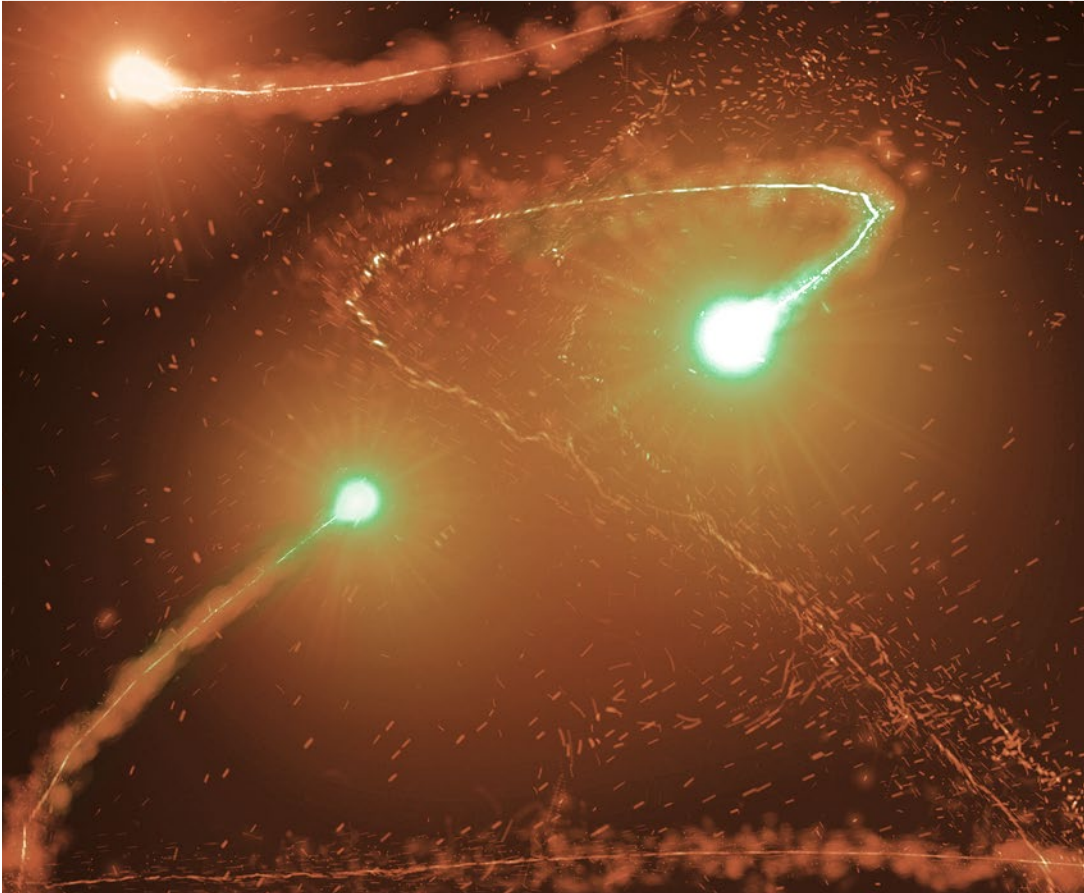




EXECUTIVE EDUCATION  
NEW CUSTOMISABLE ONLINE CONTENT



# BLUE OCEAN SHIFT & BLUE OCEAN STRATEGY

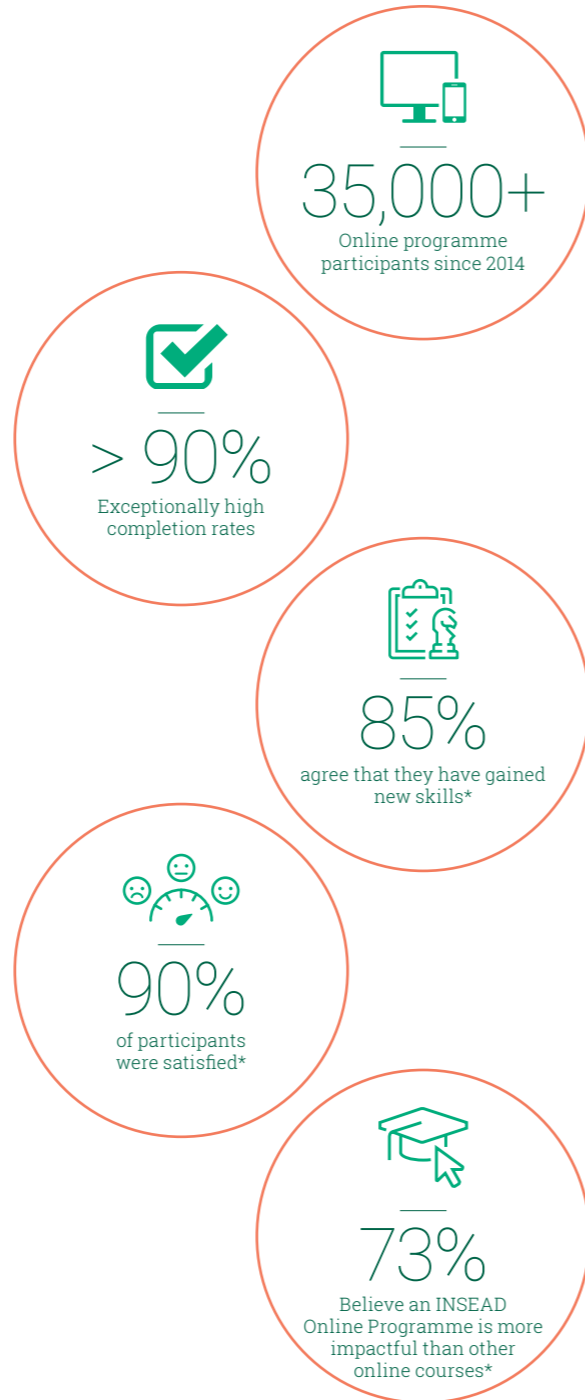


The Business School  
for the World®

“Online learning is becoming a vehicle for transformation across organisations. For us, it is expanding the ways in which we can engage with companies. We have always had access to the top level. Now we can take INSEAD’s quality deeper into organisations.”

**Mark Roberts**  
*INSEAD’s Associate Dean of Executive Education and Chief Transformation Officer*

## IN NUMBERS...



\*Based on a survey conducted in June 2019 with a sample from INSEAD Online programmes' past participants

## FOUR REASONS TO CHOOSE INSEAD ONLINE SOLUTIONS

### 1 LEARN

**HIGH-IMPACT LEARNING EXPERIENCE**

Through outstanding design and delivery, INSEAD’s online programmes build upon our world-class faculty’s ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries.

### 2 INTERACT

**MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH**

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group - one of INSEAD’s strengths.

### 3 APPLY

**REAL-TIME APPLICATION FOR IMMEDIATE IMPACT**

**Action Learning Projects (ALP)** are a core element of the online programmes, designed to increase business impact. The guided ‘real-world assignments’ feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation. The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

### 4 CERTIFICATION

**OFFICIAL RECOGNITION FROM INSEAD**

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

# BLUE OCEAN SHIFT & BLUE OCEAN STRATEGY

## CREATING UNCONTESTED MARKET SPACE

Companies have long engaged in head-to-head competition in search of sustained, profitable growth. They fight for competitive advantage, battle over market share and struggle to achieve higher margins. Yet in today's overcrowded industries, competing head-on results in nothing but a bloody "red ocean" of rivals, fighting over a shrinking profit pool. Is this strategy likely to create profitable growth for the future?

INSEAD has created a new and customisable online programme on **Blue Ocean Shift and Blue Ocean Strategy**, offering a new perspective on strategy formulation and execution. Immerse yourself in Blue Ocean Strategy concepts, tools and frameworks. Start to create "blue oceans" of uncontested market space to help your company make the competition irrelevant and achieve sustainable profitable growth. You will gain key insights on how these concepts complement and go beyond traditional approaches to strategy by applying them to real business situations.

This customisable online content combines a series of recorded video sessions with assignments tailored to your business context. You will also receive live support and ongoing coaching for your company's Blue Ocean Projects.

INSEAD professors W. Chan Kim and Renée Mauborgne created Blue Ocean Strategy, based on over a decade of research, as a way for companies to swim out of the "red ocean" filled with sharks. Blue Ocean Strategy argues that tomorrow's leading companies will succeed not by battling competitors, but by creating "blue oceans" of uncontested market space ripe for growth.

## PROGRAMME DIRECTORS



**Fares Boulos**

*Affiliated Professor of Practice in Strategy*



**Andrew V. Shipilov**

*Professor of Strategy  
John H Loudon Chair of International Management*

The **Blue Ocean Shift and Blue Ocean Strategy** online material enables you to discover such strategic moves – termed 'Value Innovation' – which can create powerful leaps in value for both the firm and its buyer, rendering rivals obsolete and unleashing new demand.

## KEY BENEFITS

- Acquire an in-depth understanding of Blue Ocean Shift and Blue Ocean Strategy tools and concepts developed at INSEAD
- Learn how to engage your colleagues in a Blue Ocean Shift and Strategy process
- Develop a Blue Ocean Strategy for your organisation in order to break away from the competition through 'Value Innovation', the simultaneous pursuit of differentiation and low cost.
- Obtain live support from coaches to develop your company-specific Blue Ocean ideas.

## PARTICIPANT PROFILE

This programme is especially relevant if you are seeking to break out of the traditional "red ocean" of competition and create strong profitable growth for your organisation in both existing and new markets. It will benefit your company if you enrol multiple participants who will be working on developing and implementing ideas specific to your business.

## CUSTOMISABLE CONTENT

The customisable Blue Ocean Shift and Blue Ocean Strategy online material comprises five weeks of content featuring a mix of lectures, discussions, case analyses and workshops where you will analyse your own business. Hence, you are encouraged to come with a specific challenge that you would like to explore during the programme.

The programme contains material from two bestselling books; Blue Ocean Strategy and Blue Ocean Shift by W. Chan Kim and Renée Mauborgne.

### Review and critique of competitive strategy

You will evaluate the tools and concepts of traditional competitive strategy, which include "five forces", industry value chain, positioning analysis and generic strategies of cost leadership or differentiation.

### Foundations of Blue Ocean Strategy

- Key defining features that separate red and blue oceans
- How to achieve 'Value Innovation', the simultaneous pursuit of differentiation and low cost
- Paths by which you can reconstruct market boundaries to break away from the competition and unlock tiers of new demand
- Analytic tools such as the Strategy Canvas, The Eliminate-Reduce-Raise-Create

### An assessment: how blue is your ocean?

- Apply Blue Ocean Strategy to an analysis of the current "As Is" situation facing your business.
- Drawing the "As Is" strategic canvas of your business
- Identifying and understanding the range of industry assumptions and the cost implications
- Contrasting the outcome of a blue ocean analysis with the outcome of a red ocean perspective

### Creating new market space

Explore how to systematically pursue 'Value Innovation' to fundamentally unlock new demand in a market.

- Three Tiers of Non-Customers: to think beyond existing customers and explore new untapped markets
- Buyer Utility Map: to explore the levers you can activate to create a compelling leap in value for the market that unlocks demand from non-customers
- Six Paths Framework: to understand the paths to reconstruct market boundaries and unlock commercially compelling new business ideas

### Looking for your own 'blue ocean'

Start the process of searching for a blue ocean of new market space for your own organisation. The aim is to practise using the various tools and frameworks as well as to take advantage of the diverse experiences and perspectives of other participants to create a new market space.

### Implementing Blue Ocean Shift and Strategy

Learn how to inspire confidence in your organisation by building humanness into the Blue Ocean process.

Explore the use of atomisation, first-hand discovery and humanness in the process of discovering and implementing Blue Ocean ideas.

## CUSTOMISABLE DELIVERY

All the content can be delivered virtually, on our online platform, or a combination of both. You may choose to customise the delivery of the content through a mix of asynchronous online modules and live webinar formats.

As an example, the content could be delivered in the following format:

- One live Q&A webinar
- Two live and interactive webinars (two hours each)
- Three weeks of online asynchronous learning

You may also choose a fully synchronous format, where content can be delivered in real-time through a series of live webinars.

CONTENT BUILDING BLOCKS

<p><b>Week 1</b></p> <p>Get Started</p>	<ul style="list-style-type: none"> <li>• From Red Ocean to Blue Oceans</li> <li>• Market Creating Tools</li> <li>• Value Based Strategy</li> <li>• Ideas INSEAD helped develop</li> <li>• Blue Ocean Strategy Canvas</li> </ul>
<p><b>Week 2</b></p> <p>Understand where you are now</p>	<ul style="list-style-type: none"> <li>• Disruptive vs Non-Disruptive Creation</li> <li>• Starting the Blue Ocean Journey (PMS map)</li> <li>• Organising for Blue Ocean</li> <li>• As is value Curve</li> </ul>
<p><b>Week 3</b></p> <p>Imagine where you could be -1</p>	<ul style="list-style-type: none"> <li>• Discover Pain Points</li> <li>• From Pain Points to Buyer Utility</li> <li>• Buyer experience Cycle/ Buyer Utility Map in B2C and B2B</li> </ul>
<p><b>Week 4</b></p> <p>Imagine where you could be-2</p>	<ul style="list-style-type: none"> <li>• Six Paths Introduction</li> <li>• Path 1: Across Alternative Industries</li> <li>• Path 2: Across Strategic Groups</li> <li>• Path 3: Across the Chain of Buyers</li> <li>• Path 4: Across Complementary Products and Services</li> <li>• Path 5: Across the Functional/ Emotional Appeal</li> <li>• Path 6: Across Time Trends</li> <li>• Barriers to Imitation</li> </ul>
<p><b>Week 5</b></p> <p>Make Your Move</p>	<ul style="list-style-type: none"> <li>• Humanness and Hurdles</li> <li>• Fair Process</li> <li>• Blue Ocean Fair</li> <li>• Conclusion</li> </ul>



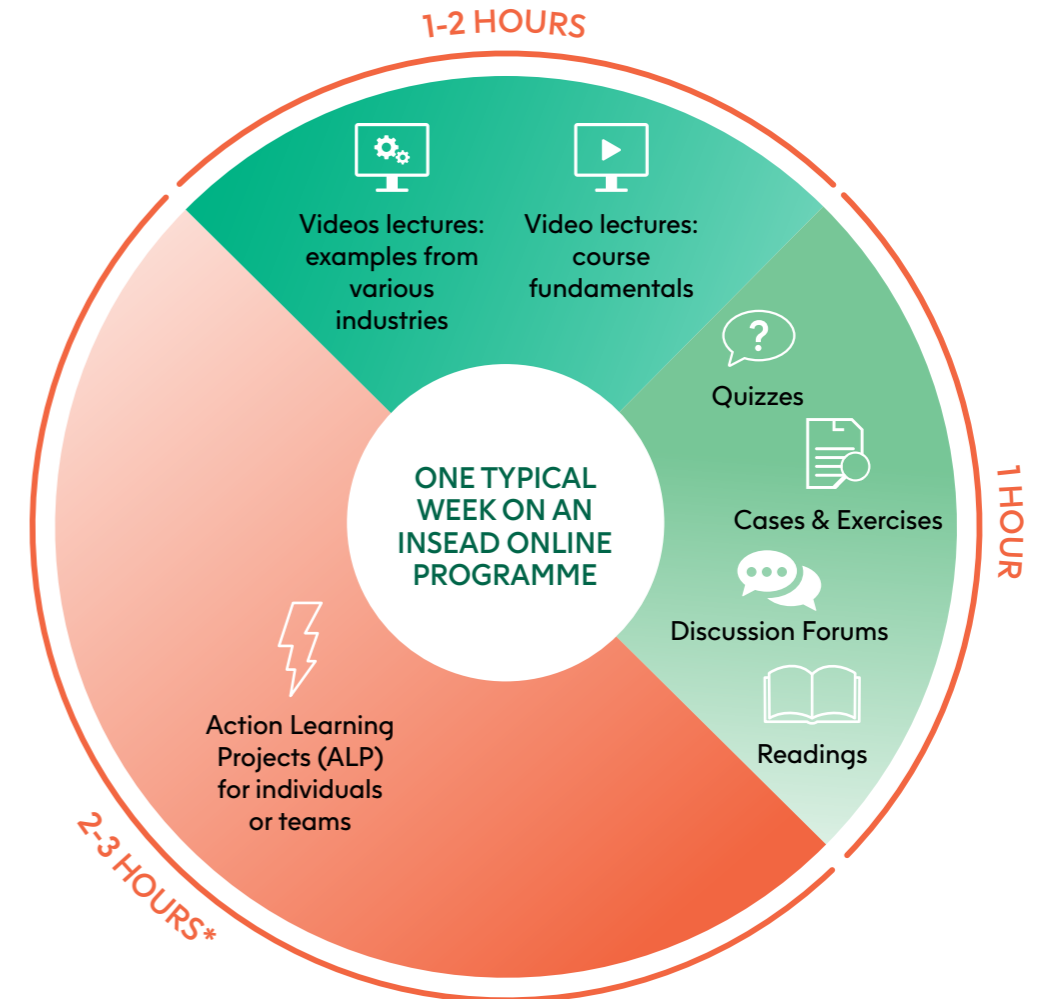
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## WHAT DOES A TYPICAL WEEK ON AN INSEAD ONLINE PROGRAMME LOOK LIKE?

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants. The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions.

Participants earn points as they go, with a 'leaderboard' featuring the most engaged participants each week. Every week, questions are posted by participants for the INSEAD faculty, who then respond through just-in-time videos and live calls. On average, the programme takes **4-6 hours per week\***.



\*Working on the Action Learning Project (ALP) may require up to two additional hours/week.

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