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

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

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.
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.
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.
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.
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.
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?
Gaga for Wawa: Blue Ocean Retailing

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.
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.
A Maestro Without Borders: How André Rieu Created the Classical Music Market for the Masses

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?
The Marvel Way: Restoring a Blue Ocean

How did Marvel achieve a dramatic turnaround and produce the most profitable movie franchise in history just over a decade after exiting bankruptcy?
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.
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.
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.
Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth

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.
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.
“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?
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.
Lessons Learned from Noncustomers

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.
Rehability (A) & (B): More than Just Wheelchairs

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?
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?
How about opening a bank account in your local convenient store? What is the strategic logic behind Compte-Nickel’s innovative offering?
Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics

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.
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.
How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers

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.
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.
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.
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.
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.
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.
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.
Scenario Case: Tipping Point Leadership and Fair Process in Action

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.
Self-Diagnostic Tool: Tipping Point Leadership and Fair Process in Action

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.
Napoloen Bonaparte: Victim of Inferior Strategy?

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.
visit blueoceanstrategy.com for more information

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Created by Oh Young KOO, Institute Executive Fellow
INSEAD Blue Ocean Strategy Institute

Illustration by Youngsoo JO
drawround.com
Blue Ocean Shift and Strategy Teaching Materials

Here is a catalogue of blue ocean strategy pedagogical materials, used in over 2,800 universities and in almost every country around the world. We developed various types of teaching materials including paper cases, theory-based video cases and interactive exercises in order to build a deeper understanding of key blue ocean strategy concepts, developed by W. Chan Kim and Renée Mauborgne. As of Oct. 2017, we have 25 cases to present to you. These cases involve different types of business, industry, and company structure. Each case has distinctive learning points on blue ocean strategy and applies different teaching methods. Some cases are available in different languages.

How to use the casebook?

For each case, look for labels in blue and yellow on the synopsis page and be informed on what strategy concepts the case presents (blue label) and which region, industry and business the case deals with (yellow label). Then check the icons to see what teaching materials are available for the case concerned.

How to get the materials?

Mouse over and click the title to access each case. Go to www.blueoceanstrategy.com/teaching-materials to browse all.
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