

# Blue Ocean Strategy

A market-creation tool: finds uncontested space by changing what the category competes on instead of fighting for the old ground. Origin: W. Chan Kim & Renee Mauborgne (INSEAD)

## ELIMINATE

## RAISE

## REDUCE

## CREATE

● **ELIMINATE:** Factors the industry competes on that you remove entirely. Cuts cost and forces real differentiation. The bravest, most important box.

● **REDUCE:** Over-engineered factors dialled below the standard because buyers undervalue them. Frees cost to fund the value moves. Cuts cost.

● **RAISE:** Factors lifted well above the industry standard to create a reason to switch. Builds on what the category already offers. Lifts buyer value.

● **CREATE:** Brand-new factors the industry has never offered, unlocking demand and pulling in non-customers. The new-demand engine. Lifts buyer value.