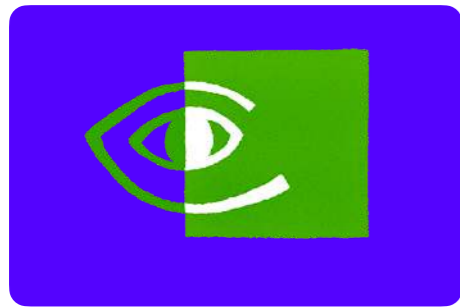


Blue Ocean Strategy | Shift

CASEBOOK



Blue Ocean Strategy | Shift Pedagogical Materials (1/3)



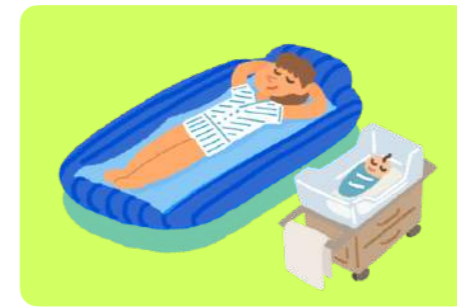
NVIDIA's Blue Ocean



NVIDIA's Future Strategy



El Salvador



Postpartum Care Center



Napoleon Bonaparte



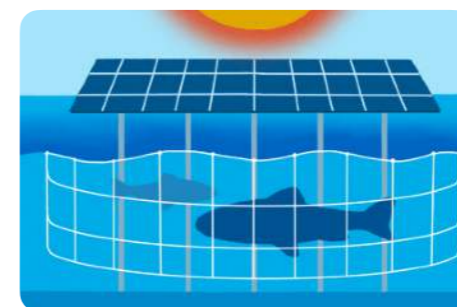
Too Good To Go



Blue Ocean Leadership



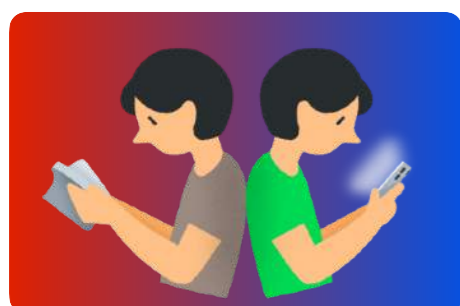
Huitongda



Tongwei



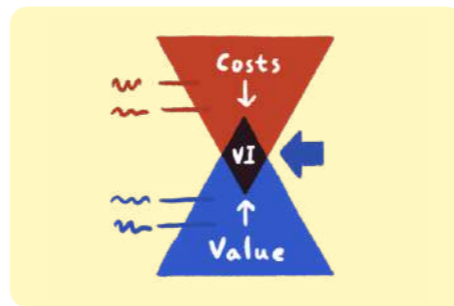
Petwell



Webtoon Entertainment



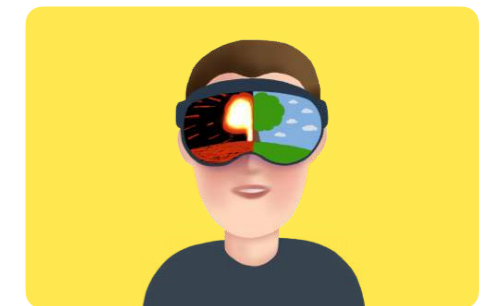
Katrina Lake vs. Jeff Bezos



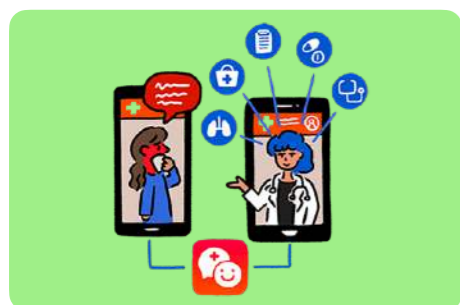
Searching for Value



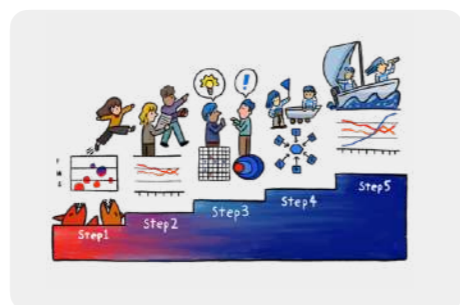
Marvel



Meta



Ping An Good Doctor



Blue Ocean Hackathon



E-Sports

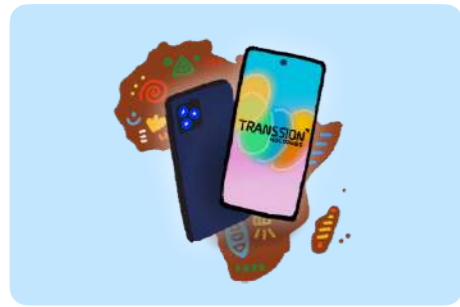


Autonomous Vehicles



Park24

Blue Ocean Strategy | Shift Pedagogical Materials (2/3)



Transsion



Wawa



Amazon



André Rieu



salesforce.com



Comic Relief



Prodigy Finance



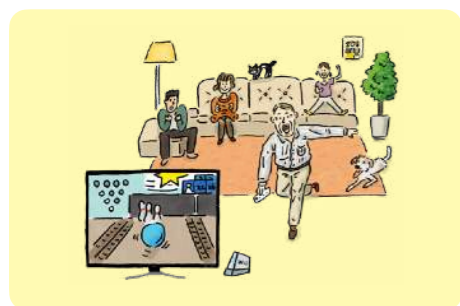
Stitch Fix



Indian Premier League



Nintendo Switch



Nintendo Wii



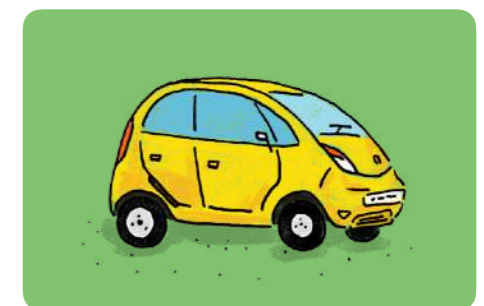
Nickel



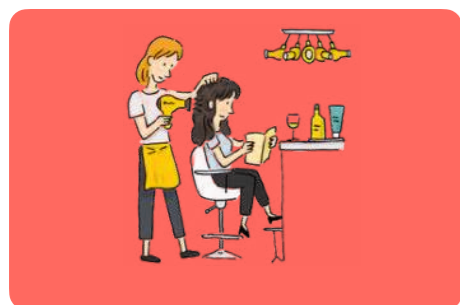
Apple



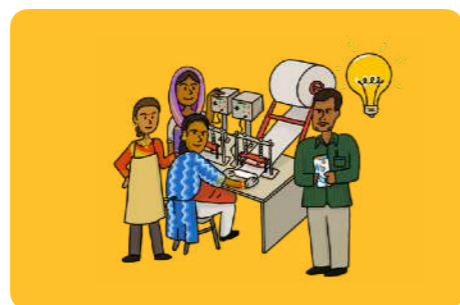
Wikipedia



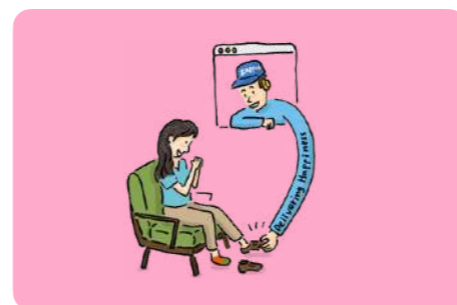
Tata Nano



Drybar



Indian Pad Project



Zappos (A)



Zappos (B)



Bolivian Private University
© INSEAD Blue Ocean Strategy Institute

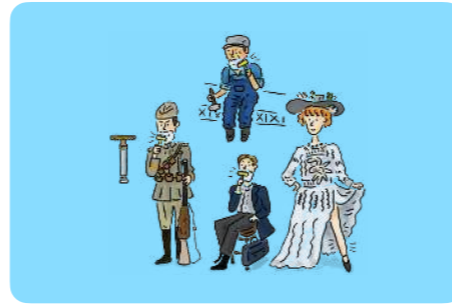
Blue Ocean Strategy | Shift Pedagogical Materials (3/3)



Yellow Tail



Cirque du Soleil



3-tier Noncustomers



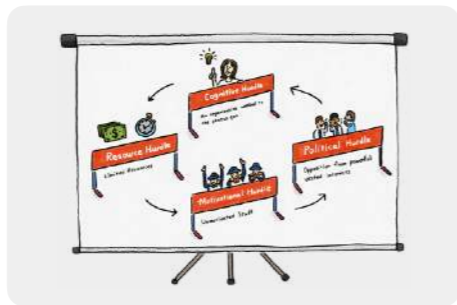
Skype



Blue Ocean Finance



Reability



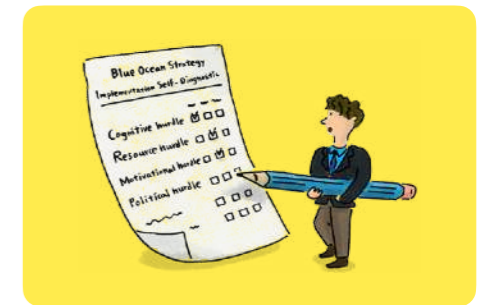
Implementation Lecture



Implementation Game



Scenario Case



Self-diagnostic Tool



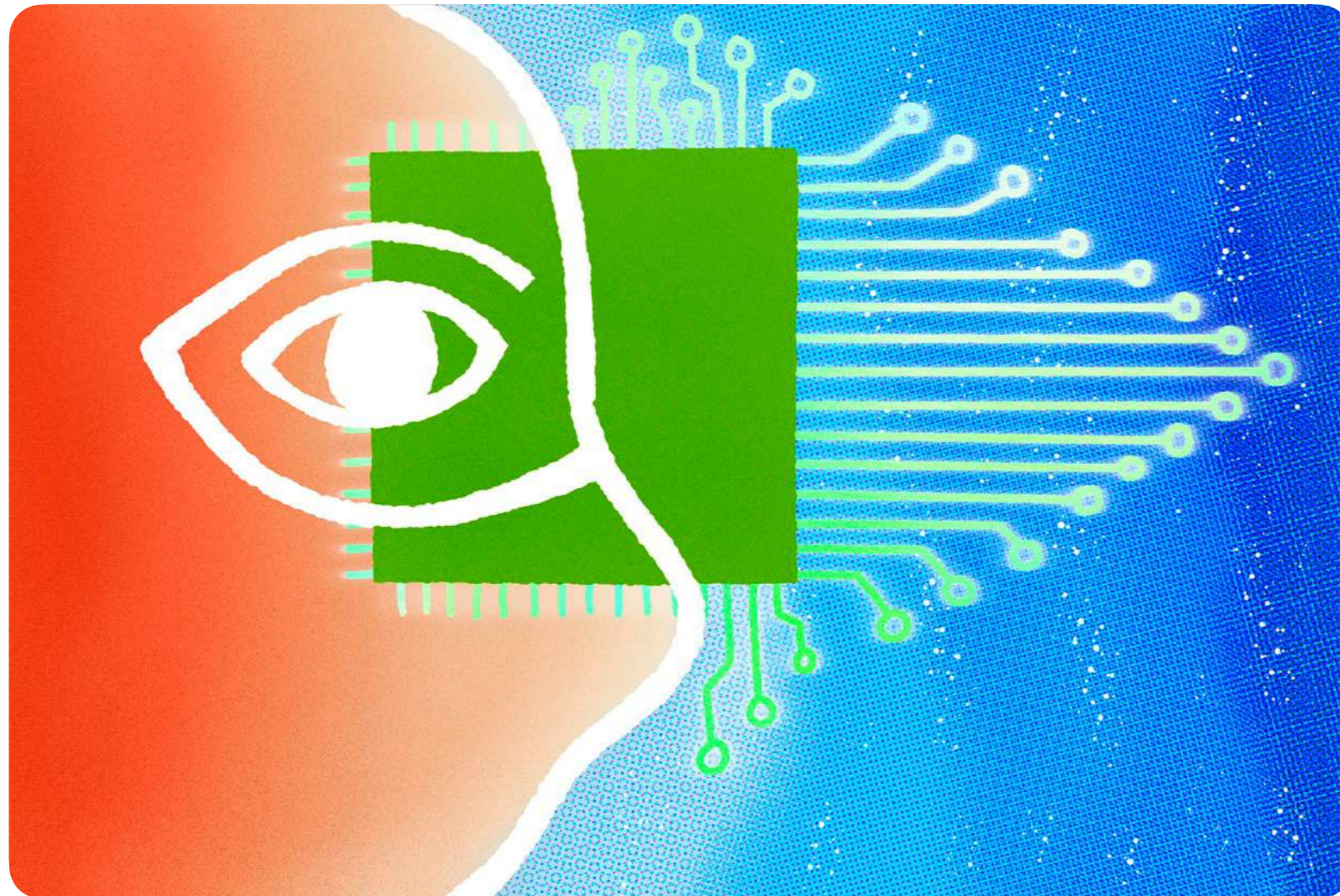
NTT DoCoMo



Historical Moves

NVIDIA's Market-Creating Strategic Moves

A Story of Sustained High-Growth



Market Creation

Value Innovation

Strategic Renewal

Noncustomers

AI

Graphic Chips

Technology Platform



CASE

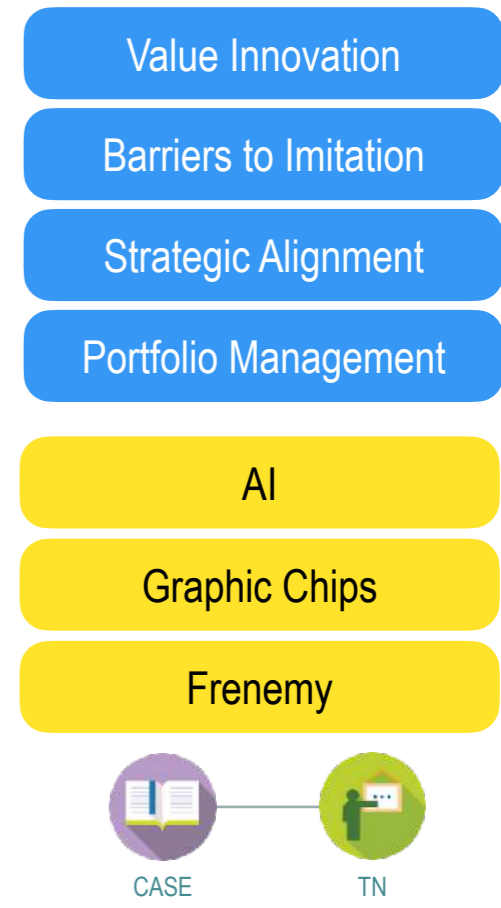


TN

This case explores how NVIDIA's market-creating blue ocean strategies have propelled it to become one of the world's most valuable companies. From redefining graphics with its GPU and expanding into parallel computing with GPGPU to democratizing AI with its AI Supercomputer-in-a-Box, NVIDIA's innovations have driven the growth of multiple industries.

NVIDIA's Future Strategy

Can It Sustain Its Blue Ocean?



ChatGPT fuelled a surge in AI demand, driving AI developers to NVIDIA's high-performing GPUs. Yet, its success presents a paradox as its biggest customers, like Google and Meta, are now developing their own AI accelerators, potentially becoming competitors. This case explores whether NVIDIA remains in a blue ocean or if looming rivals will soon turn the market into a fierce battleground.

EL SALVADOR – SURFING FROM THE RED TO THE BLUE OCEAN?

From the “Homicide Capital of the World” to a Country of Hope and Prosperity



Value Innovation

Strategic Alignment

Breaking Trade-Off

El Salvador

Strategic Transformation

Leadership



CASE



TN



VIDEO

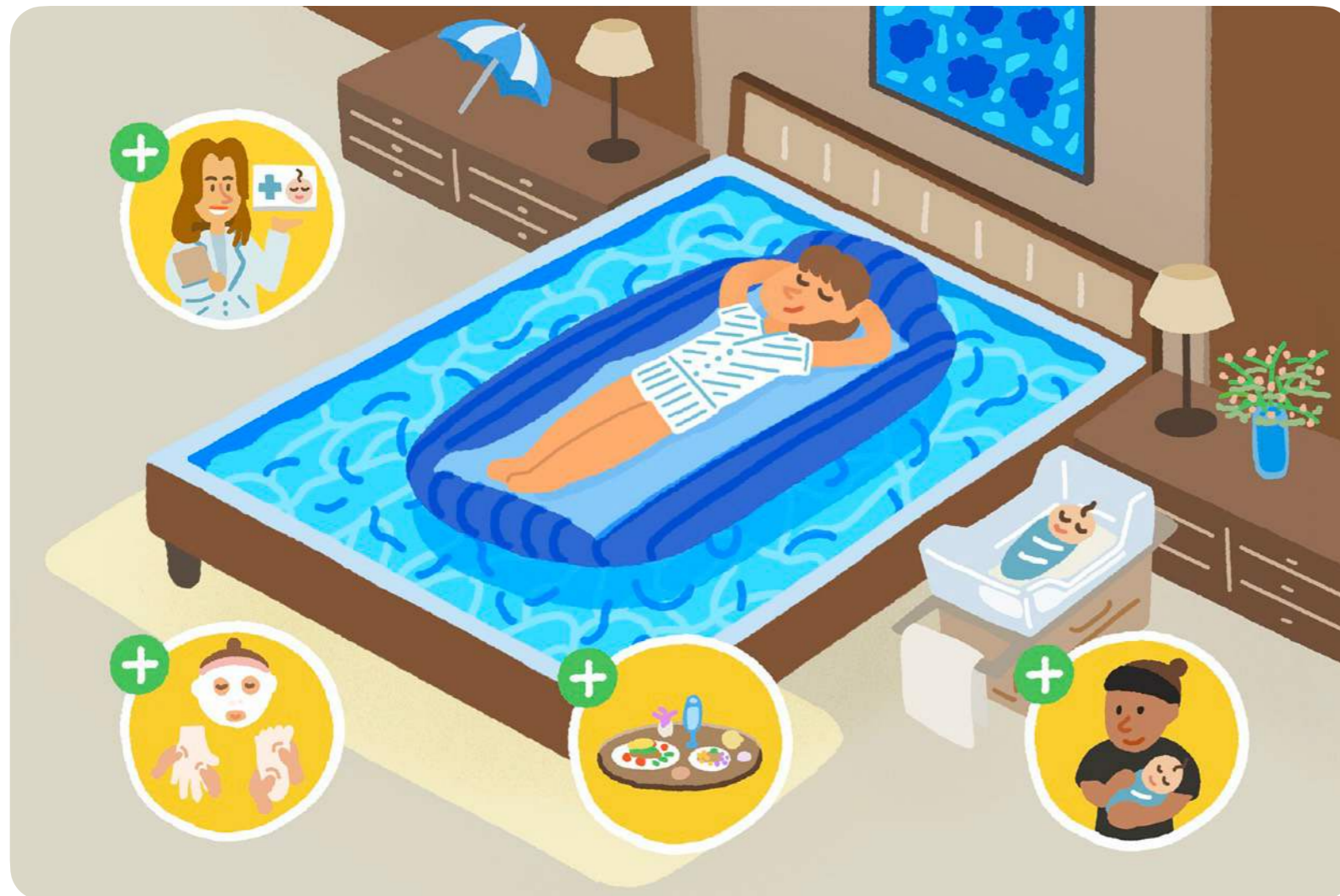


LECTURE
SLIDES

Strategy is as much for nation states as it is for companies, a point clearly demonstrated by El Salvador under President Nayib Bukele. Bukele set out to shift El Salvador from a violent red ocean of gang violence and low growth to a blue ocean of growth, prosperity, and hope as well as the start of reverse migration. Discuss Nayib Bukele’s shift in the country’s national strategy and challenges ahead.

A Club Med For New Moms and Newborns

The Postpartum Care Center in Korea and Its Potential US Counterpart



Nondisruptive Creation

Value Innovation

Localization

South Korea

Healthcare

Hospitality



CASE



TN

When a long-held tradition of intra-family postpartum care waned, who could fill the role of providing attentive care for new moms? Examine the emergence and evolution of postpartum care centers in South Korea as a new market solution unearthing taken-for-granted issues that had gone unnoticed in the existing healthcare industry.

How a Good Strategy Can Fail

Leadership Lessons from Napoleon's Rise and Fall



Strategy Execution

Fair Process

France

Military

Leadership

War Strategy



CASE



TN

Napoleon was a blue ocean strategist ahead of his time. With his innovative approach to military warfare, he reshaped conventional war strategies. But despite his outstanding and innovative war strategies, success eluded him in the end. Learn from the case what accounted for contrasting results of Napoleon's early battles and his final defeat.

Too Good To Go: A Magic Bag That Creates a Win for Business and the Environment



Nondisruptive Creation

Breaking Trade-Off

Europe

Food

Platform

Sustainability

Environment



CASE



TN



LECTURE
SLIDES

Explore how the issue of food waste is turned into a profitable opportunity with its "Magic Bag," benefiting retailers, consumers, and the environment. This case study highlights how a new business can be created, making sustainability and profitability go hand in hand.

Blue Ocean Leadership: How to Achieve High Impact at Low Cost



Value Innovation

Leadership

Scenario Case

People Management



CASE



TN

In the same way that blue ocean strategy can create uncontested market space, blue ocean leadership can unleash an ocean of untapped talent. This scenario-based exercise is an engaging way to learn how to apply Blue Ocean Leadership and its tools to achieve high impact fast and at low cost, while saving leaders' most precious resource: Time.

Creating Blue Ocean Beyond Disruption

The Case of a Chinese B2B Retailer – Huitongda



Nondisruptive Creation

Market Creation

China

B2B

Business & Society

E-Commerce



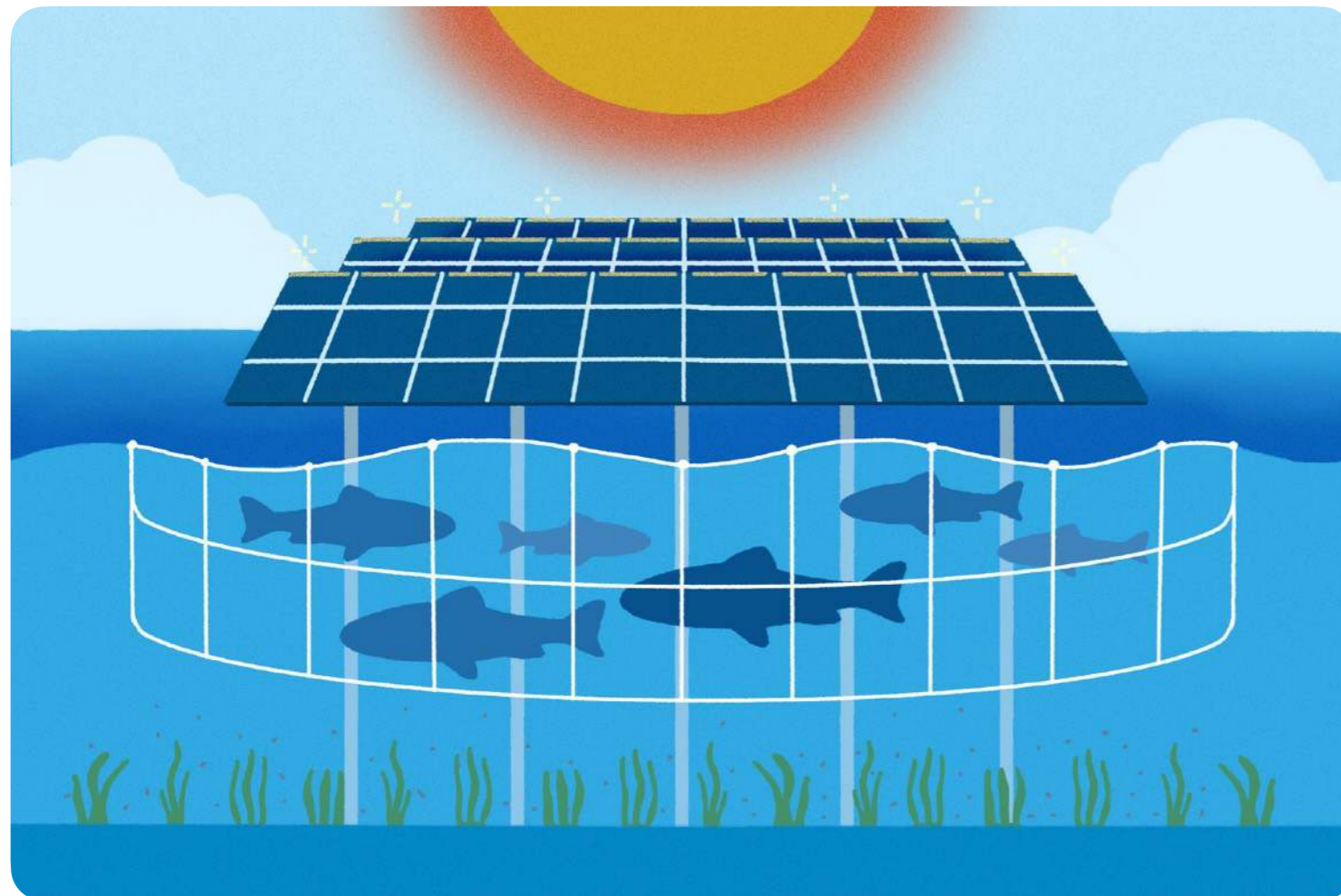
CASE



TN

This case describes how the Chinese company Huitongda developed a B2B platform to systematically connect rural mom-and-pop shops with urban-market-based suppliers, driving the modern transformation of rural retail in the country. Huitongda created a blue ocean of rural B2B retail without disrupting existing industries.

How Business and Society Can Thrive Together: Tongwei's Innovation of a Brand-new Green Energy Market in China



Nondisruptive Creation

Business Model

China

Green Energy

Fishery

Manufacturing



CASE



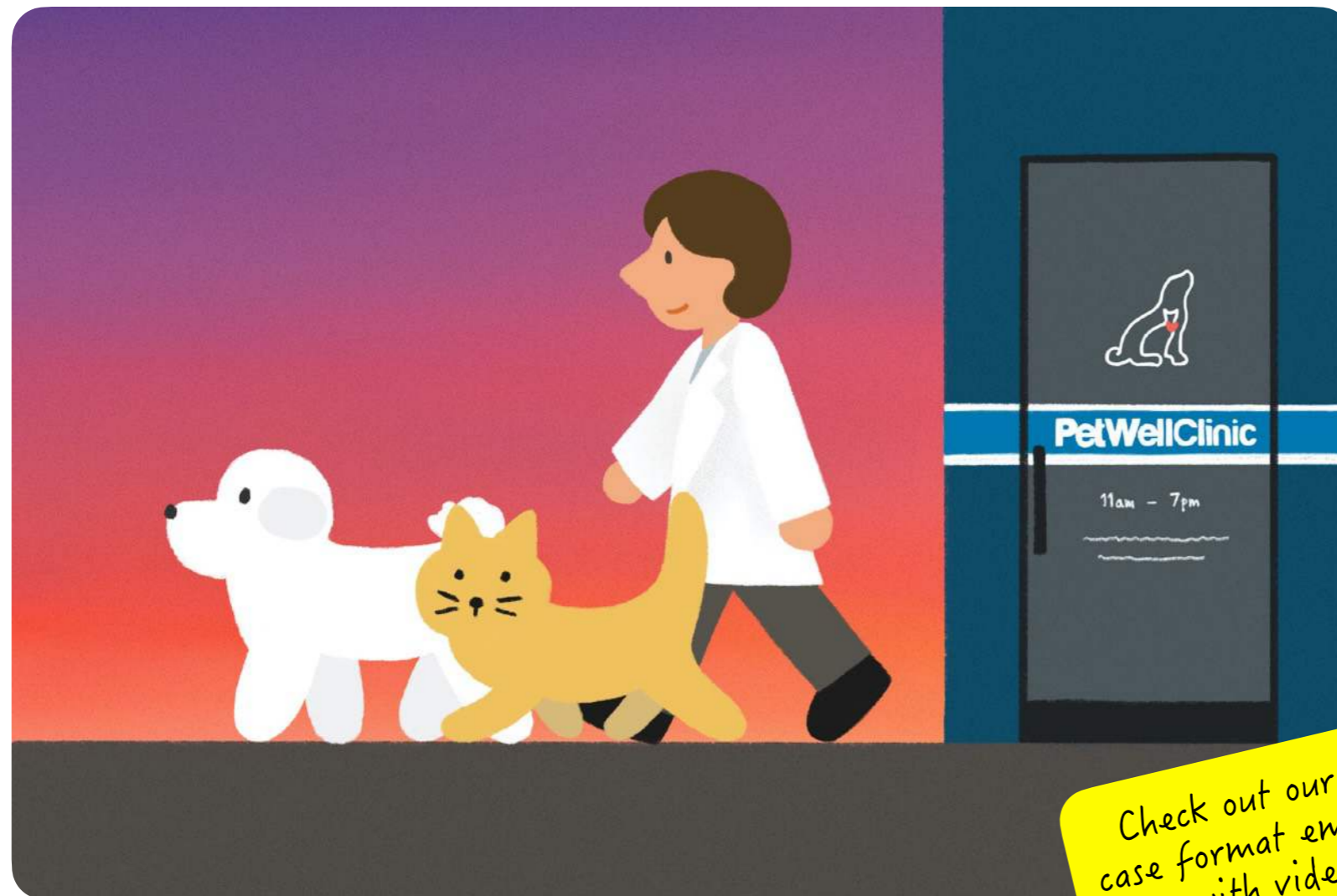
TN



LECTURE
SLIDES

Tongwei Group, a global leader in both aquafeeds and photovoltaics businesses, created a nondisruptive new market of green energy generation and sustainable economic development by integrating high-yield aquacultural ponds with water-based PV plants. See how the company identified a burning yet unaddressed problem in eastern and central China where utilizable land resources were scarce, and demand for electricity was increasing.

Petwell: Healthy Pets, Happy Vets



Check out our new case format embedded with videos!

Value Innovation

Fair Process

Ex-Ante Case

US

Veterinary Services

Franchise



CASE



TN



VIDEO

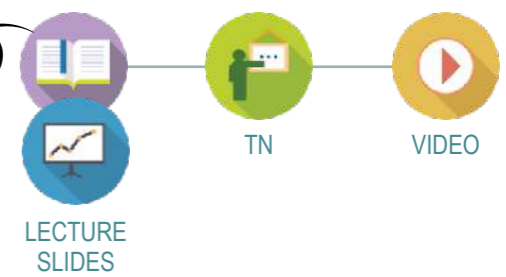
From nearly bankrupt to a franchised chain of 150+ clinics and growing, PetWellClinic: Shifting from a Red to a Blue Ocean shows the use of blue ocean strategy to redraw industry boundaries and create a remarkably successful business. Dr. Sam Meisler, DVM, MBA, applied blue ocean strategy concepts and tools to create a new market space in veterinary care.

Innovate Storytelling: How WEBTOON Entertainment Transformed Comics



- Market Creation
- Noncustomers
- Value Innovation
- Entertainment
- Digital Transformation
- Global Strategy
- Platform Strategy

Check out our new case format embedded with videos and infographics!



How can a company create and capture new market opportunities in the era of digital transformation, particularly in a traditional industry with declining demand? Take WEBTOON Entertainment, the world's largest storytelling platform, that reinvented comic books for digital natives and created a lucrative market of storytelling business.

Katrina Lake vs Jeff Bezos: Surviving Amazon



Market Reconstruction

Barriers to Imitation

Competition

US

Artificial Intelligence

Online Retailing



CASE

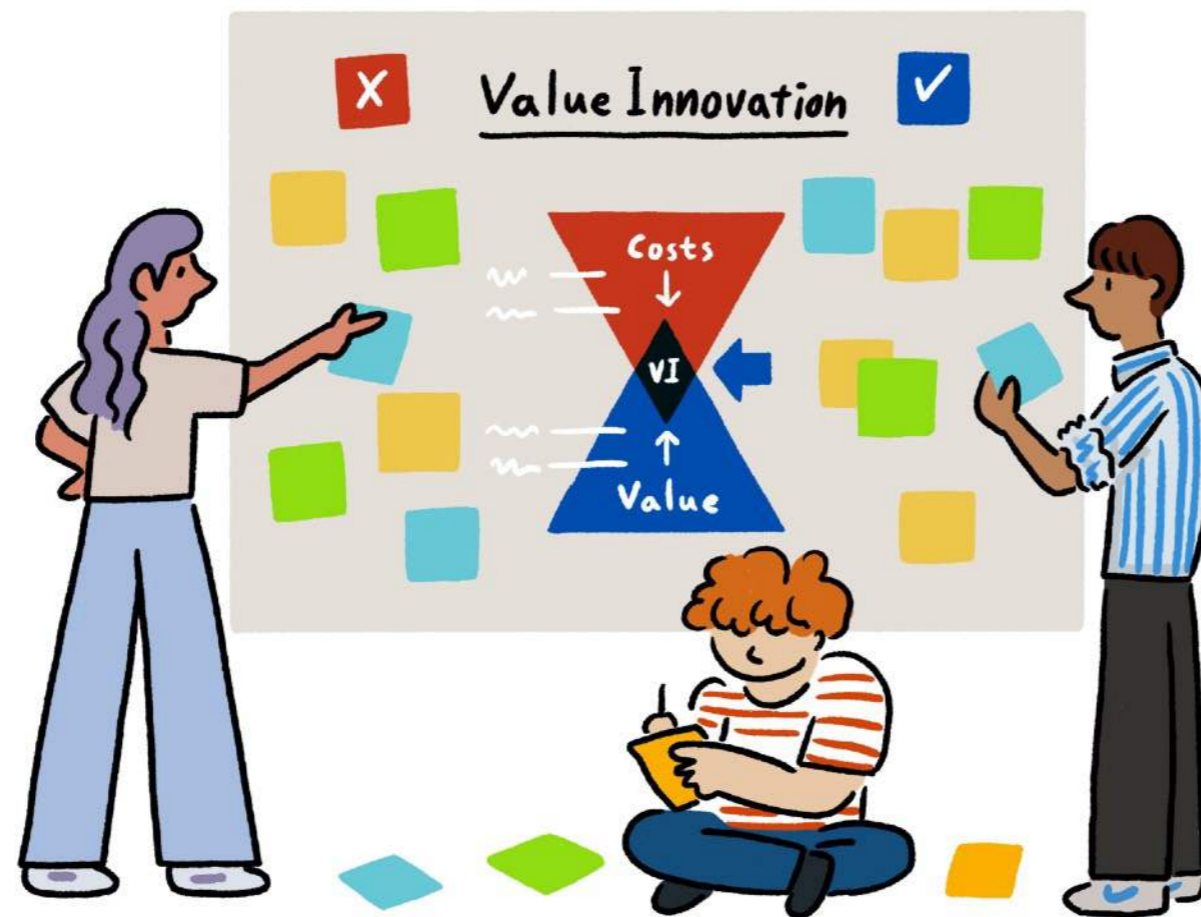


TN

In 2011, Katrina Lake launched Stitch Fix, an online fashion retailer with a personal styling service. It rapidly caught Jeff Bezos's eye and was challenged by Amazon's Personal Shopper by Prime Wardrobe. Will Bezos do to Lake's Stitch Fix what he did to Barnes & Noble with books? Or will Stitch Fix be able to fend off the retail giant Amazon?

Searching for Value: Value Innovation vs. Technology Innovation

Mini Cases & Exercises



Value Innovation

Market Creation

Technology



CASE



TN

Is the Silicon Valley mantra “build it and they will come” true? The case introduces fifteen (15) mini cases that let participants explore and understand the difference between value innovation, the creation of a leap in value, and technology innovation, the creation of breakthrough technology.

The Marvel Way: Restoring a Blue Ocean



Value Innovation

Strategic Alignment

US

Entertainment

Turnaround



CASE



TN



LECTURE
SLIDES

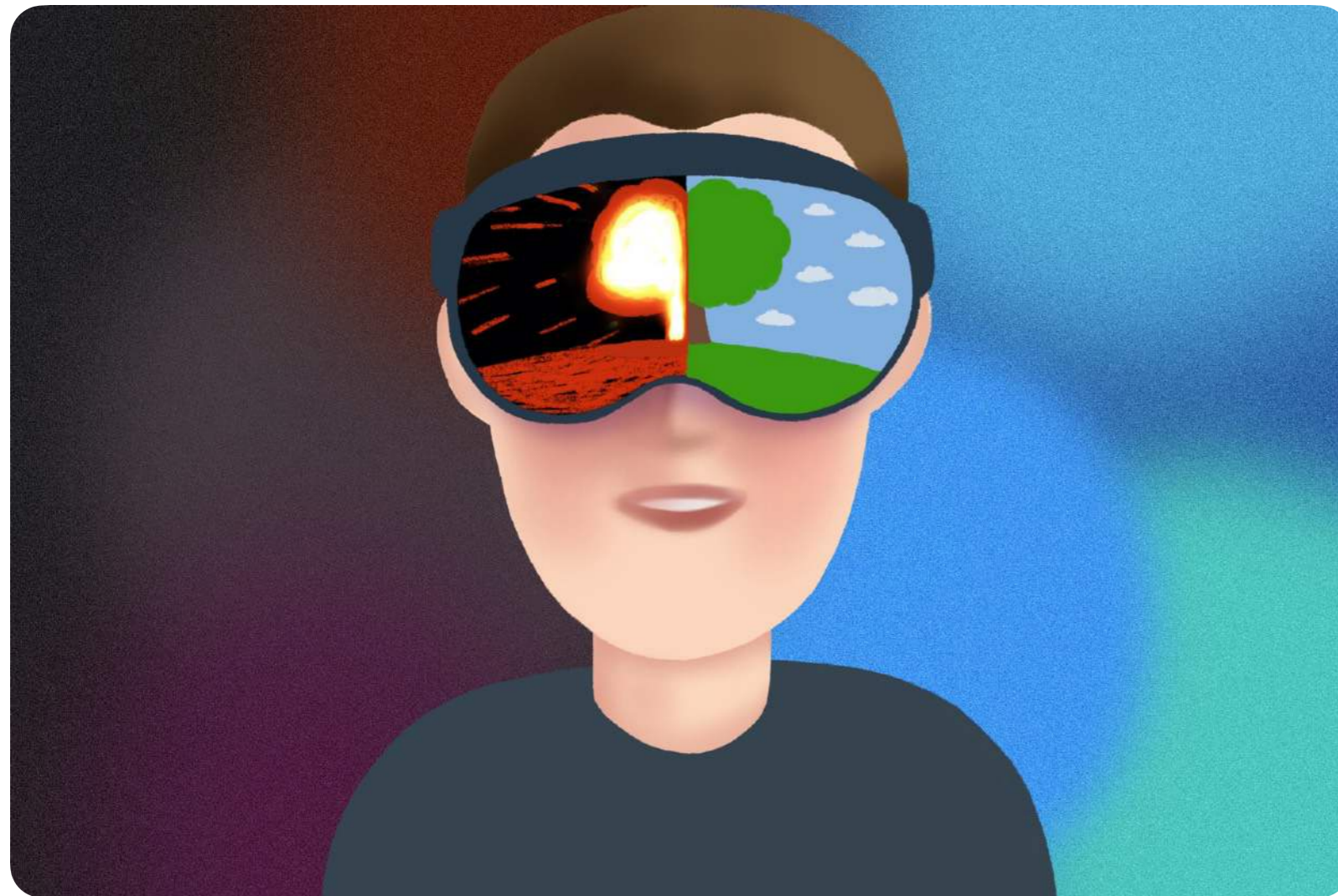


VIDEO

Don't miss the
exclusive interview
with the Former CEO
Peter Cueno!

How did Marvel achieve a dramatic turnaround and produce the most profitable movie franchise in history just over a decade after exiting bankruptcy?

Meta: Facebook's Pivot to the Metaverse. A Dystopia or Blue Ocean Utopia?



Value Innovation

Market Creation

Strategic Renewal

Metaverse

Technology



CASE

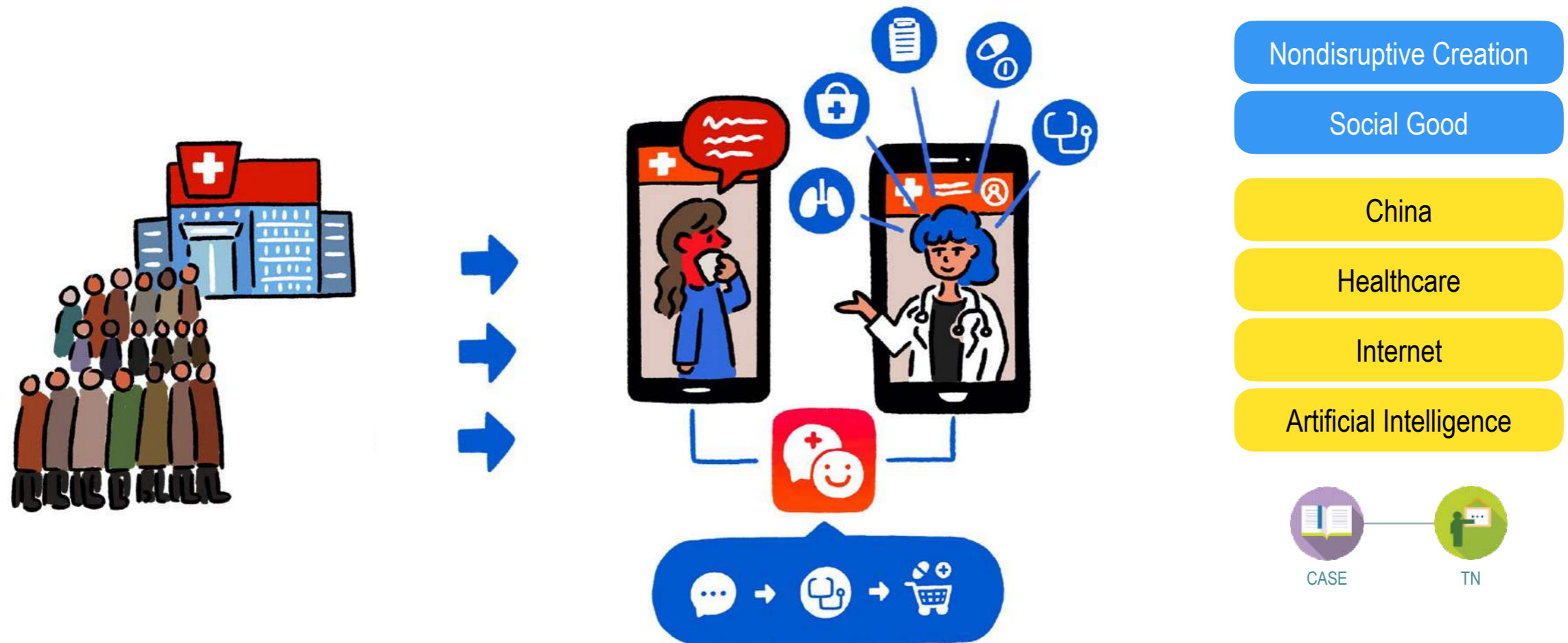


TN

In 2021, Facebook changed the parent corporation name to Meta and announced plans to refocus its social media business to metaverse committing to invest \$10 billion a year. The case explores whether Meta's metaverse is likely to be a blue ocean utopia for people and society at large or some form of dystopia.

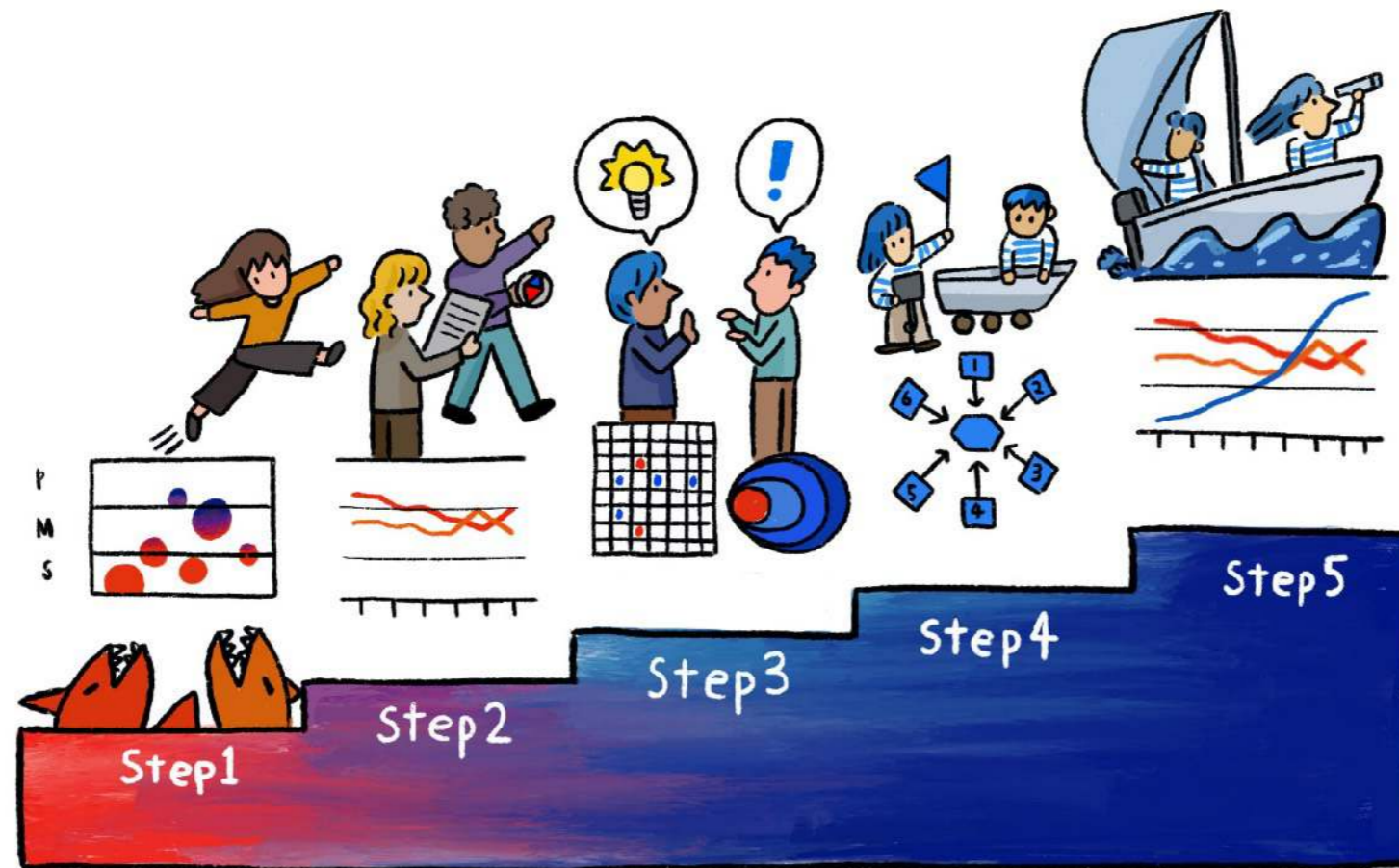
Ping An Good Doctor:

Creating a Nondisruptive Solution for China's Healthcare System



How did the Chinese internet healthcare company Ping An Good Doctor create a solution for the Chinese people looking for high-quality basic care and health management services? Instead of increasing the supply of medical resources on the existing hospital-centered system, Ping An Good Doctor created an internet platform that allowed medical resources to address market demand more effectively while lowering social costs, thereby achieving nondisruptive creation.

Blue Ocean Hackathon: Market Creation in a Highly Competitive Industry



Strategy Formulation

Market Creation

Shift Process

Asia

Travel



CASE



WORKBOOK



LECTURE
SLIDES



TN



VIDEO

How to shift your strategic mindset from competing to creating? Follow the blue ocean shift process to create a blue ocean in the highly competitive travel industry. This is a unique combination of strategy formulation exercise and case method. Don't miss the exclusive interview with the CEO who created a blue ocean in the bloody red ocean of travel industry.

eSports: Creating New Sports from Online Gaming



Nondisruptive Creation

Noncustomers

Gaming

Sport Tournament

Internet



Is disruption inevitable to create a new market? Emerging from online gaming, esports is a new sporting experience where spectators watch professional athletes compete playing video games. The case presents the evolution of esports and its ecosystem where both incumbents and new entrants find new business opportunities, as well as the social and economic impact of nondisruptive creation by examining the externalities of esports on various industries and communities.

Driving the Future:

How Autonomous Vehicles Will Change Industries and Strategy

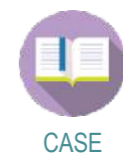


Value Innovation

Market Creation

Automobile

Technology



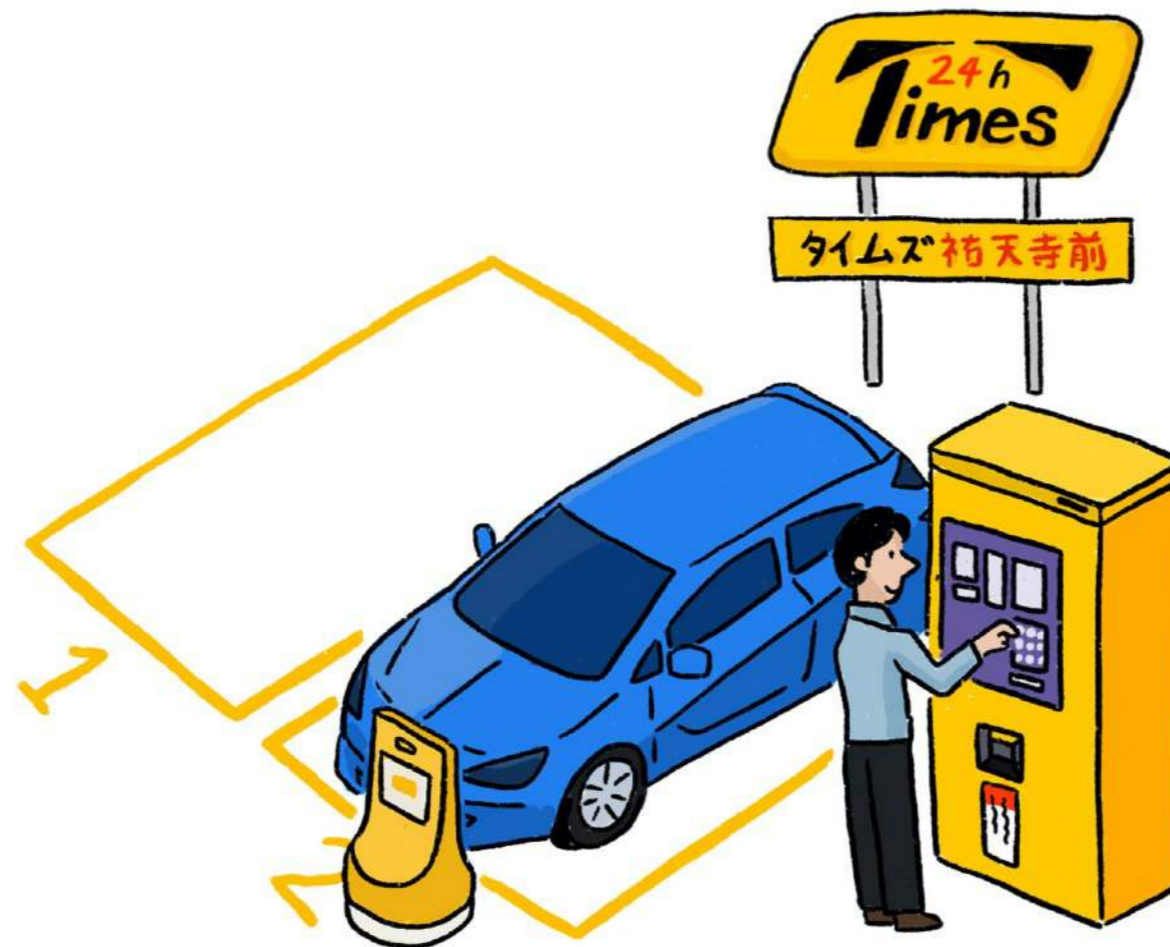
CASE



TN

Are self-driving cars a red ocean or a blue ocean opportunity? Learn the difference between technology innovation and value innovation, and why inventors of major technologies often fail to meaningfully monetize their work.

How Park24 Created a Brand-New Billion-Dollar Parking Market in Japan



Nondisruptive Creation

Noncustomers

Alternative Industry

Japan

Parking



CASE



TN



VIDEO

How did the Japanese company Park24 reinvent the unattractive and non-lucrative industry of short-stay parking in Japan to meet unserved demand? How has the company expanded the industry over the years, establishing itself as the unchallenged market leader?

Transsion Mobile: Deep Blue Ocean In Africa



Value Innovation

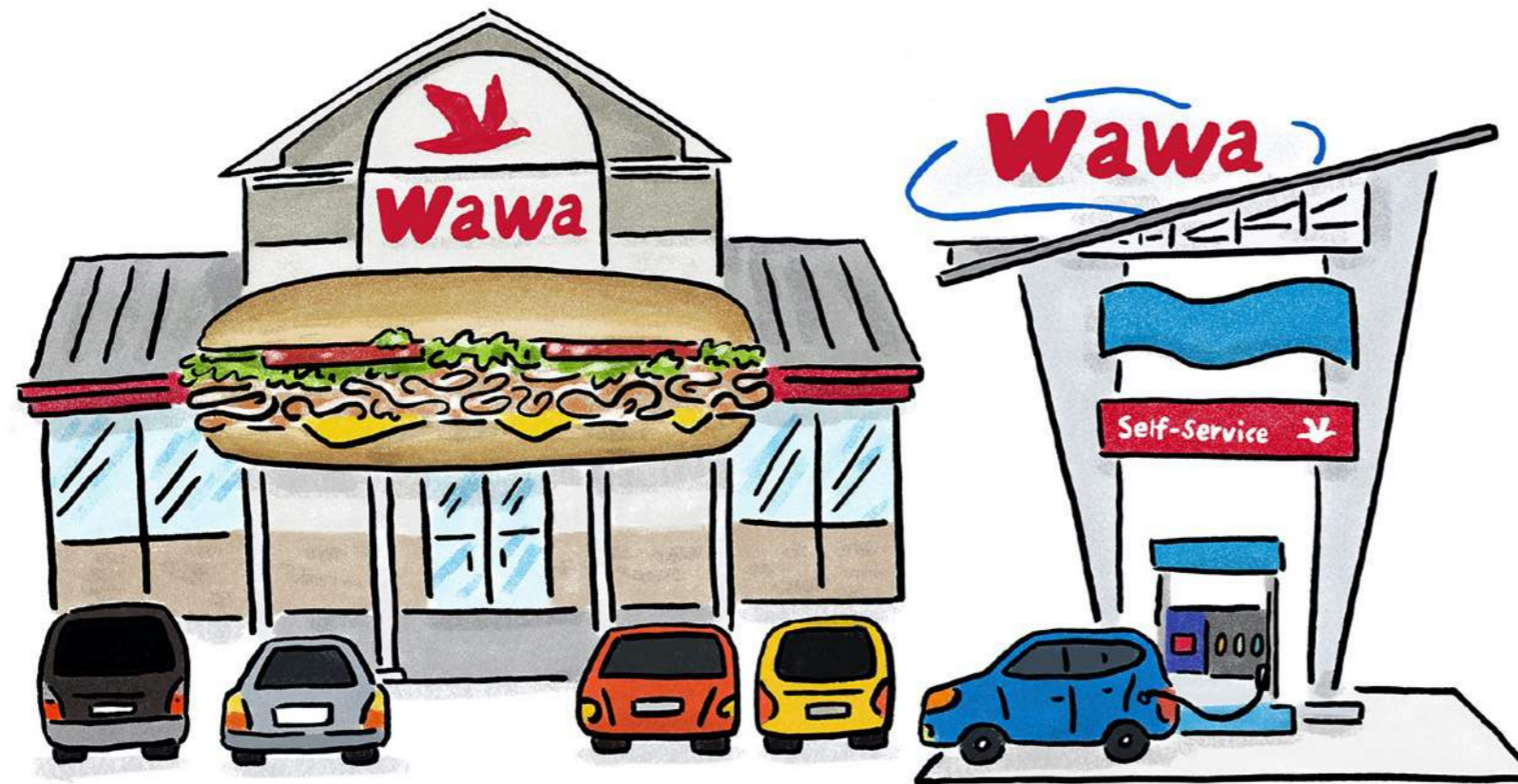
Africa

Telecommunication



While the global mobile market is saturated, Africa offers untapped potential with its young population and low mobile penetration. Transsion, a little-known Shenzhen-based manufacturer, seized this blue ocean opportunity and became Africa's "mobile phone king." The case explores its rise, competitors, challenges, and future prospects.

Wawa: Retailing Reinvented through Blue Ocean Strategy



Transformation

Strategic Alignment

Ex-ante Case

US

Food Retailing

Gas Station



CASE



TN



VIDEO

Over 200 years, Wawa has pivoted from an iron foundry to textile mills then dairy farms and, today, one of the most profitable per-store takeout restaurants in the US. Learn how Wawa used the blue ocean tools to make a strategic shift that drove their business to \$10.5 Billion in high-margin revenue.

Successes and Failures of Amazon's Growth Strategies: Causes and Consequences



Value Innovation

Noncustomer

Online Retailing

IT Service

Business Portfolio



CASE



TN



LECTURE
SLIDES

Dive into Amazon's growth strategies - how did the company become an e-commerce and IT giant from an internet bookseller? This case analyzes the commonalities and differences across Amazon's key strategic moves; thereby understand the roots of the company's successes and failures.

A Maestro Without Borders:

How André Rieu Created the Classical Music Market for the Masses



Market Reconstruction

Noncustomer

Demand Creation

Classical Music

Live Performance

Orchestra



CASE



TN



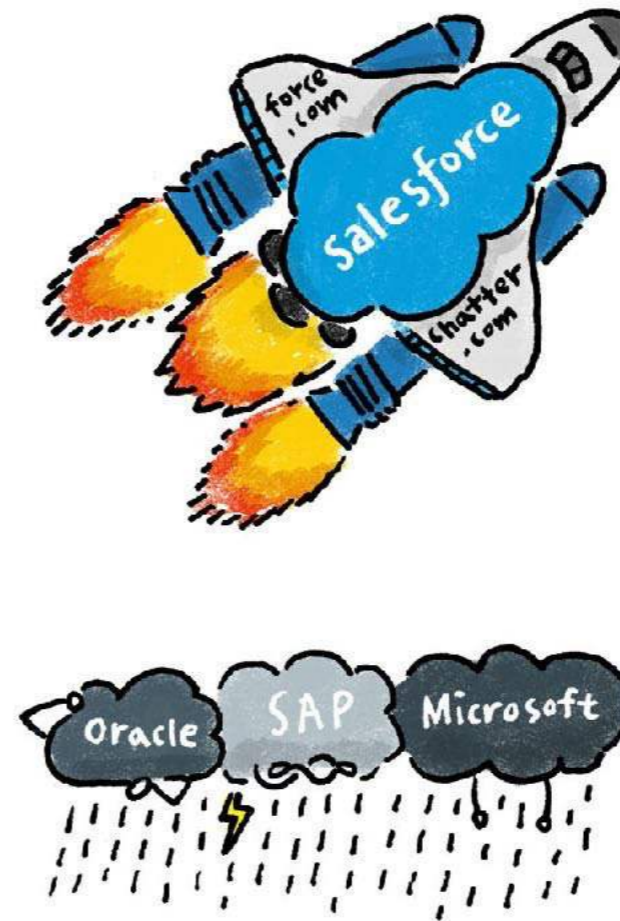
LECTURE
SLIDES



VIDEO

Dutch violinist André Rieu reconstructed industry boundaries to unlock vast new demand for classical music. How did he create a new market space in a once declining industry?

Salesforce.com: Creating a Blue Ocean in the B2B Space



Noncustomer

Strategic Renewal

Barriers to Imitation

US

CRM Software

B2B



CASE



TN



LECTURE
SLIDES



VIDEO

The case describes a series of blue ocean strategic moves made by salesforce.com in the CRM application market, demonstrating how a company can effectively create and renew its blue ocean in the B2B space by value innovating on the product, service, and delivery platforms.

Charity: Comic Relief, How Red Nose Day Made the Competition Irrelevant for Decade



Noncustomers

Barriers to Imitation

UK

Charity Industry



CASE



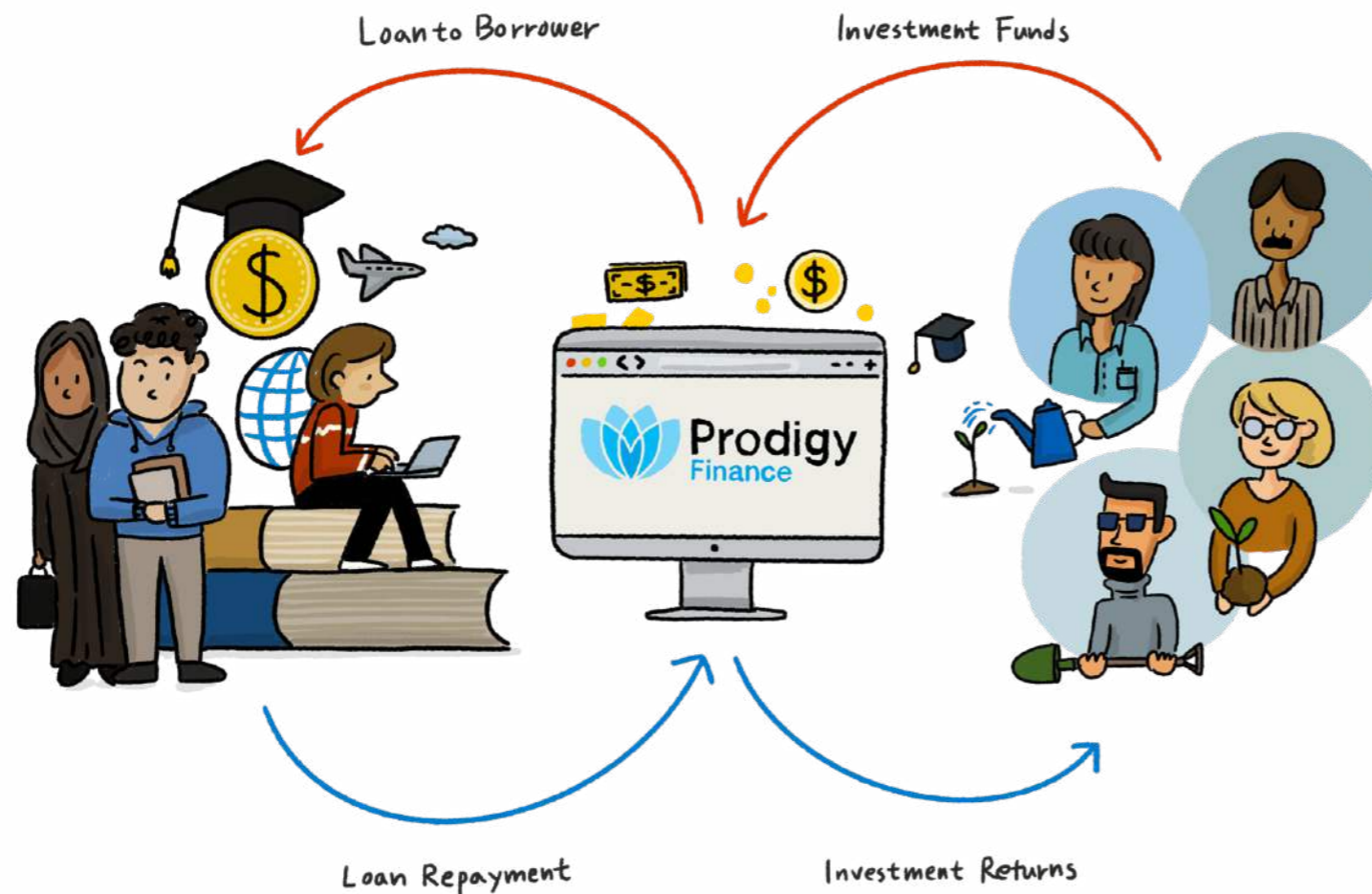
TN



VIDEO

Comic Relief started when charity fundraising in the UK was a deep red ocean. How did Comic Relief redefine the industry problem and engage everyone to do something funny for charitable giving? Learn the importance of strategic alignment of value, profit, and people that created a sustainable blue ocean for more than 30 years.

Fintech: Innovation without Disruption - How Prodigy Finance Achieved both High Growth and Social Good



- Noncustomers
 - Nondisruptive Creation
 - Start-up
 - Fintech
 - Social Innovation
- CASE TN VIDEO

Fintech doesn't necessarily disrupt an existing industry and its players when it solves a brand-new problem unaddressed by the industry. Consider Prodigy Finance, a fintech company that created a lending platform of international student loans. While traditional banks focus on domestic borrowers and past credit records, Prodigy Finance funds international students through assessing their future potential.

Artificial Intelligence: Stitch Fix, A Blue Ocean Retailer in the AI World



Market Reconstruction

Noncustomers

US

Online Retailing

Artificial Intelligence

Start-up



CASE



TN

Fashion retailers are having tough times - not only brick-and-mortar retailers like Sears, but also online stores are losing a bloody battle in the crowded market space. Stitch Fix reinvented the online retail by providing a personal styling service that combines AI with the creativity and knowledge of human stylists. Learn how Katrina Lake, the youngest woman CEO who led the IPO of Stitch Fix, got insights and turned her venture into a billion dollar business.

Indian Premier League: Creating a Blue Ocean in Sports (online case)



Market Reconstruction

Noncustomers

Nondisruptive Creation

India

Sports Event

Bollywood



How did the Indian Premier League (IPL) transform the long-winded gentlemen's cricket game into a thrilling three-hour sports drama? Learn the strategic logic behind the IPL's reinvention of the cricket league that unlocked new demand from non-cricket spectators and global audience.

Nintendo Switch: Shifting from Market-Competing to Market-Creating Strategy



Value Innovation

Pioneer-Migrator-Settler Map

Japan

Video Game

Business Portfolio



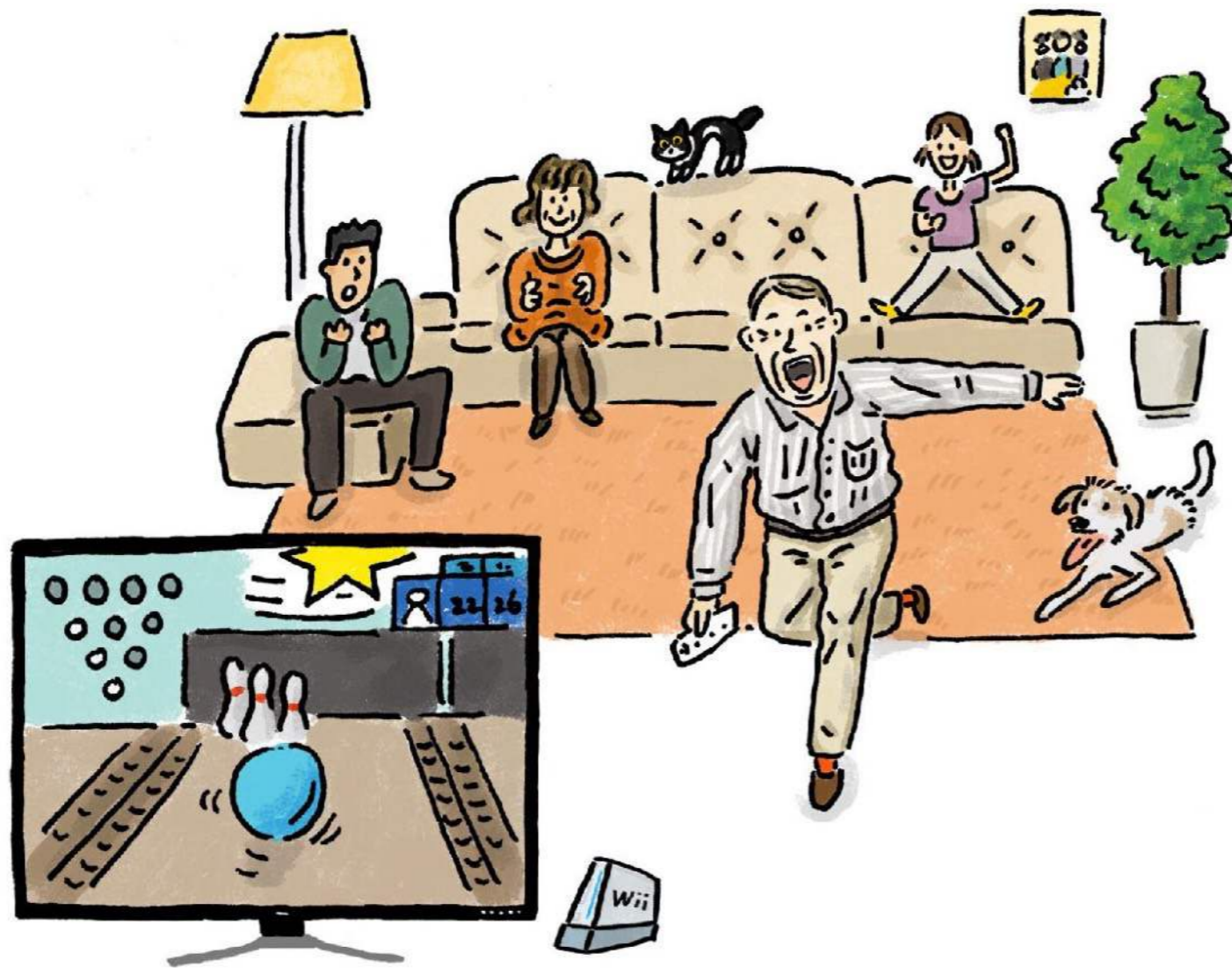
CASE



TN

How did Nintendo respond to mobile gaming? It introduced the Wii U, a poor copy of the tablet experience that proved a dismal failure. Stepping back, Nintendo again used blue ocean strategy to value innovate the Nintendo Switch. This case explores a pattern behind the ups and downs of Nintendo's 129-year-long corporate history. Find out how the company balance and plan their product portfolio for long-term growth.

Lessons Learned From Noncustomers



Market Reconstruction

Noncustomer

Japan

Video Game



CASE



LECTURE
SLIDES



VIDEO

What strategic path did Nintendo pursue in creating Nintendo Wii? This case demonstrates how the company looked to the gaming industry's noncustomers and created its blue ocean offering.

Driving Sustainable Growth and Empowering Society

Nickel's Blue Ocean Beyond Disruption



Nondisruptive Creation

Financial exclusion

France

Banking

Fin-Tech



CASE



TN

Can a new market be created without disrupting the existing markets? The banking industry, overserving existing customers with various financial services, has left behind a huge underserved population. Nickel created banking services accessible to those excluded from existing boundaries of banking services. The consequences are nondisruptive - financially excluded won, Nickel won, tobacco stores won, and importantly, no one was made worse off.

Apple: How its Corporate Strategy Drove High Growth



Market Reconstruction

Noncustomer

Sustainability

Barriers to Imitation

Pioneer-Migrator-Settler Map

US

Electronics

Business Portfolio



CASE



TN



LECTURE
SLIDES



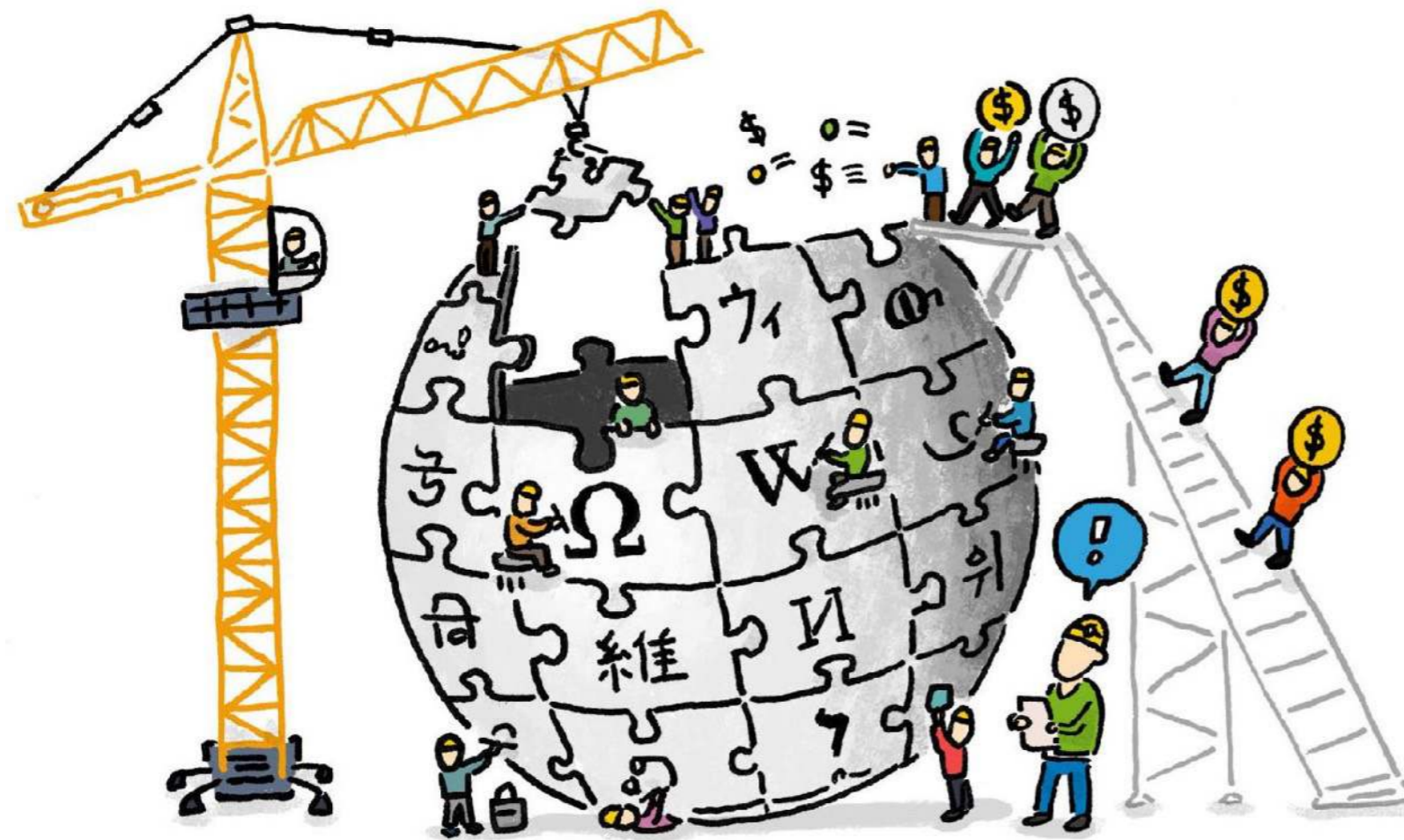
VIDEO



ARTICLES

How did Apple transform itself from a computer manufacturer to a consumer electronic giant through a series of blue ocean strategic moves? The case explains this process with the PMS map showing how a corporation can manage and balance today's performance and its future profitability.

Wikipedia: Making a Blue Ocean Strategic Move that Discourages Imitation



Strategic Alignment

People Proposition

Barriers to Imitation

World

Encyclopedia

Nonprofit



CASE



TN



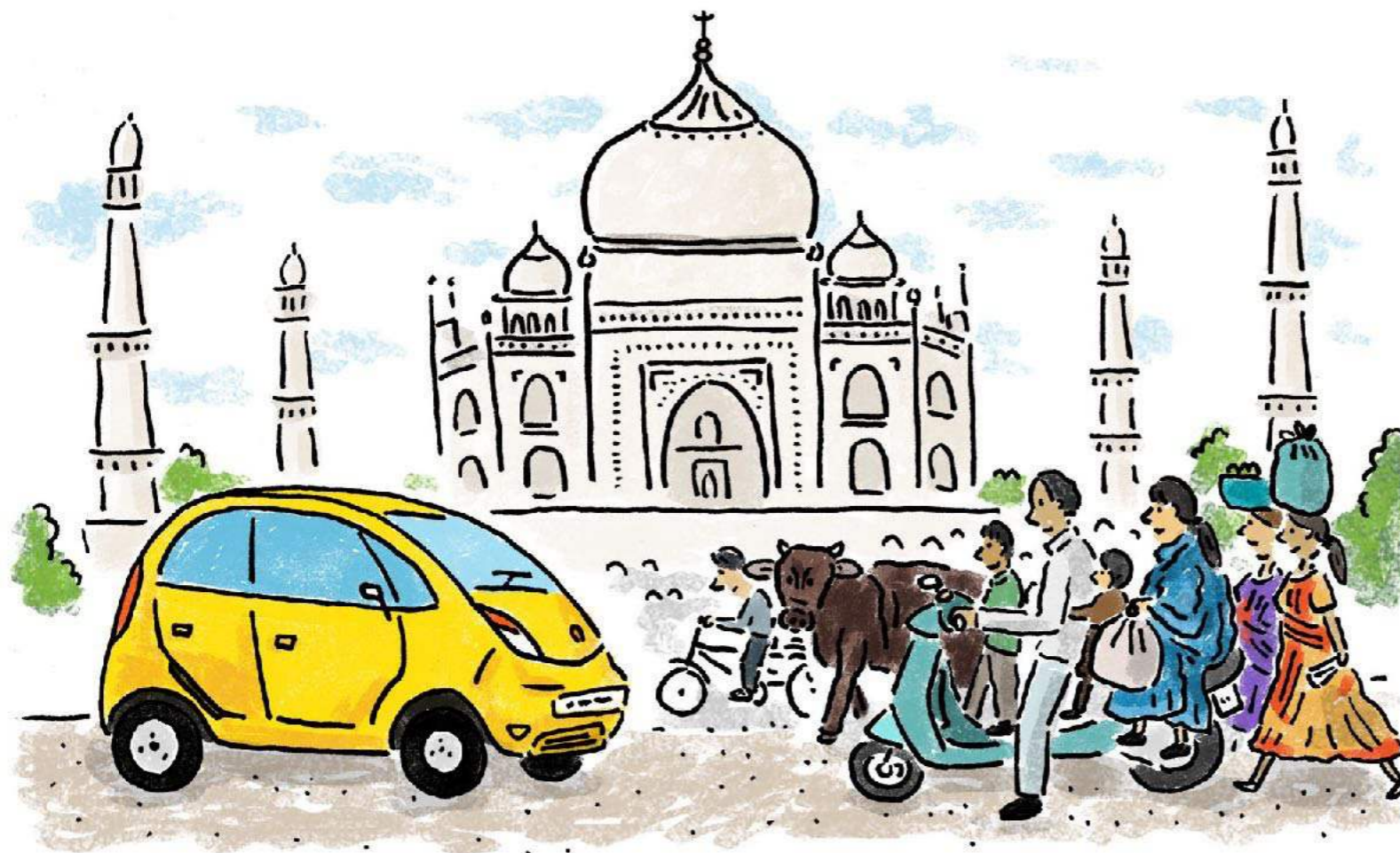
LECTURE
SLIDES



VIDEO
SLIDES

How can an organization create a blue ocean that is hard to imitate and is sustainable? This case explains how Wikipedia aligned value, profit and people propositions in pursuit of both differentiation and low cost.

Tata Nano's Execution Failure: How the People's Car Failed to Reshape the Auto Industry and Create New Growth



Noncustomer

Commercial Viability

Target Costing

Execution Failure

Strategic Alignment

India

Auto



CASE



TN



LECTURE
SLIDES



VIDEO

Don't miss the
exclusive 3-part
video series!

What was behind the conception of the Tata Nano as “the People’s car”? Why didn’t the Nano realize its full promise? This case analyzes Tata Motors’ strategic move to create and launch the Tata Nano, exploring the factors behind the project’s earlier success and the reasons for its execution failure.

Drybar (A) & (B): No Cuts. No Color. Just Blowout!



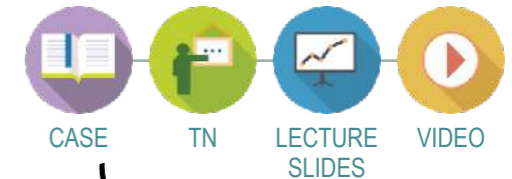
Market Reconstruction

Noncustomer

US

Beauty Salon

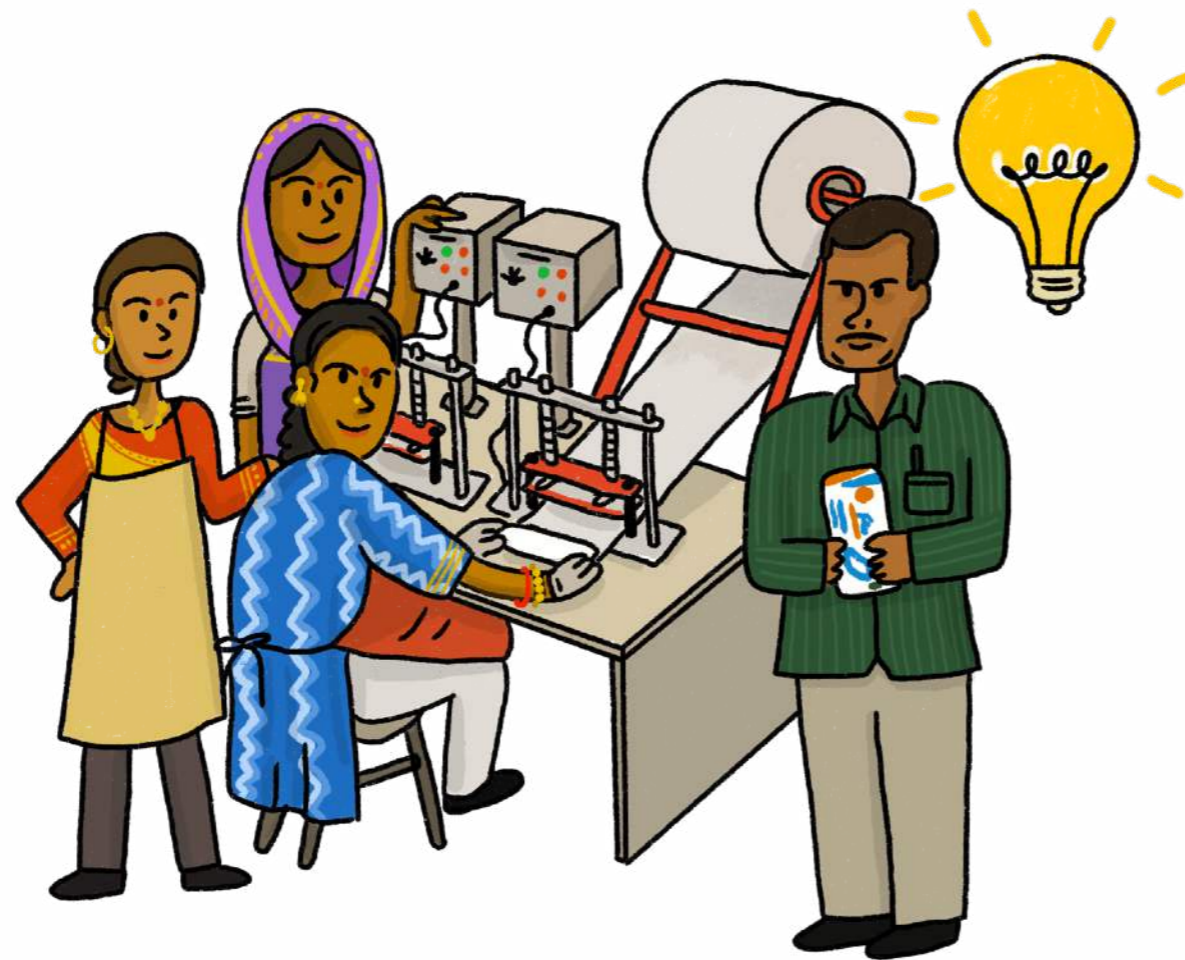
Entrepreneurship



Engage your students with a cartoon storybook in Case B

How did Drybar change the concept of professional blow-drying service and make it so compelling to all women regardless of their age and profession?

An Innovation that has Changed the Lives of Women in India



Noncustomers

Nondisruptive Creation

India

Consumer Product

Bottom of Pyramid



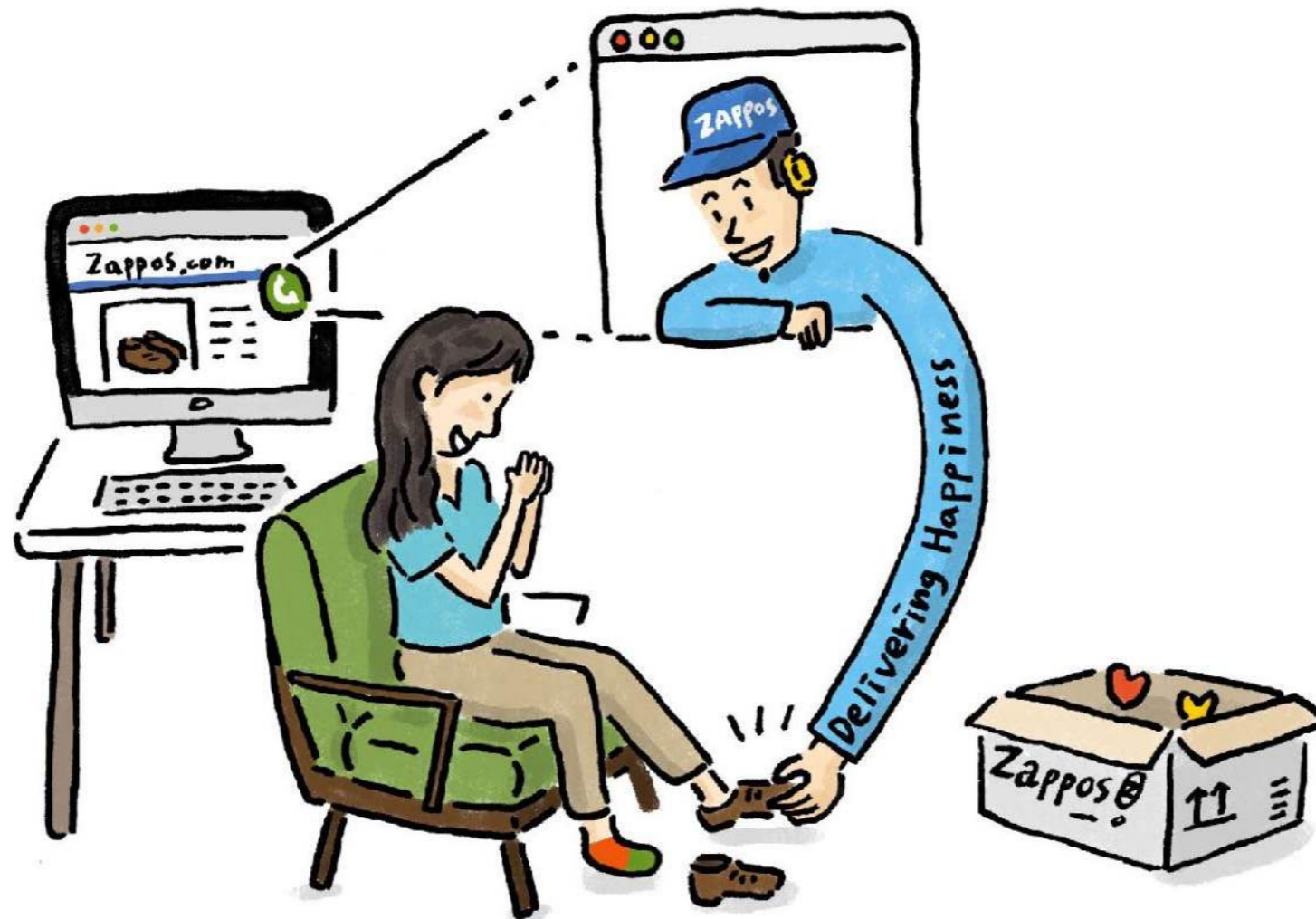
CASE



TN

Innovation doesn't always involve disruption. Mr. Arun Muruga, an Indian entrepreneur, identified an unvoiced problem for Indian women, lack of awareness about and access to menstrual hygiene products. He created an innovative business model empowering women to produce sanitary napkins in micro-factories and sell them directly to other women, overcoming distribution hurdles and social taboos. Explore whether Muruga's sanitary pad business displaced the existing sanitary pad market and players.

Zappos.com (A): Bring the Shoe Store to Your Home



Market Reconstruction

Buyer Utility Map

US

Fashion

Online Retailing



CASE



TN



LECTURE
SLIDES



VIDEO
SLIDES

"We are not competing with other internet companies; we are competing with the store experience." How did Zappos build a unique value proposition that is neither an offline nor online shoe store in the conventional sense?

Zappos.com (B): Strategy Powered by Culture and People



People Proposition

Fair Process

Sustainability

Barriers to Imitation

US

Fashion

Online Retailing

Culture



CASE



TN



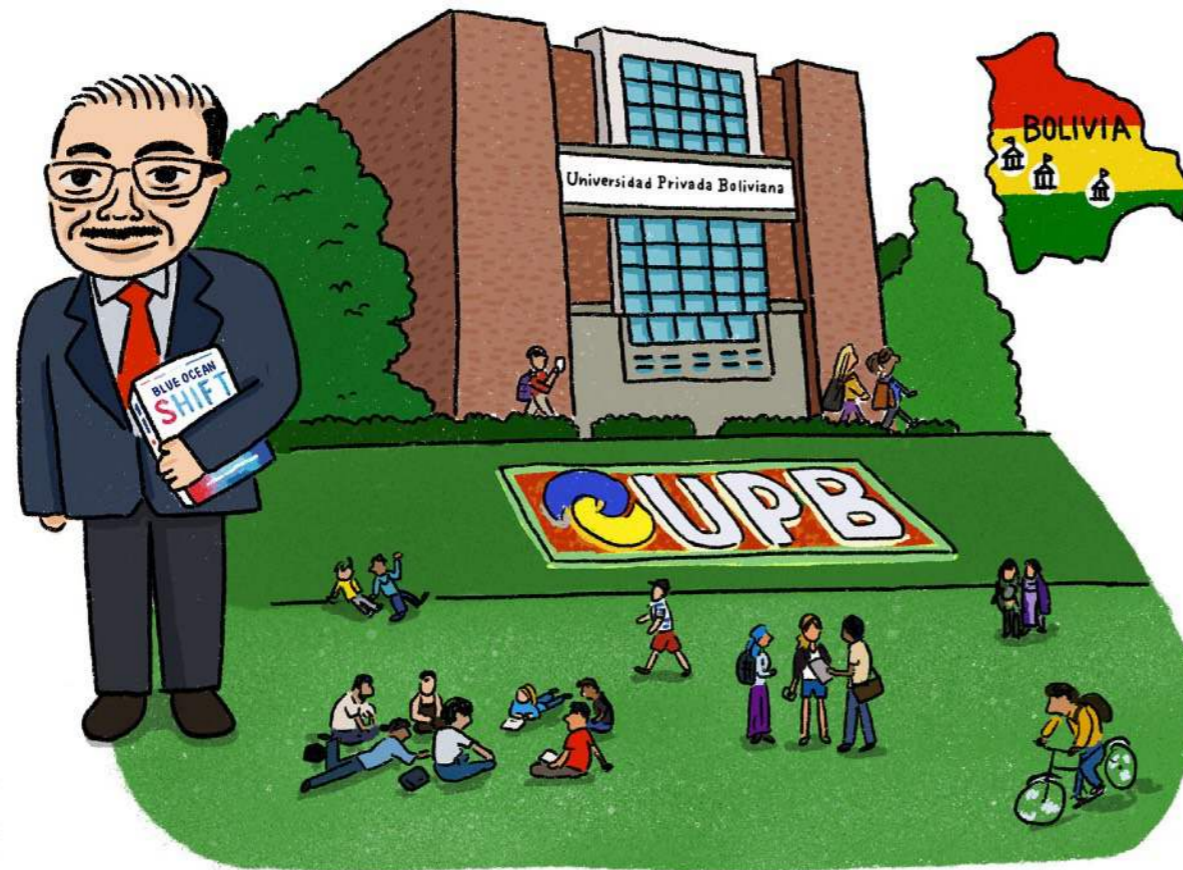
LECTURE
SLIDES



VIDEO

This case explores Zappos's people proposition that contributed to the company's high performance and strong barriers to imitation, highlighting the importance of Fair Process for strategy execution.

Education: A Blue Ocean Shift from Insolvency to Excellence, Turning Around the Private University of Bolivia



Value Innovation

Noncustomers

Ex-ante Case

Latin America

Higher Education



CASE



TN



VIDEO

Don't miss the firsthand interview with Rector Manuel Olave

Rector Manuel Olave shares his blue ocean journey to turn around a struggling Bolivian undergraduate university, transforming it from insolvency into a thriving top Latin American university, via the blue ocean shift process. Learn how noncustomer analysis and the pursuit of differentiation and low-cost can create new demand and allow an organization to open a new value-cost frontier.

Crafting Winning Strategies in a Mature Market:

The US Wine Industry in 2001



Market Reconstruction

Noncustomer

Australia

Wine

SMEs



CASE



TN

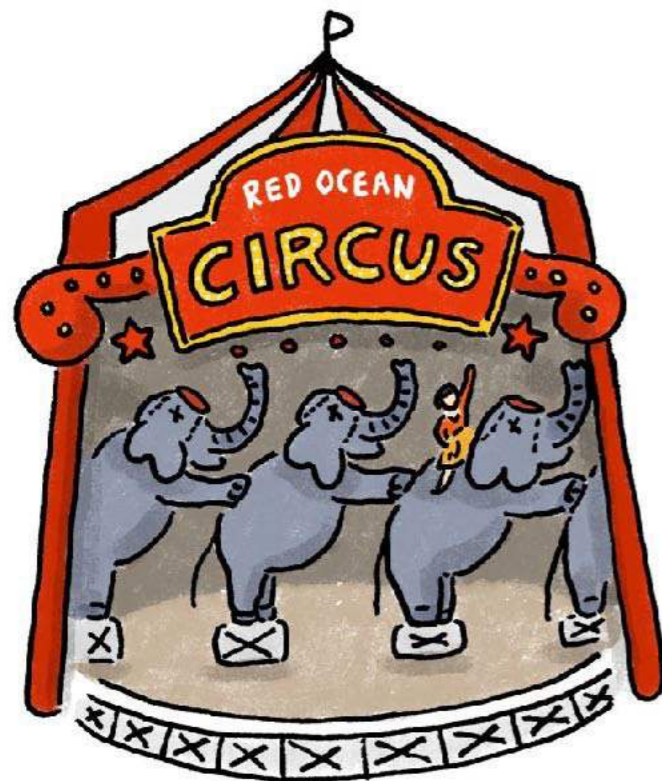


VIDEO

How can a company create a winning strategy in an overcrowded and highly competitive industry? Learn how Australia's Casella Winery reconstructed across market boundaries to launch [Yellow Tail] and created a blue ocean in the US wine industry.

Even a Clown Can Do it (A) & (B):

Cirque du Soleil Recreates Live Entertainment



Market Reconstruction

Noncustomer

Canada

Circus



CASE



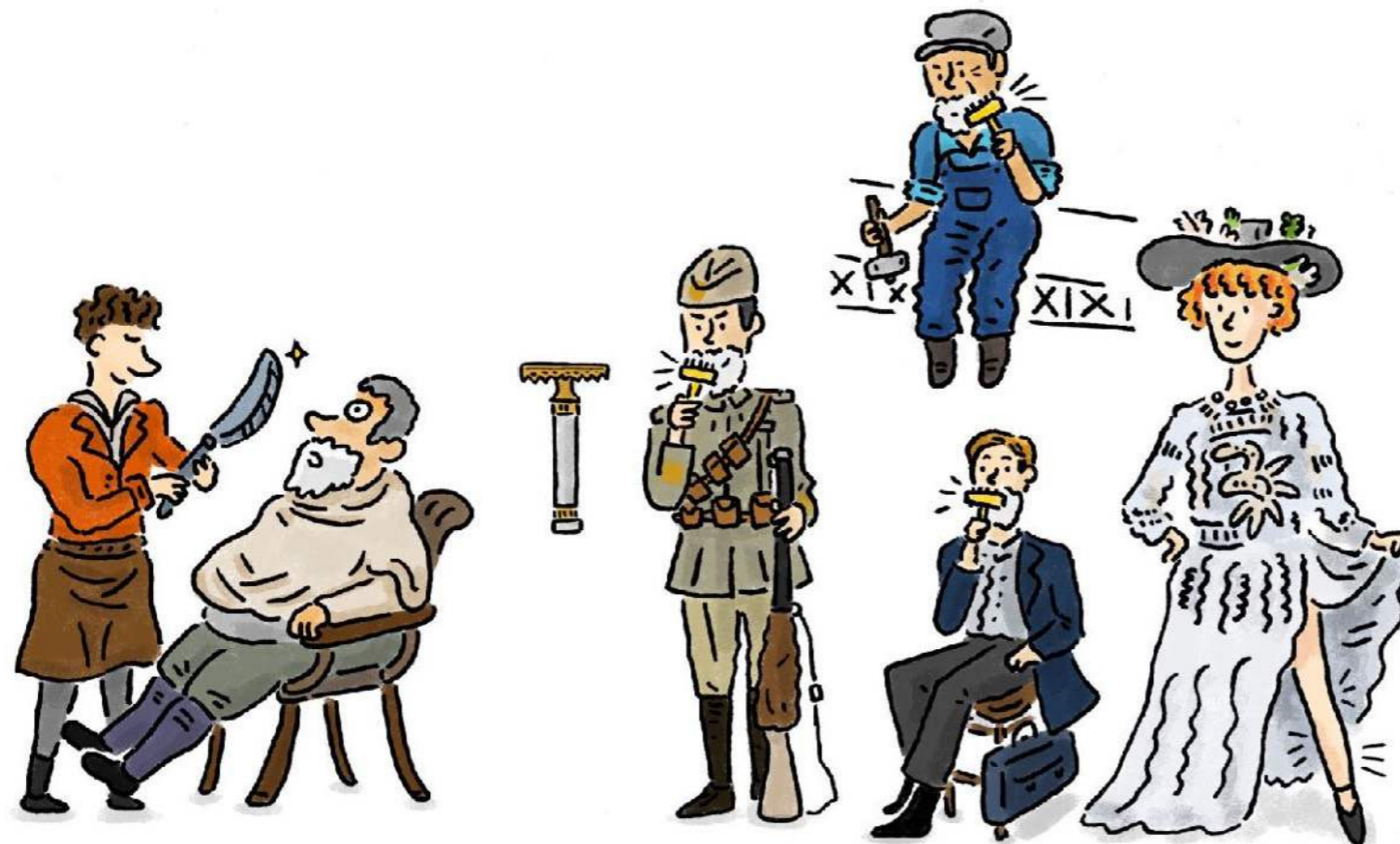
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VIDEO

This case shows how the Canadian company Cirque du Soleil created an unprecedented form of live entertainment while lowering the cost by reconstructing the boundaries between traditional circus and theater, thereby reinventing the circus industry.

How a US Consumer Products Company Unlocked the Three Tiers of Noncustomers



Noncustomer

US

Consumer Product



CASE



TN



LECTURE
SLIDES

Where can managers obtain insights for creating new demand? The case explains how Gillette unlocked different tiers of noncustomers sequentially to create and expand its blue ocean in the shaving industry.

Skype In the Voice-over-IP Industry: A Commercially Viable Blue Ocean?



Market Reconstruction

Buyer Utility

Commercial Viability

Strategic Pricing

World

Telecommunication



CASE



TN



LECTURE
SLIDES

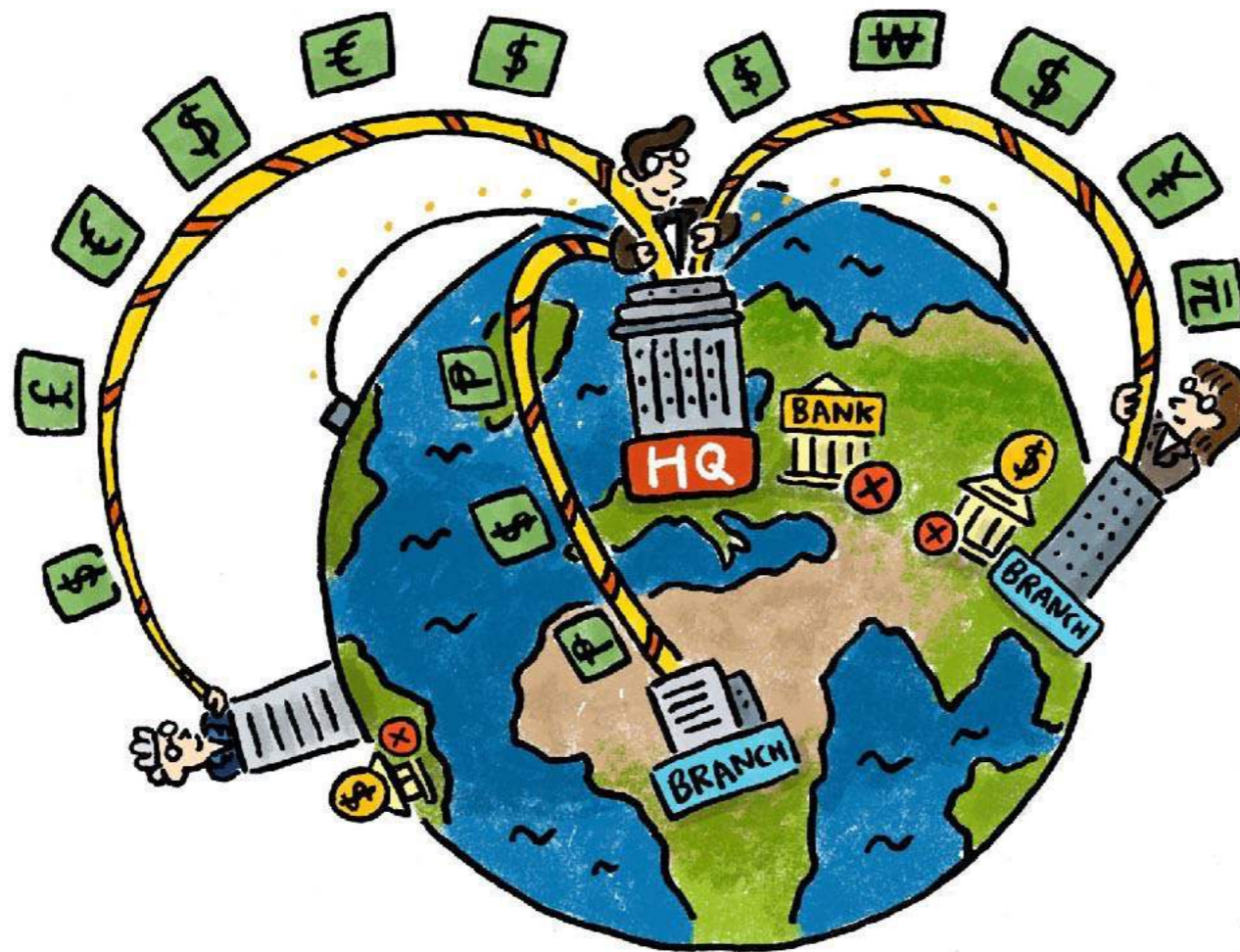


VIDEO
SLIDES

How did Skype create exceptional utility in the VoIP industry and unlock new demand? Why wasn't it able to turn a profit despite explosive growth in demand? This case explores how one could set a strategic price even though there doesn't seem to be major precedents for such an offering.

Blue Ocean Finance:

The Evolution of Corporate Treasury Operations in the 21st Century



Value Innovation

MNCs

Finance

Globalization



CASE



TN

In the era of globalization, how can multinational corporations (MNCs) effectively consolidate their borders in a way to ensure that the benefits of integration exceed the costs? This case shows how blue ocean strategy can be applied to corporate finance and help MNCs achieve value innovation.

Healthcare: Reability, Innovation in a Highly Regulated Industry (A) & (B)



Market Reconstruction

Buyer Utility Map

Germany

Retail (Medical)

Healthcare

Highly Regulated



CASE



TN



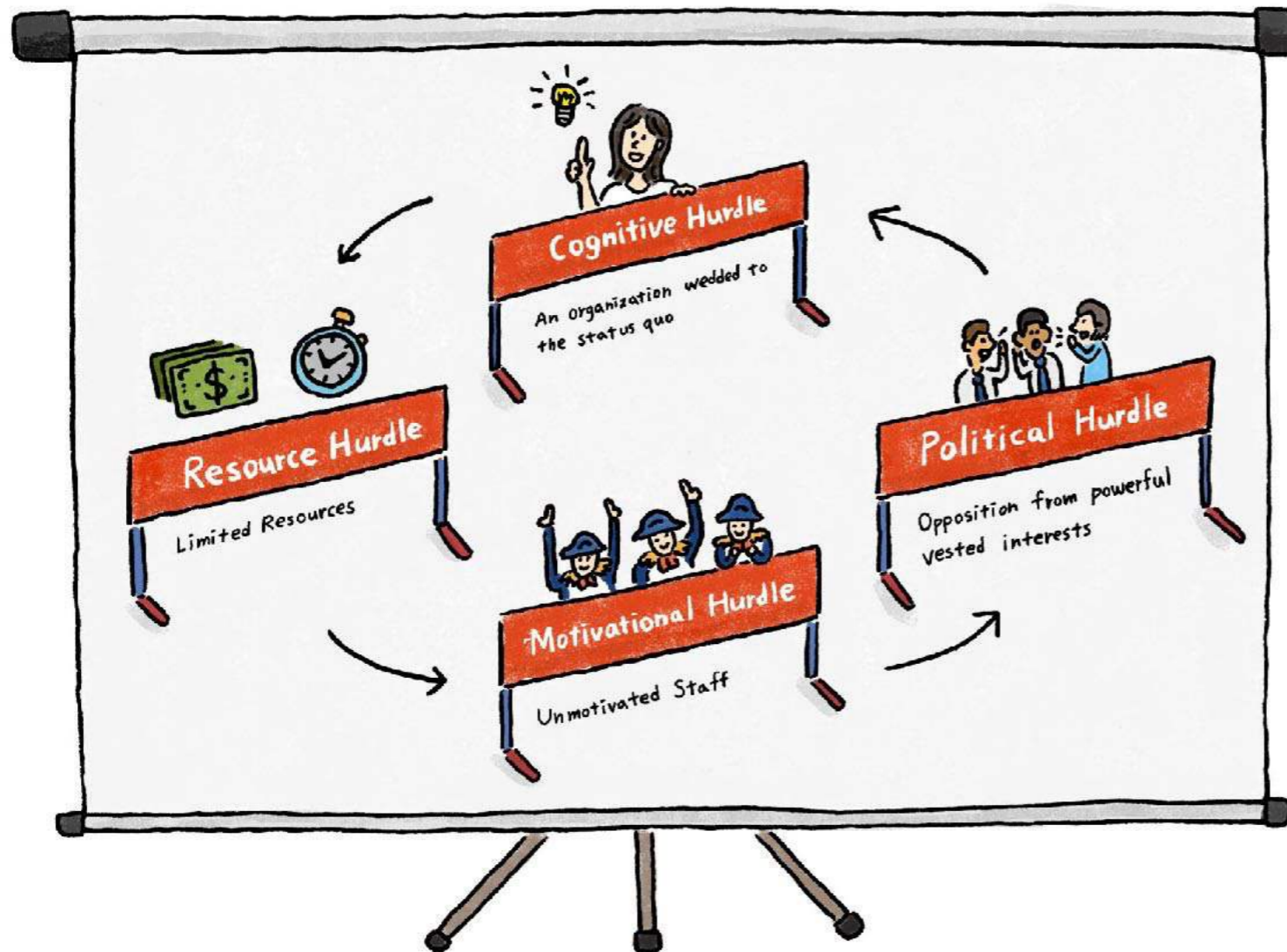
LECTURE
SLIDES



VIDEO

How did Reability reconstruct the highly regulated medical supplies industry in Germany when traditional players were trapped in the intensifying price-based competition and overlooked the pain points of users?

Lecture: How to Implement Blue Ocean Strategy



Strategy Execution

Tipping Point Leadership

Fair Process



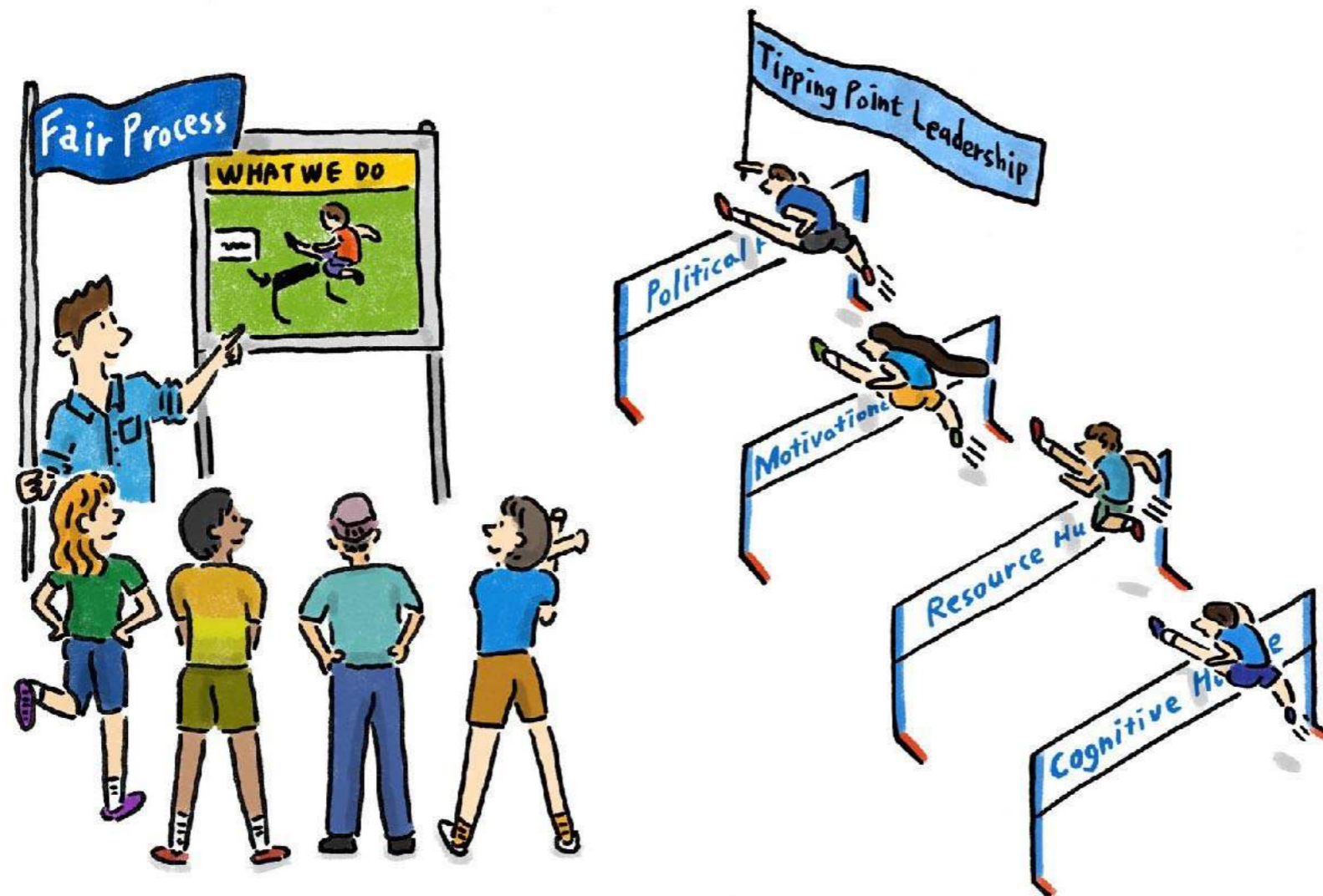
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LECTURE
SLIDES

In executing a blue ocean strategy, how can a company overcome various organizational hurdles and build trust and commitment among people who work for or with the company? Learn the concepts of Tipping Point Leadership and Fair Process that ensure effective execution of blue ocean strategy.

Blue Ocean Strategy Implementation: Real-Life Learning and an Interactive Game



Strategy Execution

Tipping Point Leadership

Fair Process



CASE



TN



LECTURE
SLIDES



FLASH GAME

Exclusive
videos
incorporated!

How can an organization execute a new strategy even though it represents a significant departure from the status-quo? Learn key concepts of blue ocean strategy implementation through interactive class exercises.

Scenario Case: Tipping Point Leadership and Fair Process in Action



Strategy Execution

Tipping Point Leadership

Fair Process



TN



WORKBOOK

Choose one of the five scenarios in which you face organization hurdles to implementing blue ocean strategy (or any strategy) and explore how to overcome them by applying Tipping Point Leadership and Fair Process.

Self-Diagnostic Tool: Tipping Point Leadership and Fair Process in Action



Strategy Execution

Tipping Point Leadership

Fair Process



TN



WORKBOOK

Use the simple diagnostic tool to identify four organization hurdles and address actions to take in order to apply fair process in real world business practice.

NTT DoCoMo i-Mode: Value Innovation at DoCoMo



Value Innovation

Commercial Viability

Business Model

Japan

Telecommunication



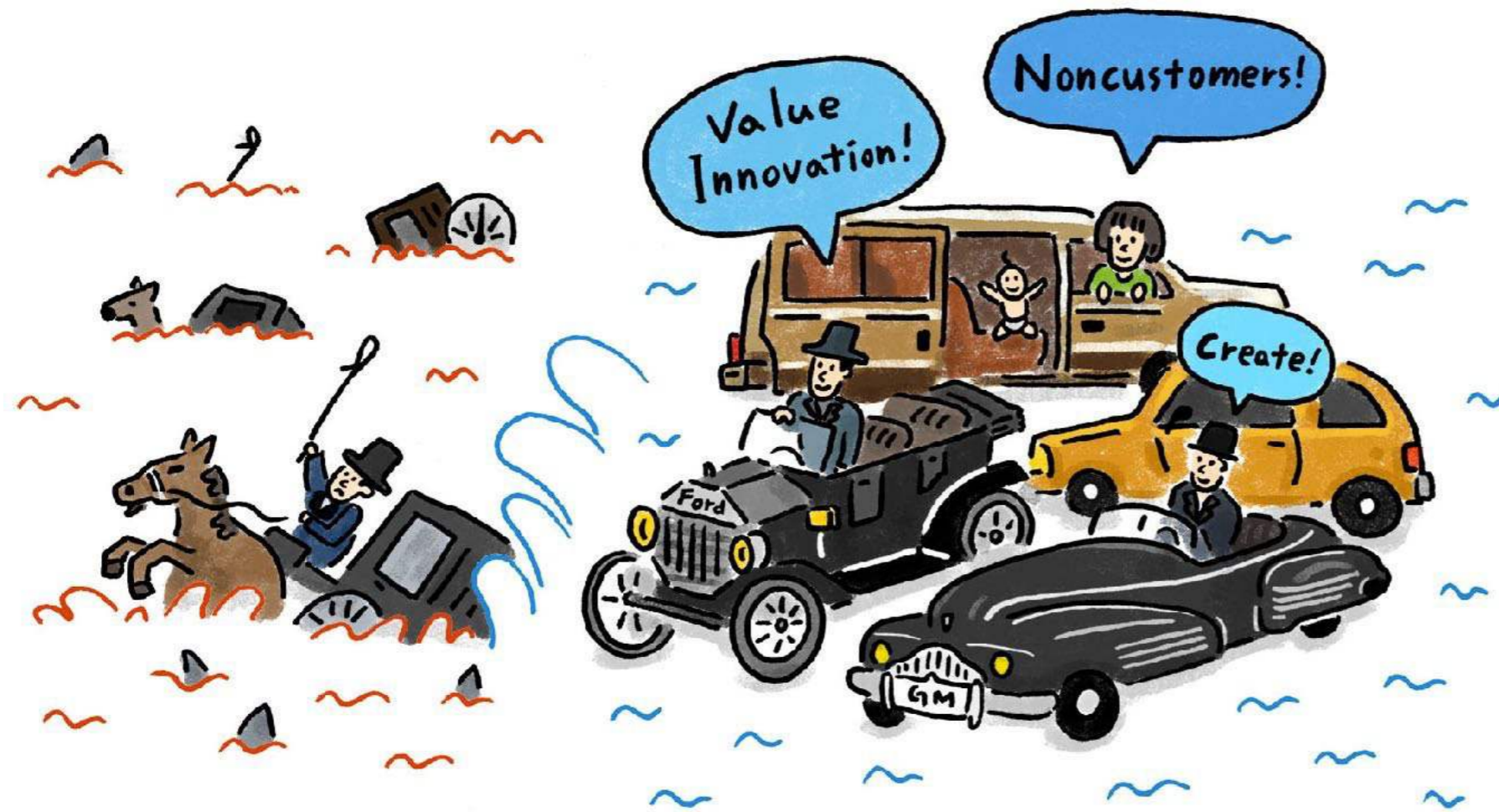
CASE



TN

NTT DoCoMo's i-mode was the world's first smartphone to achieve mass adoption in a country. This case offers a value innovation perspective in explaining the success of i-mode with a particular emphasis on analyzing its business model.

Lessons From Breakthrough Strategic Moves Over the Last Century



Value Innovation

Noncustomer

World

Auto

Computer

Movie Theater



CASE



TN



VIDEO

Find out the common patterns across breakthrough strategic moves that allowed companies to break away from the competition and create and capture new market space.



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