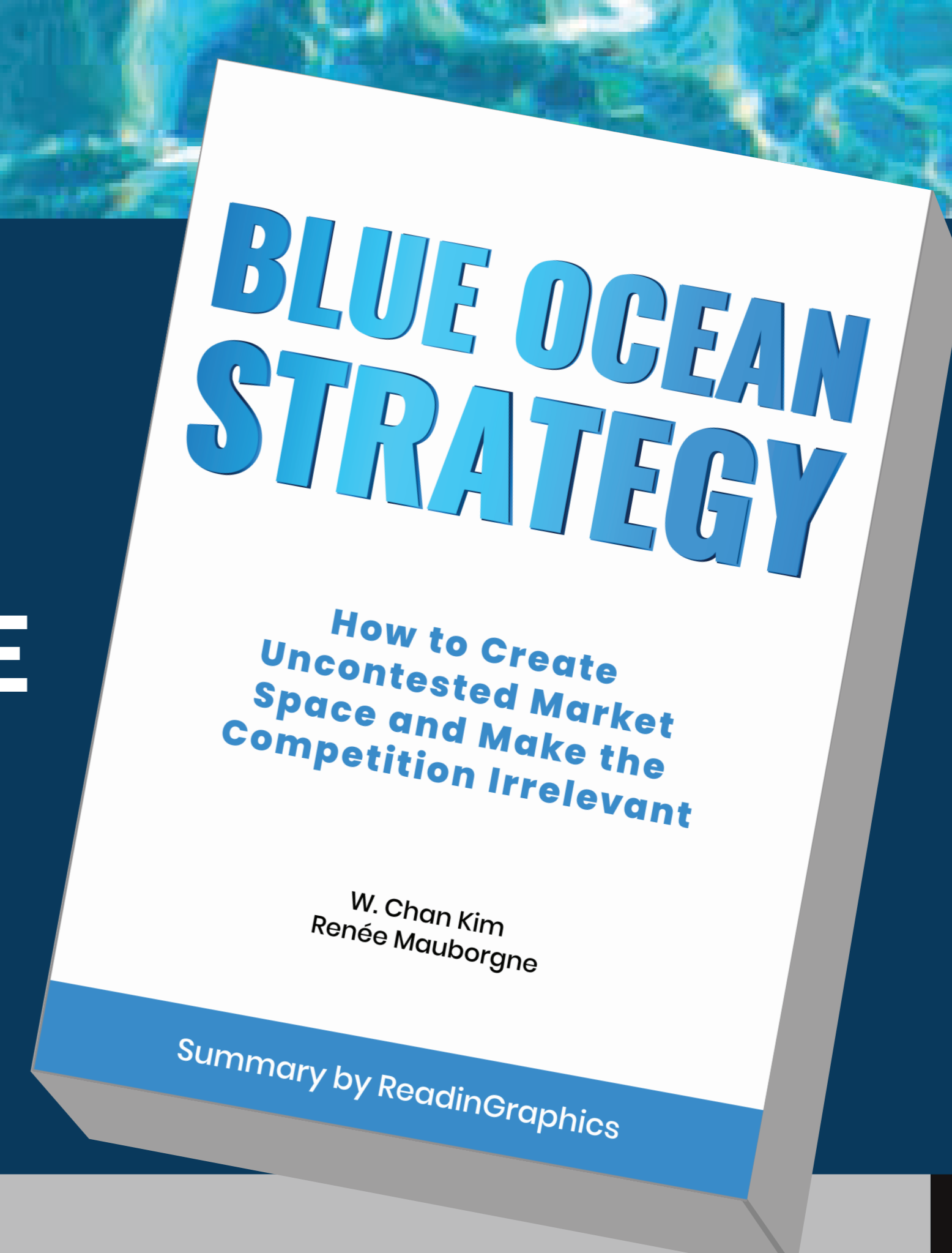


# BLUE OCEAN STRATEGY

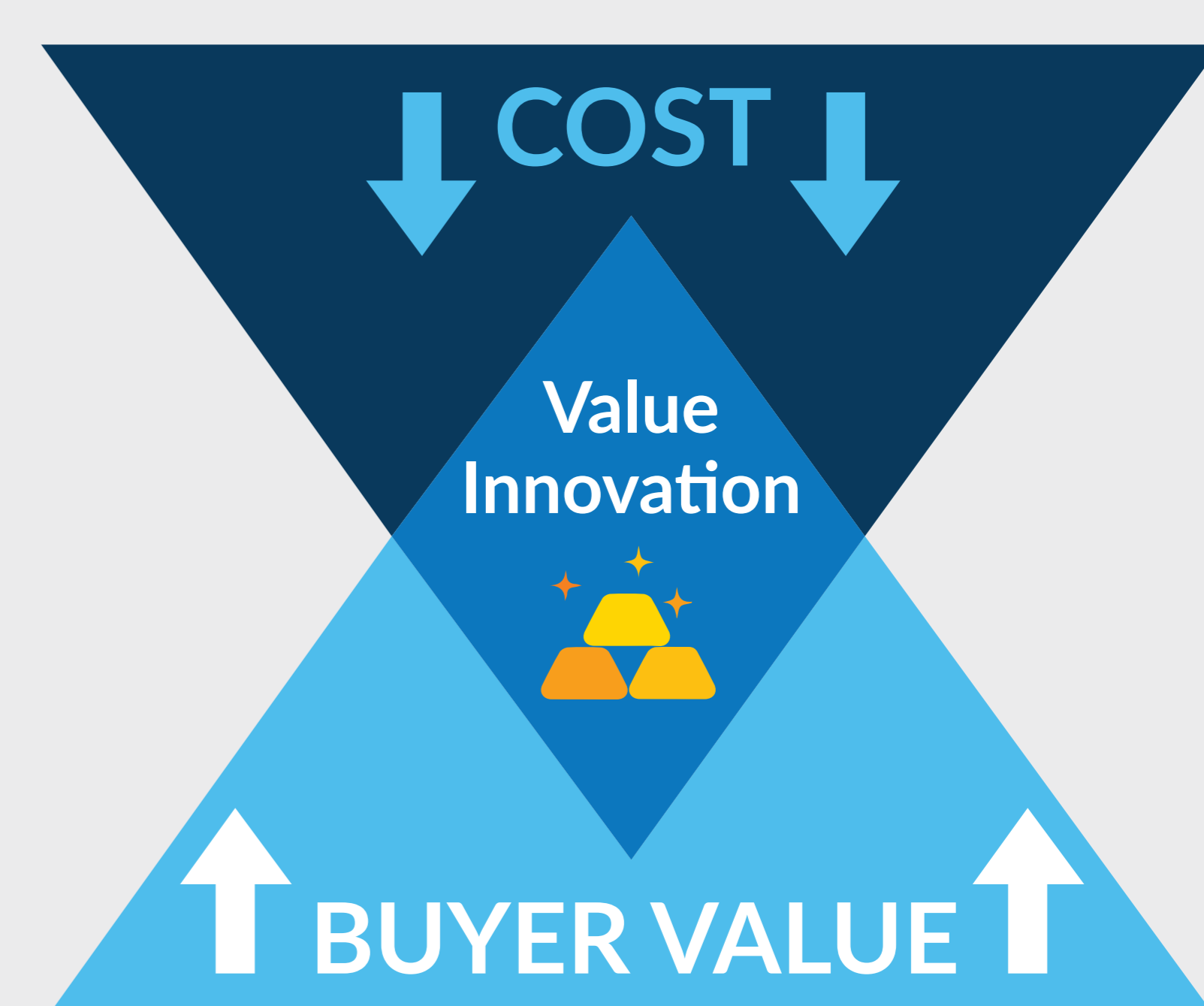
## HOW TO CREATE UNCONTESTED MARKET SPACE AND MAKE THE COMPETITION IRRELEVANT

W. CHAN KIM & RENÉE MAUBORGNE



### THE BIG IDEA

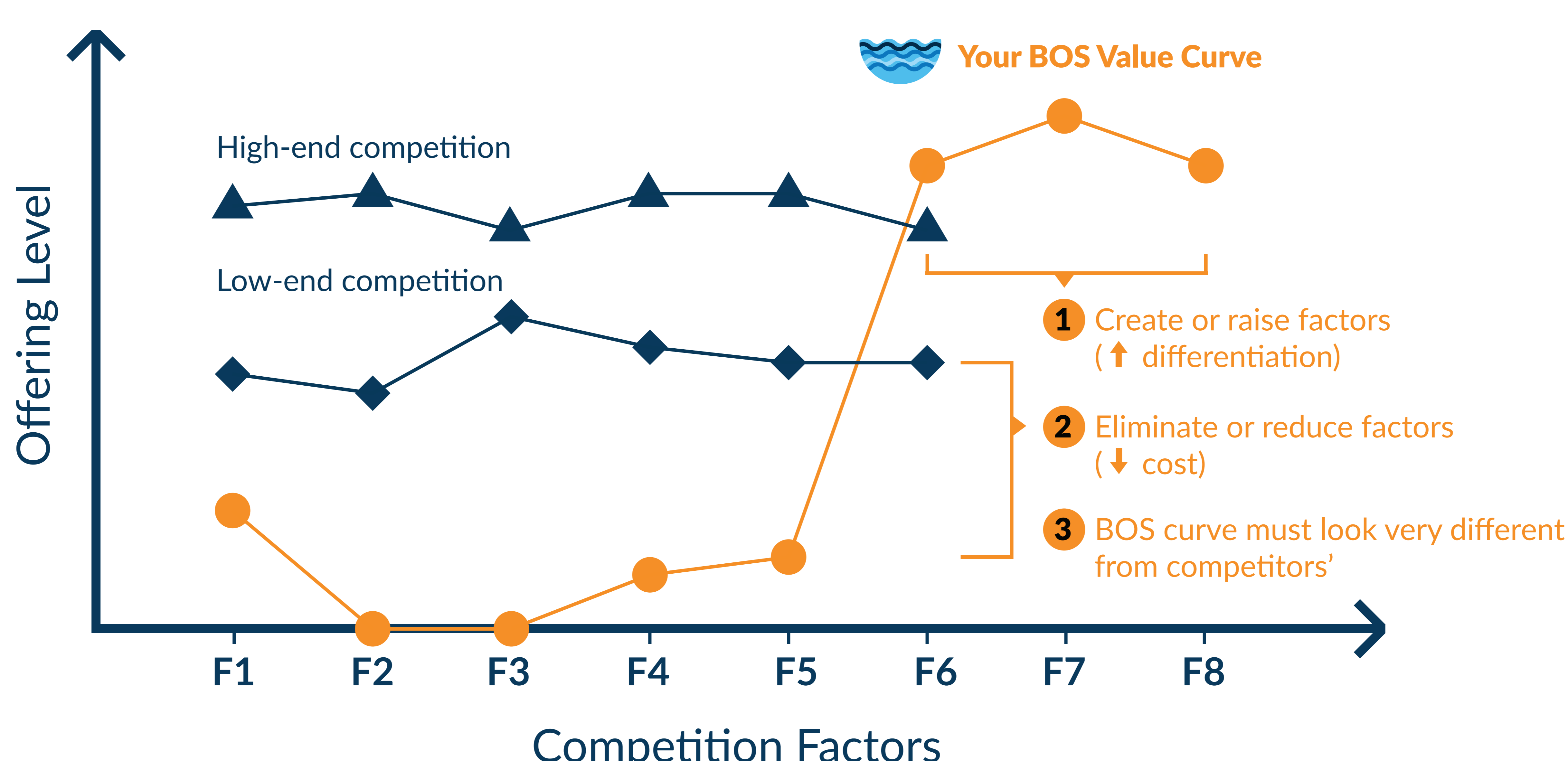
- Don't try to beat the competition in existing market spaces.
- Make competition irrelevant through **value innovation** (i.e. reduce costs and increase buyer value concurrently).
- Create new demand + uncontested market space.



### FORMULATING BOS

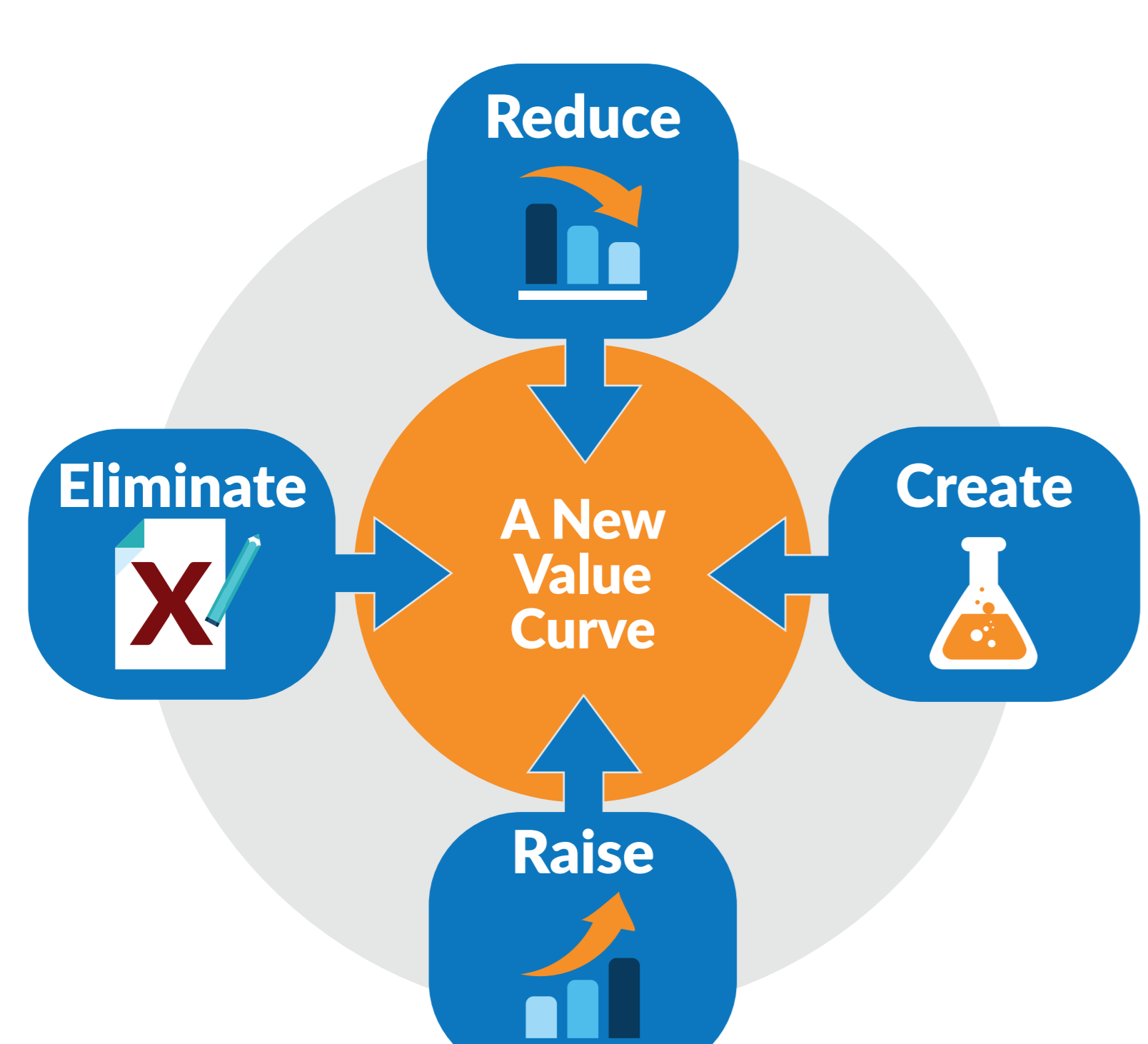
#### Strategy Canvas

A Key Visualization Tool. Use with other tools to develop, refine and execute your BOS.



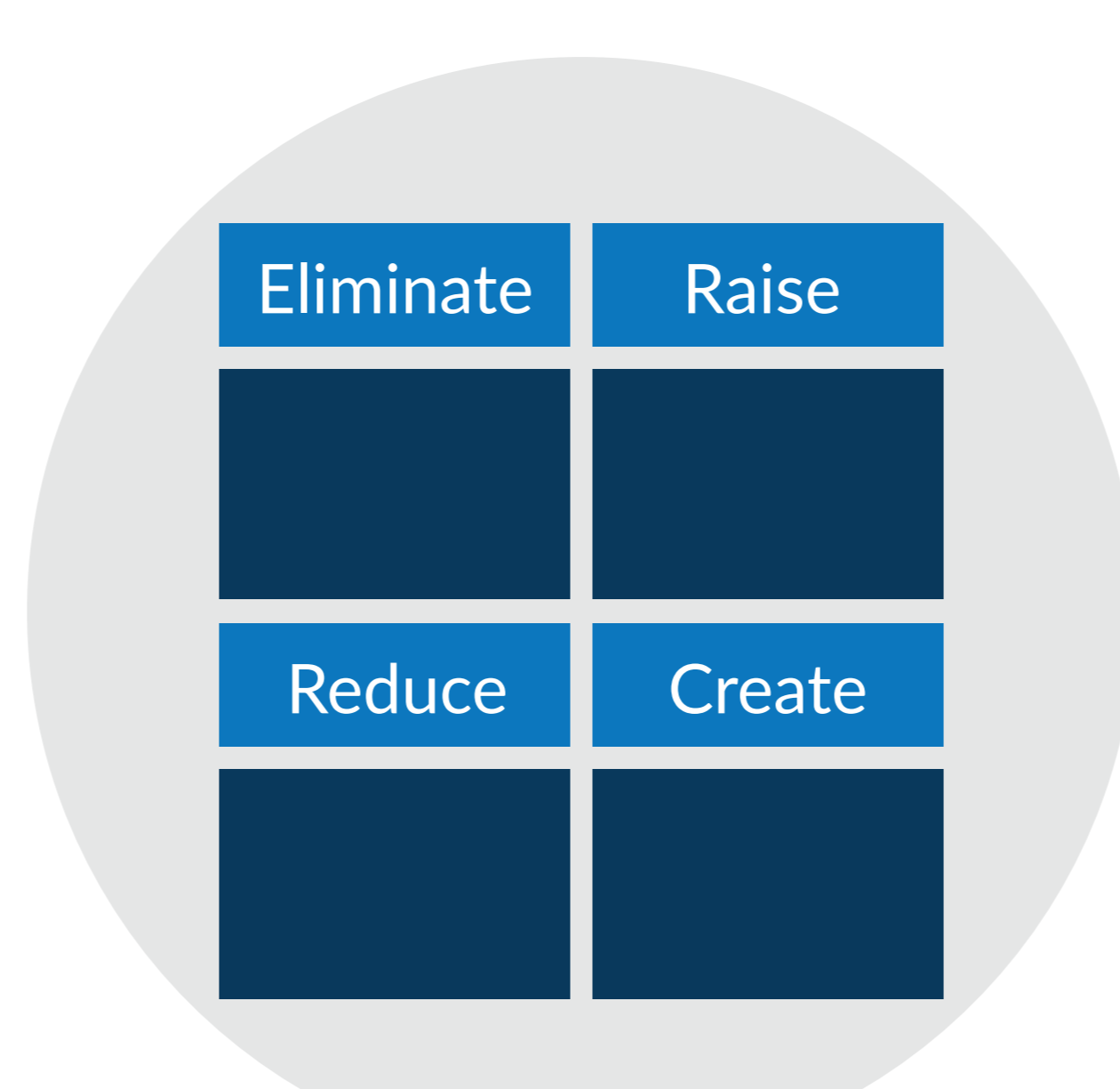
#### Other BOS Tools

Use these tools with the Strategy Canvas to develop and refine your BOS



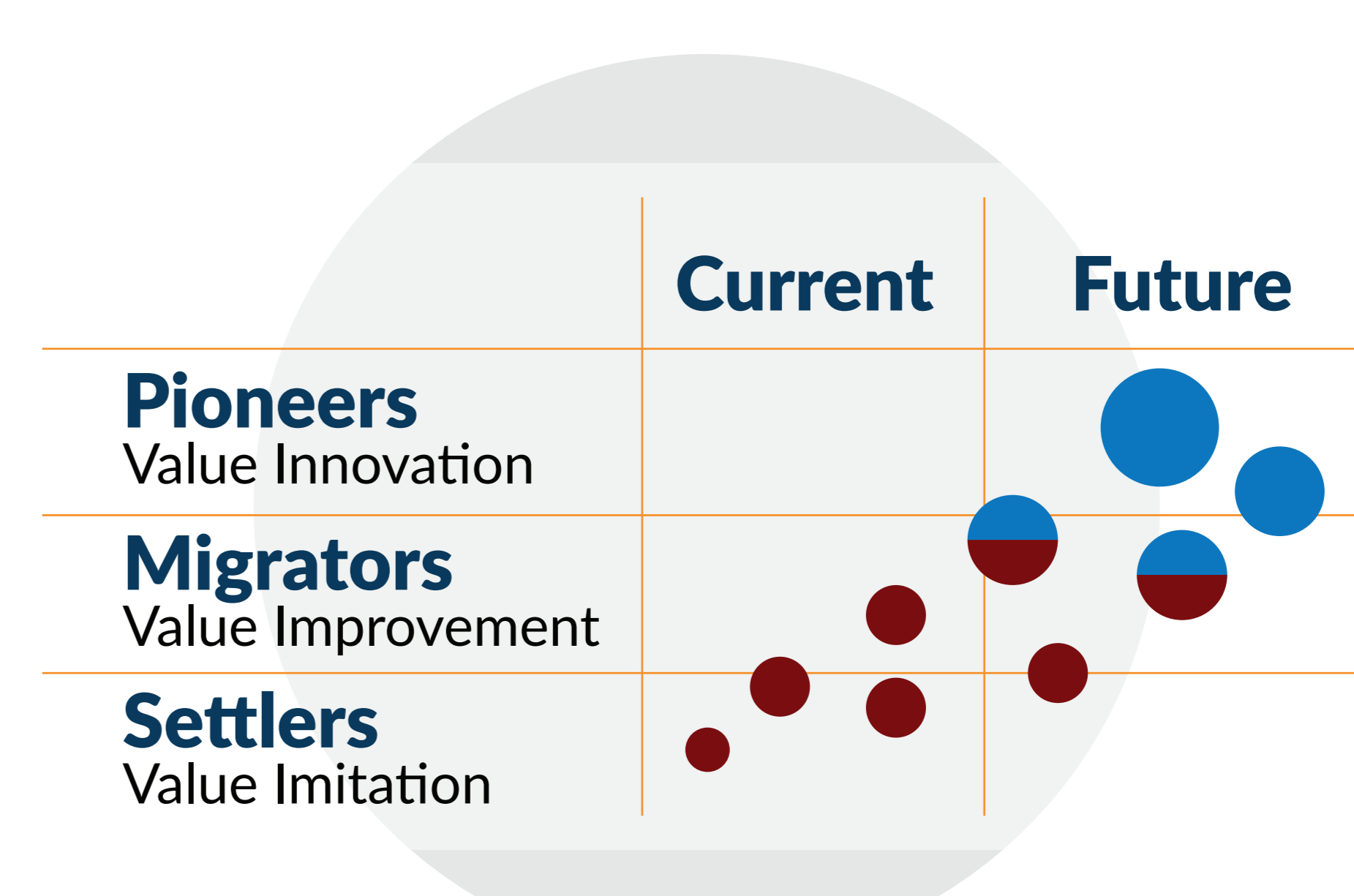
#### 4 Action Framework

Identify product characteristics to ↑ or ↓ focus on.



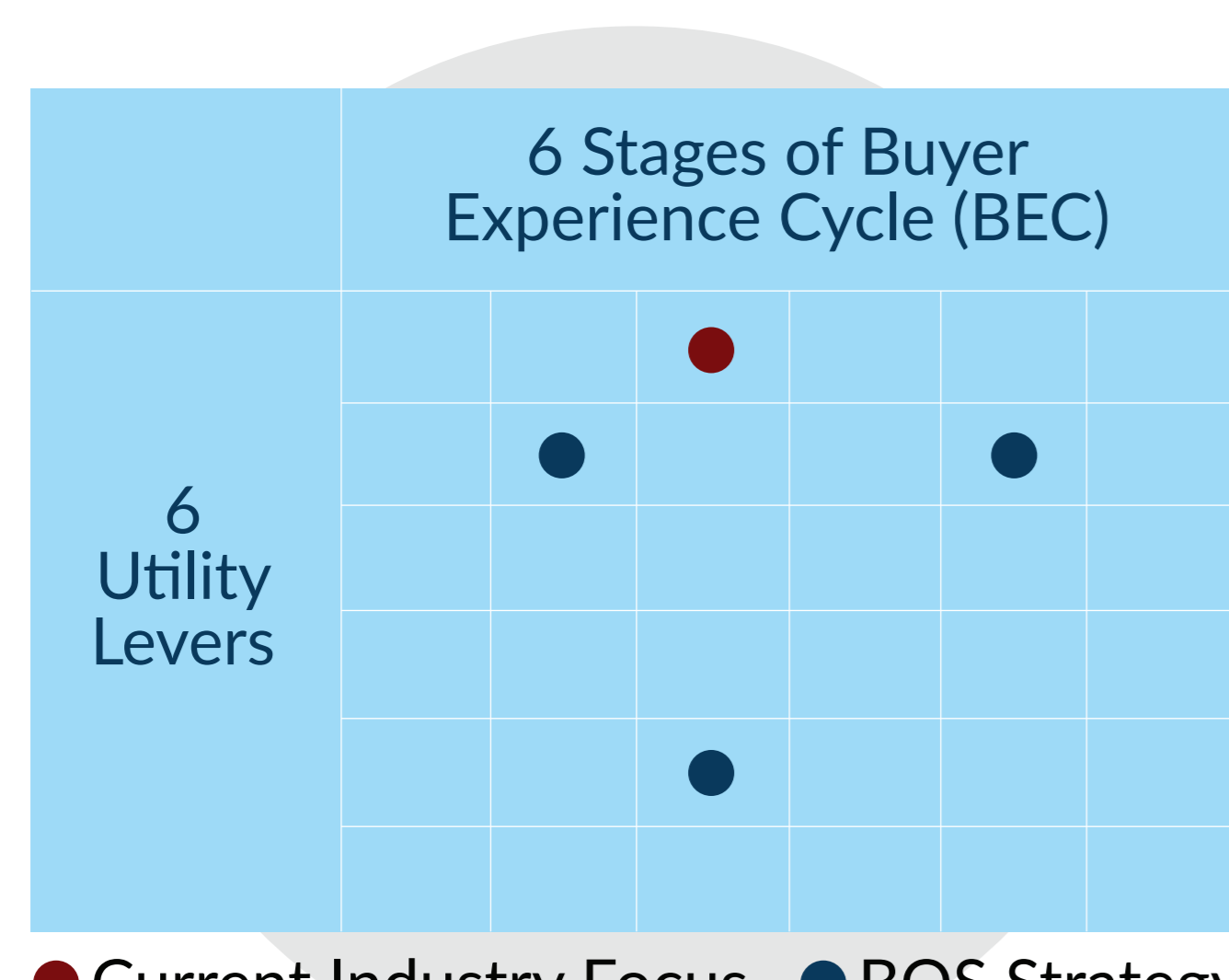
#### ERRC Grid

Specify actions to ↑ or ↓ focus on.



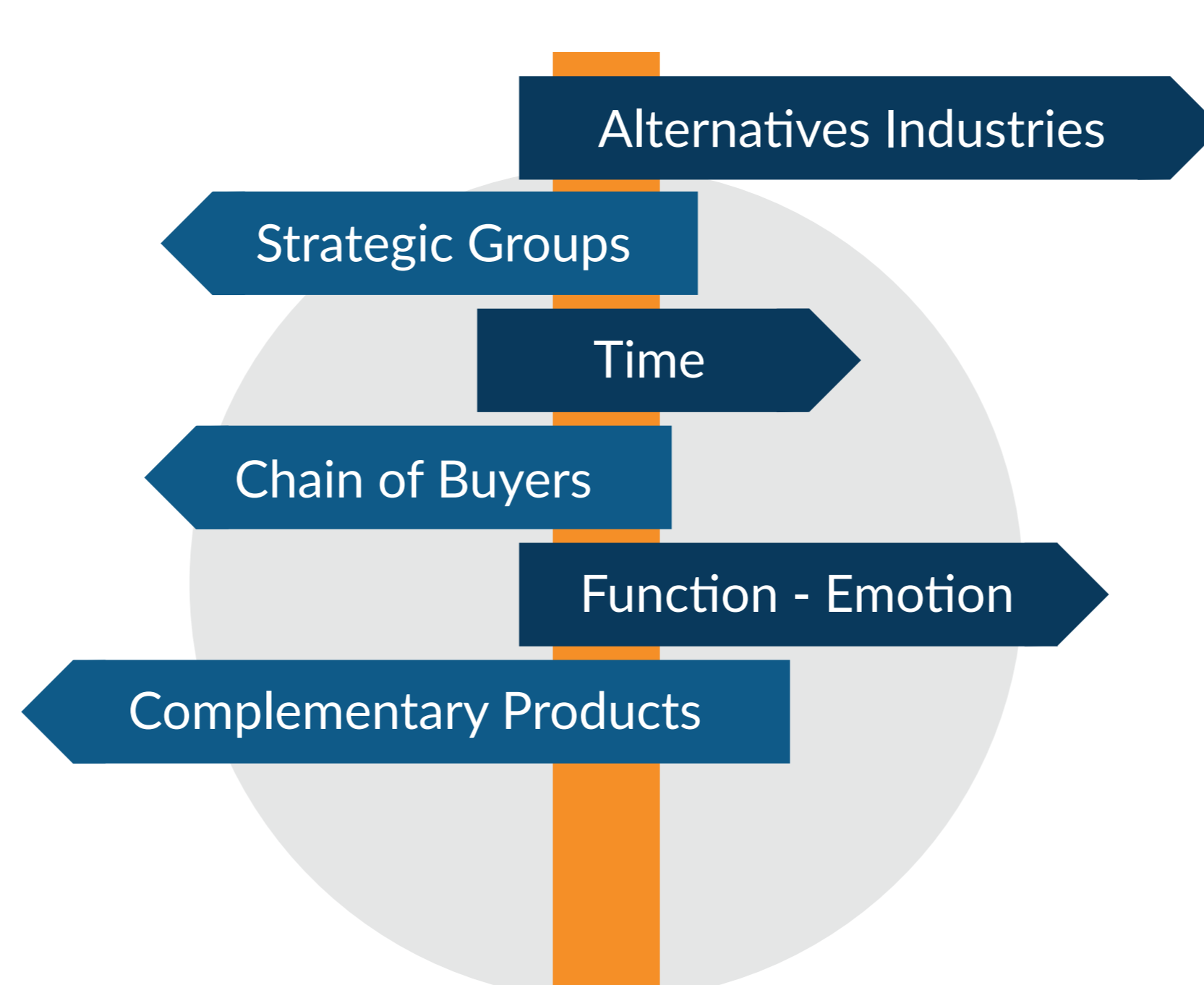
#### PMS Map

Develop a balanced portfolio for cash flow and growth.



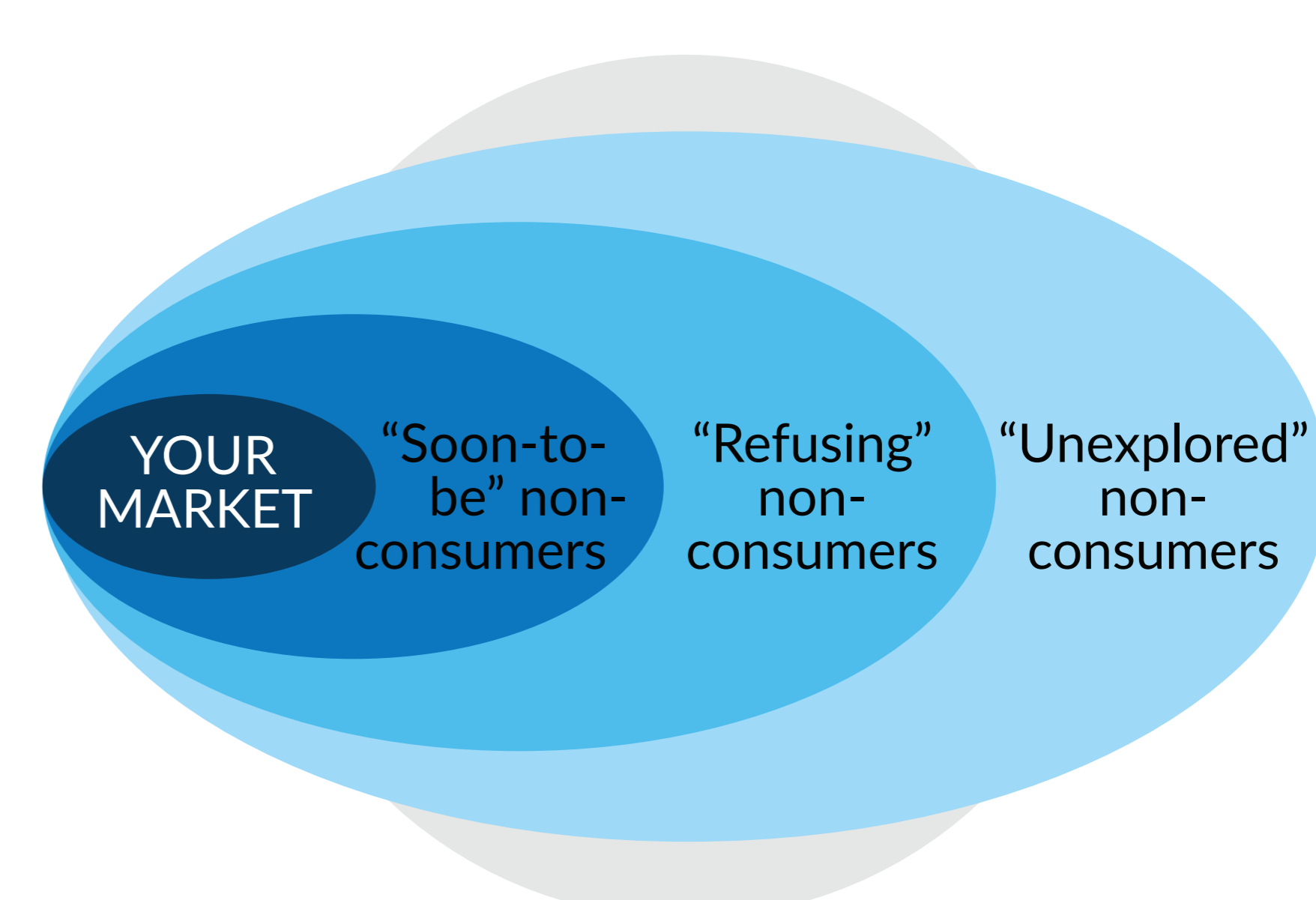
#### Buyer Utility Map

Identify and remove key blocks to utility across the BEC.



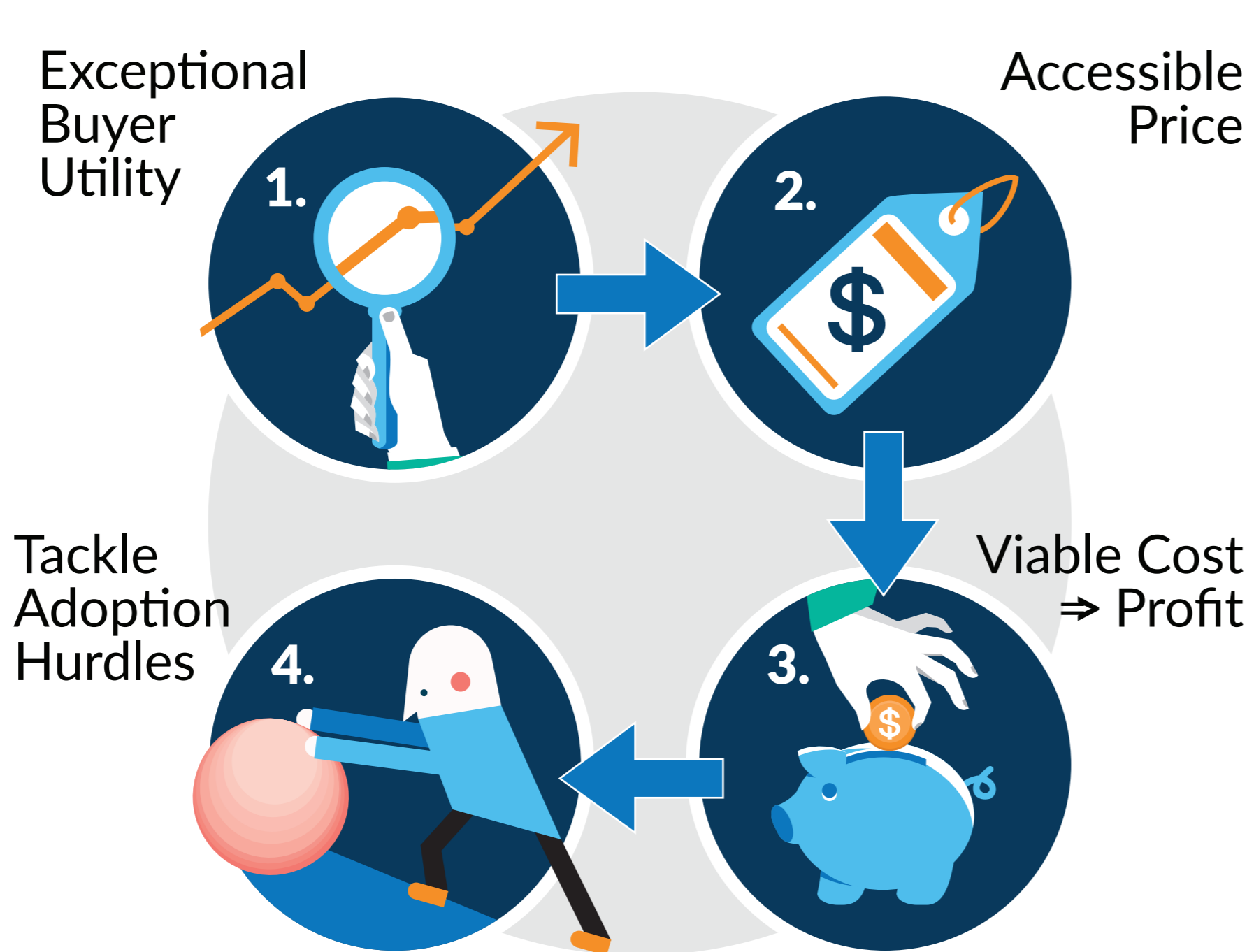
#### Reconstruct Market Boundaries

Look across 6 paths for insights to reconstruct market boundaries.



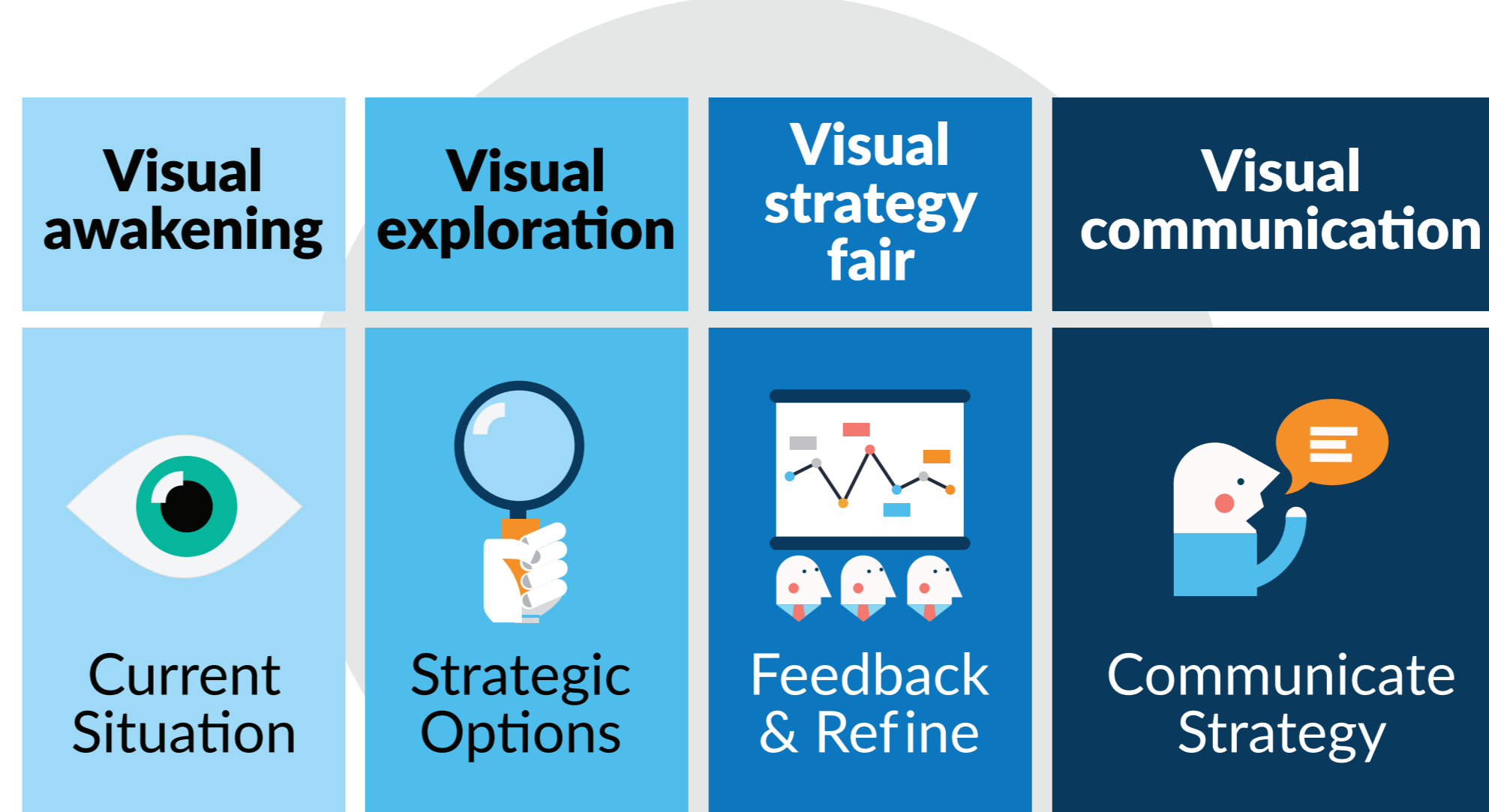
#### New Demand

Go beyond current demand: Explore 3 tiers of non-consumers.



#### Commercial Viability

The idea must pass all 4 steps in sequence.



#### Focus on the Big Picture

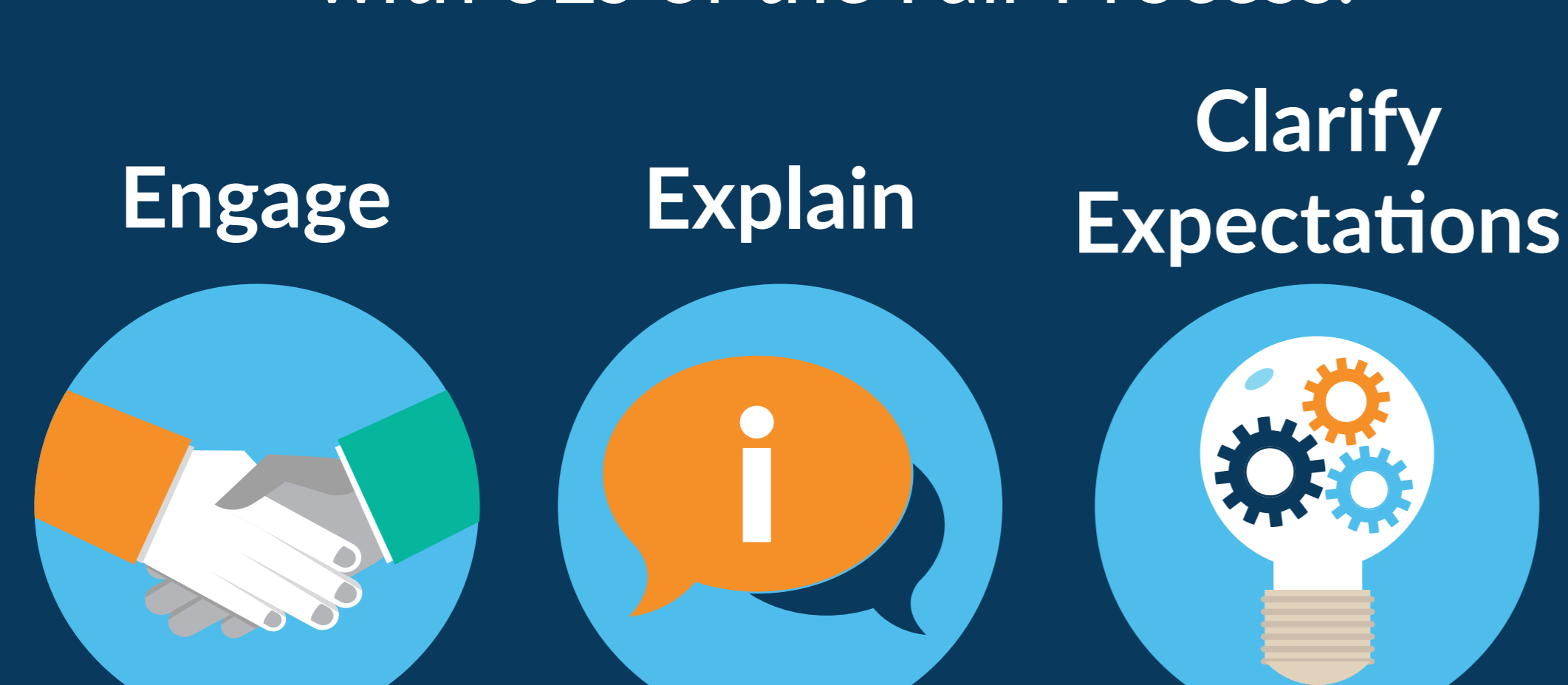
Use visualization to see and communicate the big picture.

### EXECUTING BOS

Use these principles to execute your BOS

#### The Fair Process

Build execution into strategy with 3Es of the Fair Process.



#### Tipping Point Leadership

Overcome 4 key organizational hurdles using TPL to create disproportionate influence.

