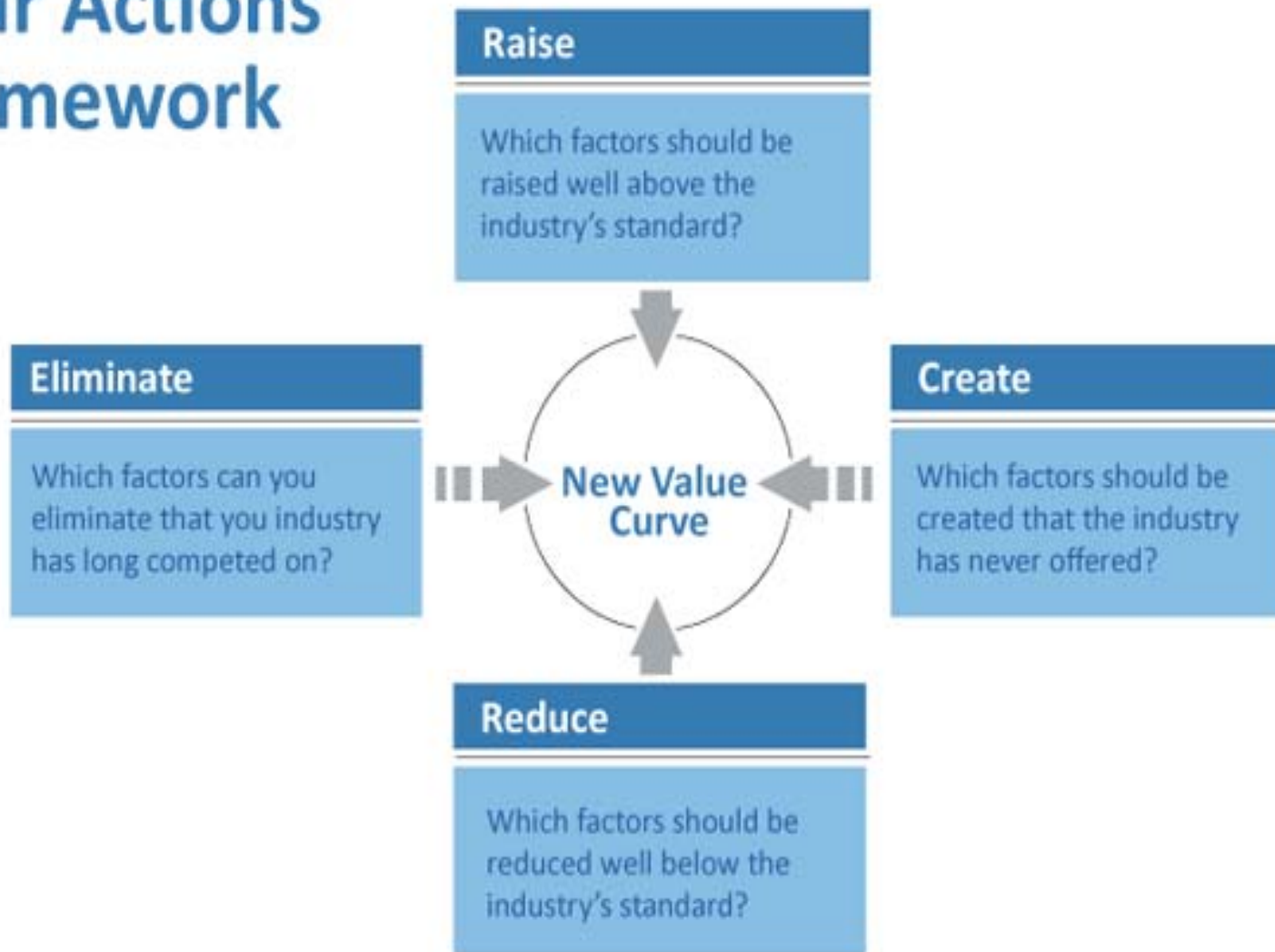


Blue Ocean Exercise: BUS580

Four Actions Framework



Mature Industry: U.S. Major Broadcast Station TV Programming in 1988

- Conduct a “5 forces” analysis of the industry for both the high end and the budget segments
 - How attractive is this industry?
- What are the factors the industry competes and invests in? How long has the industry competed on these factors?
- Next step:
 - What are the factors the industry takes for granted that should be eliminated?
 - What factors should be reduced well below the industry standard?
 - What factors should be raised well above the industry standard?
 - What factors should be created that the industry has never offered?

List of Factors

- Acting Talent
- Writing/Scripts
- Genre/Lineup
- High Profile Content
- Ratings (Nielsen Ratings, # of viewers)
- \$/advert minute
- Celebrities
- News Speed or accuracy
- Content is compelling
- Best quality show
- Best story : stickiness

The Case of Reality TV

- To what extent does Reality TV content and programming represent a Blue Ocean approach?
 - Ask the four questions again and match them up with the reality TV List of Factors.
 - The modern wave of reality TV shows in the USA began with shows like America's most wanted in 1988 and COPS in 1989.

Mature Industry: The Circus

- Conduct a “5 forces” analysis of the industry for both the high end and the budget segments
- How attractive is this industry?
- What are the factors the industry competes and invests in? How long has the industry competed on these factors?
- Next step:
 - What are the factors the industry takes for granted that should be eliminated?
 - What factors should be reduced well below the industry standard?
 - What factors should be raised well above the industry standard?
 - What factors should be created that the industry has never offered?

The Case of Cirque du Soleil

- To what extent does Cirque du Soleil represent a Blue Ocean approach?
 - Ask the four questions again.