



COMPLETE LIST OF TEACHING MATERIALS

CASE TITLE	ACCOMPANYING MATERIAL	TN TITLE	ABSTRACT
<p data-bbox="121 305 447 440">Blue Ocean Finance: The Evolution of Corporate Treasury Operations in the 21st Century</p> <p data-bbox="121 521 447 548">Case Center: n° 114-057-1</p>	<p data-bbox="636 305 680 326">N/A</p>	<p data-bbox="884 305 1209 440">Blue Ocean Finance: The Evolution of Corporate Treasury Operations in the 21st Century</p> <p data-bbox="884 521 1209 548">Case Center: n° 114-057-8</p>	<p data-bbox="1255 269 1923 1256">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.</p>

<p>Rehability (A): The Highly Regulated German Medical Supplies Industry'</p> <p><u>Harvard: n° INS265-PDF-ENG</u> <u>Case Center: n° 313-314-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>The Highly Regulated German Medical Supplies Industry (A) - Rehability (B): More than Just Wheelchairs</p> <p><u>Harvard: n° INS265-PDF-ENG</u> <u>Case Center: n° 313-314-8</u></p>	<p>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>
<p>Rehability (B): More than Just Wheelchairs</p> <p><u>Harvard: n° INS266-PDF-ENG</u> <u>Case Center: n° 313-315-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>The Highly Regulated German Medical Supplies Industry (A) - Rehability (B): More than Just Wheelchairs</p> <p><u>Harvard: n° INS266-PDF-ENG</u> <u>Case Center: n° 313-314-8</u></p>	<p>The case "Rehability (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, Rehability, 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, Rehability 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>

<p>Tata Nano: The People's Car that Promises to Reconstruct the Automobile Industry</p> <p><u>Harvard: n° INS262-PDF-ENG</u> <u>Case Center: n° 313-194-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at <u>www.blueoceanstrategy.com</u></p>	<p>Tata Nano: The People's Car that Promises to Reconstruct the Automobile Industry</p> <p><u>Harvard: n° INS262-PDF-ENG</u> <u>Case Center: n° 313-194-8</u></p>	<p>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.</p>
<p>The Nintendo Wii: Lessons Learned from Noncustomers</p> <p><u>Harvard: n° INS264-PDF-ENG</u> <u>Case Center: n° 313-046-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at <u>www.blueoceanstrategy.com</u></p>	<p>N/A</p>	<p>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,</p>

			<p>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.</p>
<p>ZAPPOS.COM (A): Bring the Shoe Store to your Home</p> <p><u>Harvard: n° INS259-PDF-ENG</u> <u>Case Center: n° 313-048-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>ZAPPOS.COM (A) & (B)</p> <p><u>Harvard: n° INS259-PDF-ENG</u> <u>Case Center: n° 313-048-8</u></p>	<p>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.</p>
<p>ZAPPOS.COM (B): Strategy Powered by Culture and People</p> <p><u>Harvard: n° INS260-PDF-</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>ZAPPOS.COM (A) & (B)</p> <p><u>Harvard: n° INS260-PDF-ENG</u> <u>Case Center: n° 313-048-8</u></p>	<p>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,</p>

<p>ENG <u>Case Center: n° 313-049-1</u></p>			<p>which makes it difficult for competitors to imitate Zappos.</p>
<p>Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean?</p> <p><u>Harvard: n° INS257-PDF-ENG</u> <u>Case Center: n° 313-047-1</u></p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>Skype in the Voice-over-IP Industry: A Commercially Viable Blue Ocean?</p> <p><u>Harvard: n° INS257-PDF-ENG</u> <u>Case Center: n° 313-047-8</u></p>	<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>
<p>Salesforce.com: Creating a Blue Ocean in the B2B Space</p> <p><u>Harvard: n° INS255-PDF-ENG</u> <u>Case Center: n° 313-019-1</u></p>	<p>Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>Salesforce.com: Creating a Blue Ocean in the B2B Space</p> <p><u>Harvard: n° INS255-PDF-ENG</u> <u>Case Center: n° 313-019-8</u></p>	<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</p>

			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>How Apple's Corporate Strategy Drove High Growth</p> <p>Harvard: n° BOS022 Case Center: n° 312-183-1</p>	<p>Press Articles, Video Clips, and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>How Apple's Corporate Strategy Drove High Growth</p> <p>Harvard: n° BOS022 Case Center: n° 312-183-8</p>	<p>"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.</p>
<p>Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia</p> <p>Harvard: n° BOS 020 Case Center: n°311-219-1</p>	<p>Theory-based movie and Lecture Slides</p> <p>Available for free download at www.blueoceanstrategy.com</p>	<p>Making a Blue Ocean Strategic Move that Discourages Imitation: The Case of Wikipedia</p> <p>Harvard: n° BOS 021 Case Center: n°311-219-8</p>	<p>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</p>

			<p>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>
<p>N/A</p>	<p>Blue Ocean Strategy Implementation Lecture on Tipping point Leadership and Fair Process in action</p>	<p>Blue Ocean Strategy Implementation Lecture on Tipping point Leadership and Fair Process in action</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</p>

	<p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p><u>Case Center: n° 308-317-8</u></p>	<p>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>Blue Ocean Strategy Implementation Self-diagnostic: Tipping Point Leadership and Fair Process in Action</p> <p><u>Harvard: n° BOS 003</u> <u>Case Center: n°308-315-1</u></p> <p>(recommended for executives only)</p>	<p>N/A</p>	<p>Blue Ocean Strategy Implementation Self-diagnostic: Tipping Point Leadership and Fair Process in Action</p> <p><u>Harvard: n° BOS 004</u> <u>Case Center: n°308-315-8</u></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>
<p>Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in action</p> <p><u>Harvard: n° BOS 001</u> <u>Case Center: n°308-314-1</u></p>	<p>N/A</p>	<p>Blue Ocean Strategy Implementation Scenario Case: Tipping Point Leadership and Fair Process in action</p> <p><u>Harvard: n° BOS 002</u></p>	<p>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</p>

<p>(recommended for executives & MBAs with extensive work experience)</p>		<p><u>Case Center: n°308-314-8</u></p>	<p>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.</p>
<p>Leading the City of Los Rios into a Blue Ocean</p> <p><u>Harvard: n° BOS 012</u> <u>Case Center: n° 309-199-1</u></p>	<p>Implementation Simulation: Tipping Point Leadership in Action</p> <p>Computer Simulation Available for free download at www.blueoceanstrategy.com</p>	<p>Leading the City of Los Rios into a Blue Ocean</p> <p><u>Harvard n°: BOS 013</u> <u>Case Center: n° 309-199-8</u></p>	<p>The case entitled, ‘Leading the City of Los Rios into a Blue Ocean’ is a challenging hands-on exercise which allows participants to execute a strategic shift fast and at low cost using the key concept of tipping point leadership. Situated in the fictitious city of Los Rios in Central America, the newly elected mayor has just announced a new strategy for Los Rios that would bring new life to the city and let it stand apart again. The new strategy simultaneously offers unprecedented value to businesses and families while lowering the costs of city government so that Los Rios can break out of the red ocean of bloody competition and set sail into the blue ocean of new market space. This case provides the conceptual backdrop to an accompanying hands-on simulation to be run in class that is available for free download at www.blueoceanstrategy.com, In the simulation, players assume the role of Los Rios’ Head of Police who must apply tipping point leadership principles to overcome the cognitive, resource, motivational and political hurdles that the department faces to successfully implement the Mayor’s blue ocean</p>

			strategy for the city. This case and the accompanying computer simulation come with a comprehensive teaching note that includes an instructor manual. They are excellent for both MBA and executive audiences.
<p>How to Implement Blue Ocean Strategy</p> <p><u>Harvard: n° BOS 014</u> <u>Case Center: n°309-197-1</u></p>	<p>Interactive Class Exercise: Tipping Point Leadership and Fair Process in Action</p> <p>Flash Game Available for free download at <u>www.blueoceanstrategy.com</u></p>	<p>How to Implement Blue Ocean Strategy</p> <p><u>Harvard: n° BOS 015</u> <u>Case Center: n°309-197-8</u></p>	<p>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 <u>www.blueoceanstrategy.com</u>. This case and the Blue Ocean Strategy Implementation Interactive Class Exercise come with a comprehensive teaching note and are</p>

			excellent for both MBAs and executives, creating great energy and rich learning in the classroom.
<p>NTT DoCoMo I-Mode (TM): Value Innovation at DoCoMo</p> <p>Harvard: n° BOS 005 Case Center: n°303-043-1</p>	N/A	<p>NTT DoCoMo I-Mode (TM): Value Innovation at DoCoMo</p> <p>Harvard: n° BOS 006 Case Center: n°303-043-8</p>	<p>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.</p>
<p>Lessons from Breakthrough Strategic Moves Over the Last Century</p>	<p>History of Blue Ocean Strategic Moves: Is there a Pattern?</p>	<p>Lessons from Breakthrough Strategic Moves Over the Last Century</p>	<p>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</p>

<p><u>Harvard: n° BOS 010</u> <u>Case Center: n°309-196-1</u></p>	<p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p><u>Harvard: n° BOS 011</u> <u>Case Center: n°309-196-8</u></p>	<p>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>
<p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers</p> <p><u>Harvard: n° BOS 016</u> <u>Case Center: n°309-204-1</u></p>	<p>Blue Ocean Strategy Noncustomer Exercise: The Case of Gillette</p> <p>Lecture Slides Available for free download at www.blueoceanstrategy.com</p>	<p>How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers</p> <p><u>Harvard: n° BOS 017</u> <u>Case Center: n°309-204-8</u></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</p>

			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>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Case B</p> <p>Harvard: n° BOS 008 Case Center: n°302-058-1</p>	<p>The Evolution of the Circus Industry</p> <p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment</p> <p>Harvard: n° BOS 009 Case Center: n° 302-057-8</p>	<p>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 Center European Case Awards Category Winner 2008**</p>
<p>The Evolution of the Circus Industry Case A</p>	<p>The Evolution of the Circus Industry</p>	<p>Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment</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</p>

<p><u>Harvard: n° BOS 007</u> <u>Case Center: n°302-057-1</u></p>	<p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p><u>Harvard: n° BOS 009</u> <u>Case Center: n° 302-057-8</u></p>	<p>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</p> <p>** <u>The Case Centre's all-time top 40 bestselling cases 2014, Case Center European Case Awards Category Winner 2006 and Case Center European Case Awards Overall Winner 2009**</u></p>
<p>Crafting Winning Strategies in Mature Market: the U.S Wine Industry in 2001</p> <p><u>Harvard: n° BOS 018</u> <u>CASE CENTER: n° 309-186-1</u></p>	<p>Creating a Blue Ocean in the U.S. Wine Industry</p> <p>Theory-Based Movie Available for free download at www.blueoceanstrategy.com</p>	<p>Crafting Winning Strategies in Mature Market: The U.S Wine Industry in 2001</p> <p><u>Harvard: n° BOS 019</u> <u>CASE CENTER: n° 309-186-8</u></p>	<p>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</p>

			<p>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.</p> <p>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.</p>
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