



The blue ocean strategy: successful experiences around the world

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Abstract

In a saturated competitive environment, the managerial strategies of companies have abandoned old management theories. The blue ocean strategy presents a new prism for strategic innovation, capable of reconciling the simplification of the economic model with real added value for the customer. It allows products to be diversified by pushing back the cost/value boundaries of their usual market. This results in the creation of new markets devoid of competition, and favorable to the prosperity of businesses. Several companies around the world and even countries have successfully adopted the blue ocean strategy, which has allowed them to become leaders in created markets. The objective of this article is to present an overview of the blue ocean strategy and successful experiences of its adoption.

Article info

Received

06/09/2024

Accepted

25/09/2025

Keyword:

- ✓ Blue ocean strategy
- ✓ Strategic canvas
- ✓ Values matrix
- ✓ Economic model

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1. Introduction

Economic diversification is a key factor in economic growth. It can be influenced by the creation of export processing zones (Johanson and Nilsson, 1997) and by economic development (Imbs and Wacziarg, 2003). Although diversification was long overshadowed by the theory of specialization of nations (Adam Smith's absolute advantage and Ricardo's comparative advantage), it has been shown to allow for risk dilution (Massel 1970, Aiginger et al. 1999, Stanley and Bunag 2001) and to stimulate growth and economic development through job creation and revenue maximization (Leontief 1963, Ortiz 2002, Romer 1990, Feenstra et al. 1999). However, what strategy of diversification should be adopted?

Among the recently developed diversification strategies is the blue ocean strategy, introduced by Chan Kim.W and Mauborgne R in 2004. The blue ocean strategy is a systematic process designed to lead a company from the harsh competition of saturated markets to new markets without competition, where emerging industries will have a high potential for growth.

The essence of red ocean strategies is to trade-off between cost and value. These strategies are called competitive manoeuvres on the market. On the other hand, blue ocean strategies are called market creation manoeuvres or market creation theories that make competition irrelevant. They aim to provide more value to customers while keeping costs at reasonable levels. This is called a new cost-value frontier. This new strategic vision for market conquest has been adopted by several companies and even countries around the world.

It is in this context that this article will be developed, trying to answer the following main question:

What are the successful experiences of adopting the blue ocean strategy in the world?

In order to answer this question, we based ourselves on the following hypotheses:

First hypothesis: The implementation process of the blue ocean strategy is very complex and cannot be adapted to all types of companies. This hypothesis is based on the fact that the blue ocean strategy is a new and innovative approach to business strategy. It requires a significant amount of creativity, innovation, and risk-taking. As a result, it is not suitable for all companies.

Second hypothesis: The implementation of the blue ocean strategy allows companies to gain a competitive advantage and maximize their revenues, but it often involves significant risks related to the new strategic positioning. This hypothesis is based on the fact that the blue ocean strategy is designed to create new markets and uncontested market space. This can lead to significant competitive advantages and revenue growth. However, it also involves significant risks, as companies are entering new and unknown territory.

To verify these hypotheses, we conducted a bibliographic research on books, articles and websites on the subject, as well as studies on empirical cases of companies that have adopted this strategy. We conducted a comprehensive review of the literature on the blue ocean strategy. We also

studied a number of case studies of companies that have successfully implemented the blue ocean strategy. This research allowed us to gain a deeper understanding of the blue ocean strategy and its potential benefits and risks.

2. Theoretical Foundations of Blue Ocean Strategy

Innovation refers to the introduction to the market of a new or significantly improved product (or service) or process (including organization) compared to existing ones. In a saturated and constantly changing competitive environment, companies' managerial strategies have abandoned the old management theories (INSEE, 2020).

The blue ocean strategy presents a new prism for strategic innovation, capable of reconciling the simplification of the economic model with real added value for the customer.

Red ocean refers to the strategic space of classical competition. The red reflects the color of blood (companies fight to the death), as a metaphor for the difficulty for companies to distinguish themselves from each other in the eyes of their customers. The rules of competition are fixed and known. Companies compete to gain market share against each other in the face of existing demand (Chan Kim W & Mauborgne R, 2017).

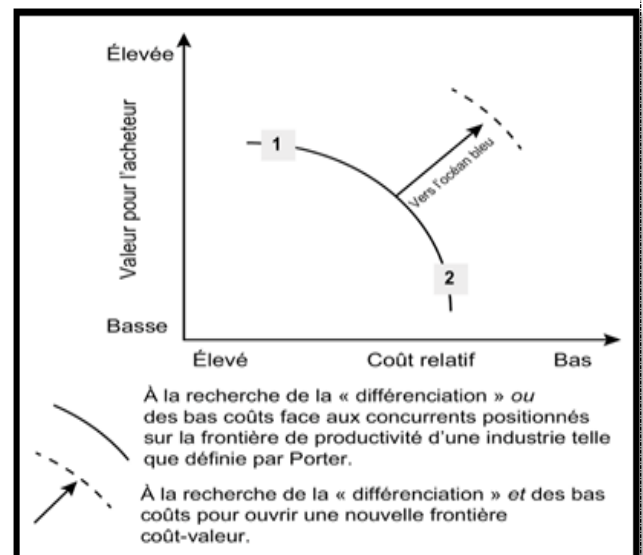
2.1. Definition of the "blue ocean" strategy

The Blue Ocean Strategy refers to a prosperous environment without bloody competition, where demand is flourishing. It aims to revive an activity in a market considered saturated and hyper-competitive, with limited growth prospects. To do this, the authors recommend abandoning the obsession with confrontation and seeking to create and capture new demand. The Blue Ocean Strategy challenges the company to get out of the Red Ocean of competition by creating a new strategic space that makes this competition null and void (Chan Kim W & Mauborgne R, 2008). It does not seek to adapt to economic trends but to create these trends. In this Blue Ocean, the company will evolve without competitive war because it is the only one to evolve there;

❖ The essential components of the transition to the blue ocean:

- Changing the way you look at opportunity location: the blue ocean strategy challenges companies to look beyond existing markets and identify new opportunities in uncontested market

Figure No.01: From Market Competition to Market Creation



Source: (Chan Kim W & Mauborgne R ; 2017).

space. This requires a shift in mindset from focusing on competition to focusing on value creation.

- Having the practical tools for market creation and their user manual to translate a blue ocean perspective into an irresistible commercial offer that will create a new market space: the blue ocean strategy provides a number of tools and frameworks to help companies create new markets.
- Adopting a humanistic process that inspires and empowers staff to take ownership of the process and drive it towards successful execution: The blue ocean strategy is not just a theoretical framework. It is a practical process that requires the involvement and commitment of all levels of the organization.

Blue ocean strategies are essential in both lucrative and non-lucrative sectors. They allow companies to rethink the cost-value frontier and achieve resource savings.

2.2. The Blue Ocean Creation Process

2.2.1. Ways of Market Creation

There are two ways to create a market (Chan Kim W &

- **Creative destruction and disruptive innovation:** better or new technology, product, or service destroys the
- **Non-disruptive creation:** This is based on the idea of creating new products without destroying old ones.

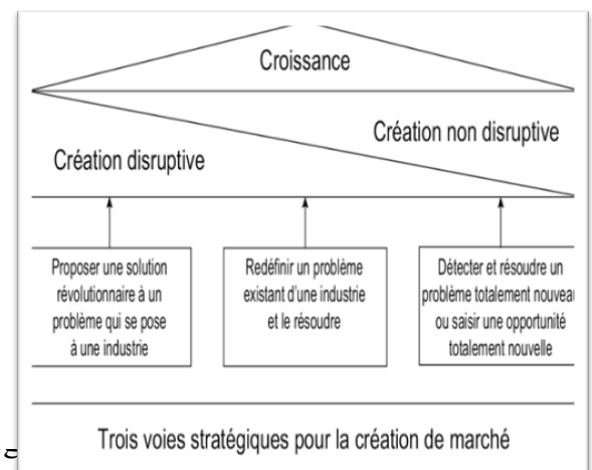
2.2.2. Establishing the Strategy

There are three ways to establish a market creation strategy.

- Offer a revolutionary solution to a problem that exists in an industry. This can involve creating a new product or service that addresses the problem in a new way, or significantly improving an existing product or service.
- Detect and solve a completely new problem or seize a completely new opportunity. This can involve identifying a need that is not currently being met, or finding a new way to satisfy an existing need.
- Redefine a problem that exists in an industry and solve it. This can involve looking at a problem from a different perspective and finding a new way to solve it, or combining two or more existing problems into a new problem that can be solved in a new way.

Blue ocean strategists seek to capture a larger share of existing demand, namely total potential demand. This can be done by creating new markets, expanding existing markets, or capturing a larger share of existing markets.

Figure No.02: Growth Model of Market Creation Strategies



To achieve this, managers deviate from the red ocean logic. Their thinking is based on the following points:

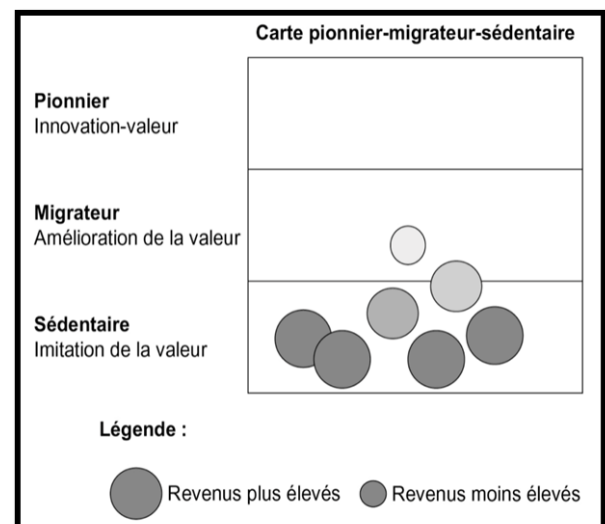
- **Blue ocean strategists do not take the conditions of their industry for granted.** They seek to reshape them to their advantage.
- **Blue ocean strategists do not seek to crush the competition.** They seek to delegitimize it.
- **Blue ocean strategists simultaneously pursue differentiation and low cost.** They aim to break the value-cost trade-off, not establish it.
- **Blue ocean strategists broaden their field of vision by prospecting for new opportunities.**
- **Humanity introduces psychological understanding into the strategic process so that people are willing to fully engage at every stage.** Humanity gives employees the confidence to act by arousing their emotional involvement and a sense of security sufficient to unleash their creativity and curiosity. This is essential for reshaping industry boundaries.
- **While humanity provides the confidence necessary for action, clear-cut market creation tools provide creative competence.** They give employees the intellectual understanding of the concrete work needed to reach the blue ocean.

To set the horizon of blue ocean objectives, a pioneer-migrator-settler map is inevitable. It allows you to evaluate the current product or service portfolio to see the company's innovation pipeline and growth prospects in the future. Leaders use two metrics to measure the strength of their portfolio: market share and industry attractiveness. But these metrics reflect past performance and are not predictive of the future, they are lagging.

2.2.3. The pioneer-migrator-settler map replaces these two metrics with "value" and "innovation." Value forces the company to evaluate each of its activities based on what it currently brings to buyers.

➤ **The value it provides guides buyer behavior and determines future growth prospects.** While the value it provided yesterday determines its current market share. Innovation, on the other hand, allows the company to overcome the existing industry situation and circumvent competitive improvements in red oceans.

Figure No.03: Example of a pioneer-migrator-settler map



Source : (Chan-Kim W et Mauborgne R ,2017)

- **Pioneers:** These are activities or offerings that represent value innovations. They don't have customers, they have fans. They offer unprecedented value that opens up a new value-cost frontier. Their strategy breaks with that of the competition. Pioneers are committed to strong and profitable growth.
- **Migrators:** They occupy an intermediate position. They represent an improvement in value over the competition and can be the elite of their profession. But the value they offer is not innovative.
- **Settlers:** They are the opposite of pioneers. They offer imitation value. Their strategy converges with that of the rest of the industry.

2.3. A crew for the blue ocean.

To succeed in a blue ocean strategy, it is necessary to integrate employees, partners and public opinion. The team to be constituted for the change of strategy must be representative, and the people chosen must be involved in the product/or service offer, which must change from red to blue. Thus, they will be directly involved. These people will serve as intermediaries with their function and their hierarchy at all stages of the process. They will relay first-hand information on the findings and make them credible while certifying the robustness of the process.

It is necessary to choose people who are respected and credible in the company to improve the human dynamics. It is necessary to place a few known opponents, so that they are a minority in the group so that they cannot undermine its positive energy. Their role is to strengthen the credibility of the group and to verify the capacity of the process to support their doubts and reluctance.

A strategist will not be able to convince his collaborators that once they agree on the current strategy and the strategic landscape, they will admit the need for change.

2.4. The strategic canvas

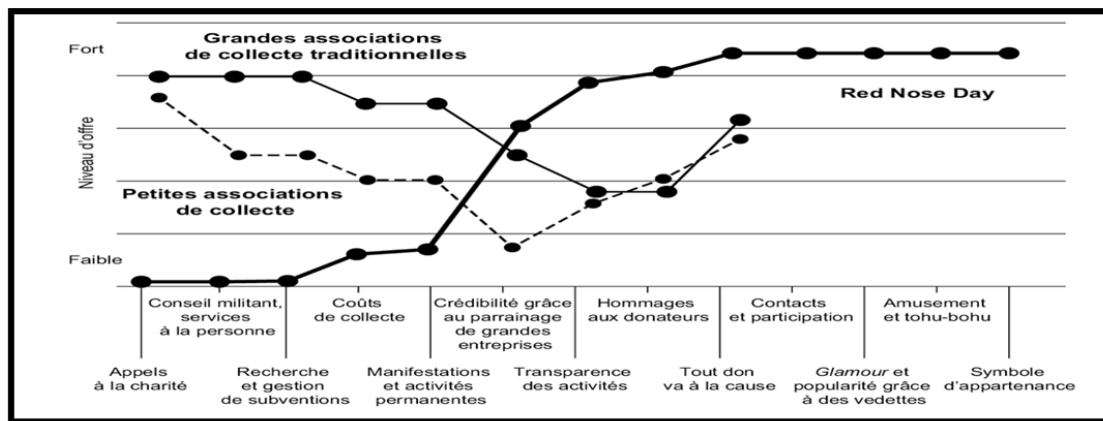
The strategic canvas is a visual analysis that shows how a company configures its offering to buyers in relation to that of its competitors. It clearly highlights the four key elements of the strategy:

- The criteria for competition,
- The level of offerings received by buyers for these criteria,
- The strategic profile of the company,

- The cost structure of the company and its competitors.

The strategic canvas is a self-assessment of the company's strategy. The goal is to understand the team's point of view, what these members see and retain from the current strategic landscape. The horizontal axis indicates the key criteria for competition. The vertical axis represents the level of the offer perceived by buyers for each of the competitive criteria of an industry. On the canvas, it is necessary to put between 5 and 12 competitive criteria, while avoiding technical terms on the supply side.

Figure No.04: Example of a strategic canvas for the company "Comic Relief"



Source : (Chan-Kim W et Mauborgne R ,2017).

The case of the British charity "Comic Relief" is a good example, where the association has added new values to the simple act of charity. Such as, popularity a sense of belonging, fun and credibility.

2.5. Strategic sequencing.

Disutility's are aspects of an activity, product or service that buyers are forced to accept and which either reduce its usefulness to them or are so inconvenient that non-customers turn to other solutions.

Figure No.05: The Buyer Utility Map

		Les six phases du cycle d'expérience de l'acheteur					
		Achat	Livraison	Utilisation	Suppléments	Maintenance	Élimination
Les six leviers d'utilité	Productivité pour le client						
	SimPLICITÉ						
	Commodité						
	Réduction du risque						
	Plaisir & image						
	Respect de l'environnement						

Source: The article "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant" by W. Chan Kim and Renée Mauborgne: <https://hbr.org/2004/10/blue-ocean-strategy>

Strategic sequencing allows you to detect the possible disutility's of your industry. While **utility** represents the satisfaction brought to users by an activity, a good or a service. In the context of the blue ocean shift, these disutility's are opportunities to change the playing field of the strategy. The leader of the blue ocean team must not ignore his reserves. He must stifle his doubts in order to strengthen the collective confidence of the team by allowing its members to continue to discover their own abilities and creativity.

In order to help blue ocean teams formalize their ideas, the strategist must develop a so-called "buyer utility map". It schematizes the entire range of experiences buyers have when they use an industry's offering. The buyer experience cycle is broken down into 6 phases: purchasing, delivery, use, supplements (the essential ancillary products for the main product to function), maintenance and disposal.

While the six phases of the buyer experience cycle are spread out on the horizontal axis, the six utility levers occupy the vertical axis. Thirty-six utility spaces thus appear, and the convenience of a product or service comes from its simplicity of use. The utility levers can relate to:

- **Productivity:** Efficiency in meeting the needs of buyers.
- **Simplicity:** Everything that makes the good or service easy to use.
- **Convenience:** The availability of the good at any time.
- **Risk reduction:** This can be financial, physical or psychological, including reputational risk.
- **Pleasure and image:** This is the aesthetic aspect, attitude or style conveyed by an offer.

2.6. Targeting: An ocean of non-customers to discover

The watchword of the blue ocean strategist is "non-customers first", unlike the red ocean reasoning "customers first". This implies unlocking new utility for non-customers. As a result, the company will be forced to understand why these customers do not frequent its industry. Thanks to the utility map, it will trace the disutilities and obstacles that reduce the utility felt by its products.

Total potential demand = function (existing industry customers - first level non-customers + second level non-customers + third level non-customers)

- **First level non-customers "imminent":** These are customers who are on the fringes of an industry, ready to leave at any time.
- **Second level non-customers "by refusal":** who consider an industry and choose to consciously avoid it.

- **Third level non-customers "unexplored"**: these are seemingly distant markets.

An industry must be able to define its customer levels in order to draw its strategic canvas accordingly. This will be done by having a clear vision of the current situation of the industry, the criteria of competition and the degree of convergence towards this criterion. At this stage, the boundaries of the industry can be rethought in order to unlock new demand.

2.7. Systematically redrawing the boundaries of the market.

Leaders tend to limit their strategic playing field based on six conventional boundaries: industry, strategic group, buyer group, scope of product or service offering, nature of the appeal of the offering, and time. However, these boundaries do not define what must or should be, but rather what is. They become a conceptual cage in which companies lock themselves in. To overcome them, companies have the choice between:

- Observing other industries instead of focusing on their rivals within their industry (Red Ocean).
- Or, to determine the strategic groups in their industry or in their target industry.
- Observing the buyer chain and redefining the industry's buyer group, rather than aiming to better serve the industry's existing buyer group.
- Observing the total solution sought by buyers to understand which complementary products and/or services increase or reduce the value of the offer, rather than aiming to maximize the value of the product or service offered as defined by their industry.
- Rethinking the functional and psychological orientation of their industry or target industry, rather than aiming to improve the price-performance ratio within the functional-psychological orientation of their industry.
- Contributing to defining the external developments that have a decisive effect on their industry or target industry, rather than aiming to adapt to external developments when they occur.

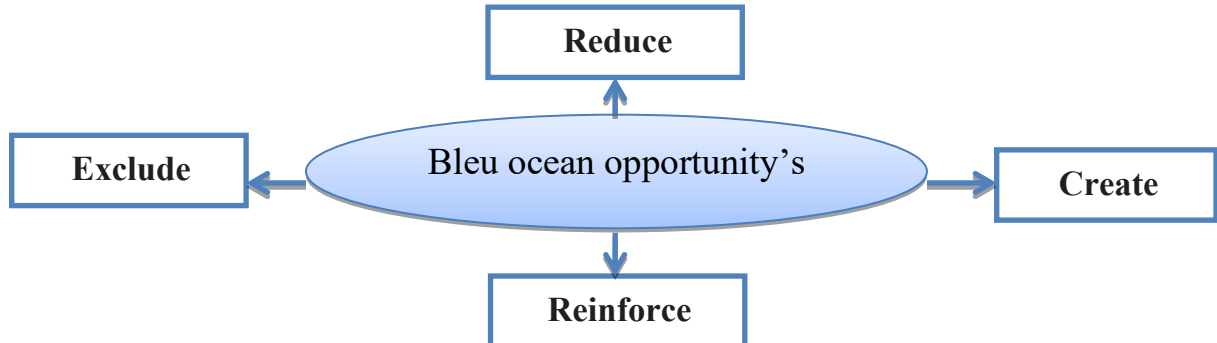
Based on these six lines of inquiry, the blue ocean team is not looking for a final answer, but for observations that provide clues on how to reconstruct the boundaries of its industry and open up a new value-cost frontier.

2.8. How to develop different blue ocean opportunities?

Once the six avenues have been explored, the blue ocean team discovers that the criteria on which competitors have been fighting for a long time in their industries are outdated. Market

segmentation must be challenged. Complementary products and services that the industry had never paid much attention to are now recognized as powerful levers for unlocking innovative value.

Figure No.06: The Four Actions Framework



Source : (Chan-Kim W et Mauborgne R ,2017).

2.9. Fast market testing.

At this stage, it is necessary to organize a blue ocean idea fair. The strategic options developed by the team are submitted there in complete transparency to comments and adjustments that will lead to the designation of the maneuvers to be carried out and its aspects to be specified and worked on further, in order to open up a new value-cost frontier. This fair brings together the company's top leaders, members of the blue ocean team, and customers and non-customers can also be invited to discuss the new market.

It is a good idea to bring in supply chain partners to get them involved in the new vision. During the fair, it is first necessary to expose the reality of the industry's red ocean in order to show the reasons for setting sail for the blue ocean. The blue ocean strategic options should be presented by the team members. And then ask the participants of the fair to give their opinions. The blue ocean option that will be chosen by the audience must be chosen. After the idea fair, the blue ocean team must conduct rapid market tests to discover the adjustments to be made and to take stock of the commercial potential of the offer. Finally, the team is ready to shape the full-scale business model of the maneuver in order to maximize the return and minimize the risks of the launch (Chan Kim W & Mauborgne R, 2008).

The aim of implementing a blue ocean strategy is to build an overall business model that allows you to assess and show how the different operational tasks need to be adjusted to produce the final result. In this model, the team must explore several questions in order to achieve low costs.

When launching the blue ocean maneuver, it is more cost-effective to outsource some tasks to competent and efficient professionals in the underlying areas, rather than trying to do everything yourself. During the maneuver, leaders must take care to reinforce the positive energy of the staff

in order to preserve the image of your brand and preserve the integrity of your blue ocean offer. The last step is to generalize the offer. The wisest generalization strategy is to start small, then act quickly and widely.

3. Successful Implementations of Blue Ocean Strategy around the world

Several companies and even public organizations in the world have adopted the blue ocean strategy in their management mode, in order to push back the boundaries of their markets or to solve management problems by optimizing existing resources. In this article, we will present some examples of companies and even countries that have implemented the blue ocean strategy in their structures.

3.1. The CitizenM hotel chain

Founded in 2008 in the Netherlands, the company has since experienced spectacular growth. Thanks to its blue ocean strategy, a succession of hotels has been opened around 33 hotels in major cities on three continents (Europe, North America and Asia). Indeed, the exclude-reduce-reinforce-create matrix of CitizenM hotels is as follows:

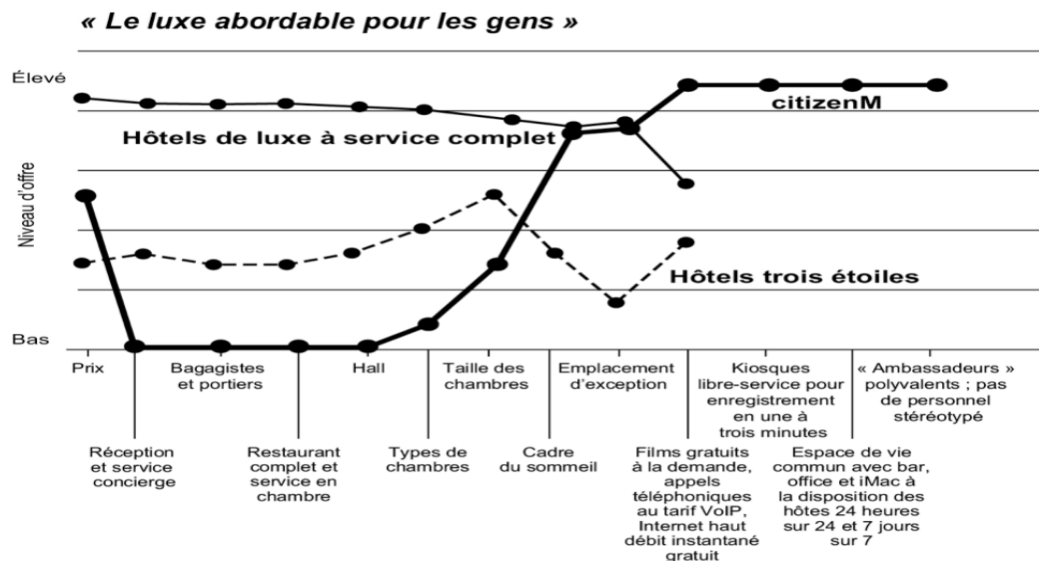
Table No.01: The exclude-reduce-reinforce-create matrix of CitizenM.

Exclude	Reinforce
Reception and concierge service Bellhops and doormen Full-service restaurants Lobby	Futuristic design for the 14m2 rooms with the combination of technology and comfort: XL or king-size beds, a tropical shower, a Smart TV with Wifi, personalized mood lighting, triple glazing and soundproofed walls, Prime location near airports, ports, etc. Free on-demand movies, VoIP phone calls, immediate and free high-speed internet Number of electrical outlets for guests' devices
Reduce	Create
Room types Room size Price compared to luxury hotels	Self-service check-in kiosks that allow guests to check in and out in one to three minutes A common living area where design and art are omnipresent in the common areas where guests can relax, eat, and work 24/7, with a bar, office, and iMacs available to guests. Relaxing and warm lounges, filled with books, magazines, computers and objects from all over the world to feel "at home" Multi-skilled "ambassadors" selected for their warm and pragmatic attitude (no stereotypical staff)

Source: Created by us based on <https://www.citizenm.com/fr/>

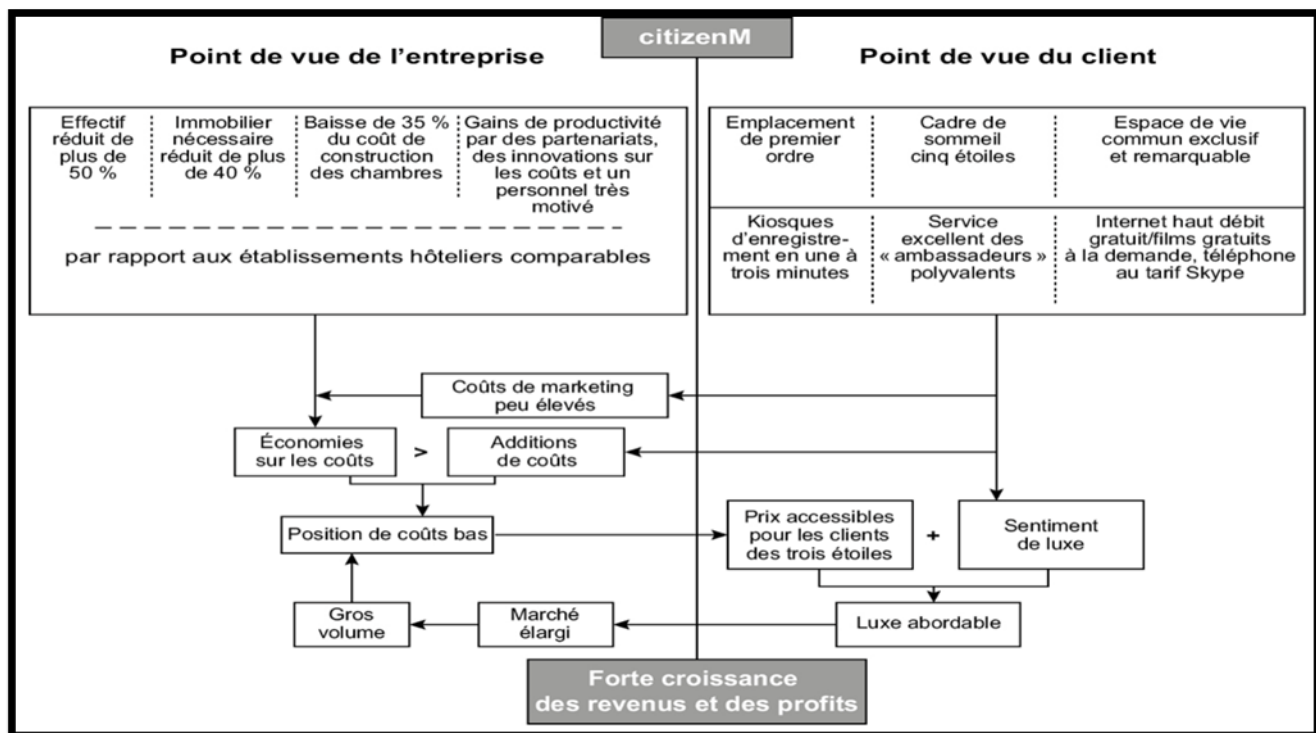
The company revolutionized the hotel industry with the concept of affordable luxury. The same principle is applied in all CitizenM hotels worldwide.

Figure No.07: Strategic canvas of the CitizenM hotel chain in 2008



Source: Created by us based on table n°01.

Figure No.08: The business model of the CitizenM hotel chain



Source (Chan-Kim W et Mauborgne R ,2017).

CitizenM has opened a new frontier of adorable luxury cost-value for frequent travelers. The CitizenM example shows how the lessons and observations from the second track, "observing strategic groups," translated into a series of clear and concrete actions that served as the basis for its blue ocean initiative.

The company's business model maximizes the functional and emotional values that ensure an unforgettable buyer experience providing the feeling of affordable luxury.

3.2. The Cirque du Soleil company

First, it is necessary to report some findings on the circus industry:

- The traditional circus industry is in constant decline,
- Other forms of entertainment seem much more attractive than the circus, such as theater or musicals, especially for an adult audience,
- Within children's leisure, traditional entertainment is giving way to computer games,
- Animal rights advocates are increasingly having an impact.

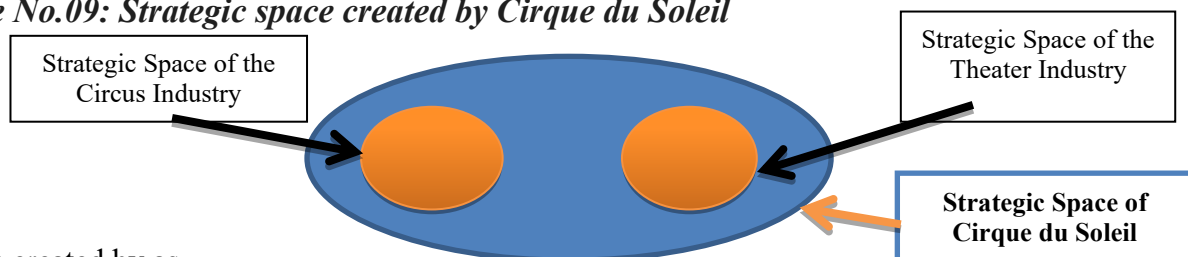
Cirque du Soleil is a Quebec-based artistic entertainment company specializing in contemporary circus. The strategic approach of the company "Cirque du Soleil" has allowed it to explore alternatives to the circus, such as "live stage shows". This exploration has combined the criteria of theater with those of the original industry, the circus, while applying the concept of value innovation. Thus, Cirque du Soleil has created a new strategic frontier, where competition with other circuses is non-existent.

The Cirque du Soleil business model is based on the following key elements:

- A focus on high-quality entertainment,
- A focus on innovation. In fact, cirque du Soleil is constantly innovating to find new ways to entertain its audiences,
- A focus on global reach,

The Cirque du Soleil business model has been successful in attracting a large number of customers. The company has sold over 100 million tickets to its shows, and it has a loyal fan base around the world.

Figure No.09: Strategic space created by Cirque du Soleil



Source: created by as.

The company "Cirque du Soleil" has succeeded in redefining the circus by changing its ingredients, and giving it a new value while reducing costs: elimination of non-value-added activities such as animal acts, guest stars and confectionery sales. Cirque du Soleil had also

innovated in the content of its shows, which is closer to a theatrical performance than to classical circus scenes.

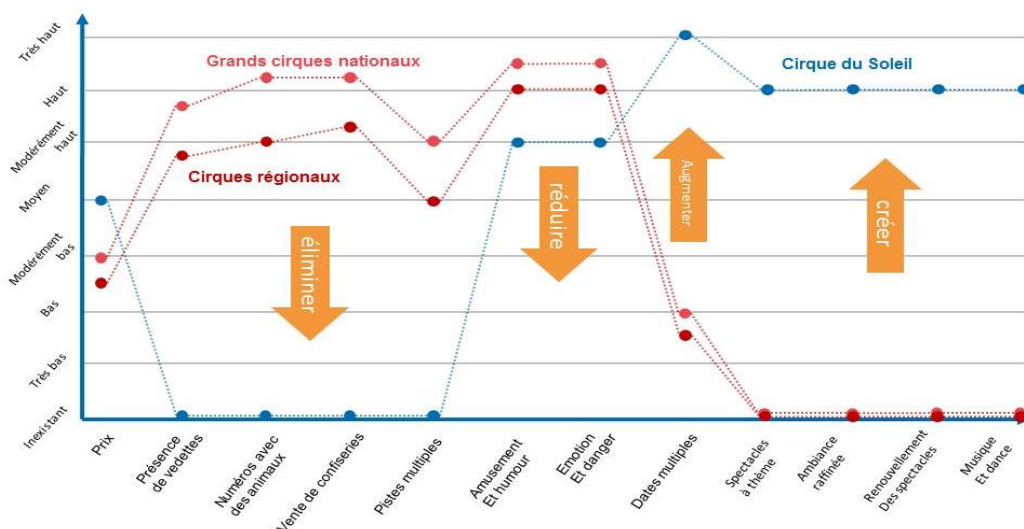
Table No.02: The exclude-mitigate-reinforce-create matrix of the Cirque du Soleil company

Exclude	To strengthen
Presence of circus stars Animal acts Confectionery sales Multiple tracks	Themed show Refined atmosphere Renewal of shows Quality music and dance
Mitigate	Create
Amusement Mood	Single track Corporate event circus Website and digital communication

Source: created by as based on

- <https://www.cirquedusoleil.com/fr>
 - Chan Kim W et Mauborgne R (2022) la stratégie océan bleu, consulté le 05/02/2023.\$, Harvard Business Review. In, <https://www.hbrfrance.fr/magazine/2022/12/51636-la-strategie-bleu-ocean/>
- It is with this new definition of its offer that the company manages to combine utility with the price that the customer can pay. By offering spectators both the fun and excitement of the circus and the intellectual sophistication of theater. Cirque du Soleil effectively combines the best of circus and theater. It is this judicious combination that made it possible to achieve both differentiation and cost reduction. The content of the offer thus appears radically reworked with:
- Adding a scenario, a story,
 - Less sticks and slaps,
 - A more glamorous marquee,
 - A more sophisticated show,
 - A reduction in costs by eliminating animals and celebrities from the circus,
 - Tickets at prices comparable to those of the theater.

Figure No.10: strategic canvas of the “cirque du Soleil”



Source : created by as, from table No. 02.

The example of Cirque du Soleil proves the strength and relevance of the blue ocean strategy approach in the case of a mature and declining market: in fact, Cirque du Soleil has experienced rapid growth in an industry in sharp decline and with low potential profits, where a traditional business strategy would have quickly led a new entrant to bankruptcy.

3.3. The Nespresso company

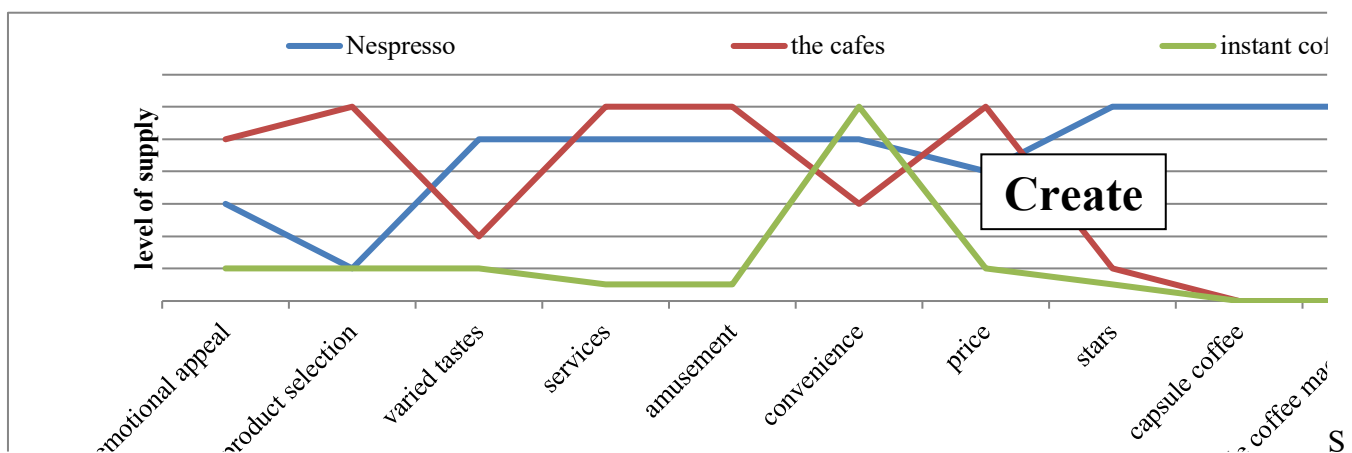
Coffee as we are used to consuming it is sold through indirect distribution, which is to say in supermarkets, in the same form, regardless of the brand, despite the formats, however. Variables. However, the capsule coffee market is something new that the Nespresso brand has developed. Indeed, the company wanted to stand out not only by the innovation of its own pod machines, but also the innovation of servuction.

Table No.03: The exclude-mitigate-reinforce-create matrix of the Nespresso company

Exclude	To strengthen
- wide variety of products	- variety of coffee tastes - superior coffee quality - more convenience - direct distribution, Nespresso has its own stores - ecological responsibility with the agroforestry program and recycling of used capsules - use of stars in its communication strategy (George Clooney, etc.)
Mitigate	Create
- environment is movement - emotional appeal -price	- capsule coffee using RFID technology - exclusive and modern capsule coffee machines, better than old coffee makers - self-service checkouts to improve the purchasing experience - a Nespresso club, the brand is the only one that offers an exclusive and personalized experience for loyal customers, which reinforces the luxurious image of the brand.

Source: produced by us from <https://www.nespresso.com/fr/fr/>

Figure No.11: strategic canvas of the Nespresso company



Source: produced by us, from table No. 03.

The exclude-mitigate-strengthen-create matrix of the Nespresso company is in fact as follows:

Nespresso coffees are not sold in supermarkets but in Nespresso stores. Furthermore, in terms of packaging, the consumer must buy Nespresso capsules by the dozen given the variety of tastes. The variety of coffee offered by the brand is lower than in supermarkets, but the quality of the coffee is generally considered rather superior. Nespresso's communications budget is larger than its competitors, just as the price of capsules is slightly cheaper. Last but not least, Nespresso has designed practical, stylish, simple and modern machines to replace traditional coffee makers.

In the end, Nespresso did not seek to imitate its competitors but rather used their strategies to distance itself from them as much as possible and create new value-cost boundaries in its favor.

3.4. Nintendo's Wii game

Nintendo is a Japanese company that sells fun entertainment: electronic games and consoles. Nintendo's mission is to provide customers with an innovative and entertaining fun world through new experiences never before tested. Created in 1986, the company revolutionized the world of entertainment, and has developed new equipment and new game worlds.

Operating in an ultra-competitive industry, the company has stood out from its competitors by strengthening frugality and user-friendliness rather than technological one-upmanship. This choice won him customers of all ages who had never played with controllers before. Nintendo evokes modernity and technology, thanks to permanent creativity.

Table No.04: the exclude-attenuate-strengthen-create matrix of the Wii Nintendo game

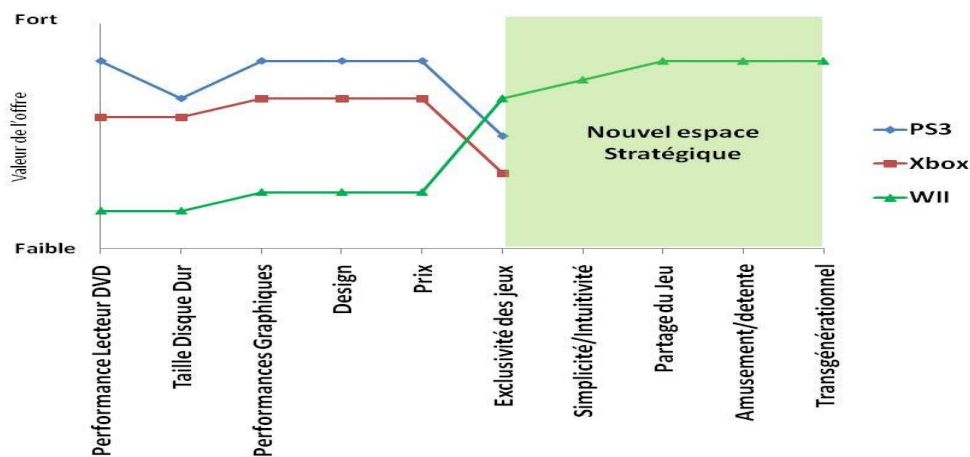
Exclude	To strengthen
- traditional video games - DVD player performance - hard drive size	- pleasure and conviviality -creativity - personalized games - the quality of the games associated with simplicity - fun and relaxation - game exclusivity
Mitigate	Create
- Technological innovation - The price - Graphics performance - Game design	- trans-generational games console - sports games - Wii Fit controllers (scale interface) - Mario Kari controller (steering wheel interface) - Wii Play controller (Wiimote interface) - technology associated with controllers - the world of avatars - games connected to the internet and possibility of sharing

Source: produced by us from Bole S (2009) how Nintendo revolutionizes video games, in The journal of the Paris school of management 2009/5 (No. 79), pages 31 to 36 Éditions Association des amis de the Paris school.

In 2002, the company launched Game-Play, brain training and sports coaching programs, which revolutionized the world of video games and won over non-customers by offering pleasure, entertainment and conviviality.

The invention of the Wii console in 2008 marked the creation of a blue ocean for the brand, and gave rise to different controllers and innovative interfaces: Wii Fit (the interface is a scale), Mario Kart (the interface is a steering wheel) and Wii Play (the interface is the Wiimote). Real inventions have been integrated into the controller, the most important being the detection of movement in three dimensions, in addition to peripherals such as speakers, a memory allowing information to be stored... all innovations which start from the point of view of the player, and which would never have seen the light of day without a common vision from the designers: the player should ideally be able to control the video game with one hand.

Figure No. 12: Nintendo's Wii strategic framework



Source : Leac JP (2022) la stratégie océan bleu, in, <https://www.lescahiersdelinnovation.com/la-strategie-ocean-bleu/>

From the development of this new controller, the Wiimote, the Wii Sport games and the Mii avatar chain were then born. Indeed, the small applications developed around the controller included tennis games, bowling, angling, pigeon shooting, etc. Although these games were outside of gaming standards, they were a considerable success with the players who tested them. This is how the idea of a revolutionary sports game collection was born. To ensure the connection between players, the company has invented avatars, characters drawn by the player and which they can include in each of the games. Nintendo had been developing this concept of avatars for a long time, and finally found an interesting application for it. Avatar creation software has therefore been integrated into the console.

Moreover, as the Wii is connected to the internet, a channel (Mii) has been designed to allow the player to design their avatars. Through other apps, players around the world can participate in avatar creation competitions.

3.5. The company La Financière d'Europe (FE)

Created in 2005, Financière d'Europe is a simplified joint stock company based in PARIS. It specializes in the sector of activities of insurance agents and brokers. This company specializing in the management of foreign exchange transactions with banks and other financial organizations has noted the gradual non-renewal of many customers.

Table no.05: The exclude-mitigate-strengthen-create matrix of Financière d'Europe (FE)

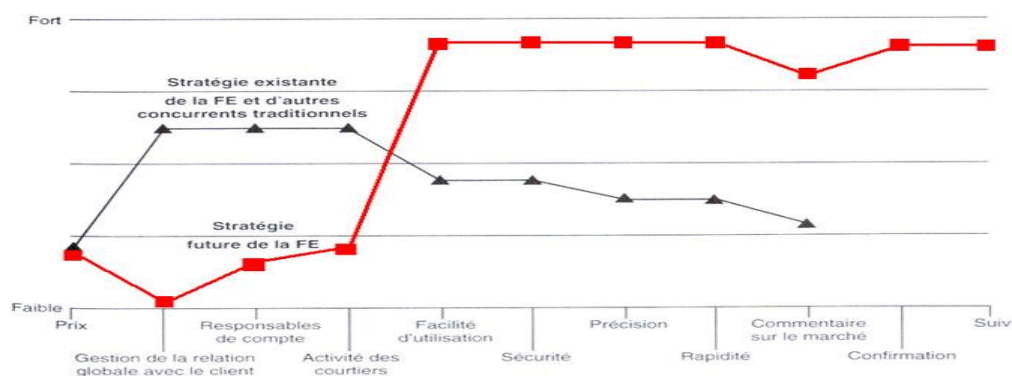
Exclude - global relationship management services with the customer	To strengthen - functional and convenient sites - payment security - details in products and banking conditions - speed of interactions with clients on decisions on the monetary and financial market - emission of automatic comments on the market about the different opportunities for profit and threats of loss - digital communication on insurance products on the market
Mitigate - relative price - account managers - broker activity	Create - easy-to-use mobile applications - better monitoring of financial transactions on the market - confirmation of decisions to clients

Source: produced by us from <https://www.societe.com/societe/la-financiere-de-l-europe-480141993.html>

She initially focused on the importance of human relationships to reverse this trend. Then she realized that customers were looking for other, more functional and modern values.

The company has breathed new life into the once rigid, complicated and boring business of providing financial services. The company's strategic framework is presented as follows:

Figure No.13: strategic framework of the company “Financière d'Europe” (FE)



Source: Szapiro G (2023) why choose the blue ocean strategy and adopt it for your company, Digital Strategy Consulting agency.

This new positioning has created a new strategic space where financial institutions are not active. But the experience of the FE has propelled the world of finance into digital services which has conquered all banking and financial establishments.

3.6. The SureTouch company

Sure Touch Company is a Canadian masonry products company. Operating in an industry with high competition and low technology, the company has chosen to differentiate itself through innovative products included directly in these masonry products. Products that were previously offered by other industries and included in classic construction products. This makes the construction task heavier and more complicated, requiring different products and professionals at the same time. The Sure Touch company has therefore won over customers who are looking for alternative and innovative masonry which combines functional, ecological and efficient qualities at the same time.

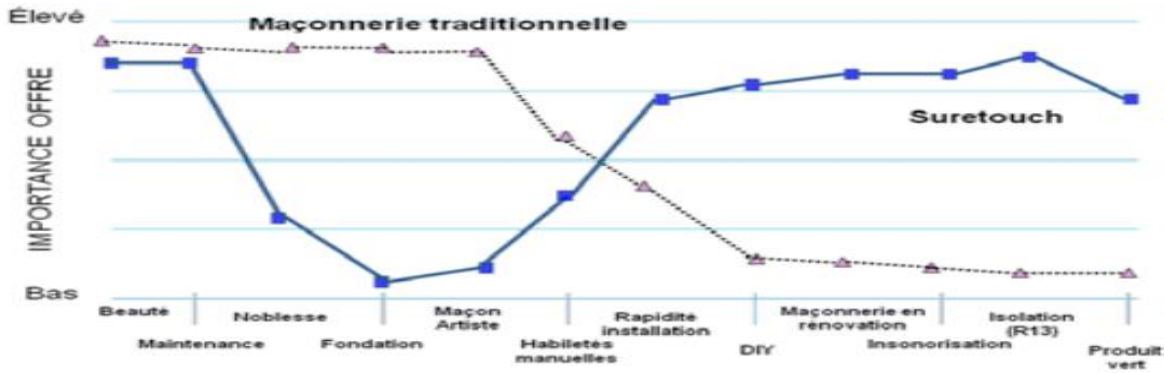
The company has redesigned masonry, with innovative products with unique characteristics that exclude competitors from the market. These products are intermediate between masonry, insulation and soundproofing products. Thus creating a unique strategic space for the company. This while ensuring the contemporary design and decoration spirit of its products which have conquered the construction and renovation market.

Table n° 06: the exclude-mitigate-strengthen-create matrix of the Sure Touch Company.

Exclude - no need for a concrete foundation for its finishing products. - the combination of several complicated materials in order to achieve the desired insulation and soundproofing	To strengthen - after-sales service assured: installation by professional partners with Sure Touch, advice, technical support available on websites and explanatory YouTube videos. - Contemporary and modern design - Ecological materials - A variety of choices of materials, design and color.
Mitigate - price in relation to the quality and technical advantages offered - the nobility of the materials - the need for an artistic mason and manual labor	Create - A special starting base is innovated by the company as a basic foundation for walls designed with Sure Touch products - Thermal resistance which increases insulation by a value of R13.5, exceeding the new climate standard. - Invention of special wall brackets - Thermal insulation which allows heating savings of 42% - Versatile products that can be used for the renovation of old buildings and for new construction - Sound-absorbing components (polystyrene + stones + mortar) - The back of the polystyrene panels contains rails which create the air space necessary for ventilation of the walls and constitute a water barrier

Source: produced by us from <https://permacon.ca/fr/maconnerie/maconnerie-alternative/>

Figure No. 14: strategic canvas of the Sure Touch company.



Source: produced by us, from table No. 06.

The advantage of the strategy offered by the Sure Touch company is that it allowed the company to conquer the market by optimizing the quality/price ratio. Sure Touch products are less expensive compared to the advantages they provide: contemporary design products, thermal insulation, energy savings, installation time savings, soundproofing and respect for the environment. This strategy opened up a blue ocean, where the company is now thriving.

3.7. Malaysia: a country sailing towards the blue ocean.

Setting course for the blue ocean is possible for both countries and large companies. The author recounted the case of Malaysia, which founded a non-profit organization called Malaysia Blue Ocean Strategy Institute (MBOSI) in 2008. The following year launched the National Blue Ocean Strategy Summit, which holds regular monthly meetings of Malaysia's top leaders assisted by MBOSI. In January 2013, the summit launched more than 50 blue ocean initiatives. Based on differentiation by increasing value, while low cost was defined by the savings obtained by reducing the cost of utilities.

The public sector being slow, the speed of execution was retained as the third criterion for success in the transition to the blue ocean. The success of these initiatives and the rapid expansion of their dimensions and horizon led the government to form a national strategic unit attached to the Ministry of Finance, responsible for supporting and monitoring in collaboration with the MBOSI. In 2017, more than a hundred blue ocean initiatives were launched at the national level.

Since 2009, the Malaysian government has launched more than a hundred blue ocean exercises, involving more than 90 ministries and agencies in the areas of finance, education, rural and regional development, agriculture, welfare being urban, defence, housing and local government, and women, family and community development.

Table No. 07: Exclude-mitigate-strengthen-create matrix of Malaysia's community rehabilitation program

Exclude - The construction of new prisons - The objective of the prison is	To strengthen - Productive and remunerative activity - Organization of meetings and frequent contacts with family - Provide post-release support
Mitigate - Strict security system - Rigid and large incarceration structures	Create - Provide high-value professional training - Use military personnel and grounds

Source: produced by us, from Chan-Kim W et Mauborgne R, 2017

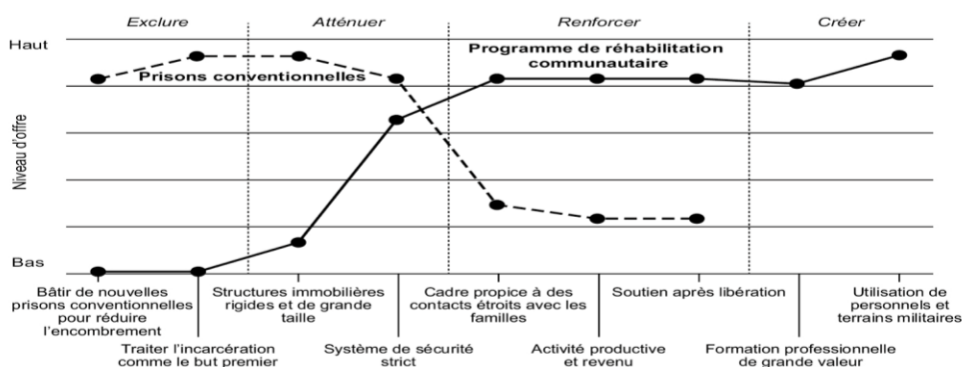
Issues addressed range from safety and security to economic and social development to the environment and public welfare. Since 2012, Urban Transformation Centers (UTCs) have been created throughout the country, which constitute one-stop shops where all administrative services are available every day of the week.

The example of the application of the blue ocean strategy is clearly reflected in Malaysia's community rehabilitation program, where the government is rethinking a better solution to incarceration through rehabilitation by providing them with high-value professional training, allowing them to obtain an income, while using existing public investments.

Officials have found that prisoners become more involved in vocational training, as soon as they know they will use it for paid work. And through this, they will be able to support their family even from prison. This profession will subsequently allow them to integrate positively into society and move away from delinquency.

Moreover, since this program, crime has significantly decreased and security has significantly improved, which has ended up reducing public spending without the need to invest beforehand. On the contrary, this program created jobs and improved income and social cohesion.

Figure No.15: strategic framework of the Malaysian community rehabilitation program



Source : Chan-Kim W et Mauborgne R ,2017

Like UTC, several organizations have been created to unlock the energies of young people, give them confidence and create synergies. In presenting his vision for the country, the Malaysian Prime Minister highlighted the importance of the work being done by the NBOS. With renewed energy, the Secretary General of the Government vigorously orchestrates all NBOS initiatives, motivating participants, observing and publicizing the results. This is why the course for the blue ocean is always set in Malaysia. Like Malaysia, the blue ocean strategy can be applied in all areas, all sectors of activity, and even all countries in the world. A strategy that aims to combine effectiveness with efficiency.

4. Conclusion

The blue ocean strategy has enabled the growth and prosperity of several companies around the world, with regard to the CitizenM hotel chain which invented affordable luxury, the company "le cirque Soleil" which changed look at the classic circus and bring theatrical scenes back to the streets. The Nespresso coffee company which conquered the markets with the quality offered at affordable prices, the Nintendo Wii games brand which revolutionized the electronic games market by inventing trans-generational consoles, where fun and sharing take precedence on the competition.

The company Financière d'Europe (F.E.) which faced the decline in its clients with a new strategic framework which accentuates the role of financial advisor on the financial market (advice, monitoring, speed, commentary on the market, etc. .); and the decoration company SureTouch which has reinvented the concept of classic masonry with innovative and ecological products allowing both decoration work, with thermal insulation, soundproofing and ventilation with low prices compared to the combination of all these values with classic products. This strategy was adopted even by countries with regard to Malaysia which adopted this strategy upon its release, throughout its system of governance. Companies from different sectors having successfully adopted this new strategy by diversifying their offering, crossing new value frontiers and creating non-existent markets. The implementation of this strategy is very complex, the choice of criteria to attenuate and those to accentuate is essential, for this it is imperative to carry out test markets, but once the blue ocean opportunities are well defined, new markets devoid of competition are created bringing invaluable growth opportunities.

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