

COMPLETE LIST OF TEACHING MATERIALS

CASE**Drybar: No Cut. No Colors. Just Blowouts!****ABSTRACT**

Drybar was launched in 2010 with the tagline of “No cuts. No color. Just Blowout!” by a hair stylist Alli Webb and her brother, Michael Landau. Blowout service had long been provided in most hair salons, but it was considered an add-on service or an infrequent stand-alone service request that did not incur a significant and consistent revenue stream. Yet Alli recognized an untapped business opportunity in blowout services and she turned this opportunity into a \$ 70 million business with 55 locations across the United States in just five years. The case will look into how Drybar changed the concept of professional blow-drying service and made it so compelling to all women regardless of their age or job.

The case is composed of a two-part series. Part A describes the industry landscape of the American beauty salon industry in 2008, before Drybar entered the scene. Part B illustrates how Drybar was conceived with a different strategic approach and what made Drybar stand out from conventional hair salons while achieving lower costs. Part B is written as a cartoon storybook, which makes it both informative and emotionally engaging.

CASECase AHarvard: [IN1246-PDF-ENG](#)Case Centre: [no. 316-0277-1](#)INSEAD: [08/2016-6237](#)Case BHarvard: [IN1247-PDF-ENG](#)Case Centre: [no. 316-0277-1B](#)INSEAD: [08/2016-6237](#)**ACCOMPANYING MATERIALS****Video Clip and Lecture Slides**Available for free download at [blueoceanstrategy.com](#)**TEACHING NOTE**

Drybar: No Cut. No Colors. Just Blowouts!

Harvard: IN1248-PDF-ENG

Case Centre: [no. 316-0277-8](#)

INSEAD: 08/2016- 6237

CASE**Compte-Nickel: Creating New Demand in the Retail Banking Sector****ABSTRACT**

The case entitled “Compte-Nickel: Creating new demand in the retail banking sector” explains how Compte-Nickel founded a blue ocean in the crowded French retail banking sector by identifying noncustomers and developed a strategy to attract them. The case shows that traditional banks focused on developing financial technology to make their offerings more appealing whereas Compte-Nickel created a blue ocean by looking at the noncustomers the other banks ignored: low income earners and people facing financial exclusion. Creating substantive blue ocean businesses requires companies to look to noncustomers instead of concentrating on existing customers: this is a core foundation of value innovation. Rather than focus on customer differences businesses need to break the cost-value tradeoff by increasing buyer value while decreasing cost. This reorientation allows companies to reach beyond existing demand to unlock a new mass of customers that did not exist in the traditional market.

CASE

Harvard: [IN1242-PDF-ENG](#)
 Case Centre: [no. 316-0167-1](#)
 INSEAD: [07/2016-6235](#)

ACCOMPANYING MATERIALS

Video (interview) and Lecture slide
 Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Compte-Nickel: Creating New Demand in the Retail Banking Sector
 Harvard: IN1243-PDF-ENG
 Case Centre: [no. 316-0167-8](#)
 INSEAD: 07/2016-6235

CASE**The Marvel Way: Restoring a Blue Ocean****ABSTRACT**

The Marvel Way: Restoring a Blue Ocean explains one of the greatest turnarounds in modern business history. This case comes with a two-part video interview with CEO Peter Cuneo who launched a Blue Ocean.

Founded in 1939, Marvel Comics initially struggled in a red ocean producing primarily me-to knock-off comic books. In the early 1960’s the business took a blue ocean turn by focusing on noncustomer college students. Marvel invented characters that were people first and superheroes second: Spider-Man, The Hulk, Iron Man, the X-Men. The business thrived. By the 1980’s value extractors took over Marvel, badly misaligning value, profit, and people. In late 1996 Marvel filed for bankruptcy, a victim of red ocean management practices. New management purchased the business out of bankruptcy in 1998 but faced a daunting task: Marvel owed \$30 million in annual interest payments on a \$250 million loan, cash was so tight that they almost missed payroll, and movie rights for many of their best characters were licensed to others.

First managers stabilized the business then Marvel created a new type of blue ocean that went on to produce the most profitable movie franchise in history. Just over a decade after exiting bankruptcy a debt-free Marvel sold itself to Disney for \$4.2 billion.

<p>CASE</p> <p>Harvard: IN1182-PDF-ENG Case Centre: no. 316-0075-1 INSEAD: 08/2016-6205</p>	<p>ACCOMPANYING MATERIALS</p> <p>Videos (Interview) and Lecture slide Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>The Marvel Way: Restoring a Blue Ocean Harvard: IN1183-PDF-ENG Case Centre: no. 316-0075-8 INSEAD: 04/2016-6205</p>
<p>CASE</p> <p>Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics</p>		
<p>ABSTRACT</p> <p>The case describes how Justin Trudeau came from a seemingly hopeless third place (in the party rankings) to win a stunning majority and become Canada’s 23rd prime minister. Trudeau’s win is analysed through a Blue Ocean lens, showing how 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.</p>		
<p>CASE</p> <p>Harvard: IN1133-PDF-ENG Case Centre: no. 315-342-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Video clip and Lecture slide Available for free download at www.blueoceanstrategy.com</p> <p>Background Note Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics Case Centre: no. 315-341-1 Harvard: IN1132-PDF-ENG</p>	<p>TEACHING NOTE</p> <p>Justin Trudeau Wins 2015 Canada Election: Creating a Blue Ocean in Politics Harvard: IN1134-PDF-ENG Case Centre: no. 315-342-8</p>

CASE**Blue Ocean Finance: The Evolution of Corporate Treasury Operations in the 21st Century****ABSTRACT**

As a result of globalization, multinational corporations (MNCs) have had to deal with increasing business complexity and market friction as well as higher integration costs to maintain their organizational structures. To sustain their operations and better consolidate their global resources and businesses, MNCs need to determine and consolidate their borders in a way as to ensure that the benefits of integration exceed the costs. In this course, their corporate treasury functions have experienced three stages of major evolution in the 21st century. In the first stage, MNCs improved the efficiency of cash and other existing treasury factors to reduce costs. In the second stage, MNCs started to consider factors that were traditionally unassociated with treasury operations, working to extend their treasury functions to the management of business flows. In the third stage, MNCs went beyond the first two steps to pursue what we call “blue ocean finance” by creating a centralized structure and building their corporate treasury center into a full-fledged financial service center. The institutionalization of payment and lending services – the two fundamental services offered by the banking industry – within the boundary of MNCs, allowed MNCs to provide global financial and other services to their subsidiaries internally in a much more effective manner than external banks while significantly lowering costs, thereby achieving value innovation.

CASE

Harvard: [INS796-PDF-ENG](#)
Case Centre: [n° 114-057-1](#)

ACCOMPANYING MATERIALS

N/A

TEACHING NOTE

Blue Ocean Finance: The Evolution of Corporate Treasury Operations in the 21st Century
Harvard: [INS797-PDF-ENG](#)
Case Centre: [n° 114-057-8](#)

CASE**Rehability (A): The Highly Regulated German Medical Supplies Industry'****ABSTRACT**

Executives in heavily regulated industries often feel their hands are tied by rules and regulations which some claim to even interfere with their ability to innovate. As such, it is not uncommon to find regulated firms competing in the same way for decades without ever challenging the status quo. The case “Rehability (A)” describes the conditions of the highly regulated medical supplies industry in Germany and shows how traditional players, bounded by the conventional logic about how to compete in such an industry, focused on providing the lowest-cost standardized products and the widest range of ancillary supplements in stores while overlooking the pain points experienced by users of these products, thereby trapping themselves in an ever intensifying and price-based competition.

<p>CASE</p> <p>Harvard: n° INS265-PDF-ENG Case Centre: n° 313-314-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>The Highly Regulated German Medical Supplies Industry (A) - Reability (B): More than Just Wheelchairs Harvard: n° INS267-PDF-ENG Case Centre: n° 313-314-8</p>
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CASE
Reability (B): More than Just Wheelchairs

ABSTRACT

The case “Reability (B)” illustrates how one firm created a blue ocean of new market space in the highly regulated and competitive German medical supplies industry in the early 1990s. By asking a different set of strategic questions, Reability, a German medical supplies company, shifted the focus of the industry and reconstructed market boundaries by looking across the chain of buyers, across the emotional-functional orientation of the industry, and across complementary product and service offerings. In so doing, Reability was able to uncover and address a whole set of pain points of wheelchair users, create an unprecedented offering for them and at the same time set itself on a growth trajectory even while other medical supply stores and medical supply manufacturers struggled to survive against rapidly deteriorating industry conditions.

<p>CASE</p> <p>Harvard: n° INS266-PDF-ENG Case Centre: n° 313-315-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>The Highly Regulated German Medical Supplies Industry (A) - Reability (B): More than Just Wheelchairs Harvard: n° INS267-PDF-ENG Case Centre: n° 313-314-8</p>
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CASE
Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth

ABSTRACT
 This case describes Tata Motors' strategic move to create and launch the Tata Nano and explores the successes and setbacks of the Tata Nano team in actualizing the strategic move. The case with the accompanying teaching note first reviews how the Tata Nano was conceived based on noncustomer insights from an alternative industry – the two-wheeler market and how a strategic price was set against alternatives to capture the mass of target buyers. It then shows how the Tata Nano team started with this excellent value proposition to attain a viable profit proposition by pursuing target costing based exceptional buyer utility and the strategic price. Finally, it examines different components of the Tata Nano’s people proposition to identify the major causes of the setback in executing the strategic move, illustrating the importance of matching excellent value and profit propositions with an equally strong people proposition in ensuring the successful execution of a blue ocean strategy. The case is accompanied by a three-part theory based movie, which longitudinally tracks the Tata Nano strategic move from conception to execution based on first-hand research and face-to-face interviews.

CASE	ACCOMPANYING MATERIALS	TEACHING NOTE
Harvard: n° INS262-PDF-ENG Case Centre: n° 317-0016-1	Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	Tata Nano: The People's Car that Promises to Reconstruct the Automobile Industry Harvard: n° INS263-PDF-ENG Case Centre: n° 317-0016-8

CASE
The Nintendo Wii: Lessons Learned from Noncustomers

ABSTRACT
 The case entitled, 'The Nintendo Wii: Lessons Learned from Noncustomers' illustrates that if companies wish to tap into latent demand and create organic growth, they must learn from noncustomers. The case demonstrates that if Nintendo attempted to compete head-to-head against the Sony PlayStation and Microsoft X-box they would likely have been further marginalized in the game console industry. Instead, Nintendo looked to the gaming industry’s noncustomers for insight: older non-game players, parents who wanted their children to play active games, the elderly, and very young children. Once Nintendo understood why these noncustomer groups shunned video games, they reconstructed elements across market boundaries to create a console based on simplicity, functionality, interactivity, with games that dramatically raised utility for these noncustomers. The case illustrates that a better solution to an existing problem is not good enough. To capture new demand companies need to focus on the demand side of the equation and redefine the problem itself. There are far more noncustomers than customers. They need to look systematically across established boundaries of competition and reconstruct buyer value elements across market, industry, buyer, and supplier boundaries to create new market space where a new level of demand is generated.

CASE Harvard: n° INS264-PDF-ENG Case Centre: n° 313-046-1	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE N/A
CASE ZAPPOS.COM (A): Bring the Shoe Store to your Home		
ABSTRACT This is the first part of two case series of Zappos' blue ocean strategic move as an innovative online shoe retailer. Case (A) focuses on how Zappos reconstructed the existing boundary of online footwear retail industry. It describes Zappos' distinctive value proposition that is neither an offline nor online shoe store in the conventional sense. The case also introduces how Zappos broke the value-cost trade-off of the conventional online shoe store.		
CASE Harvard: n° INS259-PDF-ENG Case Centre: n° 313-048-1	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE ZAPPOS.COM (A) & (B) Harvard: n° INS261-PDF-ENG Case Centre: n° 313-048-8
CASE ZAPPOS.COM (B): Strategy Powered by Culture and People		
ABSTRACT The second part of Zappos case, Case (B), focuses on Zappos' people proposition, which led to high performance and raised barriers to imitation. It demonstrates the importance of fair process that builds a high level of trust and commitment in the company, which makes it difficult for competitors to imitate Zappos.		
CASE Harvard: n° INS260-PDF-ENG Case Centre: n° 313-049-1	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE ZAPPOS.COM (A) & (B) Harvard: n° INS261-PDF-ENG Case Centre: n° 313-048-8

CASE Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean?		
ABSTRACT <p>The case entitled, 'Skype in the Voice-Over-IP Industry: A Commercially Viable Blue Ocean?' illustrates the user experience of an avid Skype user who uses Skype's voice and video offerings interchangeably for business and personal communication. This combined voice and video offering gives Skype users much higher value at lower costs than alternatives such as long distance calling where you cannot see each other, or the complexity and high set up costs for room-based video conferencing or the costs and hassles of business or leisure travel. The case illustrates the disconnect between Skype's bifurcated pricing strategy based on business versus leisure use of their voice versus video calling functions when those boundaries clearly do not exist in the minds of their users. This paper case and the accompanying case exercises prepare the participants for an engaging class discussion on what constitutes Skype's unprecedented voice and video offering and how one could set a strategic price even though there appears to be no seeming precedents for such an offering.</p>		
CASE Harvard: n° INS257-PDF-ENG Case Centre: n° 313-047-1	ACCOMPANYING MATERIALS Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean? Harvard: n° INS258-PDF-ENG Case Centre: n° 313-047-8
CASE Salesforce.com: Creating a Blue Ocean in the B2B Space		
ABSTRACT <p>The case "Salesforce.com: Creating a Blue Ocean in the B2B Space" describes a series of blue ocean strategic moves made by Salesforce.com in the CRM application market. In particular, the case addresses the concern of business executives over the applicability of blue ocean strategy in the B2B area. B2B managers often find that they are locked into providing products of certain types and specifications to their immediate customers. But in fact, value innovation can take place on the three platforms of a business offering, i.e., product, service and delivery. Salesforce.com's strategic moves provide an exemplary demonstration of how a company can effectively create and renew its blue ocean in the B2B field by value innovating on the product, service and delivery platforms alternately.</p>		
CASE Harvard: n° INS255-PDF-ENG Case Centre: n° 313-019-1	ACCOMPANYING MATERIALS Lecture Slides Available for free download at www.blueoceanstrategy.com	TEACHING NOTE Salesforce.com: Creating a Blue Ocean in the B2B Space Harvard: n° INS256-PDF-ENG Case Centre: n° 313-019-8

CASE**How Apple’s Corporate Strategy Drove High Growth****ABSTRACT**

“How Apple’s Corporate Strategy Drove High Growth” introduces the application of blue ocean strategy in the context of managing business portfolios at the corporate level. Apple created future profits and growth not by exploiting existing demand but by reconstructing industry boundaries to create new market space and unlock latent demand. As a result, the company’s value grew exponentially as the total market value of a firm reflects not only today’s performance but also its future profitability. The case examines a series of blue ocean strategic moves at Apple Inc. that transformed the company from a computer manufacturer into a consumer electronics powerhouse.

CASE

Harvard: [n° BOS022](#)
Case Centre: [n° 312-183-1](#)

ACCOMPANYING MATERIALS

Press Articles, Video Clips, and Lecture Slides
Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

How Apple’s Corporate Strategy Drove High Growth

Harvard: n° BOS023
Case Centre: [n° 312-183-8](#)

CASE**Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia****ABSTRACT**

The case entitled, ‘Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia’ illustrates how the alignment of value, profit and people propositions around both differentiation and low cost makes a blue ocean strategic move very difficult to imitate. Using the strategic move of Wikipedia, this case examines the three strategy propositions for the online encyclopedia industry and how key factors from one proposition can support and reinforce the other two propositions. This case demonstrates how strategy is more than creating value for customers, it should create value for buyers (both customers and noncustomers), profit for the company and motivate its people (staff, business partners and the general public) to embrace and execute the new strategy with enthusiasm and commitment. If the value and profit propositions are strong but the people proposition does not motivate the organization to move forward with focus and commitment, it will result in execution failure. Alternatively, if the people proposition is powerful but the value and profit propositions are weak, the company’s performance will be lackluster due to formulation failure. The case comes with a four-part theory-based video. The first part of the video case provides an overview of the online encyclopedia industry, from the first printed edition of Encyclopedia Britannica to Microsoft’s failed attempt to sustain its Encarta.com offering. Then, the video case explores each of the value, profit and people propositions of the online encyclopedia industry through interviews with key players including the founder, executive director, staff and volunteers of Wikipedia, otherwise known as wikipedians. In combination with the video case, the instructor can use the accompanying lecture slides to lead an engaging class discussion that is excellent for both MBAs and executives. The case also comes with a comprehensive teaching note that includes answer keys and strategy canvas templates for class discussion.

<p>CASE</p> <p>Harvard: n° BOS 020 Case Centre: n°311-219-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-based movie and Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia Harvard: n° BOS 021 Case Centre: n°311-219-8</p>
<p>CASE</p> <p>Blue Ocean Strategy Implementation: Lecture on Tipping point Leadership and Fair Process in action</p>		
<p>ABSTRACT</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>		
<p>CASE</p> <p>N/A</p>	<p>ACCOMPANYING MATERIALS</p> <p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Blue Ocean Strategy Implementation Lecture on Tipping point Leadership and Fair Process in action Case Centre: n° 308-317-8</p>
<p>CASE</p> <p>Blue Ocean Strategy Implementation Self-diagnostic: Tipping Point Leadership and Fair Process in Action (recommended for executives only)</p>		
<p>ABSTRACT</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>		

CASE Harvard: n° BOS 003 Case Centre: n°308-315-1	ACCOMPANYING MATERIALS N/A	TEACHING NOTE Blue Ocean Strategy Implementation Self-diagnostic: Tipping Point Leadership and Fair Process in Action Harvard: n° BOS 004 Case Centre: n°308-315-8
CASE Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in action (recommended for executives & MBAs with extensive work experience)		
ABSTRACT 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.		
CASE Harvard: n° BOS 001 Case Centre: n°308-314-1	ACCOMPANYING MATERIALS N/A	TEACHING NOTE Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in action Harvard: n° BOS 002 Case Centre: n°308-314-8

CASE**How to Implement Blue Ocean Strategy****ABSTRACT**

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.

CASE

Harvard: [n° BOS 014](#)
Case Centre: [n°309-197-1](#)

ACCOMPANYING MATERIALS

Flash Game
Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

How to Implement Blue Ocean Strategy
Harvard: n° BOS 015
Case Centre: [n°309-197-8](#)

CASE**NTT DoCoMo I-Mode (TM): Value Innovation at DoCoMo****ABSTRACT**

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 capitalization 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.

CASE

Harvard: [n° BOS 005](#)
Case Centre: [n°303-043-1](#)

ACCOMPANYING MATERIALS

N/A

TEACHING NOTE

NTT DoCoMo I-Mode (TM): Value Innovation at DoCoMo
Harvard: n° BOS 006
Case Centre: [n°303-043-8](#)

CASE**Lessons from Breakthrough Strategic Moves Over the Last Century****ABSTRACT**

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</p> <p>Harvard: n° BOS 010 Case Centre: n°309-196-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>Lessons from Breakthrough Strategic Moves Over the Last Century Harvard: n° BOS 011 Case Centre: n°309-196-8</p>
<p>CASE</p> <p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers</p>		
<p>ABSTRACT</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>		
<p>CASE</p> <p>Harvard: n° BOS 016 Case Centre: n°309-204-1</p>	<p>ACCOMPANYING MATERIALS</p> <p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>TEACHING NOTE</p> <p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers Harvard: n° BOS 017 Case Centre: n°309-204-8</p>
<p>CASE</p> <p>The Evolution of the Circus Industry Case A</p>		
<p>ABSTRACT</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</p>		

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

** The Case Centre's all-time top 40 bestselling cases 2014, Case Centre European Case Awards Category Winner 2006 and Case Centre European Case Awards Overall Winner 2009**

CASE	ACCOMPANYING MATERIALS	TEACHING NOTE
Harvard: n° BOS 007 Case Centre: n°302-057-1	Theory-Based Movie Available for free download at www.blueoceanstrategy.com	Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Harvard: n° BOS 009 Case Centre: n° 302-057-8

CASE
Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Case B

ABSTRACT
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 **Case Centre European Case Awards Category Winner 2008**

CASE	ACCOMPANYING MATERIALS	TEACHING NOTE
Harvard: n° BOS 008 Case Centre: n°302-058-1	Theory-Based Movie Available for free download at http://www.blueoceanstrategy.com	Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Harvard: n° BOS 009 Case Centre: n° 302-057-8

CASE**Crafting Winning Strategies in Mature Market: the U.S Wine Industry in 2001****ABSTRACT**

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.

CASE

Harvard: [n° BOS 018](#)
Case Centre: [n° 309-186-1](#)

ACCOMPANYING MATERIALS

Theory-Based Movie
Available for free download at
www.blueoceanstrategy.com

TEACHING NOTE

Crafting Winning Strategies in Mature Market: The U.S Wine Industry in 2001
Harvard: n° BOS 019
Case Centre: [n° 309-186-8](#)