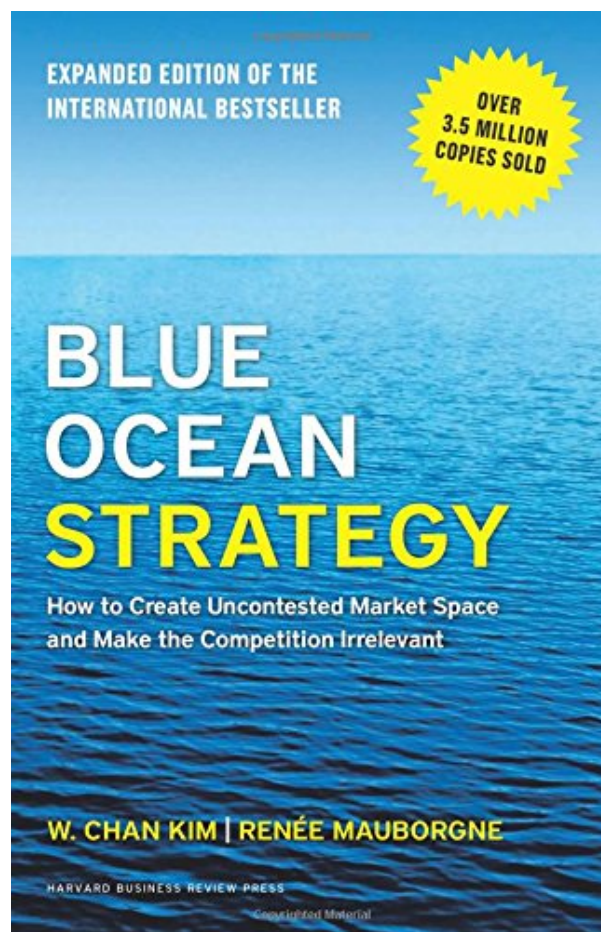
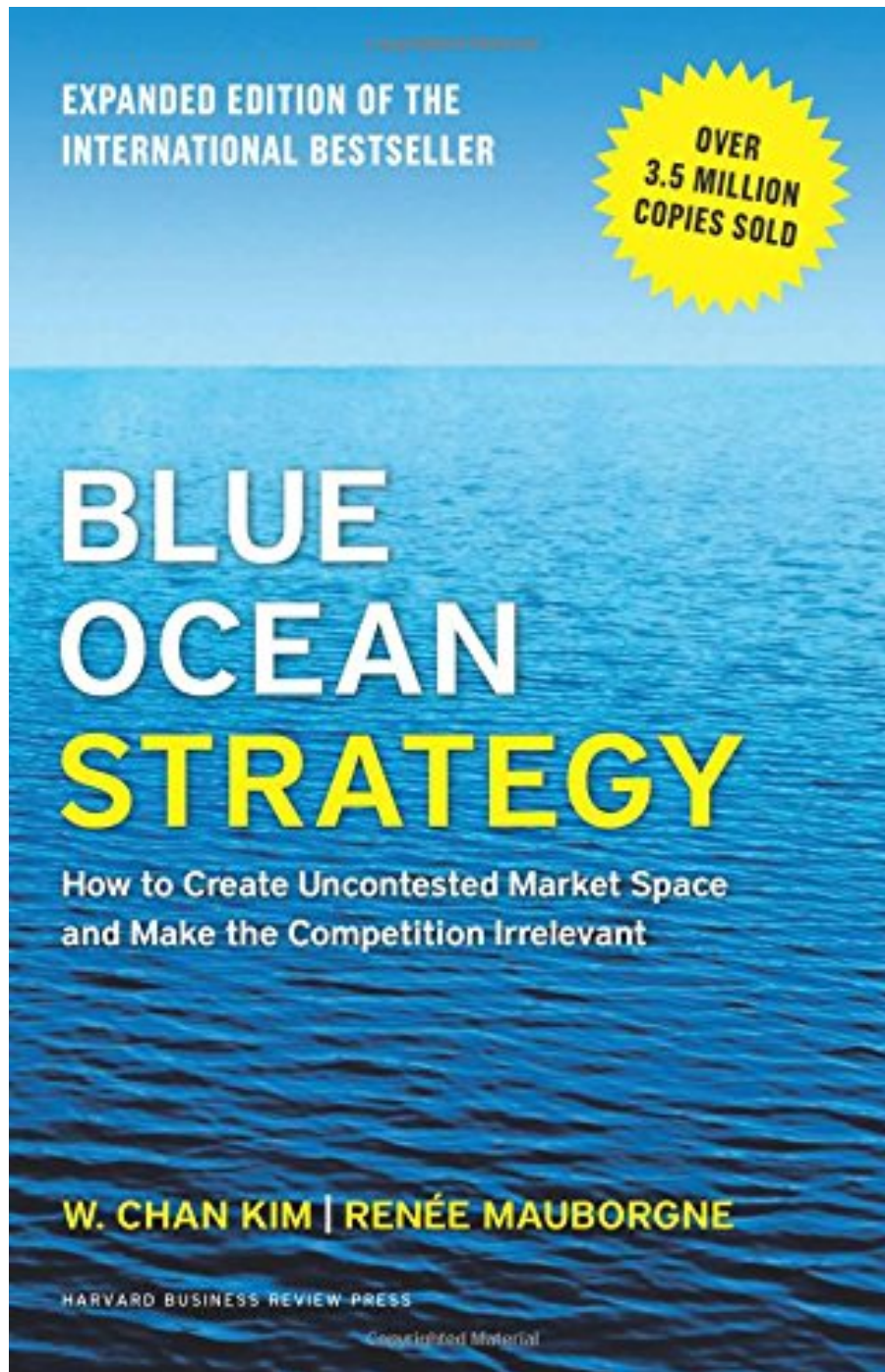


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EDITION: HOW TO CREATE  
UNCONTESTED MARKET SPACE AND  
MAKE THE COMPETITION IRRELEVANT  
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“Blue Ocean Strategy” is the most successful book on business master-planning in recent years.” — The Economist

“A great read for any leader looking to get a real edge in business and establish a real competitive advantage in the market.” — Qantas The Australian Way

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## About the Author

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The global phenomenon that has sold 3.5 million copies, is published in a record-breaking 43 languages and is a bestseller across five continents—now updated and expanded with new content. This global bestseller, embraced by organizations and industries worldwide, challenges everything you thought you knew about the requirements for strategic success. Now updated with fresh content from the authors, Blue Ocean Strategy argues that cutthroat competition results in nothing but a bloody red ocean of rivals fighting over a shrinking profit pool. Based on a study of 150 strategic moves (spanning more than 100 years across 30 industries), the authors argue that lasting success comes not from battling competitors but from creating “blue oceans”—untapped new market spaces ripe for growth.

Blue Ocean Strategy presents a systematic approach to making the competition irrelevant and outlines principles and tools any organization can use to create and capture their own blue oceans. This expanded edition includes:

- A new preface by the authors: Help! My Ocean Is Turning Red
- Updates on all cases and examples in the book, bringing their stories up to the present time
- Two new chapters and an expanded third one—Alignment, Renewal, and Red Ocean Traps—that address the most pressing questions readers have asked over the past 10 years

A landmark work that upends traditional thinking about strategy, this bestselling book charts a bold new path to winning the future. Consider this your guide to creating uncontested market space—and making the competition irrelevant.

To learn more about the power of blue ocean strategy, visit [blueoceanstrategy.com](http://blueoceanstrategy.com). There you'll find all the resources you need—from ideas in practice and cases from government and private industry, to teaching materials, mobile apps, real-time updates, and tips and tools to help you make your blue ocean journey a success.

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39 of 39 people found the following review helpful.

Excellent tools for generating creative strategies

By John Gibbs

In the decade since the first edition of their book was released, the ferocity of competition in existing industries and the pressures on costs and profits have only intensified, according to authors W Chan Kim and Renee Mauborgne in the latest incarnation of their best-selling book, “Blue Ocean Strategy Expanded Edition”. That is why there is a rising call for creative new solutions and such an allure in the idea of escaping from cut-throat “red ocean” markets into competition-free “blue ocean” market space.

While most businesses and organizations are trapped in very difficult competitive environments, there are plenty of examples around of organizations which have carved out their highly profitable blue-ocean niche. Is their success attributable solely to rare strategic brilliance or luck, or is there a systematic way of coming up with winning strategies? According to the authors, there are systematic ways of finding blue oceans, and the book provides a number of tools designed to help the reader do just that.

Blue ocean strategy is fundamentally based on value innovation; that is, finding a new way of providing compelling value to clients or customers by pursuing both differentiation and low cost at the same time. To do this, you identify the different strategic factors applicable to a particular industry, and then select some factors to be reduced well below the industry’s standard, some to be raised, some to be eliminated and some new ones to be created. The result of the process needs to be a focused strategy which diverges significantly from the industry’s average profile, and which comes with a compelling tagline.



However, a truly sustainable blue ocean strategy also needs barriers to imitation. These can include:

- Alignment barriers, making it difficult for competitors to align their value proposition, profit and people in the same way
- Cognitive and organizational barriers, whereby the particular form of value innovation conflicts with competitors' conventional logic
- Brand barriers, whereby the value innovation conflicts with competitors' brand image
- Economic and legal barriers, such as patents, a natural monopoly or a cost advantage driven by high volume

While not every reader of the book will discover a perfectly formed blue ocean strategy, almost every reader who spends time and effort working through the tools provided by the authors will come up with some creative strategic ideas which might not otherwise have arisen. This is one of my favourite books on strategy and, although the changes between the first edition and the expanded edition are not substantial, they are still enough to justify the price of buying the new edition.

32 of 33 people found the following review helpful.

The Book that Changed my Life!!

By Bill Kimbrell

Wow! This new, expanded edition is even better! I read Blue Ocean Strategy in 2005 after retiring from building my own surgical equipment business. I was so impressed that I contacted the 2 professors at INSEAD who wrote the book, expecting to never hear back. The next day I received an email from Professor Renee Mauborgne thanking me for my praise for their book and inviting me to enter the rigorous qualification process for the Blue Ocean Strategy Network. Long story short, there were over 800 applicants from 26 countries; 60 of us qualified and I, somehow, slipped through the cracks. It has been a most gratifying, fulfilling 2nd career---I have given keynote speeches on BOS all over the world and consulted with, conducted BOS workshops for Fortune 500 companies, showing them how to escape the cutthroat competition of bloody RED OCEANS, and how to create new, uncontested market space a la BLUE OCEANS.

This book changed my life. And I am not alone...over 3.5 million copies have sold in 43 languages. Now, this new, expanded edition gives concrete evidence that the BOS analytic tools and framework do actually work! As a businessman and business owner over 31 years, I spent an inordinate amount of time in bloody Red Oceans. The chapter on Red Ocean Traps is more than worth the price of the book. If I had had the benefit of Blue Ocean Strategy back when I was working night and day building my own business, I would have not only been more successful, but I would have been dangerous!

I highly recommend this expanded edition to everyone in business, nonprofits, and even government who want to, who need to radically change the status quo.

Bill Kimbrell

Lexington, KY

Author of CODE 936

15 of 16 people found the following review helpful.

A book to lead a paradigm shift in strategy theory and practice

By Thomas Z

I've just finished reading the expanded edition of blue ocean strategy. Compared with the original edition, which I have read many times and which has completely reshaped the way I see and approach business, the new book strikes me as offering an even more comprehensive guide for systematically pursuing value innovation and profitable growth.

What impresses me the most is the articulation about strategy in terms of three strategy propositions - value, profit and people and the emphasis on the alignment of these three propositions. This new definition of strategy not only subsumes those of traditional strategy theories (as its overarching principles apply to both blue ocean and red ocean strategies), but also for the first time --among all the strategy works I am aware of - connects the scientific analytic of strategy content with the human dimension of strategy in action and makes the latter an integral part of strategy itself. Any strategy is ultimately about people, as it is made by people and executed by people. This is a major observation I have made from years of business experience. This was also why the original edition of blue ocean strategy, with its call for "building execution into strategy" already struck a chord with me ten years ago. Now the expanded edition highlights this point with a full-fledged framework and a thorough guide on how the people dimension of strategy should be addressed upfront and in the course of strategy making along with building a compelling value proposition for the buyers and a viable profit proposition for the company. How an organization achieves a strategic transformation is no longer a question merely in the realm of change management. It is built into the strategy making process itself. The book applies this principle to analyzing interesting practical examples, like Tata Nano. The explanation given about the setback of Tata Nano is really eye-opening and solves the puzzle in my mind as to why this fascinating concept of the people's car, after creating a lot of positive buzz worldwide, failed to make a real breakthrough in the market.

To me this new edition is more than an expansion of the original content of the book. It should lead a new wave of paradigm shift in the field of strategy, both in theory and practice.

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