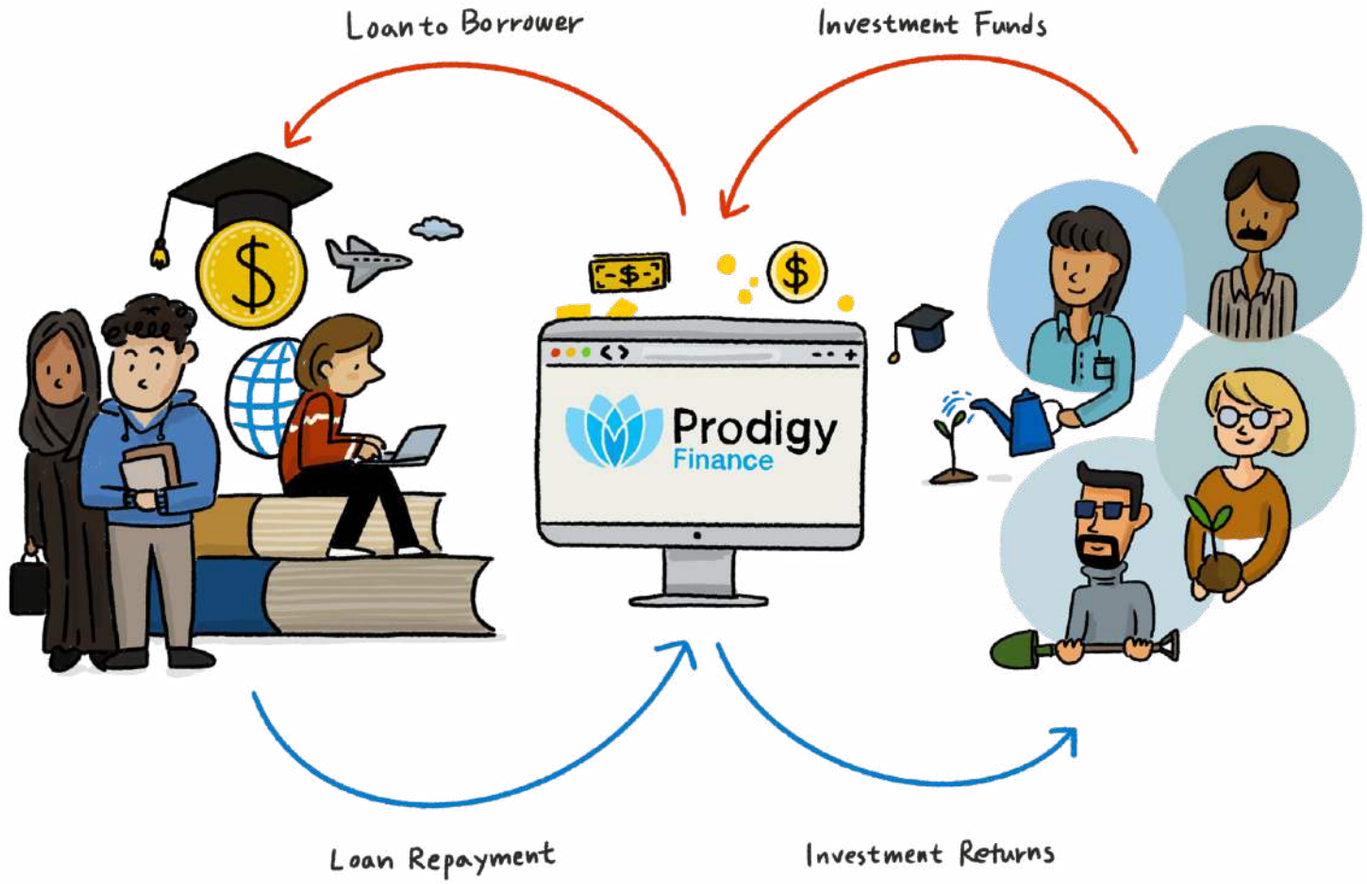
CASE TN LECTURE SLIDES VIDEO

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?

© INSEAD Blue Ocean Strategy Institute

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

Award Winner



Noncustomers

Nondisruptive Creation

Start-up

Fintech

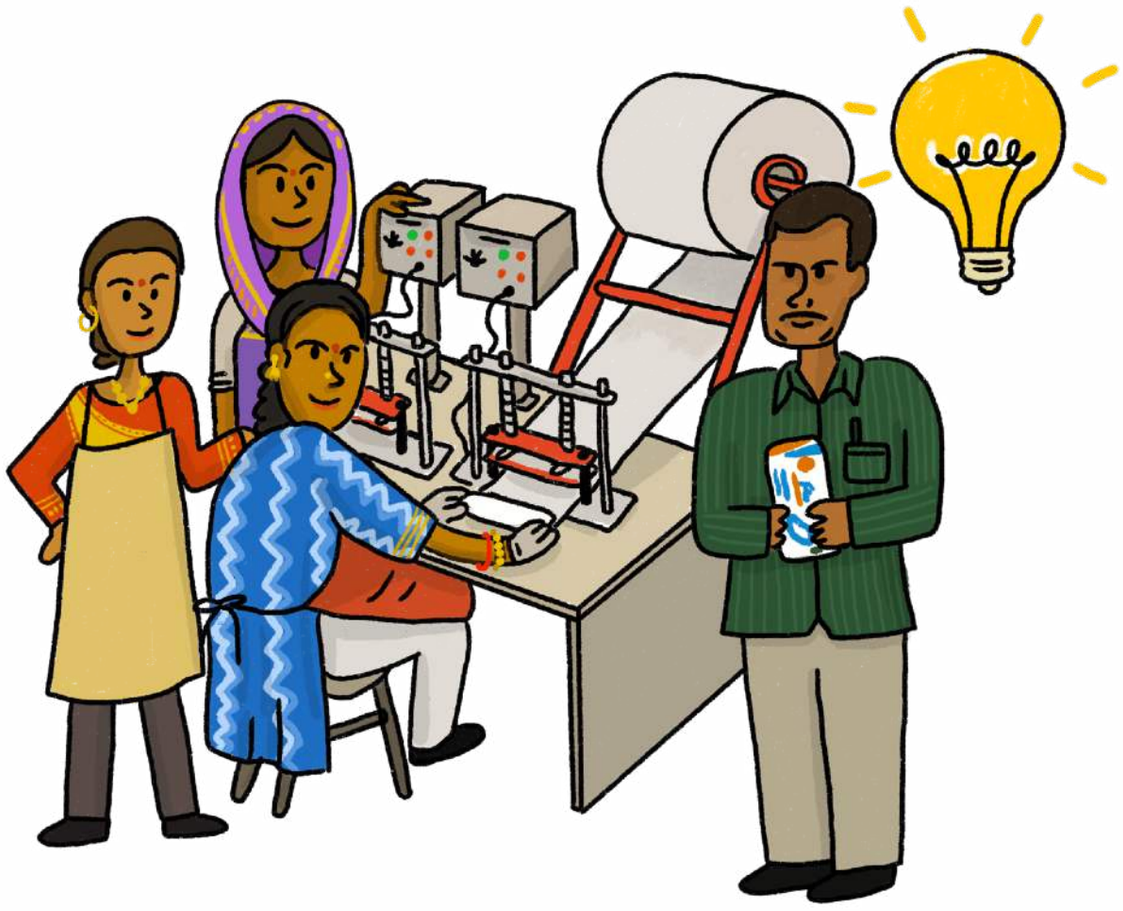
Social Innovation

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.

© INSEAD Blue Ocean Strategy Institute

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.

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

Market Reconstruction

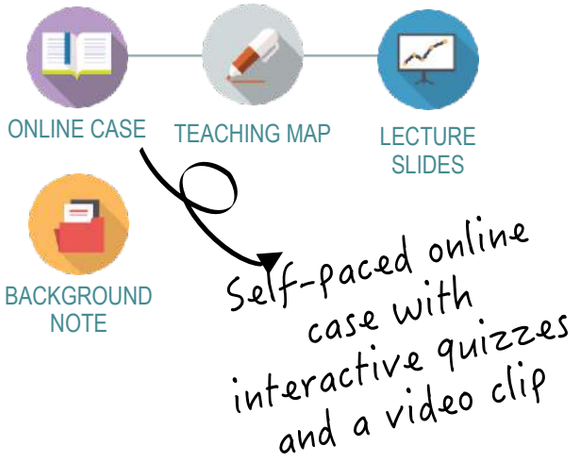
Noncustomers

Nondisruptive Creation

India

Sports Event

Bollywood



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.

© INSEAD Blue Ocean Strategy Institute

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

Value Innovation

Pioneer-Migrator-Settler Map

Japan

Video Game

Business Portfolio

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.

© INSEAD Blue Ocean Strategy Institute

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

Market Reconstruction

Noncustomer

US

Beauty Salon

Entrepreneurship

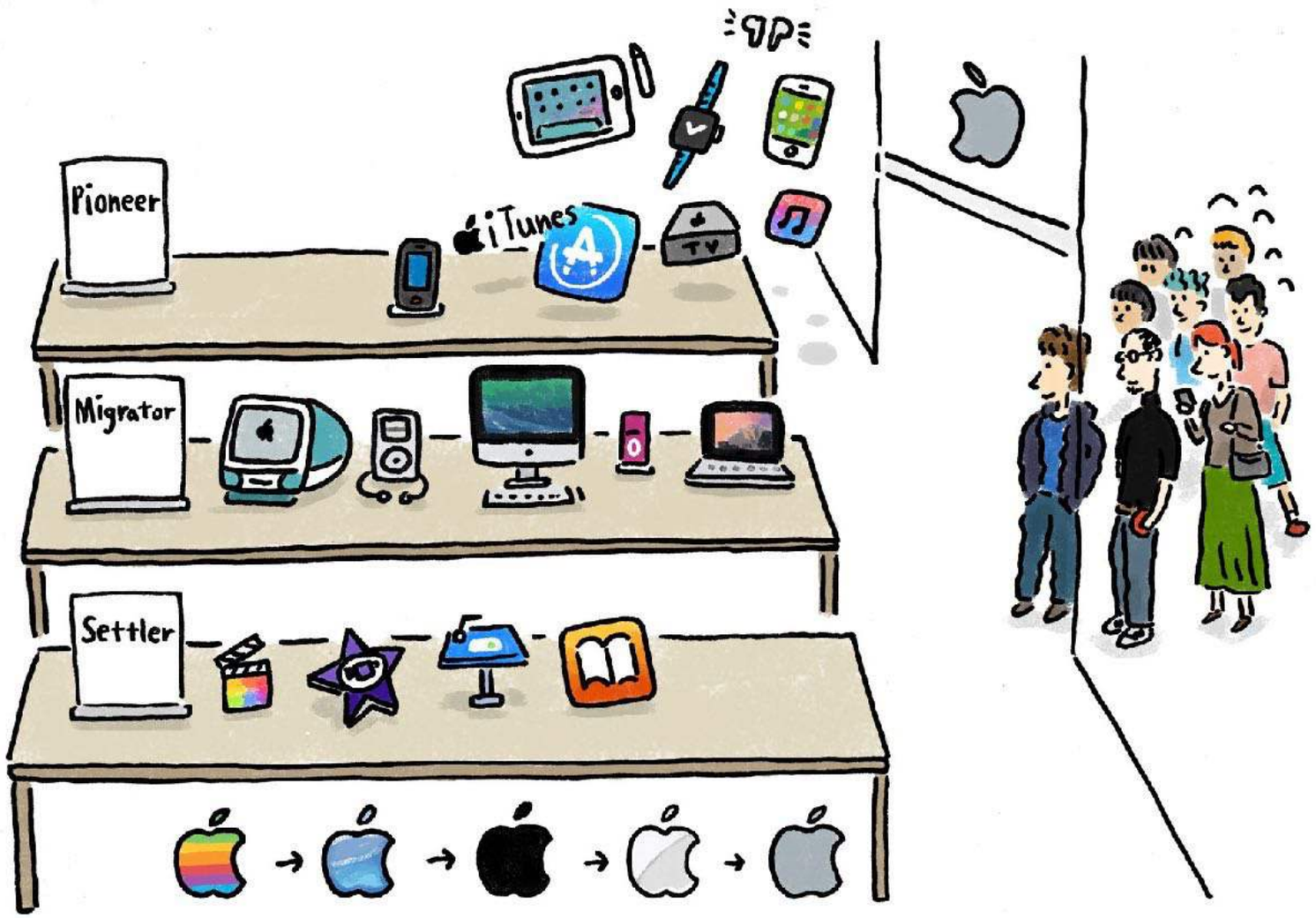
CASE TN LECTURE SLIDES VIDEO

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?

© INSEAD Blue Ocean Strategy Institute

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.

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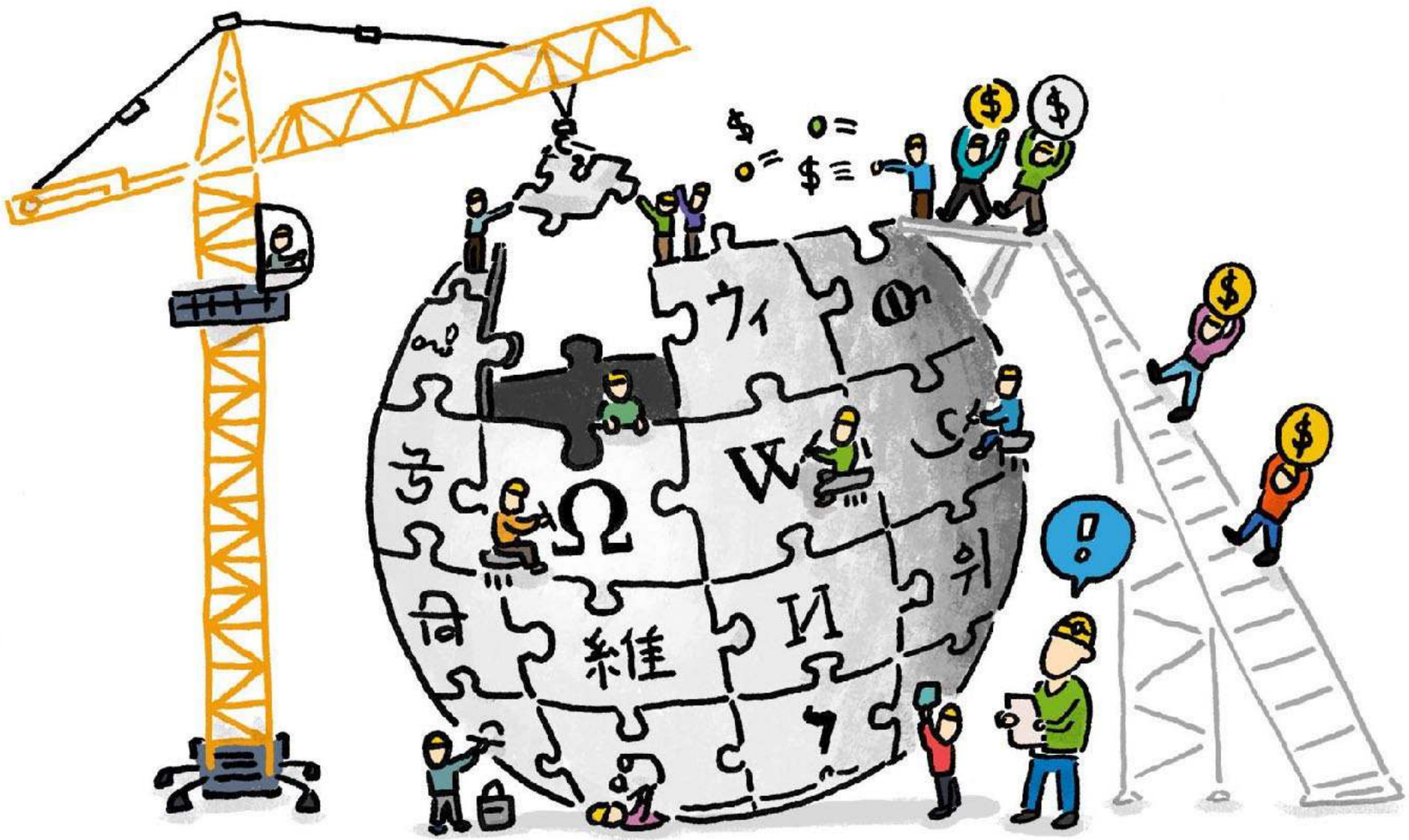
Wikipedia: Making a Blue Ocean Strategic Move that Discourages Imitation



Strategic Alignment

People Proposition

Barriers to Imitation

World

Encyclopedia

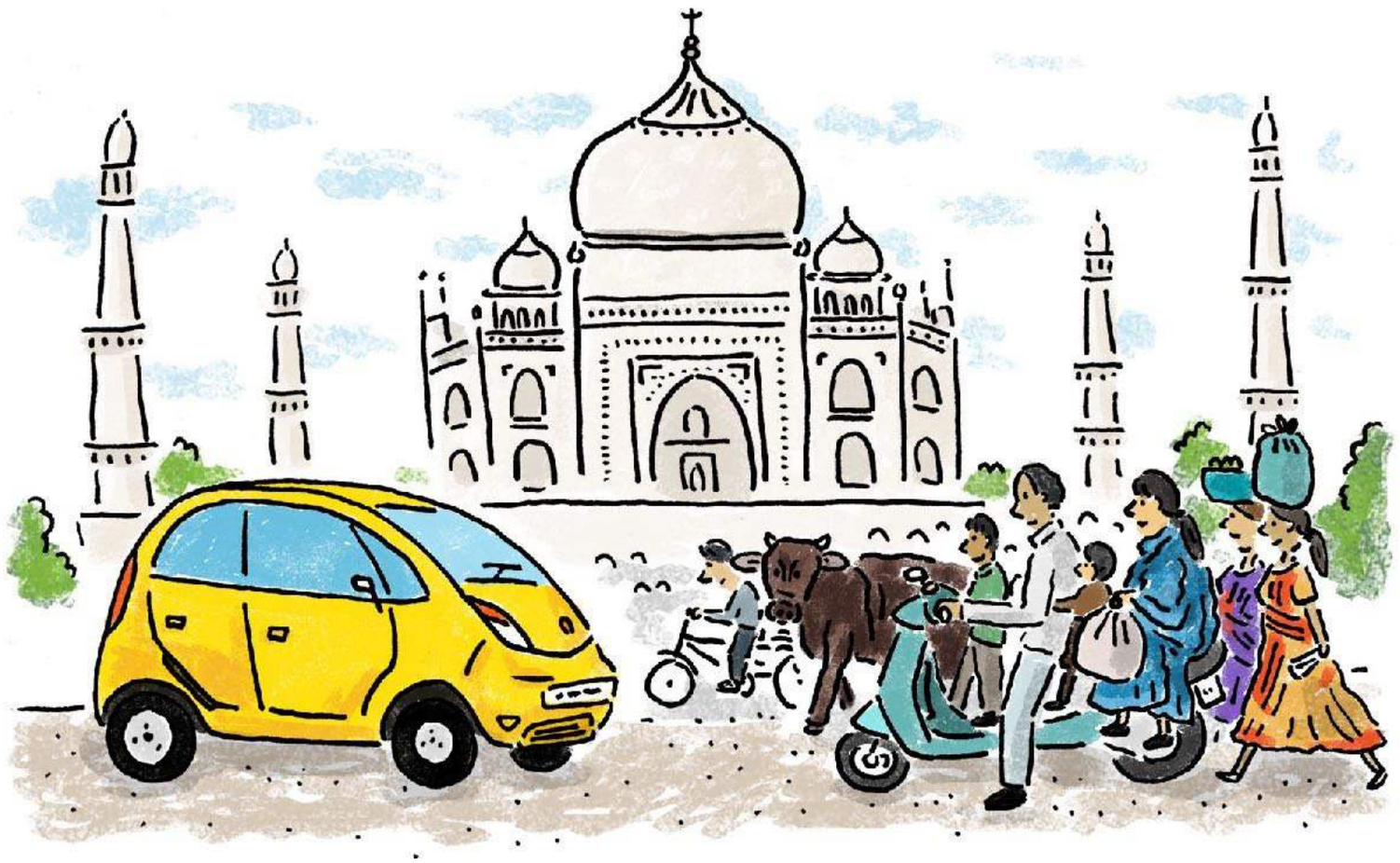
Nonprofit

CASE TN LECTURE SLIDES VIDEO

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.

© INSEAD Blue Ocean Strategy Institute

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.

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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.

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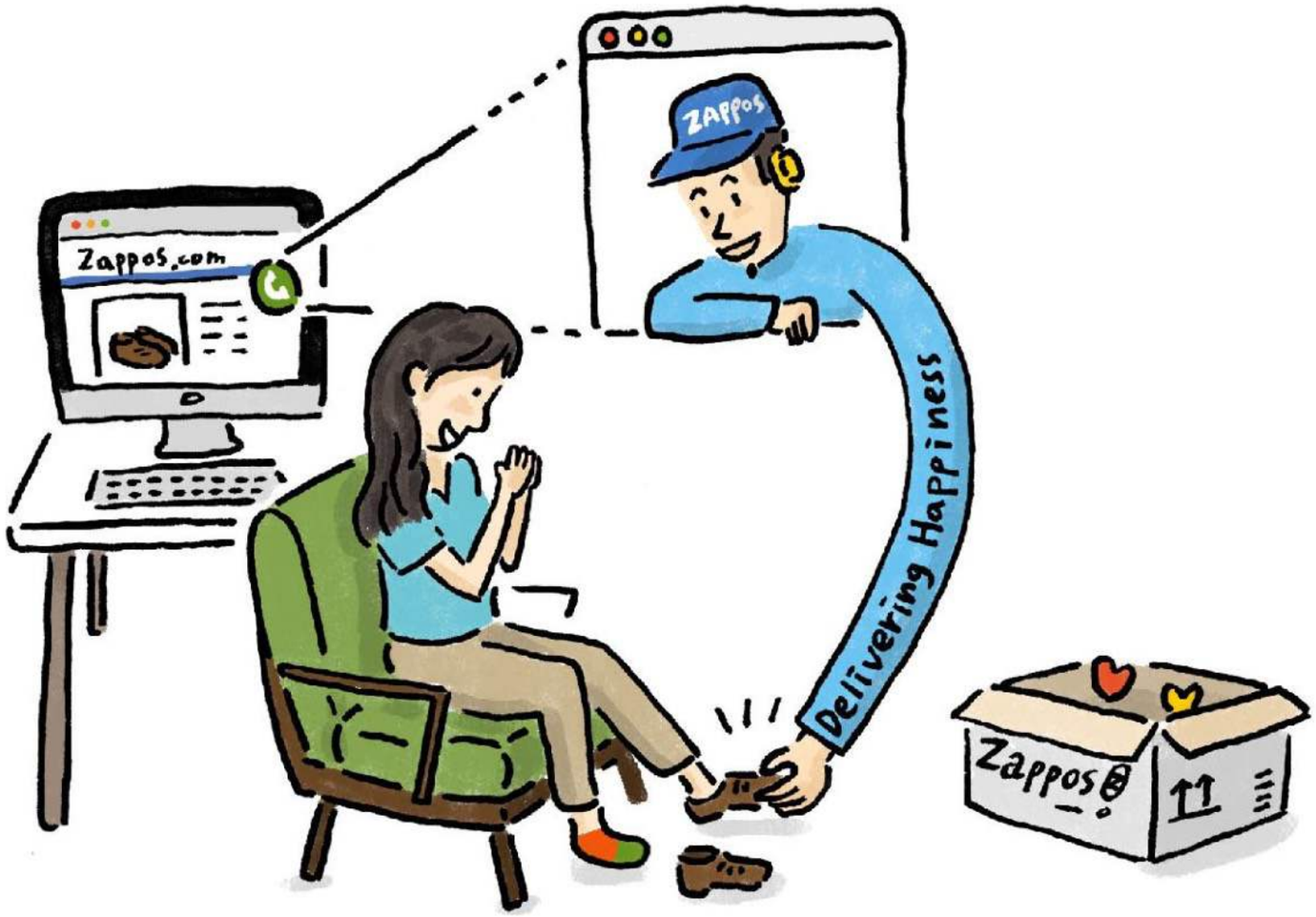
Zappos.com (A): Bring the Shoe Store to Your Home



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?

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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.

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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.

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Healthcare: Rehability, 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 Rehability 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?

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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.

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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.

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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.

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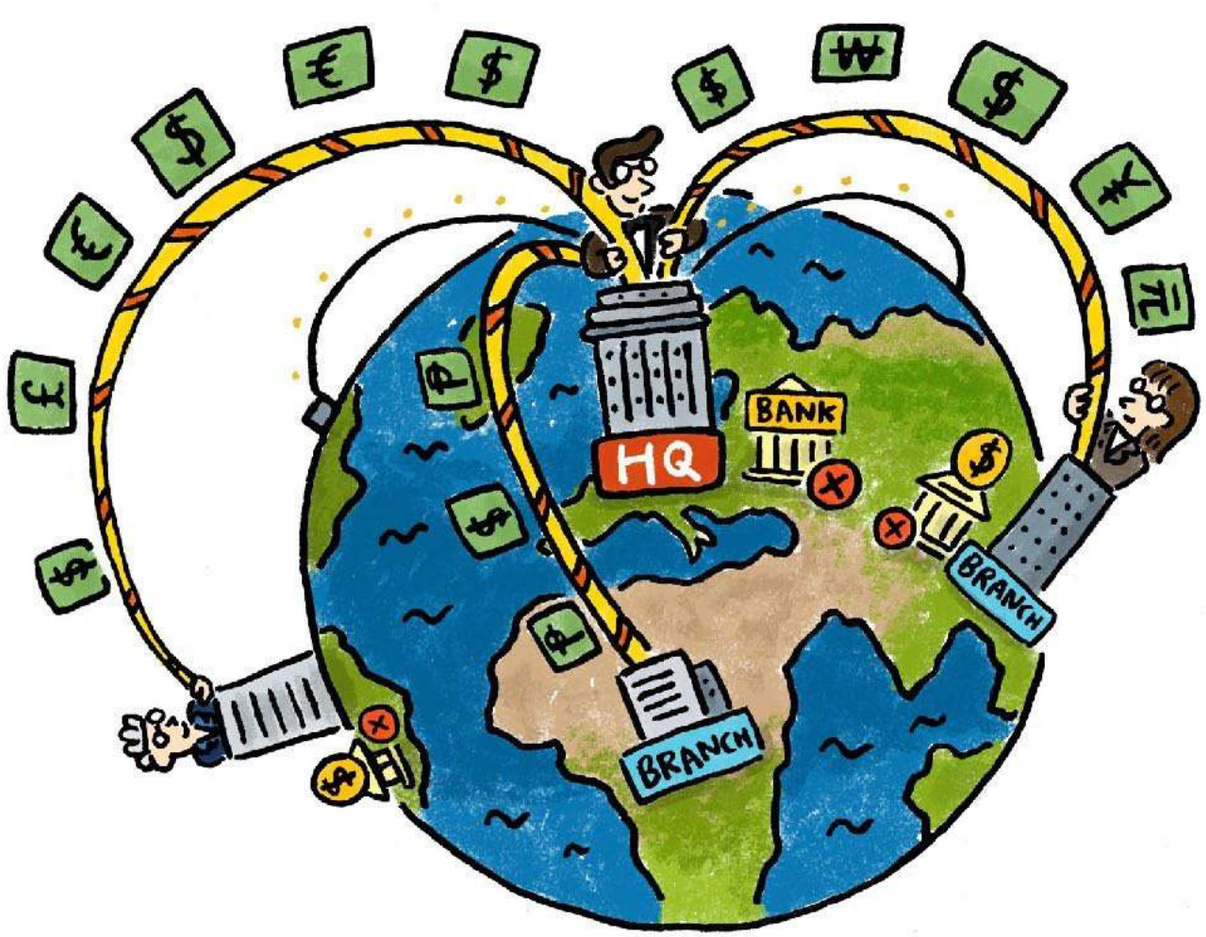
Blue Ocean Finance:

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.

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NTT DoCoMo i-Mode: Value Innovation at DoCoMo

Value Innovation

Commercial Viability

Business Model

Japan

Telecommunication

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.

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

Cirque du Soleil Recreates Live Entertainment

Award Winner

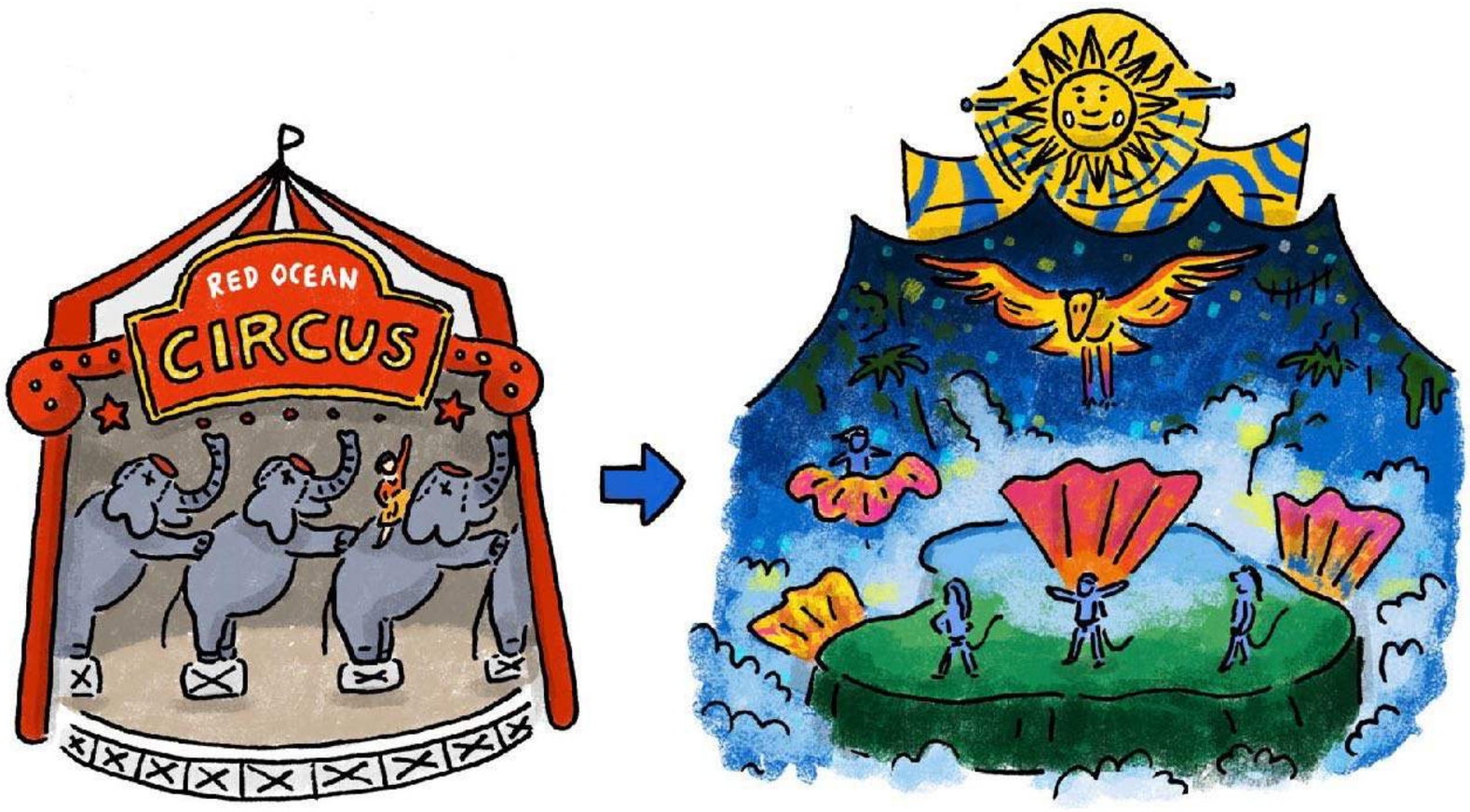
Market Reconstruction

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.

© INSEAD Blue Ocean Strategy Institute

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.

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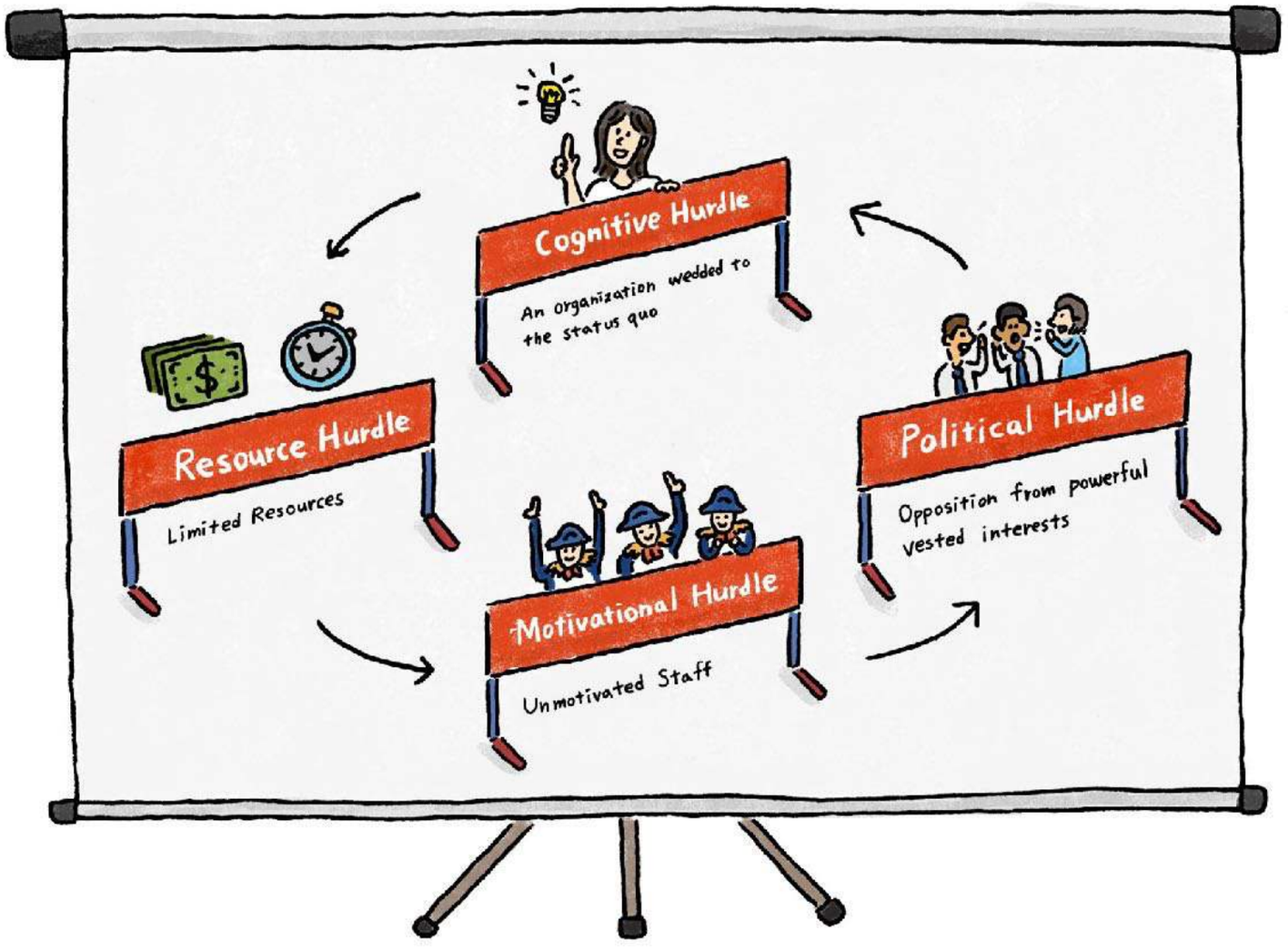
Lecture: How to Implement Blue Ocean Strategy



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.

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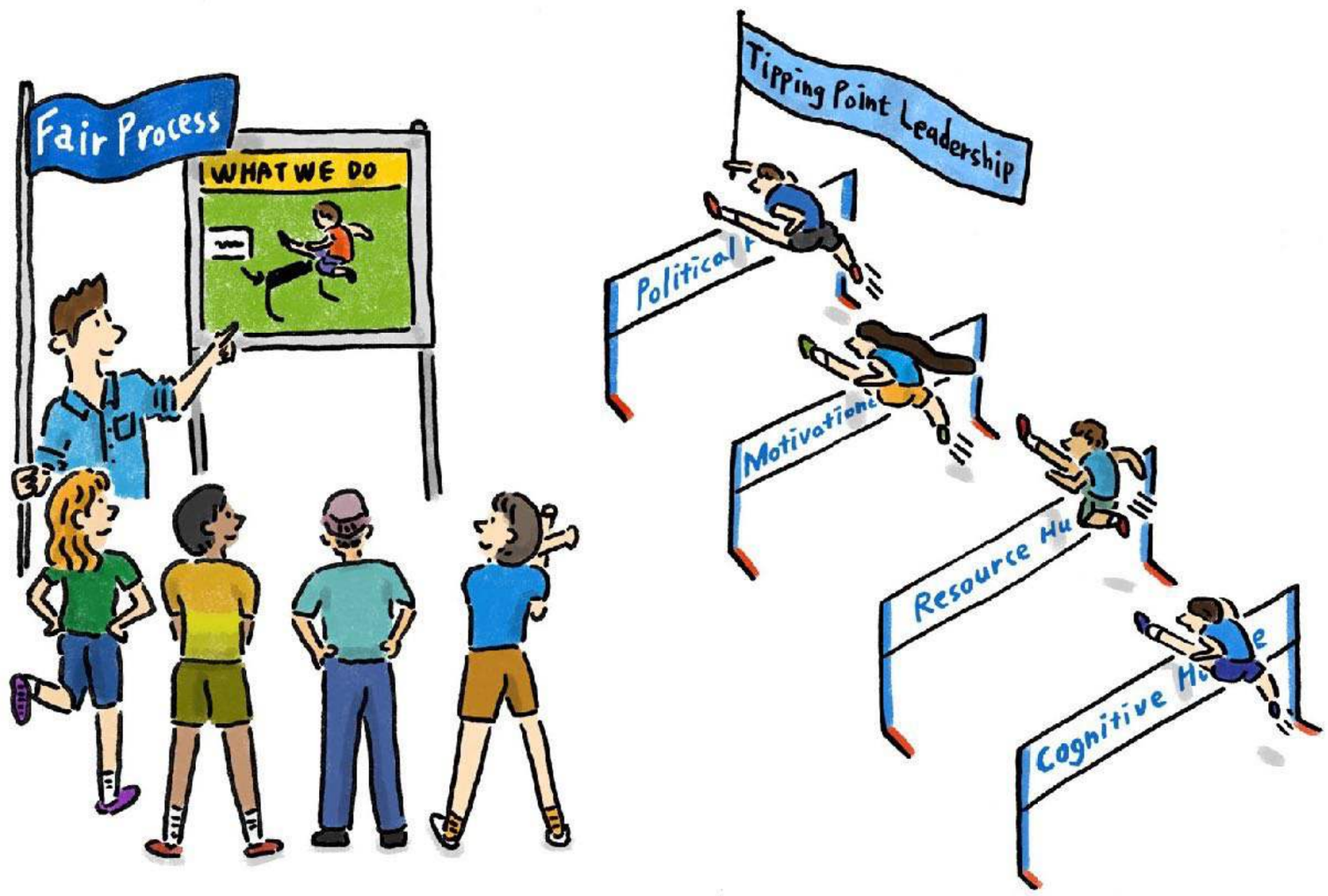
Blue Ocean Strategy Implementation:

Real-Life Learning and an Interactive Game



- Strategy Execution
- Tipping Point Leadership
- Fair Process

CASE

TN

LECTURE SLIDES

FLASH GAME

Exclusive videos incorporated!

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.

© INSEAD Blue Ocean Strategy Institute

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.

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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.

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Napoloen 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.

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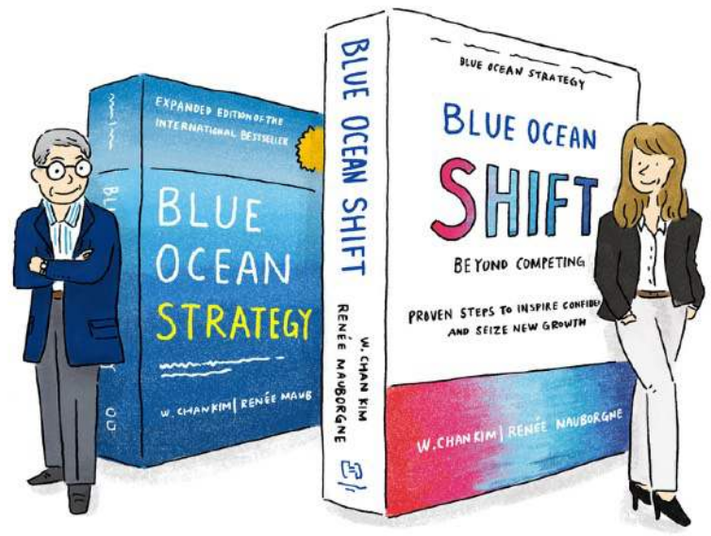

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