

CASE STUDY READING SUMMARY

The reading starts out by explaining what the term blue ocean means — industries that are not currently in existence that don't have competition or boundaries. The important point to consider is that industries do not stay stagnant, but change; blue oceans will continue being created and the capacity is unlimited. According to the provided data, we can see on a small percentage of investment for a launch, blue oceans' impact is twice that of red oceans, which are existing industries. It is necessary that we move towards creating blue oceans because technological advancement as allowed supply to exceed demand. The right strategy including value innovation, a focus on creating a leap in value instead of trying to beat competitors, is the key. While every strategy involves risk, there are principles that can direct the execution.

For next week, February 25th, **please read:**

Energolabs and Biota (A):

Persevere, Pivot or Perish?, NTU216-PDF-ENG

Located in Course Reserves

Please also read:

Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant, 1. Creating Blue Oceans

W. Chan Kim; Renee A. Mauborgne

Located in Course Reserves

Assignment:

Complete a case analysis grid for the Case

Write a BRIEF (1/4 page) summary of the key takeaways of the Blue Ocean reading

Team projects:

I suggest all teams start working on the Marley Spoon pitch get in contact and begin to share ideas for a Blue Ocean Strategy for how Marley Spoon should proceed after it separates from Martha Stewart in a few years. What new uncontested market space should it pursue and how should it get there? Be prepared to make a 5 minute pitch on March 3rd.

Readings:

Annual Report 2018 -

<https://ir.marleyspoon.com/DownloadFile.axd?file=/Report/ComNews/20190227/02080347.pdf>

Prospectus -

<https://ir.marleyspoon.com/DownloadFile.axd?file=/Report/ComNews/20180702/01995780.pdf>

Videos:

[Fabian Siegel, Marley Spoon - NOAH18 Berlin](#)

[Executive Series 17 June 19: Marley Spoon \(MMM\) CEO, Fabian Siegel](#)

[Fabian Siegel, Marley Spoon - NOAH15 London](#)

[Marley Spoon - NOAH19 Berlin](#)