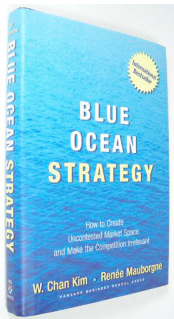


## Introducing Blue Ocean Strategy and the IMCN Support

Blue Ocean Strategy (BOS) is an innovative concept based on new theory and suggestion of practice to be applied by organisations and their leaders and strategists in pursuit of profitable growth and expansion.



Competing in overcrowded industries is no way to sustain high performance. The real opportunity is to create blue oceans of uncontested market space.

Go where the profits and growth are – and where the competition isn't. The IMCN consultant knows how.

### The academics

Solidly researched and written by W. Chan Kim and Renée Mauborgne, two distinguished professors of Strategy and Management at INSEAD (France), over the last years and first published in 2004, the two business thinkers have started to influence the mindset of progressive organisations. They achieve this by revising their present strategies or devising new strategies to break free from competition and capitalise on hidden growth opportunities throughout the business landscape.

### The general idea

BOS addresses the inherent and largely unresolved conflict of positioning and choice between cost leadership and differentiation as the basis for an organisations competitive advantage. By focusing on the strategic move of an organisation and value innovation, BOS helps the strategist identify opportunities for profitable growth that can be enjoyed for years before competitive invasion starts to occur.

### What can we use it for?

Blue Ocean Strategy is primarily used to reposition a company's present value proposition into a new market context defined by itself and not by the industry. It is also used for crafting entirely new strategies aimed at capitalising on new growth opportunities not yet identified by anyone else.

## Who is using it?

Blue Ocean Strategy thinking is not new. Such strategies have existed for more than a hundred years. What's new is that now – for the first time – there is a consistent, comprehensive and logical way to craft this type of strategies and the relevant process, tools, methodology and experience to undertake the effort in a systematic and fruitful way.

The BOS thinking is applied and used by all kinds of companies and organisations regardless of industry, country or other specific area of interest. The thinking is equally useful for B2C and B2B industries and makes no distinction between services or manufacturing. Underlying the research of Kim & Mauborgne are many concrete examples from studying a large number of companies and organisations over an extended period in time.

## The methodology

The methodology builds on the notion of *6 Key Principles* developed and presented with its specific framework and the necessary tools and questions to attenuate the major *risks* involved in crafting strategies for growth and expansion:

1. Reconstruct market boundaries to address *search* risk.
2. Focus on the big picture, not the numbers, to address *planning* risk.
3. Reach beyond existing demand to address *scale* risk.
4. Get the strategic sequence right to address *business model* risk.
5. Overcome key organisational hurdles to address *organisational* risk.
6. Build execution into strategy to address *management* risk.

The BOS concept incorporates the necessary thinking to embrace both formulation and implementation aspects of strategy together, upfront and in the same crafting process. Crafting a strategy according to BOS is quite different from any other experience that company executives and strategists have today.

## Where can I learn more?

A general overview of BOS could be derived from the seminal article «Blue Ocean Strategy» (Harvard Business Review, October 2004) or in more specific detail from the book «Blue Ocean Strategy – How to Create Uncontested Market Space and Make the Competition Irrelevant» (Harvard Business School Press, 2004).

## What can the IMCN consultants offer you?

Getting started with Blue Ocean Strategy (BOS)!

To help clients connect with, and relate to, the new thinking the IMCN consultants offer your organisation several scalable ways to get started with Blue Ocean Strategy:

- Comprehensive **Presentation** (70 - 90 minutes).  
This format lends itself to being included in another company setting, e. g. for an executive kick-off or the like.
- Comprehensive **Lecture** (180 minutes).  
This format could be a headline in any company seminar and agenda related to strategy and/or would also serve the purpose of giving the attending executives an update in the competency area of strategy.

- Comprehensive **Workshop** (full day including work group discussions and company self-assessment relating to its «As-is Strategy Canvas»).
- **Valuable Implementation support:** Accompanying your whole strategy process from analysis and formulation to implementation (tailor made assignment).

All of the formats above are hosted by yourself and made at your company's or organisation's preferred location. Each format includes the information you need to know in order to determine if you wish to proceed and design a full and integrated BOS process for your organisation.

To take a next step, please do not hesitate to contact your local IMCN consultant or our designated contact person, Mr Björn H. Lindbäck, Senior Partner & Adviser with XLNS Consulting Group AB at his e-mail address, bjorn.lindback@xlns.se. You may also contact the chairman of the IMCN, André C. Wohlgemuth, ARCOM Management Consulting Zurich, wohlgemuth@arcom.ch.

### **What is the specific approach of the IMCN product?**

The IMCN is the first international network of independent management consultancies to adopt the thinking of Blue Ocean Strategy. The IMCN incorporates BOS it in its range of dedicated strategy consulting services. Through our multinational approach, we also bring the cross-border and international context to BOS with a fresh creative perspective based on our skills and experience from a multitude of assignments, industries and various combinations.

- **Blue Ocean Strategy process**

This service specifically addresses the paradox of the most important and mission-critical process of any organisation – the strategy process. Running a Blue Ocean Strategy process is highly creative, great fun and *very different* from the approach used in most strategy processes.

- **Blue Ocean Strategy analysis**

For clients in need of an external or expert opinion about, or verification of, its present Red Ocean Strategy, or as input to its work with a Blue Ocean Strategy, the IMCN consultants perform strategy analysis. Here we help clients identify and understand new growth opportunities and potential to be addressed in a next step.

- **Blue Ocean Strategy formulation**

This service specifically deals with creating the content of your Blue Ocean Strategy. For example the thinking, direction-setting and choices needed to formulate a comprehensive strategy for capitalising on the identified BOS opportunity and potential in order for the organisation to reach its objectives and achieve superior return on investment from its activities in the new market space.

- **Blue Ocean Strategy implementation**

Most Blue Ocean strategies are implemented through organic and incremental measures undertaken by the organisation on a regular and monitored basis.

The services provided enable and help clients successfully to execute and implement their BOS strategies. As BOS most often requires innovation to reach the target price and the target cost structure, implementation frequently involves non-organic measures such as partnerships, alliances, ventures and other transactional and/or relation investments made by the organisation to reach and fulfil its objectives.

Our service enables and helps clients successfully execute their BOS strategies through providing advice and facilitation related especially to implementation. As BOS most often requires innovation to reach the target price and the target cost structure, implementation frequently involves non-organic measures such as partnerships, alliances, ventures and other transactional and/or relation investments made by the organisation to reach and fulfil its objectives.