

# Contents

*Help! My Ocean Is Turning Red*

ix

*Preface to the Original Edition*

xxi

*Acknowledgments*

xxv

## Part One: Blue Ocean Strategy

- 1 Creating Blue Oceans 3
- 2 Analytical Tools and Frameworks 25

## Part Two: Formulating Blue Ocean Strategy

- 3 Reconstruct Market Boundaries 49
- 4 Focus on the Big Picture, Not the Numbers 83
- 5 Reach Beyond Existing Demand 103
- 6 Get the Strategic Sequence Right 117



## Part Three: Executing Blue Ocean Strategy

7 Overcome Key Organizational Hurdles	147
8 Build Execution into Strategy	171
9 Align Value, Profit, and People Propositions	189
10 Renew Blue Oceans	203
11 Avoid Red Ocean Traps	215
Appendix A	225
Appendix B	245
Appendix C	249
Notes	253
Bibliography	263
Index	271
About the Authors	285