

Incorporating Blue Ocean Strategy into Project Management: A Framework for Innovation and Progress?¹

Prof. Dr. M.F. HARAKE

CEREGE Research Laboratory – University of Poitiers (France)

Abstract

This article examines the integration of Blue Ocean Strategy (BOS) into project management, providing an innovative approach to executing strategic projects. BOS, developed by W. Chan Kim and Renée Mauborgne, promotes the creation of uncontested market spaces—"blue oceans"—through value innovation, rather than competing in oversaturated markets. In contrast, traditional project management focuses on efficiency, risk control, and achieving predefined goals. The article explores how BOS principles can enhance project management by promoting innovation, reducing competition, and driving value creation. The proposed framework aligns BOS tools with project management practices, particularly within the IPECC (Initiating, Planning, Executing, Controlling, and Closing) framework, to balance creativity with structured execution. Through theoretical discussions and case studies, the article illustrates how integrating BOS into project management improves strategic alignment and fosters innovation, making projects more adaptable to changing market environments. However, it also addresses the challenges of merging BOS's exploratory and flexible nature with the structured, scope-focused processes typical of project management. Despite these challenges, BOS encourages strategic differentiation and enhances project results by focusing on creating new markets instead of competing in existing ones. The article concludes by offering a balanced view of the advantages and limitations of integrating BOS into project management, suggesting this fusion as a novel approach for organizations to foster innovation while maintaining project structure and efficiency.

Key Words: Blue Ocean Strategy (BOS); Project Management; Value Innovation; Uncontested Markets; IPECC Framework; Strategic Alignment; Innovation; Competitive Differentiation

¹ How to cite this paper: Harake, M. F. (2024). Incorporating Blue Ocean Strategy into Project Management: A Framework for Innovation and Progress? *PM World Journal*, Vol. XIII, Issue X, October/November.

1. Introduction

1.1. Context

In today's competitive business landscape, organizations are under pressure to innovate and achieve sustained growth. Traditional "red ocean" strategies focus on outcompeting rivals in crowded markets, often leading to diminishing returns. In contrast, Blue Ocean Strategy (BOS), introduced by Kim and Mauborgne in 2005, encourages companies to create new, uncontested market spaces by unlocking new demand through innovative value propositions. This approach makes competition irrelevant and allows businesses to craft unique offerings rather than simply battling existing demand.

Simultaneously, effective project management serves as the backbone for executing these strategic innovations (Barth & Bobot, 2010; da Silva, 2016). By managing resources, timelines, risks, and stakeholder expectations, project management ensures that organizational strategies translate into tangible outcomes. The integration of BOS with project management frameworks enhances this process, enabling organizations to redefine industries through disruptive products and services (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Cano & Ramos, 2016). This synergy not only fosters creativity and exploration of new markets but also guarantees that innovative projects are delivered efficiently and aligned with business goals, allowing companies to thrive and set new industry standards (da Silva, 2016; Gonzalez & Garcia, 2017).

1.2. Combining Blue Ocean Strategy with Project Management

Combining Blue Ocean Strategy (BOS) with project management (PM) frameworks offers a substantial chance to blend innovative thinking with the organized discipline needed for effective project completion (Fang & Tzeng, 2015; Cano & Ramos, 2016). In theory, this fusion provides a comprehensive approach to organizational strategy and operations, connecting creative market discovery with the rigorous management of resources, timelines, and risks (Brown, 2009). However, the dynamic and exploratory essence of BOS—intended to disrupt traditional competitive strategies—can occasionally clash with the more linear, controlled methods of conventional PM (Bourguignon & Pagnoncelli, 2015; Cano & Ramos, 2016; da Silva, 2016). This interplay presents both opportunities for synergy and potential challenges, as harmonizing these differing approaches necessitates a delicate balance between adaptability and structure (Cheng & Hu, 2014; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017; Hossain, 2020).

The IPECC process provides a standardized project management (PM) framework that guides projects through five phases—Initiating, Planning, Executing, Controlling, and Closing—ensuring they remain on schedule, within budget, and aligned with their scope (Cheng & Hu, 2014). While

IPECC emphasizes control and efficiency, integrating Blue Ocean Strategy (BOS) encourages organizations to push boundaries and create new market spaces where competition becomes irrelevant (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Cano & Ramos, 2016). For example, during the Initiation and Planning phases, BOS can redefine project selection criteria, shifting focus from incremental improvements to untapped opportunities, thereby identifying innovative projects with the potential to open new markets (Cheng & Hu, 2014; da Silva, 2016; Hossain, 2020). In the Execution and Controlling phases, BOS tools help balance innovation with adherence to performance metrics, ensuring projects remain both creative and practical (Barth & Bobot, 2010; Fang & Tzeng, 2015; Cano & Ramos, 2016; Gonzalez & Garcia, 2017; Jiang & Huang, 2018). The strategic framework proposed here merges the structured discipline of IPECC with the innovative mindset of BOS, enabling organizations to explore new markets while delivering projects efficiently (Bourguignon & Pagnoncelli, 2015). This combination not only helps meet project goals but also drives disruptive innovation, giving organizations a competitive advantage and setting new industry standards for success (Barth & Bobot, 2010; Cano & Ramos, 2016).

2. A Brief Overview of Project Management

2.1. Traditional Project Management Approaches

Traditional project management (PM) frameworks aim to ensure the successful completion of projects within well-defined parameters—time, budget, and scope (Cheng & Hu, 2014). These methodologies prioritize efficiency, risk management, and adherence to predefined goals, making them highly effective in environments that value predictability and control (Bourguignon & Pagnoncelli, 2015; da Silva, 2016). By focusing on minimizing risks and optimizing resources, these frameworks help organizations achieve incremental improvements and maintain operational stability (Cano & Ramos, 2016). However, their structured approach can also inhibit the experimentation and flexibility required for more radical innovations, particularly in rapidly changing or highly competitive markets (Barth & Bobot, 2010; Gonzalez & Garcia, 2017).

PM is generally defined as the application of knowledge, skills, tools, and techniques to manage project activities effectively, ensuring that objectives are met within specified timeframes and budgets (Cano & Ramos, 2016). The traditional PM framework outlines five key process groups—Initiating, Planning, Executing, Monitoring & Controlling, and Closing—each designed to guide project managers through the lifecycle of a project. While these stages are crucial for delivering predictable outcomes and minimizing uncertainties, they often align with pre-established deliverables, limiting an organization’s ability to adapt or explore new market opportunities (Cheng & Hu, 2014; Bourguignon & Pagnoncelli, 2015; Gonzalez & Garcia, 2017; Hossain, 2020).

This rigidity can be a disadvantage when pursuing more disruptive strategies, such as those advocated by Blue Ocean Strategy (BOS), which require a more fluid and dynamic approach to adapt to new and unexplored market spaces (Fang & Tzeng, 2015; Cano & Ramos, 2016; da Silva, 2016). The challenge lies in modifying traditional PM frameworks to support innovation-driven strategies without sacrificing the rigor needed to control costs, manage risks, and meet project deadlines (Barth & Bobot, 2010).

2.2. Project Management IPECC Process

The IPECC framework delineates the entire lifecycle of a standard project, offering a structured blueprint for managing each phase of project execution. This widely adopted project management framework emphasizes structure, predictability, and control throughout the project lifecycle (Cheng & Hu, 2014). Its methodical approach reduces risks, ensures compliance with quality standards, and enhances the probability of achieving successful outcomes by maintaining a clear focus on objectives from start to finish (Bourguignon & Pagnoncelli, 2015; Gonzalez & Moya, 2020). By providing a step-by-step guide for managing projects, the IPECC framework ensures consistency and accountability, making it particularly effective for complex or large-scale projects where precision and risk management are paramount.

The IPECC model consists of five key stages (Kerzner, 2017; PMI, 2021; Larson & Gray, 2021):

- **Initiating:** This phase involves defining the project's scope and objectives, and securing formal authorization to commence. It lays the foundation for all subsequent activities by establishing the project's purpose and obtaining necessary approvals.
- **Planning:** During this stage, a comprehensive roadmap is developed to achieve the project objectives. This includes setting timelines, allocating resources, and identifying potential risks, ensuring all aspects of the project are meticulously planned.
- **Executing:** In this phase, the project plan is implemented. Teams perform tasks to create the product, service, or deliverable as outlined in the planning stage, coordinating resources and managing workflows to ensure everything proceeds as scheduled.
- **Controlling:** This phase involves continuous monitoring and evaluation of the project's progress. It ensures that work stays on track by comparing actual performance against the plan, making necessary adjustments to timelines, costs, or resources to keep the project aligned with its goals.
- **Closing:** In the final stage, all project activities are concluded, deliverables are handed over, and the project is formally completed. Documentation is finalized, contracts are closed, and performance reviews are conducted to capture lessons learned.

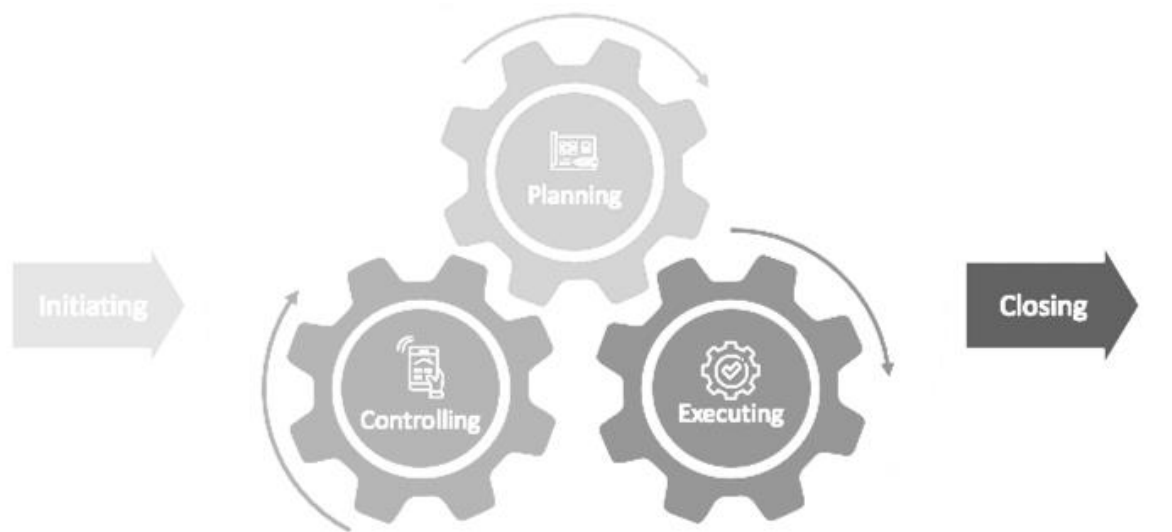


Figure 01. IPECC Model

3. Blue Ocean Strategy: A Brief Overview

Blue Ocean Strategy advocates for shifting focus from competing in overcrowded markets (red oceans) to creating new demand in untapped markets (blue oceans). Central to BOS is the concept of *value innovation*, which breaks the traditional trade-off between differentiation and low cost by creating significant value for both the company and the customer (Barth & Bobot, 2010; Cheng & Hu, 2014; da Silva, 2016; Hossain, 2020). BOS is built around several key tools (Kim & Mauborgne, 2005; 2009; 2014):

- **The Strategy Canvas:** A diagnostic and action framework that captures the current state of play in the market and helps businesses identify opportunities to differentiate.
- **The Four Actions Framework:** This framework asks businesses to focus on four key areas—eliminate, reduce, raise, and create—to reshape the value curve.
- **The Six Paths Framework:** A tool to systematically reconstruct market boundaries and discover new market spaces by exploring alternative industries, strategic groups, buyer groups, and complementary product offerings.
- **Other Strategic Elements:** these include:
 - **Value Innovation:** The cornerstone of BOS, value innovation focuses on creating new value for both the company and its customers. This differs from the typical

competitive approach of outperforming rivals, instead urging organizations to simultaneously pursue differentiation and low cost.

- **Focusing on the Big Picture:** Instead of focusing on numbers and financials alone, BOS emphasizes envisioning the long-term possibilities of an innovative idea and creating strategies that address future market demands.
- **Reaching beyond the Existing Demand:** The strategy calls for appealing not only to current customers but also to non-customers, those who may be outside the usual scope of competitors.

These principles can be applied to project management by helping project teams to think beyond traditional boundaries and deliver outcomes that align with innovative strategic objectives (Kim & Mauborgne, 2005; 2009; 2014).

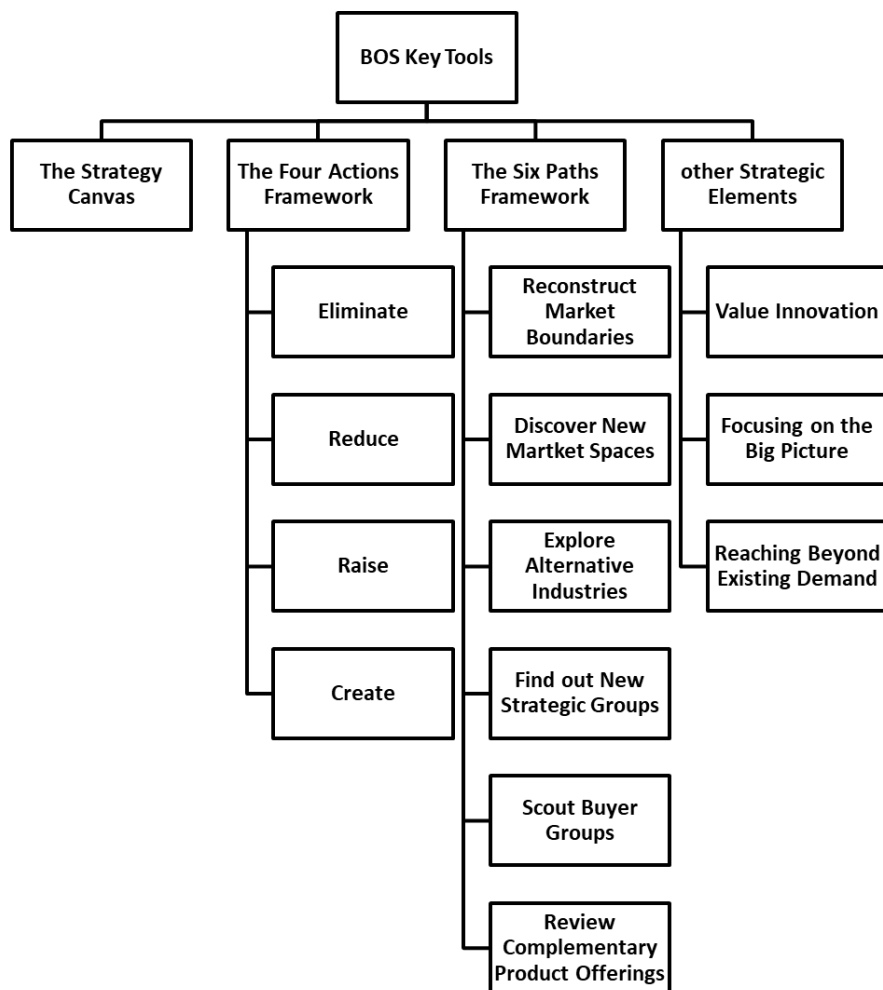


Figure 02. BOS Key Tools

4. Combining Blue Ocean Strategy and Project Management

4.1. In Terms of Project Content and Dynamic

4.1.1. Context

Integrating Blue Ocean Strategy (BOS) into project management can profoundly reshape how projects are selected, designed, and executed. This fusion affects multiple key areas, including the approach to project selection, where organizations shift from traditional criteria like ROI and strategic alignment to prioritizing innovative projects that explore untapped markets (Cheng & Hu, 2014; Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015). It also transforms project design, as BOS encourages the development of groundbreaking solutions that create new value propositions, often requiring flexible and iterative frameworks like Agile or Lean (Blank, 2013). Execution is similarly impacted, as BOS-driven projects demand a dynamic, feedback-driven approach to adapt to evolving market conditions, ensuring that innovation aligns with both operational requirements and long-term organizational goals (Barth & Bobot, 2010; Fang & Tzeng, 2015; Cano & Ramos, 2016; Gonzalez & Garcia, 2017). This integration encourages a balance between creativity and structure, allowing businesses to innovate while maintaining control over resources, timelines, and stakeholder expectations (Cheng & Hu, 2014; da Silva, 2016).

4.1.2. Innovation in Project Selection

Blue Ocean Strategy (BOS) impacts project management by expanding the approach to project selection. Unlike traditional methods that prioritize projects with clear ROI and alignment with corporate goals, BOS encourages organizations to explore untapped opportunities and untested ideas (Cano & Ramos, 2016; Hossain, 2020). Using tools like the Strategy Canvas and the Four Actions Framework, project managers can identify initiatives that create new market spaces, shifting the focus from conventional ROI to projects that unlock unmet demand (Fang & Tzeng, 2015; da Silva, 2016). BOS fosters innovation by encouraging companies to look beyond competitors and pursue novel market possibilities (Barth & Bobot, 2010). This approach allows project managers to prioritize transformative projects while still adhering to practical constraints like timelines and budgets (Cheng & Hu, 2014; Cano & Ramos, 2016). For example, a transportation company might use BOS to create an entirely new service category, such as autonomous, on-demand public transportation, while using Agile methods to keep the project on track through iterative feedback and development (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017).

4.1.3. Value Creation and Stakeholder Engagement

Merging Blue Ocean Strategy (BOS) with project management enhances stakeholder engagement by shifting the focus to creating value for both the company and customers. This approach aligns with stakeholder management practices, as value innovation allows project managers to effectively communicate the long-term benefits of projects, gaining support from stakeholders who may initially resist change (Barth & Bobot, 2010; Fang & Tzeng, 2015). The structured nature of project management ensures that stakeholder needs are systematically addressed throughout the project lifecycle, which is crucial when launching new products or services in untapped markets (Cano & Ramos, 2016; Gonzalez & Garcia, 2017). While traditional project management focuses on meeting predefined requirements, BOS-driven projects often redefine objectives, requiring stakeholder alignment around innovative goals (Cheng & Hu, 2014; Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015). This demands clear communication and managing expectations about the risks and rewards of innovation, ultimately fostering stronger relationships with stakeholders and smoother project execution (Barth & Bobot, 2010; da Silva, 2016; Ranjan, 2018).

4.1.4. Risk Management in Blue Oceans

BOS projects inherently involve more uncertainty than traditional ones, as they explore uncharted markets. To manage this, integrating BOS with project risk management is essential. Project managers must anticipate uncertainties related to customer demand, regulatory changes, and technological innovation (Barth & Bobot, 2010). Unlike traditional risk-averse approaches, BOS views uncertainty as an opportunity for competitive advantage (Fang & Tzeng, 2015; da Silva, 2016). The challenge lies in balancing strategic exploration with effective risk management. BOS tools like the Six Paths Framework can help identify risks, and when combined with traditional risk management techniques, they enable project managers to navigate uncertainties while staying focused on long-term goals (Bourguignon & Pagnoncelli, 2015). Although BOS encourages risk-taking by pursuing new markets, traditional risk management strategies such as monitoring and contingency planning ensure that projects remain on track despite unpredictability (Cano & Ramos, 2016). Using tools like PESTEL analysis alongside risk registers helps manage external risks, aligning BOS's exploratory nature with disciplined risk management (Cheng & Hu, 2014; Fang & Tzeng, 2015).

4.1.5. Strategic Alignment, Adaptive Planning and Flexibility

Blue Ocean Strategy (BOS) requires flexibility as it explores new market spaces, contrasting with traditional project management, which relies on detailed upfront planning that can be limiting in uncertain environments (Cano & Ramos, 2016; Cano & Ramos, 2016). Agile frameworks like

Scrum or Lean are better suited for BOS because they offer adaptability, allowing project teams to pivot, test ideas, and refine strategies based on feedback (Blank, 2013; Fang & Tzeng, 2015). A key challenge is ensuring BOS aligns with an organization’s long-term goals while staying flexible to market shifts. This demands a dynamic approach to planning and execution, where iterative processes enable teams to adapt without losing focus on BOS principles (Bourguignon & Pagnoncelli, 2015; da Silva, 2016; Gonzalez & Garcia, 2017). Combining BOS with Agile or Lean methodologies allows teams to quickly adjust goals and deliverables as new opportunities emerge, especially in fast-evolving industries (Blank, 2013; Fang & Tzeng, 2015; Hossain, 2020). For example, technology companies pursuing blue ocean projects might use Agile to continuously develop and refine software features in response to changing customer needs, a crucial flexibility in uncertain markets (Cano & Ramos, 2016).

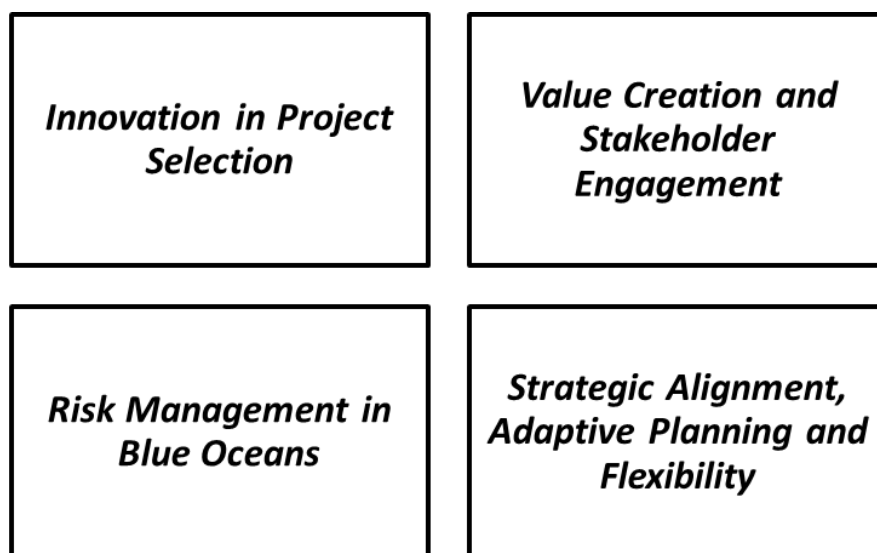


Figure 03. The Impact of BOS on Project Content and Dynamic

4.2. In Terms of Project Management Framework

4.2.1. Context

Project management traditionally relies on structured methodologies (i.e. Agile, Waterfall, PRINCE2, etc.) to plan, execute, and deliver projects within well-defined constraints, such as scope, time, and cost. These frameworks emphasize efficiency and control, ensuring projects are completed within set parameters (Bourguignon & Pagnoncelli, 2015; Ranjan, 2018; Santos & Marques, 2019). However, by integrating Blue Ocean Strategy (BOS) principles, project managers can go beyond these conventional boundaries and unlock new opportunities for innovation, particularly in competitive or saturated markets (Barth & Bobot, 2010; Fang & Tzeng, 2015; Hossain, 2020). BOS encourages project teams to explore uncharted territories and develop

projects that create entirely new demand or market spaces, rather than merely improving existing processes (Cano & Ramos, 2016; Gonzalez & Garcia, 2017; Ranjan, 2018). This approach fosters a shift from incremental improvements to transformative innovation, allowing project managers to reimagine the scope of their initiatives and deliver groundbreaking solutions that drive both organizational growth and competitive advantage (Barth & Bobot, 2010; Cheng & Hu, 2014; Kumar & Gupta, 2016). Incorporating BOS into traditional project management methodologies enables teams to not only meet operational goals but also to redefine industry standards and customer expectations, opening doors to untapped potential (Bourguignon & Pagnoncelli, 2015; da Silva, 2016; Ranjan, 2018).

4.2.2. Initiating Projects with a Blue Ocean Mindset

During the project initiation phase, adopting a Blue Ocean Strategy (BOS) mindset can significantly transform how goals and objectives are established (da Silva, 2016). Rather than concentrating solely on refining existing processes or competing within the constraints of current market dynamics, BOS pushes project teams to think more expansively and creatively (Brown, 2009). It encourages them to ask strategic questions such as (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017; Ranjan, 2018):

- *Are we addressing a problem that no one else has tackled?*
- *Is there an underserved or overlooked segment of the market we can target?*
- *How can we innovate our product or service to carve out an uncontested market space?*

By embracing these key questions, project managers can shift their focus from incremental improvements or efficiency gains to discovering new avenues for innovation and value creation (Barth & Bobot, 2010; Fang & Tzeng, 2015; Cano & Ramos, 2016). This mindset fosters a more creative approach to project objectives, where the team aims to redefine industry standards and break free from competitive pressures (Bourguignon & Pagnoncelli, 2015). Adopting BOS at this early stage encourages thinking beyond traditional constraints, allowing for projects that not only improve existing operations but also have the potential to open up entirely new markets and customer bases (Brown, 2009). This forward-thinking approach aligns project goals with long-term strategic innovation, positioning the organization to lead rather than follow in its industry (Barth & Bobot, 2010).

4.2.3. Strategic Alignment and Stakeholder Engagement

Strategic alignment is a cornerstone of both Blue Ocean Strategy (BOS) and project management, ensuring that all departments—such as marketing, finance, and R&D—work cohesively toward a unified vision (Fang & Tzeng, 2015; da Silva, 2016). In BOS-driven projects, this alignment is especially critical as these initiatives often venture into uncharted market spaces or develop entirely new value propositions (Cano & Ramos, 2016). Coordinating across departments becomes essential to ensure that the innovative goals of the project are fully supported and

understood by all key players, reducing the risk of misalignment that could hinder progress (Bourguignon & Pagnoncelli, 2015).

Stakeholder engagement plays an even more pivotal role in BOS projects, as insights from diverse stakeholders are crucial for understanding untapped customer needs and pinpointing market pain points that the project aims to address. Engaging stakeholders from the outset helps ensure that the project not only aligns with the broader organizational strategy but also resonates with real market opportunities (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015). Tools like the Business Model Canvas can be leveraged to map out new value propositions and business opportunities, while SWOT Analysis can help assess the project's strategic fit, ensuring differentiation in the marketplace (Hossain, 2020). This comprehensive approach fosters a shared vision across the organization, enabling smoother execution and enhancing the potential for the project to achieve innovative breakthroughs (Cano & Ramos, 2016; da Silva, 2016; Gonzalez & Garcia, 2017).

4.2.4. Innovative Risk Management

Managing risk is a fundamental challenge in project management, and this becomes even more complex in a Blue Ocean Strategy (BOS) context, where market conditions and customer behaviors are highly unpredictable. BOS-driven projects involve a greater degree of uncertainty, as they often target non-customers or explore new market spaces that lack established benchmarks or competitors (Fang & Tzeng, 2015; Cano & Ramos, 2016; Santos & Marques, 2019). Therefore, traditional risk management approaches need to be adapted to navigate these uncharted territories (Bourguignon & Pagnoncelli, 2015; da Silva, 2016; Gonzalez & Garcia, 2017).

Project managers can apply BOS principles to innovative risk management by focusing on two key areas:

- **Identifying new risks:** In blue ocean projects, risk identification must extend beyond conventional industry metrics. Instead of just focusing on known market variables, project teams should assess risks associated with unknown factors such as customer adoption rates in untested markets, potential threats from unexpected competitors, and unproven technologies or regulatory changes (Cheng & Hu, 2014; Fang & Tzeng, 2015; Bourguignon & Pagnoncelli, 2015).
- **Creating flexible contingency plans:** Since BOS projects are often exploratory and iterative, contingency planning must account for the need to pivot quickly. Agile project management methods are well-suited for BOS because they allow teams to adapt and refine their approach as new information becomes available (Cheng & Hu, 2014). Regular feedback loops and iterative cycles help ensure that project teams remain responsive to emerging risks, making it easier to course-correct without derailing the overall project objectives (Fang & Tzeng, 2015; Cano & Ramos, 2016).

By embracing this adaptive risk management approach, project managers can mitigate the uncertainties inherent in blue ocean projects, allowing innovation to thrive while keeping the project on track.

4.2.5. Efficient Resource Allocation

Blue Ocean Strategy (BOS) emphasizes optimizing resources for maximum impact, ensuring efficiency without compromising value creation. In project management, this means strategically allocating resources to areas that deliver the most significant results, rather than diluting efforts across too many features or initiatives (Cano & Ramos, 2016; Santos & Marques, 2019). By prioritizing high-value activities, project managers can avoid overextending resources and maintain a sharp focus on innovation (Barth & Bobot, 2010; Ranjan, 2018).

One effective method for achieving this is by applying the **Pareto Principle** (80/20 rule), which suggests that 20% of efforts often generate 80% of the results. In a BOS-driven project, this principle can guide resource allocation by helping teams identify the key actions or innovations that will have the most substantial impact on the project's success (Bourguignon & Pagnoncelli, 2015; Kumar & Gupta, 2016; Gonzalez & Moya, 2020). This aligns with BOS's emphasis on creating breakthrough innovations with minimal wasted effort (Barth & Bobot, 2010; Fang & Tzeng, 2015). For example, rather than investing heavily in incremental improvements across all product features, project managers could concentrate resources on developing a few groundbreaking features that unlock new market spaces or address critical customer needs (Cheng & Hu, 2014; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017).

This approach not only maximizes efficiency but also aligns with BOS's goal of delivering exceptional value through strategic investments, ensuring that resources are used where they can generate the highest returns (Cheng & Hu, 2014). Moreover, it encourages lean project execution, focusing on core innovations while staying within budget and time constraints, ultimately driving greater project success (Blank, 2013; Fang & Tzeng, 2015; Gonzalez & Moya, 2020).

4.2.6. Project Execution and Flexibility

The execution phase of projects influenced by Blue Ocean Strategy (BOS) differs from traditional methods due to the high level of innovation involved, often leading teams into uncharted territories with unforeseen challenges and uncertainties (Barth & Bobot, 2010; Santos & Marques, 2019). Flexibility in project execution is thus crucial for success (Gonzalez & Moya, 2020). Techniques like Scrum or Lean Project Management can significantly benefit BOS-driven projects by emphasizing iterative development, continuous feedback, and adaptability (Blank, 2013; Fang & Tzeng, 2015). Scrum, with its short sprints, allows teams to regularly reassess priorities and adjust their approach, fostering a culture of learning and adaptation essential for exploring new market spaces (Cheng & Hu, 2014). Lean Project Management focuses on maximizing value and minimizing waste, promoting efficiency and flexibility in project execution (Blank, 2013; da Silva, 2016). By applying these principles, teams can streamline processes,

reduce unnecessary activities, and ensure the project remains aligned with evolving customer needs and market dynamics (Bourguignon & Pagnoncelli, 2015). Encouraging experimentation, open communication, and a willingness to pivot based on new information can help teams navigate the inherent uncertainties in BOS projects (Fang & Tzeng, 2015; Cano & Ramos, 2016). For example, a tech startup developing a revolutionary smart home device might use Scrum to manage project execution, gathering user feedback and adjusting during each sprint, while also applying lean principles to optimize resource allocation and eliminate inefficiencies (Blank, 2013; Cheng & Hu, 2014; Gonzalez & Garcia, 2017). This combined approach allows the team to stay agile, respond to market feedback and technological advancements, and deliver a groundbreaking product. By embracing these flexible and adaptive methodologies, BOS-driven projects can successfully navigate the complexities of innovation, meet their objectives, create new market spaces, and set industry standards (Barth & Bobot, 2010; Fang & Tzeng, 2015; Santos & Marques, 2019; Gonzalez & Moya, 2020).

4.2.7. Post-Project Evaluation and Future Opportunities

After a project has been executed, the Blue Ocean Strategy (BOS) approach uniquely influences how organizations evaluate success (Gonzalez & Moya, 2020). Beyond merely assessing traditional project KPIs such as time, cost, and scope, a BOS project should also gauge its effectiveness in opening up new market spaces, creating value for non-customers, and differentiating the organization from its competitors (Cano & Ramos, 2016; Dahl & Østergaard, 2018). This comprehensive evaluation ensures that the project's impact is measured not just in terms of operational efficiency but also in terms of strategic innovation and market disruption (Bourguignon & Pagnoncelli, 2015; Cano & Ramos, 2016).

Project managers should conduct thorough retrospective analysis sessions to delve into several key areas:

- **Lessons Learned:** Identify the insights gained from exploring the new market space. This includes understanding what worked well and what challenges were encountered. By documenting these lessons, organizations can refine their strategies for future BOS initiatives, ensuring that they are better equipped to navigate uncharted territories (Cheng & Hu, 2014; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017; Santos & Marques, 2019).
- **Scalability of Innovations:** Assess the potential for scaling the innovations introduced during the project. This evaluation should consider the feasibility of expanding these innovations to other markets or segments, as well as the resources and infrastructure required for such expansion. Understanding scalability helps in planning future growth and maximizing the impact of the innovation (Cano & Ramos, 2016; Kumar & Gupta, 2016; Gonzalez & Garcia, 2017).
- **New Opportunities:** Identify new opportunities that the project has uncovered for future BOS initiatives. This involves analyzing market feedback, customer insights, and technological advancements to pinpoint areas where the organization can further innovate and create new market spaces. By leveraging these opportunities, organizations

can maintain a competitive edge and continue to drive disruptive innovation (Cheng & Hu, 2014; Fang & Tzeng, 2015; Hossain, 2020).

Additionally, project managers should evaluate the following aspects to ensure a holistic assessment (Cheng & Hu, 2014; Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Cano & Ramos, 2016; da Silva, 2016; Gonzalez & Garcia, 2017; Santos & Marques, 2019):

- **Customer Impact:** Measure the value created for non-customers and how well the project addressed their unmet needs. This can involve customer satisfaction surveys, market research, and analysis of customer adoption rates.
- **Competitive Differentiation:** Assess how the project has differentiated the organization from its competitors. This includes analyzing market positioning, unique value propositions, and the sustainability of the competitive advantage created by the project.
- **Strategic Alignment:** Evaluate how well the project aligns with the organization's overall strategic goals and blue ocean initiatives. This ensures that the project contributes to the long-term vision and objectives of the organization.

By conducting a comprehensive post-project evaluation from a BOS perspective, organizations can gain valuable insights that inform future strategies, enhance their innovative capabilities, and sustain their competitive advantage in the market.

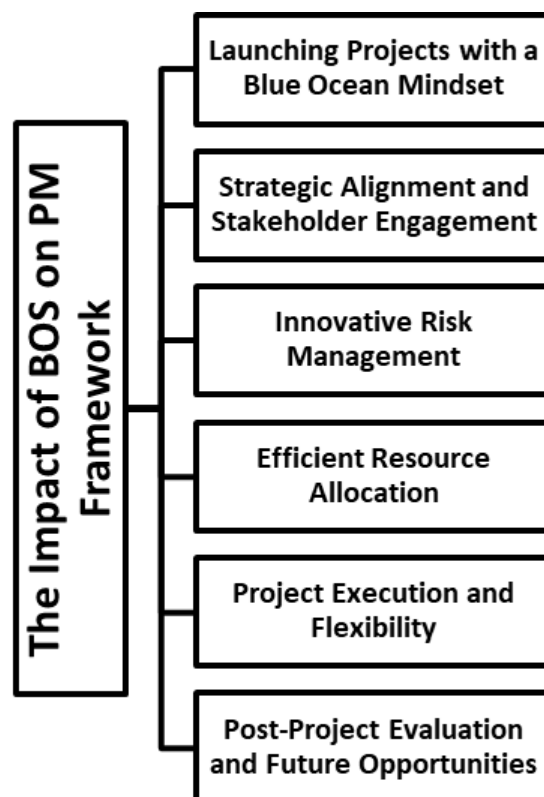


Figure 04. The Impact of BOS on Project Management Framework

4.3. In Terms of Project Management IPECC Process

4.3.1. Context

The integration of Blue Ocean Strategy (BOS) with the IPECC project management model presents a significant shift in how organizations approach and execute projects (Ranjan, 2018). Traditionally, the IPECC framework emphasizes control, predictability, and risk management through its sequential phases of Initiating, Planning, Executing, Controlling, and Closing. However, the infusion of BOS principles introduces a more innovative and exploratory dimension (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Cano & Ramos, 2016; Ranjan, 2018). During the Initiating phase, BOS encourages the selection of projects that focus on untapped market opportunities rather than incremental improvements. In the Planning phase, BOS tools like the Strategy Canvas can help redefine project objectives and criteria, fostering a broader and more creative approach to project design (Cheng & Hu, 2014; Fang & Tzeng, 2015; Ranjan, 2018; Hossain, 2020). The Executing phase benefits from BOS by adopting agile methodologies, such as Scrum or Lean Project Management, which promote flexibility and adaptability in response to new market insights (Blank, 2013; da Silva, 2016; Kumar & Gupta, 2016; Gonzalez & Garcia, 2017). The Controlling phase is enhanced by continuous feedback loops that ensure the project stays innovative while adhering to performance metrics (Jiang & Huang, 2018; Ranjan, 2018). Finally, the Closing phase incorporates a BOS-driven evaluation that assesses not just traditional KPIs but also the project's success in opening new market spaces and creating value for non-customers (Dahl & Østergaard, 2018; Gonzalez & Moya, 2020). This integrated approach allows organizations to balance the structured discipline of IPECC with the innovative spirit of BOS, potentially leading to more disruptive and impactful project outcomes (Bourguignon & Pagnoncelli, 2015; Gonzalez & Garcia, 2017).

4.3.2. Initiating Phase: Aligning Project Goals with Blue Ocean Opportunities

During the Initiating phase of the IPECC process, project teams define the project's scope, purpose, and objectives. Incorporating Blue Ocean Strategy (BOS) at this stage can help teams orient their projects towards market innovation and differentiation. Rather than concentrating solely on incremental improvements, BOS encourages the identification of strategic opportunities to develop entirely new value propositions (Barth & Bobot, 2010; Cheng & Hu, 2014; da Silva, 2016; Kumar & Gupta, 2016; Gonzalez & Garcia, 2017). Tools like the Strategy Canvas can be utilized to map the current competitive landscape and pinpoint areas where the organization can differentiate itself by offering unique value (Hossain, 2020). By aligning project goals with Blue Ocean opportunities, the project can be designed from the outset to focus on creating uncontested market spaces (Bourguignon & Pagnoncelli, 2015; Fang & Tzeng, 2015; Cano & Ramos, 2016; Ranjan, 2018; Hossain, 2020).

- **Case Example:** A technology company starting a project to develop a new consumer device could use BOS at this stage to pinpoint unmet customer needs and pain points that competitors have missed. This approach shifts the project's focus from minor product enhancements to creating an entirely new product category.

4.3.3. Planning Phase: Incorporating Value Innovation into Project Plans

During the Planning phase, the project's scope, schedule, budget, and risks are outlined. Integrating Blue Ocean Strategy (BOS) at this stage involves embedding value innovation principles into the project's strategic planning (Barth & Bobot, 2010; Gonzalez & Garcia, 2017). The Four Actions Framework—Eliminate, Reduce, Raise, and Create—can guide decision-making, ensuring the project delivers maximum value at minimal cost (Bourguignon & Pagnoncelli, 2015). Additionally, BOS tools such as the Buyer Utility Map can be incorporated into the planning process to ensure the project offers significant value to customers in ways that competitors do not. By integrating value innovation into the planning process, organizations can align the project plan with the broader goal of creating a blue ocean (Cheng & Hu, 2014; Cano & Ramos, 2016; da Silva, 2016; Ranjan, 2018).

- **Case Example:** A healthcare startup planning a new telemedicine platform project can utilize the Four Actions Framework to refine its services, removing unnecessary features and concentrating on developing a unique and highly accessible user experience.

4.3.4. Executing Phase: Encouraging Innovation in Project Implementation

The Implementation stage of IPECC consists of carrying out the project plan to produce the project outcomes. Incorporating BOS in this stage entails fostering continuous innovation and adaptability as the project progresses (Barth & Bobot, 2010). Agile approaches, which emphasize flexibility and incremental progress, are well-matched for incorporating BOS into the implementation procedure. Project managers can utilize BOS principles to help maintain the team's focus on creating value, despite facing new challenges or opportunities (Cheng & Hu, 2014; Cano & Ramos, 2016). Periodic review meetings can be scheduled to go over the BOS frameworks and guarantee that the project stays in line with its blue ocean goals (Bourguignon & Pagnoncelli, 2015; Ranjan, 2018; Hossain, 2020).

- **Case Example:** A software development team that is utilizing Agile methodologies to create an innovative app for eldercare services should regularly examine its Strategy Canvas and Four Actions Framework to confirm that the project is aligned with its primary objective of establishing a fresh market space.

4.3.5. Controlling Phase: Measuring Success through Value and Innovation

During the Controlling phase, project managers oversee advancement, evaluate efficiency, and make necessary modifications. Including BOS in this stage requires evaluating not just the usual

project measurements (like scope, cost, and schedule) but also the project's effectiveness in generating value and creativity (Bourguignon & Pagnoncelli, 2015; da Silva, 2016). BOS promotes a wider viewpoint on success, stressing long-term strategic benefits over short-term financial gains (Fang & Tzeng, 2015; Cano & Ramos, 2016; Kumar & Gupta, 2016; Gonzalez & Garcia, 2017; Gonzalez & Moya, 2020). Hence, the management procedure should incorporate measurements to evaluate the project's ability to penetrate new markets or establish uniqueness. This could encompass feedback from customers, positioning compared to competitors, and rates of early adoption (Ranjan, 2018; Gonzalez & Moya, 2020).

- **Case Example:** In a fintech service launch project, success may not only be gauged by typical project management measures but also by how much the service shakes up the current banking model and draws in a previously overlooked customer segment.

4.3.6. Closing Phase: Embedding BOS Lessons into Future Projects

The Closing stage includes completing all project tasks and officially ending the project. Incorporating Blue Ocean Strategy into this stage enables organizations to assess the project's results in relation to its potential for creating new market spaces. Lessons from the project need to be recorded, highlighting the impact of BOS frameworks on project implementation and results (Fang & Tzeng, 2015; Cano & Ramos, 2016). Moreover, this stage presents a chance to determine the potential application of BOS in upcoming projects. This makes sure that the organization keeps focusing on innovation and creating value in future projects (Barth & Bobot, 2010; Cheng & Hu, 2014; Gonzalez & Garcia, 2017).

- **Case Example:** Upon introducing a new product line following Blue Ocean strategies, a company may conduct a final evaluation to record the achievements and difficulties encountered in implementing BOS, to improve its strategy for upcoming innovation-focused initiatives.

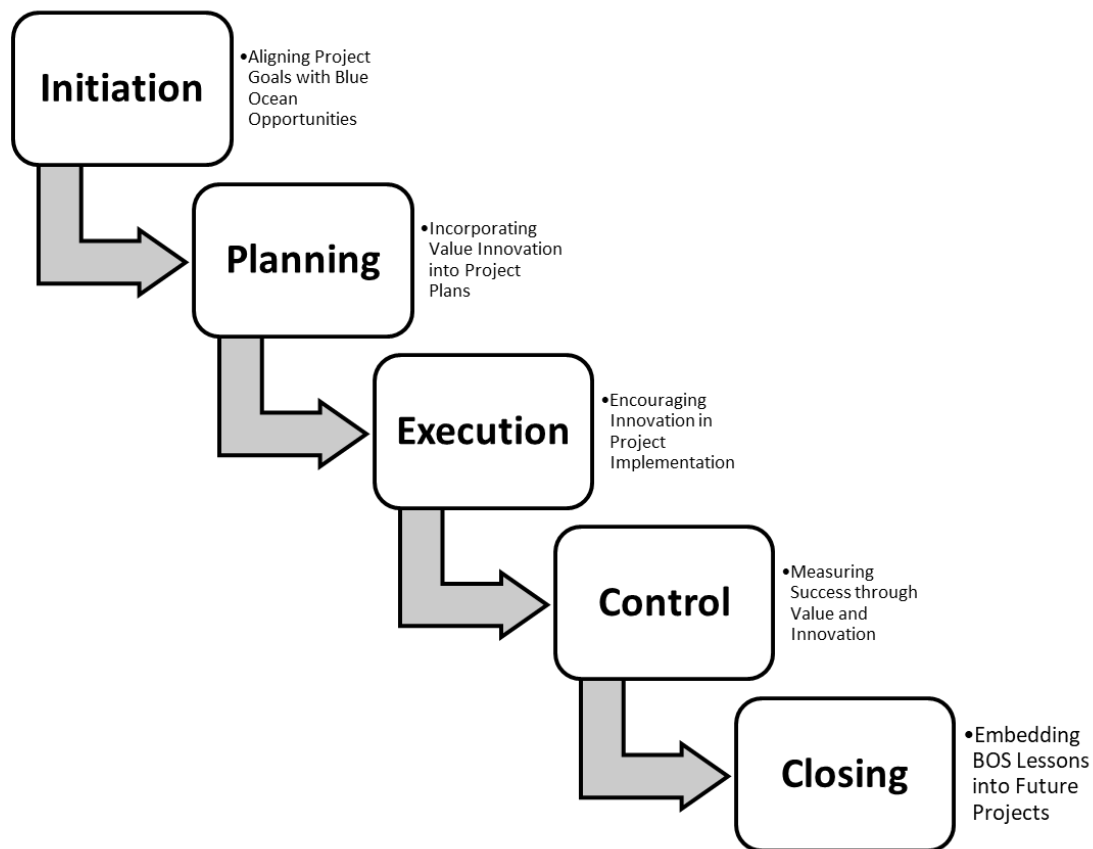


Figure 04. The Impact of BOS on Project Management IPECC Model

5. Case Studies: Applying Blue Ocean Strategy in Project Management

5.1. Case Study 01: Cirque du Soleil

Cirque du Soleil is often cited as a key example of Blue Ocean Strategy in action (Kim & Mauborgne, 2005). The company transformed the circus industry by eliminating costly animal acts and emphasizing artistic and theatrical performances (Kim & Mauborgne, 2014). From a project management perspective, this innovation required careful planning and coordination, including new approaches to talent recruitment, show design, and audience targeting (Brown, 2009; Kerzner, 2017). By integrating creative processes, fostering flexibility, and managing the uncertainty of market reception (Sydow et al., 2004), Cirque embraced a project management approach aligned with BOS. The company successfully combined BOS with project management, using value innovation to reshape the circus industry and create a unique market space, free from competition with traditional circuses (Kim & Mauborgne, 2005). Their project management teams adopted Agile strategies to continuously enhance their shows and respond to audience feedback, ensuring each production delivered exceptional value while adhering to operational constraints.

5.2. Case Study 02: Nintendo Wii

The release of the Wii by Nintendo is a textbook example of Blue Ocean Strategy (BOS) applied through innovative project management (Kim & Mauborgne, 2005). Rather than directly competing with Sony's PlayStation and Microsoft's Xbox in the high-performance console market focused on hardcore gamers, Nintendo redefined the gaming landscape by targeting an underserved market: casual gamers and non-gamers (Kim & Mauborgne, 2014). This strategic pivot exemplifies BOS by creating a new value proposition centered on simplicity, accessibility, and social engagement, rather than technological superiority. Nintendo's project team adopted an innovative approach, using BOS principles to rethink not only their target customer segments but also their product design and game development (Ikuine & Ueda, 2010). The Wii's motion-sensing technology and user-friendly interface made gaming accessible to a broader audience, including families, elderly individuals, and those who had never played video games before (Chun & Hahn, 2009; Schilling, 2017). This approach required careful project management, from the development of less technically demanding hardware to the creation of new kinds of interactive, family-friendly games. By prioritizing user experience over graphical power, Nintendo avoided costly technological arms races with competitors and instead fostered a new gaming culture, establishing uncontested market space and securing its position as an industry innovator (Yin-Poole, 2011).

5.3. Case Study 03: Apple iPhone Development

Apple's launch of the iPhone is a prime example of how Blue Ocean Strategy can be successfully applied in project management (Kim & Mauborgne, 2005). The iPhone development team revolutionized the mobile phone industry by integrating a multi-touch interface, internet connectivity, and an intuitive design, creating a new market space and disrupting the industry ((Kim & Mauborgne, 2014). From a project management perspective, this required not only technical expertise but also a willingness to break away from conventional product development models (Finkle & Mallin, 2010; Gallo, 2012; Kerzner, 2017). The project management team embraced iterative design processes and adaptability, aligning with Agile principles and BOS's focus on innovation.

5.4. Case Study 04: Tesla's Electric Vehicles

Tesla employed a bottom-up approach in developing its electric vehicles, targeting a niche market that mainstream car manufacturers had largely ignored. Their project management strategy prioritized flexibility and innovation, using incremental development phases while staying true to Blue Ocean Strategy principles by eliminating traditional automotive features and setting new standards for environmental sustainability and customer satisfaction (Kim & Mauborgne, 2005; Blank, 2013; Musk & Vance, 2015; Kerzner, 2017). Despite facing significant uncertainties around demand, technology, and regulatory issues, the project team embraced

these challenges as essential to the blue ocean innovation process (Mangram, 2012; Bohnsack et al., 2014).

5.5. Case Study 05: Nokia's Smartphone Division

Nokia's failure to transition into the smartphone market highlights the limitations of combining Blue Ocean Strategy with rigid project management (Vuori & Huy, 2016). Although Nokia recognized the potential of smartphones as an emerging market, their inflexible project management practices hindered the necessary adaptability and innovation (Kim & Mauborgne, 2005; Doz & Kosonen, 2008; Kerzner, 2017). As a result, Nokia's lack of creativity allowed competitors like Apple and Samsung to dominate the market (Klein, 2007; Vuori & Luoma, 2019).

6. Challenges and other Elements to Consider

6.1. Context

Integrating Blue Ocean Strategy (BOS) with project management principles presents a range of challenges and considerations for organizations. A major challenge is the tension between the structured, controlled nature of traditional project management and the exploratory, innovative focus of BOS (Cheng & Hu, 2014; Fang & Tzeng, 2015; Kumar & Gupta, 2016). While project management frameworks like IPECC prioritize predictability, risk management, and goal adherence, BOS emphasizes experimentation, flexibility, and pursuing untapped market opportunities (Hossain, 2020). Balancing these opposing approaches requires carefully maintaining project discipline while encouraging innovation (Barth & Bobot, 2010; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017). Additionally, incorporating BOS tools such as the Strategy Canvas and Four Actions Framework into established project management processes can be difficult, often requiring shifts in mindset, culture, and operations (Cano & Ramos, 2016). Project teams must also navigate the uncertainty and ambiguity common in BOS initiatives, which contrasts with the clear, linear processes of traditional project management (Bourguignon & Pagnoncelli, 2015). Moreover, project success metrics must evolve beyond conventional KPIs to include measures that reflect the creation of new markets and value for non-customers (Cheng & Hu, 2014; Dahl & Østergaard, 2018). Effective communication, stakeholder engagement, and a shared understanding of strategic goals are essential to successfully merging BOS with project management, ensuring projects meet operational goals while driving disruptive innovation (Dahl & Østergaard, 2018; Gonzalez & Moya, 2020).

6.2. Cultural Resistance

Blue Ocean Strategy (BOS) may encounter resistance from stakeholders who are used to traditional project management and competitive market approaches. Project managers must clearly communicate the value of BOS to address this pushback and secure stakeholder buy-in (Cheng & Hu, 2014). Integrating BOS with conventional project management practices can be challenging, as stakeholders are often familiar with established performance metrics and risk-averse planning (Bourguignon & Pagnoncelli, 2015). Additionally, organizations that emphasize operational efficiency and traditional performance indicators may face cultural resistance (Jiang & Huang, 2018). Employees and managers who focus on incremental improvements, rather than disruptive innovations, may struggle to fully adopt the blue ocean mindset (Barth & Bobot, 2010; Cheng & Hu, 2014; Fang & Tzeng, 2015; Kumar & Gupta, 2016). Implementing BOS within a project management framework also requires shifting the organizational culture to prioritize long-term strategic goals over short-term efficiency, which may be met with opposition from stakeholders who prefer predictable, clear outcomes (Cano & Ramos, 2016).

6.3. Incompatibility between Exploration and Structure

One key limitation of combining Blue Ocean Strategy (BOS) with project management is the potential clash between BOS's exploratory approach and the structured nature of project management. While BOS promotes an open-ended, iterative search for new opportunities, project management emphasizes clearly defined deliverables, timelines, and budgets from the outset (Cano & Ramos, 2016; Hossain, 2020). This tension can create conflicts, particularly when rigid project management frameworks are applied to initiatives that require flexibility and adaptation (Bourguignon & Pagnoncelli, 2015; Kumar & Gupta, 2016). For example, in a BOS-driven project aimed at developing groundbreaking technology, strict project management constraints may hinder creativity, as team members may feel obligated to meet predefined goals rather than exploring new ideas (Cheng & Hu, 2014; Fang & Tzeng, 2015; Gonzalez & Garcia, 2017). In such cases, the project management focus on efficiency and control can limit the innovative potential that BOS seeks to unlock.

6.4. Challenges in Measuring Success

Traditional project management evaluates success using clear metrics like meeting deadlines, staying within budget, and delivering specific results (Dahl & Østergaard, 2018). However, BOS-driven projects often aim for more abstract objectives, such as creating new value propositions or achieving long-term competitive advantage (Cano & Ramos, 2016; Kumar & Gupta, 2016). Assessing the success of a BOS initiative through conventional project management metrics can be difficult, as these measures may not reflect the broader strategic outcomes of developing a

blue ocean (Bourguignon & Pagnoncelli, 2015; Dahl & Østergaard, 2018; Gonzalez & Moya, 2020). For instance, a project that establishes a new market space may not produce immediate revenue or measurable success in the short term, even though it could lead to significant competitive advantages later (Cheng & Hu, 2014). As a result, project managers may find it challenging to justify continued investment when traditional metrics suggest underperformance (Jiang & Huang, 2018).

6.5. Resource Allocation

Integrating Blue Ocean Strategy (BOS) with project management brings specific challenges in resource allocation. Traditional project management focuses on optimizing resources for well-defined objectives within established parameters (Cano & Ramos, 2016). In contrast, BOS initiatives venture into uncharted areas, requiring a more flexible and adaptive resource management approach. A major challenge is balancing the allocation of resources for both executing predefined tasks and exploring new market opportunities, which can strain resources as teams juggle innovation and operational efficiency (Barth & Bobot, 2010; Hossain, 2020). The unpredictability of BOS projects complicates resource forecasting, leading to the risk of overallocation or under-allocation. Project managers need to be adept at reallocating resources dynamically in response to new insights or market shifts, potentially disrupting established workflows (Bourguignon & Pagnoncelli, 2015; Kumar & Gupta, 2016; Gonzalez & Garcia, 2017). Additionally, gaining stakeholder support for resource allocation in BOS projects can be difficult, as the benefits may not be immediately measurable using traditional metrics (Cheng & Hu, 2014; Fang & Tzeng, 2015). Effective resource allocation in this context requires a deep understanding of both operational needs and strategic objectives, along with a readiness to embrace uncertainty and adjust to evolving conditions (Cano & Ramos, 2016).

6.6. Increased Uncertainty

By nature, Blue Ocean Strategy (BOS) explores uncharted markets, leading to higher levels of uncertainty and risk. This poses challenges for project managers accustomed to working within clearly defined parameters (Fang & Tzeng, 2015). BOS initiatives often require substantial resource allocation to pursue new market opportunities, which can clash with the resource constraints and prioritization methods common in traditional project management (Bourguignon & Pagnoncelli, 2015; Gonzalez & Garcia, 2017). Traditional approaches typically prioritize projects based on return on investment (ROI) and strategic alignment, often favoring incremental improvements over more exploratory efforts (Cheng & Hu, 2014; Fang & Tzeng, 2015; Kumar & Gupta, 2016). In contrast, BOS demands that organizations allocate resources to high-risk, high-reward projects that may not provide immediate financial returns (Santos & Marques, 2019). This conflict can make it difficult to secure funding and resources for BOS

initiatives in organizations following conventional project management practices. Without clear ROI metrics, project managers may find it challenging to justify the resource investments needed for BOS-driven projects (Cano & Ramos, 2016; Hossain, 2020).

6.7. Balancing Innovation and Execution

One of the primary challenges in integrating Blue Ocean Strategy (BOS) with project management is striking a balance between encouraging innovation and maintaining disciplined execution (Barth & Bobot, 2010; Fang & Tzeng, 2015). BOS-driven projects frequently require more flexible frameworks than those typically found in traditional project management. This flexibility is essential for exploring new opportunities and adapting to changing market conditions (Cano & Ramos, 2016; Hossain, 2020). However, it also presents the risk of losing control over project scope, timelines, and budgets. Project managers must navigate this delicate balance by implementing adaptive management practices that allow for experimentation while still adhering to essential project controls (Bourguignon & Pagnoncelli, 2015). They need to set clear boundaries and establish iterative processes that enable teams to explore innovative ideas without veering into chaos (da Silva, 2016; Kumar & Gupta, 2016). Additionally, project managers must communicate effectively with stakeholders to align expectations and ensure that innovation does not come at the expense of operational discipline (Barth & Bobot, 2010; Fang & Tzeng, 2015; Ranjan, 2018). This requires a proactive approach to risk management, where potential issues are anticipated and addressed before they escalate into significant challenges (Cheng & Hu, 2014). Ultimately, successfully merging BOS with project management hinges on the ability to foster a culture of innovation while ensuring that projects remain on track and aligned with strategic objectives (Fang & Tzeng, 2015; Dahl & Østergaard, 2018; Gonzalez & Moya, 2020).

7. Conclusion

Integrating Blue Ocean Strategy (BOS) into project management provides a strong framework for discovering new opportunities and encouraging innovation by shifting the focus from traditional competitive dynamics to value creation in uncontested market spaces (Hossain, 2020). This approach allows project managers to lead initiatives that not only achieve immediate objectives but also position their organizations for long-term success and growth (Dahl & Østergaard, 2018; Gonzalez & Moya, 2020). However, combining BOS with project management—especially within the IPECC framework—can be challenging due to the potential conflict between BOS’s exploratory nature and the structured processes typical of project management. Organizations need to find a careful balance between these approaches, often adopting flexible methodologies such as Agile or Lean to accommodate the dynamic and uncertain environment of BOS-driven projects (Kumar & Gupta, 2016). Successful implementation requires an adaptive mindset, a greater tolerance for

uncertainty, and strategic alignment of goals, resources, and organizational culture (Blank, 2013; Dahl & Østergaard, 2018; Gonzalez & Moya, 2020). By embedding value innovation throughout the project lifecycle, businesses can create new market spaces, differentiate themselves from competitors, and deliver transformative projects that redefine industries and generate new demand. As companies increasingly strive to innovate in competitive landscapes, incorporating BOS into project management can provide a strategic advantage across various sectors. Future research could focus on best practices for aligning BOS with Agile and Lean frameworks, particularly in fast-paced industries (Kumar & Gupta, 2016; Gonzalez & Garcia, 2017).

References

- Barth, I., & Bobot, L. (2010). *La négociation commerciale: Stratégies, pratiques et innovations*. Pearson Education France.
- Blank, S. (2013). Why the lean start-up changes everything. *Harvard Business Review*, 91(5), 63-72.
- Bohnsack, R., Pinkse, J., & Kolk, A. (2014). Business models for sustainable technologies: Exploring business model evolution in the case of electric vehicles. *Research Policy*, 43(2), 284–300. <https://doi.org/10.1016/j.respol.2013.10.014>
- Bourguignon, A., & Pagnoncelli, B. (2015). Project management and Blue Ocean Strategy: A strategic alliance for innovation. *International Journal of Managing Projects in Business*, 8(3), 451-466.
- Brown, T. (2009). *Change by design: How design thinking transforms organizations and inspires innovation*. HarperBusiness.
- Cano, M. Á., & Ramos, A. (2016). The influence of Blue Ocean Strategy on project management: A literature review and future research agenda. *International Journal of Managing Projects in Business*, 9(4), 846-865.
- Cheng, C. H., & Hu, T. C. (2014). The impact of Blue Ocean Strategy on project management methodologies. *International Journal of Project Management*, 32(6), 957-970.
- Chun, R., & Hahn, M. (2009). Nintendo's disruptive strategy: Implications for the video game industry. *Strategic Direction*, 25(9), 3-5. <https://doi.org/10.1108/02580540910973828>
- Dahl, J., & Østergaard, A. (2018). Implementing Blue Ocean Strategy through project management: Key success factors. *International Journal of Project Management*, 36(1), 1-12.
- da Silva, L. A. H. (2016). Project management and the Blue Ocean Strategy applied to small and medium companies in Brazil. *PMO Escritório de Projetos*. Retrieved from <https://projectmanagement.com.br/project-management-and-the-blue-ocean-strategy-applied-on-small-and-medium-companies-in-brazil/>
- Doz, Y., & Kosonen, M. (2008). The dynamics of strategic agility: Nokia's rollercoaster experience. *California Management Review*, 50(3), 95-118. <https://doi.org/10.2307/41166447>

- Fang, C., & Tzeng, G. H. (2015). Integration of Blue Ocean Strategy and project management: A new approach for strategic project management. *Journal of Business Research*, 68(11), 2336-2342.
- Finkle, T. A., & Mallin, M. L. (2010). Steve Jobs and Apple, Inc. *Journal of the International Academy for Case Studies*, 16(7), 31-40.
- Gallo, C. (2012). *The innovation secrets of Steve Jobs: Insanely different principles for breakthrough success*. McGraw-Hill.
- Gonzalez, M., & Garcia, R. (2017). Linking Blue Ocean Strategy and project management: A framework for innovation. *International Journal of Project Management*, 35(6), 1022-1035.
- Gonzalez, M. A., & Moya, S. (2020). The effects of Blue Ocean Strategy on project success in dynamic environments: A case study. *International Journal of Project Management*, 38(3), 179-190.
- Hossain, M. (2020). Implementing Blue Ocean Strategy in project management: Challenges and opportunities. *International Journal of Project Management*, 38(3), 167-176.
- Ikuine, F., & Ueda, K. (2010). Project management in innovation: The development of Nintendo Wii. *Journal of Innovation Management*, 17(2), 87-102.
- Jiang, Z., & Huang, L. (2018). Analyzing the impact of Blue Ocean Strategy on project performance: Evidence from the IT sector. *Journal of Project Management*, 36(7), 1167-1180.
- Kerzner, H. (2017). *Project management: A systems approach to planning, scheduling, and controlling* (12th ed.). Wiley.
- Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: How to create uncontested market space and make the competition irrelevant*. Harvard Business Review Press.
- Kim, W. C., & Mauborgne, R. (2009). How strategy shapes structure. *Harvard Business Review*, 87(9), 72-80.
- Kim, W. C., & Mauborgne, R. (2014). Blue ocean leadership. *Harvard Business Review*, 92(5), 60-68.
- Klein, L. (2007). Nokia and the smartphone industry: A case of losing momentum. *Journal of Business Strategy*, 28(4), 11-18.
<https://doi.org/10.1108/02756660710760984>
- Kumar, A., & Gupta, S. (2016). A framework for integrating Blue Ocean Strategy with project management: An empirical study. *International Journal of Managing Projects in Business*, 9(3), 554-575.
- Larson, E. W., & Gray, C. F. (2021). *Project management: The managerial process* (8th ed.). McGraw-Hill Education.
- López-Fernández, M., & Cobo, M. J. (2020). The role of Blue Ocean Strategy in project management: Evidence from case studies. *Journal of Strategic and International Studies*, 15(2), 34-45.
- Mangram, M. E. (2012). The globalization of Tesla Motors: A strategic marketing plan analysis. *Journal of Strategic Marketing*, 20(4), 289–312.
<https://doi.org/10.1080/0965254X.2012.657224>

- Musk, E., & Vance, A. (2015). *Elon Musk: Tesla, SpaceX, and the quest for a fantastic future*. Ecco.
- Project Management Institute (PMI). (2021). *A guide to the project management body of knowledge (PMBOK® guide)*.
- Ranjan, J. (2018). Impact of Blue Ocean Strategy on project management: A systematic review. *Project Management Research and Practice*, 6(1), 22-35.
- Santos, J., & Marques, R. (2019). Exploring the integration of Blue Ocean Strategy into project management: Lessons from the field. *Project Management Research and Practice*, 6(1), 11-21.
- Schilling, M. A. (2017). *Strategic management of technological innovation* (5th ed.). McGraw-Hill Education.
- Sydow, J., Lindkvist, L., & DeFillippi, R. (2004). Project-based organizations, embeddedness, and repositories of knowledge: Editorial. *Organization Studies*, 25(9), 1475–1489. <https://doi.org/10.1177/0170840604048162>
- Takahashi, D. (2006). *The race for a new game machine: Creating the chips inside the Xbox 360 and the PlayStation 3*. Prima Games.
- Vuori, T., & Huy, Q. N. (2016). Distributed attention and shared emotions in the innovation process: How Nokia lost the smartphone battle. *Administrative Science Quarterly*, 61(1), 9-51. <https://doi.org/10.1177/0001839215606951>
- Vuori, T. O., & Luoma, J. (2019). Failed fast or failed slow? Strategic agility and extreme experimentation in the airline and smartphone industries. *Long Range Planning*, 52(5), 101843. <https://doi.org/10.1016/j.lrp.2019.101843>
- Yin-Poole, W. (2011). How Nintendo created the Wii. *Eurogamer*. Retrieved from <https://www.eurogamer.net/how-nintendo-created-the-wii>
- Zhao, X., & Zhang, H. (2020). Blue Ocean Strategy and project portfolio management: A comparative study. *Project Management Journal*, 51(6), 610-623.

About the Author



Prof. Dr. M. F. HARAKE

Poitiers, France



Prof. Dr. M. F. HARAKE is a management Professor based in France. He is currently affiliated with CEREGE Research Laboratory at the University of Poitiers (France), and a visiting research fellow at CABMR Research Center (Paris – France). He is also an Honorary Academic Advisor and Research Scholar for the PM Library (Texas – USA). His research interests include Post-Conflict Public Management, Crisis and Urgent Operations Management, Humanitarian Logistics, and Project Management in Unstable Environments.

He can be contacted at mohamed.fadl.harake@univ-poitiers.fr