

Renée Mauborgne

Professor of strategy at INSEAD and co-director of the INSEAD Blue Ocean Strategy Institute

Key Finding

Lasting success comes not from battling competitors but from creating “blue oceans” – untapped new market spaces ripe for growth.

Business Application

Whether you are a cash-strapped start-up or large, established company, non-profit or national government, blue ocean shift shows you how to move from red to blue oceans and build your people’s confidence.

When Renée Mauborgne and her co-author INSEAD Professor W. Chan Kim first published *Blue Ocean Strategy* in 2005 they challenged the then-dominant tenets of competitive strategy and called for a shift of focus from competition to creating new market spaces and making the competition irrelevant. They articulated a view of the market universe as composed of two types of oceans, red and blue. Red oceans are all the industries in existence today that most organisations fight over. Blue oceans are all the industries yet to be created, where profit and growth increasingly come from. Based on their study of 150 strategic moves spanning more than 100 years and 30 industries, Mauborgne and Kim laid out the conceptual differences and underlying patterns that separate market-competing moves – red ocean strategy – from market-creating moves –, blue ocean strategy.

A tidal wave of interest followed the publication of *Blue Ocean Strategy*, as individuals, governments, companies and non-profits around the globe started to look at their world through the lens of red and blue oceans. This raised a whole new set of questions. Essentially, the questions shifted from what is blue ocean strategy, to *how* can an organisation shift from red to blue oceans in a way that their people own and drive the process for success. Drawing on more than a decade of new research, *Blue Ocean Shift* is the answer. In it, Kim and Mauborgne show how to move beyond competing, inspire your people’s confidence and seize new growth, guiding people step-by-step how to take their organisation from a red ocean crowded with competition to a blue ocean of uncontested market space. By combining the insights of human psychology with practical market-creating tools and real-world guidance, Kim and Mauborgne deliver the definitive guide to shift people, their team and their organisation to new heights of confidence, market creation and growth. Importantly, they show why non-disruptive creation is as important as disruption in seizing new growth and lay out a holistic model of growth and market-creating strategy.

Read more: Chan Kim, W. and Mauborgne, R. (2017). *Blue Ocean Shift – Beyond Competing: Proven Steps to Inspire Confidence and Seize New Growth*, Hachette.

Chan Kim, W. and Mauborgne, R. (2015). *Blue Ocean Strategy Expanded Edition*, Harvard Business Review Press.



Renée Mauborgne is a Professor of strategy at INSEAD and co-director of the INSEAD Blue Ocean Strategy Institute. She is the co-author of the *New York Times* and #1 *Wall Street Journal* bestseller *Blue Ocean Shift* and of *Blue Ocean Strategy*, which has sold 3.6 million copies worldwide and is recognised as one of the most iconic and impactful strategy books ever written. Mauborgne is ranked in the top five management gurus in the world and is the highest placed woman ever on the Thinkers50 list of global thought leaders. She is the recipient of numerous distinguished awards, served for two terms on President Barack Obama's Board of Advisors on Historically Black Colleges and Universities (HBCUs) and is a Fellow of the World Economic Forum. To learn more, visit www.blueoceanshift.com

Research interests: disciplinary research: market-creating strategy, reconstructionist theory, non-disruptive creation, procedural justice, theory of creativity; general research: strategy, leadership, innovation in the knowledge economy.