



INSEAD

Executive  
Education

Programmes  
in San Francisco

The Business School  
for the World®



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# INSEAD BLUE OCEAN STRATEGY

## Creating uncontested market space

Companies have long engaged in head-to-head competition in search of sustained, profitable growth. They have fought for competitive advantage, battled over market share and struggled for differentiation. 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 characterised by increasing levels of commoditisation. While most companies compete within such red oceans, is this strategy likely to create profitable growth for the future?

**INSEAD Blue Ocean Strategy** offers you a new perspective on strategy formulation and execution. Immerse yourself in Blue Ocean Strategy concepts, tools and frameworks, and start to create "blue oceans" of uncontested market space to help you make the competition irrelevant. You will gain key insights on how these concepts complement and go beyond traditional approaches to strategy. There is also a strong emphasis on learning how to apply Blue Ocean Strategy concepts, tools and frameworks to real business situations in order to help your business break away from the competition and achieve strong, profitable growth.

An important part of the programme is the opportunity for you to immediately start applying Blue Ocean Strategy to analyse your own organisation's strategic challenges. In addition, you will provide feedback and ideas to other participants as they search for their blue ocean to enrich the learning experience.

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  
The John H. Loudon Chaired Professor of  
International Management*

**INSEAD Blue Ocean Strategy** 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 Strategy tools and concepts developed at INSEAD
- Learn how to engage your colleagues in a Blue Ocean Strategy process
- Start developing 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

## Programme content

**INSEAD Blue Ocean Strategy** is an intensive four-day programme 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 work on during the programme.

## 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 customers
- Buyer Utility Map: to explore the levers you can pull 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 Strategy

Explore the two key approaches central to implementing Blue Ocean Strategy quickly and at a low cost while winning the support of employees.

- Tipping Point Leadership: learn how to overcome the cognitive, resource, motivational and political hurdles that prevent the best strategies from being executed
- Fair Process: learn how to communicate and interact with your staff to build deeper trust to facilitate the execution of a Blue Ocean Strategy for your organisation

## 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 you if you are a senior executive, business owner, head of strategy or an executive from mid- to upper-level management directly involved in the development of new product and service offerings.

While individual applications are welcome, we also encourage group applications, allowing up to 6 people from your organisation to complete the programme together. This will allow you and your colleagues to make more progress on issues affecting your organisation and pave the way for creating a Blue Ocean Strategy upon your return to the office.

# LEADING CHANGE IN AN AGE OF DIGITAL TRANSFORMATION

## It's not the technology: it's the people and processes

As digital disruption continues to reshape industries, organisations are under enormous pressure to stay ahead of the competition. But it is a challenge. More than 80% of digital transformations fail. Many of these initiatives perform so badly that they are abandoned; others fall so far short of their goals with such high costs that they provide little to negative returns.

The problem is not the new technologies or systems themselves. Most digital transformations fail because of inadequate or ad hoc management of *people and processes*.

So how do you build the right strategies and processes to lead people through this kind of transformation and disruption? How do you overcome resistance to the needed changes? How do you shape the mindsets and the behaviours to ensure that change sticks?

**Leading Change in an Age of Digital Transformation** is an immersive and experiential programme designed for senior executives leading digital transformation initiatives in their organisation. This advanced programme for digital leaders gives you the understanding and the competitive insights to avoid the critical pitfalls and drive long-term success.

Together with INSEAD faculty and leaders from a diversity of sectors, you will explore the complex change dynamics of digital transformation across three distinct phases: Initial Ignition, Lift-off and Launch, and Sustained Success. You will dig deep into the unique risk factors involved in each of these three phases, using grounded but practical frameworks and leveraging specific tools to address the real-world challenges in each phase of the transformation through to ultimate success.

## Programme director



### J. Stewart Black

*Professor of Management Practice in Global Leadership and Strategy*  
*Author of the best-selling book, It Starts with One: Changing Individuals Changes Organizations.*

Our research shows that the effective management of change in people—their mindsets and behaviours—is the strongest determinant of success and failure during digital transformations. As such, the programme is designed to help you understand why people so often resist digital change and what must be uniquely managed during each of the three different phases of change. Building on this understanding, you will systematically develop the leadership skills and the strategies to manage and motivate your entire ecosystem of people – from employees, to suppliers, customers, regulators and partners. The programme enables you to drive and sustain positive momentum for change as you create broad networks of support and buy-in for each phase of your digital transformation.

**Leading Change in an Age of Digital Transformation** empowers you to beat the odds and ensure that your organisation captures all the advantages of digital disruption, today and tomorrow.

## Key benefits

- Enhance your understanding of the unique aspects of leading digital transformation change
- Elevate key skills in change leadership relative to people and process across all three stages of digital transformation - Initial Ignition, Lift-off and Launch and Sustained Success
- Leave with a concrete action plan for your own digital transformation initiative.

## Programme content

**Leading Change in an Age of Digital Transformation** is designed to enhance the critical competencies needed to lead this unique challenge. Specifically, the programme elevates your leadership capabilities in seven key areas:

- Conceptualising the process
- Igniting and initiating change
- Diagnosing resistance
- Sequencing and linking change actions over time
- Motivating and inspiring others
- Formulating supportive coalitions
- Sustaining change and making it stick.

For each phase of change, we examine the following specific and critical questions:

### Phase 1: Initial Ignition

- Why are digital threats and opportunities so hard for some constituent groups or key individuals to see?
- How can you help people visualise and emotionally connect to the threats and opportunities of digital disruption?
- What are the most common ignition pitfalls and why do smart people fall into them?
- How can you avoid them?

### Phase 2: Lift-off and Launch

- Who do you need as early adopters and how do you secure their engagement?
- How can you motivate the “majority in the middle” to embrace your digital transformation?
- Which resisters should you ignore and which should you tackle?
- After lift-off, how do you throttle up the enthusiasm to gain momentum in the launch phase?

### Phase 3: Sustained Success

- Why do transformations that achieve successful lift-off and launch fail to reach “escape velocity” and fall back to earth?
- How can you build a sustaining coalition?
- How can you reenergise yourself and others once the excitement of lift-off peters out?
- At what point can you throttle back and leverage the momentum you’ve generated?

## The Live Case Application Approach

You will explore company case studies that illustrate and illuminate core concepts and tools, and apply the concepts and tools to your own “live case” in real time over the course of the programme.

You will walk away with a detailed change plan and have concrete answers to the following critical questions:

- What are my personal strengths and potential pitfalls in leading digital change?
- What actions do I need to take to ensure I’m prepared to lead the change?
- How do I plan to achieve effective initial ignition?
- Who do I need to enlist from the outset?
- Where do I anticipate resistance to come from and how do I plan to overcome it?
- How do I plan to motivate the “majority in the middle”?
- What pitfalls do I think are most relevant for my digital transformation and how do I plan to sidestep them?
- How do I plan to keep myself energised along the way?
- How do I plan to sustain the success and ensure that the transformation sticks?

## Participant profile

This programme is designed for senior executives and senior middle managers who lead strategic change related to digital transformation initiatives in their organisations. While individual participants are completely welcome, it is beneficial for several managers within the same organisation (up to three managers) to come together as existing or potential members of a digital transformation initiative team.

# COMPETITIVE STRATEGY

## Achieving excellence in strategic thinking and practice

All too often in the daily pressure of achieving short-term financial results, managers lose sight of long-term goals. The key to ensuring that companies remain on track to reach these goals is the existence of a clear and focused business strategy.

**Competitive Strategy** is an intensive and comprehensive three-day programme that equips managers with new skills and tools along with practical knowledge to turn strategic ideas into actions for their business or organisation.

Through lectures, discussions, case studies and analysis of the best practices of some of the world's most successful companies, you will be able to answer the following questions:

- Which industries, markets and segments should I enter or exit?
- Which advantage should I develop or build on?
- How can I create value for customers in a better way than competitors?
- How can I assess the challenges and seize the opportunities of digital disruption?
- Should I change our supply chain or ecosystem strategy, and how?
- How will my strategic decisions impact shareholder value?

At the end of the programme, you will return to the office ready to implement your new concepts and skills.

## Key benefits

- Improve strategic thinking with state-of-the-art models and tools
- Sharpen competitive insight and skills to achieve profitable growth for your business
- Apply practical tools to execute strategies.

## Participant profile

This programme is designed for executives who currently run a business or have profit and loss responsibility for a geographical area and seek to improve their short- and long-term business performance. It is also for executives or teams who need to acquire skills quickly in strategic thinking, analysis and development.

In addition, board members, company directors, strategic planners, investment bankers, strategy or technology consultants, and financial analysts who need an understanding of, or an update on, competitive and industry dynamics will benefit greatly from the programme.

For organisations sending a group of four participants or more, we can customise an optional day on Strategic Analysis with the Programme Director. For more information on this optional day and on the tuition fee, please contact [CS\\_contact@insead.edu](mailto:CS_contact@insead.edu)

## Programme content

**Competitive Strategy** will quickly and effectively sharpen your competitive strategic skills. During the programme you will:

- Identify the key analytical strategies that you need to achieve long-term business success
- Learn the latest strategic models and tools that have been tested in the field
- Change the way you manage your business to blend rigorous strategic logic with the "view from the trenches"
- Network with a diverse and dynamic group of international executives.

## Predicting the profitability and profit pools of industries, supply chains and ecosystems

This session examines industry profit dynamics and helps you address the following questions:

- What is the profit outlook of an existing market or a new opportunity?
- How can you diagnose the profit opportunities along the supply chain?
- How does technology and digital disruption affect the profitability of your market and ecosystem?

## Creating unique resources and capabilities

How do you build and exploit enduring competitive advantages in the face of ever-faster market and competitive dynamics? This section addresses salient points of creating enduring competitive advantages:

- What does it take to be a leader of an industry or ecosystem, or to be a successful niche player?
- When can latecomers successfully challenge seemingly unbeatable competitors?
- How do ecosystem dynamics affect your competitive advantages and disadvantages?

## Creating customer value

Some companies prosper by excelling at innovating, delivering and sustaining customer value. The issues that will be explored include:

- How can you innovate customer value and create profitable growth?
- How are customer value strategies affected by ecosystem and platform dynamics?
- What are the business and organisational implications of competing with a particular value strategy?

## Competitive strategy and disruption

Companies with outstanding competitive strategies most often combine new standards of customer value with unique sets of resources and skills, which change industry or ecosystem dynamics. This session discusses key competitive strategy issues related to business and technology disruption:

- How does technology and business model disruption affect your business model?
- How can you respond to disruptors?
- How can you disrupt and win?

## Competing in markets with platform and winner-takes-all dynamics

This session will examine the economics and key success factors of winning in platform and winner-take-all markets:

- How do ecosystems and platforms change the key success factors of a market?
- What does it take to get critical mass and win in such markets?
- What are the strategy options when you fall behind in markets with platforms dynamics?

## Capturing customer value

Once a customer value proposition is innovated, the price at which this is offered needs to be determined. Customers often differ greatly in the price information they have and their willingness to pay. This creates opportunities for price customisation and shareholder value creation. This final session discusses:

- How can you discover the prices your customer groups are willing to pay?
- What creative pricing schemes exist?
- When should you offer the same price to all customers rather a set of different prices?

## Programme director



**Karel Cool**

*Professor of Strategic Management  
The BP Chaired Professor of European  
Competitiveness*

# CALENDAR 2022

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
INSEAD Blue Ocean Strategy <sup>(1)</sup>	13-16 June 2022	SF	4 days	US\$10,600	<ul style="list-style-type: none"> <li>- C-Level</li> <li>- Experienced General Manager</li> <li>- New General Manager</li> <li>- Senior Functional Manager</li> <li>- Functional Manager</li> <li>- Specialist</li> </ul>
Leading Change in an Age of Digital Transformation <sup>(1)</sup>	23-25 May 2022	SF	3 days	US\$8,300	<ul style="list-style-type: none"> <li>- C-Level</li> <li>- Experienced General Manager</li> <li>- New General Manager</li> <li>- Senior Functional Manager</li> </ul>
Competitive Strategy <sup>(1)</sup>	22-24 June 2022	SF	3 days	US\$8,300	<ul style="list-style-type: none"> <li>- Board-Level</li> <li>- C-Level</li> <li>- Experienced General Manager</li> <li>- New General Manager</li> <li>- Senior Functional Manager</li> <li>- Functional Manager</li> <li>- New General Manager</li> <li>- Specialist</li> </ul>

\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.  
 (1) Participants are required to attend a programme introduction and opening dinner the evening before the formal instruction begins.

SF San Francisco, USA

# Practical Information

## CONTACT US

For further information on **INSEAD Blue Ocean Strategy** programme, contact:

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## APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants' levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

**Note:** All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

## TUITION FEES\*

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

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