

## **REFLECTIONS ON BLUE OCEAN STRATEGY: A COMPARISON WITH ANSOFF'S, PORTER'S, AND HAX AND WILDE'S STRATEGIES**

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## **ABSTRACT**

Within the context of the globalized environment, competitiveness has become a critical issue for business. The use of research to inform strategic decisions is thus important for firms on the path to competitiveness, regardless of their market of operation. This paper provides an overview of four strategies—Kim and Mauborgne's Blue Ocean Strategy, Ansoff's Matrix, Porter's Generic Strategies, and Hax and Wilde's Delta model—in order to find the similarities and approximations among them. Applying the scientific reading method, we conducted a comprehensive review of the literature on strategy to draw up a comparative matrix among the four strategies analyzed so as to discuss the typologies for strategy formation modes. This matrix is intended to be used in future field studies. The comparison led to the observation that several possible approaches exist, each suited for distinctive businesses and business environments. This article aims to

contribute to a better knowledge of administrative techniques that can help firms - and their executives - improve strategic decision making by choosing the strategy that best fits the competitive environment in which their business operates.

**Key-words:** Strategic decisions. Strategic approaches. Comparative matrix.

## **REFLEXÕES SOBRE A ESTRATÉGIA DO OCEANO AZUL: UMA COMPARAÇÃO COM AS ESTRATÉGIAS DE ANSOFF, PORTER E HAX & WILDE**

### **RESUMO**

No contexto da globalização, a competitividade tornou-se uma das grandes questões empresariais. Assim, o estudo sobre decisões estratégicas é importante para a empresa que decide ser competitiva, qualquer que seja o mercado de suas operações. Este artigo consiste em uma reflexão sobre estratégias. Foram consideradas as estratégias do oceano azul de Kim e Mauborgne, a matriz de Ansoff, as estratégias genéricas de Porter e o modelo delta de Hax & Wilde. Verifica-se as semelhanças e aproximações entre as quatro abordagens estratégicas. Para tanto, realizou-se uma revisão abrangente de literatura sobre o tema estratégia, utilizando-se o método de leitura científica das abordagens. Assim, elaborou-se uma matriz comparativa para discutir as tipologias para formulação de estratégias, sendo que esta matriz poderá ser utilizada em futura pesquisa de campo. Com a comparação, observou-se que são várias as abordagens possíveis e que cada uma possui características adequadas a determinado tipo de empresa e ao ambiente de negócios em que esta está inserida. Este artigo pretende contribuir para o aprimoramento da tomada de decisões estratégicas - por parte dos executivos - a partir da escolha da estratégia mais adequada às operações da empresa e ao ambiente competitivo em que esta está inserida.

**Palavras-Chave:** Decisões estratégicas. Abordagens estratégicas. Matriz comparativa.

## **1 INTRODUCTION**

The social and organizational changes in the late twentieth and early twenty-first centuries have led to an unprecedented moment in history. Innovations occur daily and constantly in all fields, from health (where previously undreamt-of longevity is now a reality) to logistics and communications, with the emergence of Radio Frequency Identification (RFID) and wireless technology.

Products and services being offered constantly need to be rethought, and firms invest great effort, time, and dedication to offer the best, as cheaply and quickly as possible, using the best technology available. Likewise, administration theory has been adapting to this organizational reality.

Specifically, strategic administration has been subject to various interpretations since it was addressed by Andrews (1971). A number of scholars have contributed in unique ways to its development, such as Ansoff (1979), who presented the Product/Market Growth matrix; Porter (1980), who dedicated himself to the concept of competitive advantage; and Hax and Wilde, who proposed the Delta model (1999).

Similarly, Kim and Mauborgne (2005) put forth the concept of Blue Ocean Strategy. This is a theory about strategic thought that has been gaining considerable acceptance from both governments and large, medium, and small firms, including Cirque du Soleil, Nintendo, Pitney Bowes, La Tribune, Southwest Airlines, and the Joint Strike Fighter (JSF) program of the US Department of Defense and aerospace industry.

This article seeks similarities and approximations between Kim and Mauborgne's theory and the previous theories of the above-mentioned authors. To that end, the different strategic approaches are presented and compared with Blue Ocean Strategy. Next, based on the fundamental aspects of a generic strategy, a comparative matrix of the theories analyzed is built.

The central aim of this article is to compare Blue Ocean Strategy with other important strategic schools. As a secondary objective, a review of the literature on strategies is conducted, and a matrix that can provide support for

future field research is proposed.

Oliva and Almeida (2001) posit that, according to the prescriptive schools, strategists should know their company and the environment in which it operates, so as to decide on strategies in accordance with its entrepreneurial reality. This article hopes to contribute to a deeper knowledge of administrative techniques that can help firms make these strategic decisions.

## **2 METHODOLOGY**

This article is a theoretical study, constituting a logical and reflective inquiry into the literature, emphasizing the strategic approaches by Ansoff (1979), Porter (1980), Hax and Wilde (2001), and Kim and Mauborgne (2005).

The methodology adopted for this work was exploratory, descriptive research, obtaining analysis and comparison data in books and articles available in print and electronically. For the survey, the scientific reading method proposed by Cervo and Bervian (2002) was followed, encompassing recognition, selective reading, and analysis and interpretation.

Following this survey, the authors' work was compared to find similarities among, and particularities in, the various strategic approaches they propose. This comparison, corroborating the stated objectives, allowed the building of a matrix based on four comparison factors in order to facilitate the understanding of these different strategic approaches.

## **3 STRATEGY: BASIC CONCEPTS**

Though business strategy began with the first conceptions made by Igor Ansoff in 1965, Sun Tzu's "The Art of War," written in China in 2500 BC, teaches that the supreme merit consists in breaking the enemy's resistance without fighting (Tzu, 2000). This basic idea can lead the way to victory in all kinds of common commercial conflicts and boardroom battles.

Although the word strategy is commonly used nowadays, there is no consensus in the literature on the concept (Mintzberg, 2008). Ansoff (1991) believes that strategy is to some extent an abstract concept, and he cites the

influence of the external environment in the strategic decisions of a company. He defines strategy as a set of rules and guidelines that orient entrepreneurial behavior, providing support for decision making and guiding a firm's development.

According to Wright, Kroll, and Parnell (2000), strategy refers to the way results are achieved by firms, and relates to administrative plans according to the mission and objectives of a company. According to Fischmann and Almeida (2009), strategy has been emphasized only recently and refers to the direction of the firm within the context of its environment. Modern concepts of strategy lead to the belief that it is not possible, at the moment of strategic formulation, to enumerate all of the potential possibilities of a project. According to Hitt (2003), strategists should assess all options and information available to select the most attractive choice. Therefore, strategy formulation should be based on information that is highly aggregated, incomplete, and offering uncertain alternatives.

As a result, the concept of strategy is still believed to be abstract, and the formulation of strategies does not yield any concrete productive action on the part of the company. Above all, it is an expensive process, both in terms of money and administration time. Within this context, this article offers a comparative matrix of some strategies it is hoped will support future empirical studies, or even studies by firms that wish to use it in deciding which strategy is most suitable for their business.

## **4 STRATEGIC APPROACHES**

This section will analyze the core concepts of Ansoff's, Porter's, and Hax and Wilde's strategies, which is essential in order to compare these approaches with the Blue Ocean Strategy posited by Kim and Mauborgne.

### **4.1 Ansoff and the Product/Market Growth Matrix**

The matrix defined by Ansoff (1979), also known as the Product/Market Growth Matrix, is a model used to determine opportunities of business growth in a firm. This matrix (Figure 1) seeks to present some ways to grow a firm's business through four distinct strategies: market penetration, market

development, product development, and diversification.

		PRODUCTS	
		EXISTING	NEW
MARKETS	EXISTING	MARKET PENETRATION	PRODUCT DEVELOPMENT
	NEW	MARKET DEVELOPMENT	DIVERSIFICATION

**Figure 1: Ansoff's Matrix**

Source: Ansoff (1979)

The matrix has two dimensions—products and markets—for which four strategies were identified:

- ✓ **Market penetration:** The company focuses on converting occasional clients to regular clients, and regular clients to intensive users of its products;
- ✓ **Market development:** the company seeks to gain competitors' clients, introduce new products in external markets, or introduce new brands;
- ✓ **Product development:** the company seeks to sell other products to regular clients, often intensifying existing communication channels;
- ✓ **Diversification:** The riskiest strategy—the company usually focuses on explaining why it is entering new markets with new products, in order to gain credibility.

## 4.2 Porter Generic Competition Strategies

According to Porter (1980), strategy means taking offensive or defensive actions to create a sustainable position within an industry. Actions are a response to five competitive strengths: rivalry among competitive firms, buyer bargaining power, supplier bargaining power, threats posed by new entrants, and threats

from substitute products, which the author pointed out as being determinants of the nature and level of competition surrounding a firm. Porter identified three generic strategies (Figure 2) that can be used individually or jointly to create a sustainable long-term position.

		STRATEGIC ADVANTAGE	
		Product uniqueness observed by clients	Low cost position
TARGET SCOPE	Industry-wide	DIFFERENTIATION STRATEGY	COST LEADERSHIP STRATEGY
	Market segment	FOCUS STRATEGY	

**Figure 2: Generic strategies**

Source: Porter (1980, p.41)

- ✓ **Cost Leadership Strategy.** The firm focuses its efforts on the search for productive efficiency, on increasing production volume, and on reducing expenses, through advertising, technical assistance, distribution, and research and development. Price is one of the main appeals to clients.
- ✓ **Differentiation Strategy.** The company invests heavily in image, technology, technical assistance, distribution, research and development, human resources, market research, and quality in order to differentiate its products for its clients.
- ✓ **Focus Strategy.** Entails concentrating on a narrow market scope in which, through differentiation or cost, the company will meet the specialized needs of specific segments or niches.

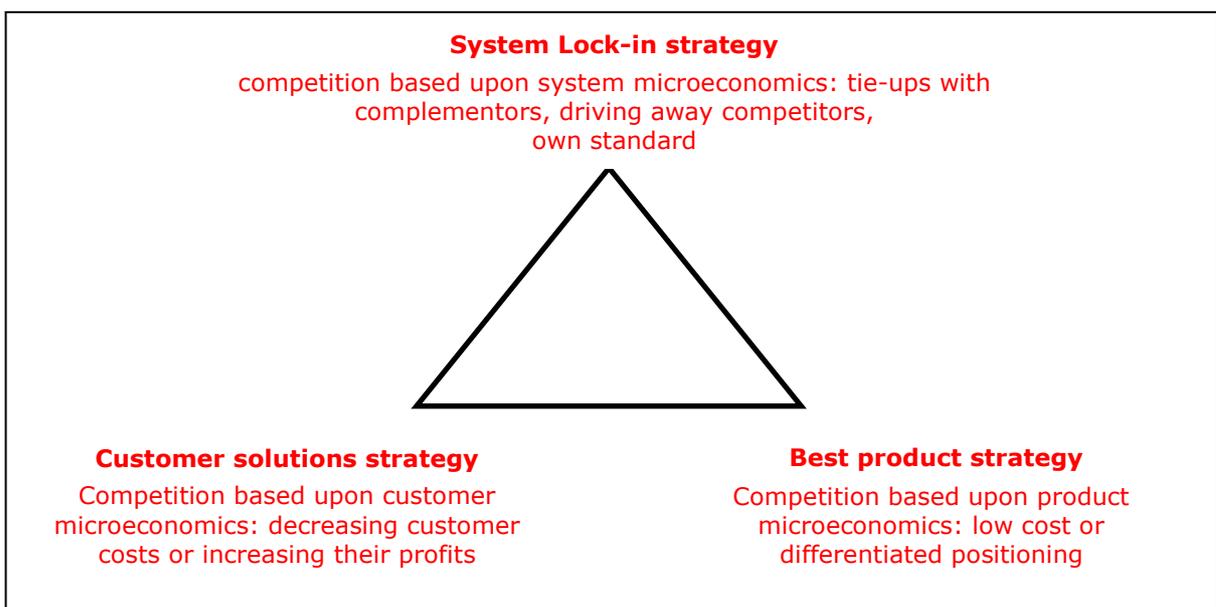
The adoption of any strategy brings risks and threats. In cost leadership strategy the main ones are: excessive reliance on manufacturing; the possibility of ending any chance of differentiation; the difficulty of establishing a cost control criterion; the emergence of a new competitor with a new technology or

process which conquers a significant portion of the market; or the possibility that the market starts to value the product through different criteria. In the differentiation strategy, the main traps are represented by excessive differentiation, very high prices, exaggerated focus on product, and the possibility of ignoring signaling criteria. The risk involved in the focus strategy is that the chosen segment may not provide a critical mass that allows the firm to operate.

### 4.3 Hax and Wilde and the Delta Model

The most influential strategic framework in the current business world, expounded by Porter (1980), is based on two mutually exclusive ways of competing in the market: low cost and differentiation. A firm can reach the former by drastically reducing its costs, or choose the latter by creating something that is perceived as unique across the industry.

However, Hax and Wilde (2001) observed that this structure does not explain some successful strategies, and conducted a survey of one hundred US firms over four years which led them to conclude that Porter's framework does not encompass all of the ways in which firms compete in the current environment. As a result, they created a new strategic model, which they named the Delta Model, based on three strategic options (Figure 3).



**Figure 3: Delta Model**

Source: Adapted from Hax and Wilde (2001, p.5)

The Delta model differs greatly from previous theories, according to its creators, insofar as it defines strategic positionings that reflect new sources of profitability, aligns these strategic options with the activities (processes) of the firm, and introduces adaptation processes able to continually respond to an environment of uncertainties.

The central theme of the Delta model is strategy, for both the old and new economics. However, rather than considering the process of strategy formulation based on competition, the Delta model emphasizes bonding, which can occur among consumers, suppliers, substitutes, and complementors. This model considers three essential forms of competitive positioning, represented by a triangle with the apices indicating the following forms: "1 – Best Product; 2 – Total Customer Solutions and; 3 – System Lock-in" (Hax and Wilde II, 2001: 10). These three strategic options define how the firm will compete and serve its consumers in the market.

#### 4.3.1 Best Product Strategic Option

Based on traditional competition forms, it considers only the dimensions of low cost and differentiation. Such dimensions, previously presented by Porter (1980), represent one of the possible strategic positions of the Delta model. In the case of the cost dimension, the firm seeks to offer its products to price-sensitive customers at a lower cost than its rivals. In the differentiation dimension, firms need to offer benefits that add value and meet customers' needs. One example of this strategic option is that of the Brazilian airline Gol, which has a business model driven by low costs, allowing it to offer tickets at lower prices than those of its competitors, due to its higher rate of seat occupation, lower expenses through limited on-board services, lower departure lounge expenses, and direct ticket sales.

#### 4.3.2 Total Customer Solution Strategy Option

Based on offering more products and services that meet most customer needs, this strategy aims to create strong bonds with the customer, through

which customized solutions can be offered, as mentioned by Hax and Wilde II (2001).

Here, the focus is on the supply chain, including customers. Thus the firm manages to conduct joint actions with the customer, who begins to participate in the development of the company's products. Through this strategy, the firm, its customers, and its suppliers learn mutually. However, it should be emphasized that there is a need to segment the customer base. It would be infeasible to use the entire customer base, insofar as what matters is the customer's participation and not just market participation. Three paths exist to achieving total customer solutions:

**a) Redefining customer experience:** this involves expanding the customer relationship from just the moment of the purchase to total time of product use. To that end, it is necessary to have extensive knowledge about how customers interact with the firm's product or service (Hax and Wilde II, 2001). The customer's experience with the product or service should include various situations: when the product is financed, used, fixed, sold, or replaced. It is thus crucial to be creative in redefining the experience in order that customers feel they benefit. Moreover, this bonding hinders imitation by competitors. One example of this type of positioning was the launch of GM's Saturn division, which completely reinvented its business, driven by a customer-oriented focus.

**b) Horizontal breadth:** this enhances the scope of commercial relations through integration and customization of a broad portfolio of related products. It should be noted that there is no need to own the design or manufacturing process of each product that will compose a customized solution (Hax and Wilde II, 2001). Instead, what matters is the information about the customer's use or preferences, which can be shared among the products or services that will compose the total solution. Therefore, horizontal breadth goes beyond supplying a set of products or services, integrating and customizing them to offer a benefit to the customer. A paramount example of horizontal breadth positioning is

Amazon, which uses data supplied by its own customers to provide them with lists of recommendations.

**c) Customer integration:** This consists in taking over activities that were previously conducted by the consumers themselves. The company expects to carry them out more effectively and efficiently than the customer, thereby offering them greater added value or cost advantages. This positioning of customer integration represents a powerful competitive advantage, as it increases customers' costs of switching due to their investments in time and resources (Hax and Wilde II, 2001). One should also keep in mind that customer integration differs from outsourcing, as the latter does not create competitive advantages through customer bonding, and also provides low costs of change. Dell Computer provides a good example of customer integration, because in addition to selling computers over the Internet, the company offers other services to customers such as software installation and technical assistance (Hax and Wilde II, 2001).

#### 4.3.3 System Lock-in Strategic Option

The system lock-in option has a wider scope. With this option, the firm does not focus only on product or customer, but also takes into account other players in the system who contribute to the creation of economic value. Therefore, the system lock-in positioning represents the strongest form of bonding. One aspect deserving special attention is the complementor.

A complementor can be understood as a service provider that directly enriches the firm's offerings, thereby involving itself in the demand for the firm's products and services. In order to attract, satisfy, and retain customers, the firm also needs to attract, satisfy, and retain complementors, which increases the value of the system due to a stronger participation of its components, all of which benefit from growing returns and expansion (Hax and Wilde II, 2001).

However, to establish system lock-in positioning, two conditions must be fulfilled: (a) the existence of growing marginal returns, and (b) effects of

external networks. Given that these are essential to establishing system lock-in, three possible ways to achieve this positioning should be dealt with:

- a) Proprietary Standard:** this method attracts consumers by reason of the broad network of complementors designed to work with its product. A notable example of a very powerful proprietary standard can be identified in the case of Microsoft and Intel (sometimes known as “Wintel”). In this case, the processor offering the best performance using the most widespread applications in the market is the Pentium. Thus, people using Windows applications will prefer the Pentium processor. There may standards that are not proprietary, as was the case with the VHS video-cassette format, initially developed by JVC, but the technology was licensed and adopted by other firms, and became a world standard despite not being proprietary (Hax and Wilde II, 2001).
  
- b) Dominant Exchange:** this method provides a unique interface between buyers and sellers, or between the parties wishing to exchange information or goods. The value of association increases according to the number of individuals that go to the firm to seek, buy, or exchange items. An example of this way of reaching the lock-in position is the Yellow Pages, because most advertisers seek to advertise in the guide most commonly used by shoppers, who in turn will consult the guide where most firms advertise (Hax and Wilde II, 2001).
  
- c) Restricted Access:** “Competitors are deprived of access to consumers because the channel has limited capacity to handle multiple vendors” (Hax and Wilde II, 2001, 83). Given that proprietary standards and dominant exchanges bond through consumer lock-in, the lock-out of competitors is a consequence of the limitations of the distribution and supply chain. Coca-Cola illustrates this situation: in this case, the complementors of the firm are its suppliers, concentrate producers, bottlers, and consumers. Thus, it is Coca-Cola that makes negotiations and purchases—not the bottlers—because it benefits from large economies of scale and bargaining power. However, the desired position is reached by virtue of limited

shelf space, sources of supply, the strength of the brand, and high product flow rates.

## **5 THE BLUE OCEAN STRATEGY**

Because products eventually become economically obsolete, business concepts become equally antiquated and stop generating profit; their profit zone shifts. If a firm expects to create value for its shareholders and wishes to operate within its profit zone, it has to reinvent its business concept every five years, or even more frequently. Thinking based on market participation has to give way to a profit-oriented approach.

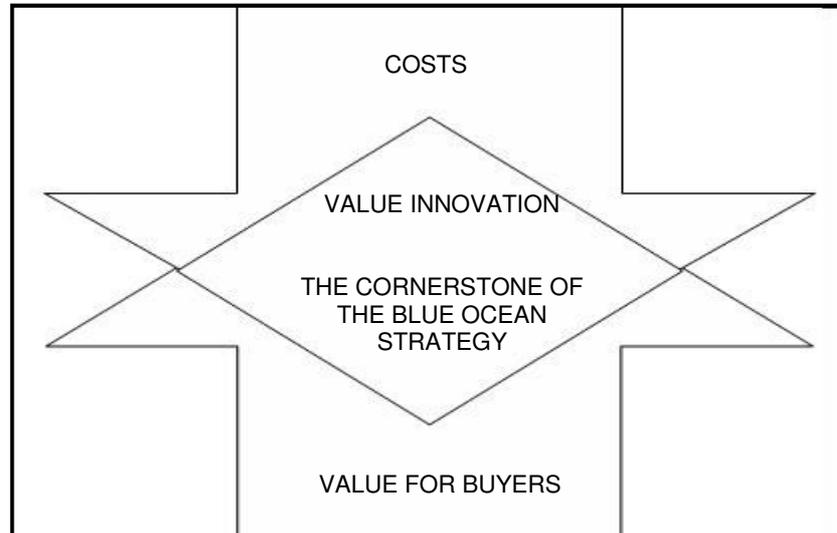
According to Kim and Mauborgne (2005), industries are always evolving. Operations become more efficient, markets expand, and players come and go. All this suggests that the traditional business environment, which saw the development of a large part of its strategic and management approaches in the twentieth century, is disappearing at an ever-increasing pace. If no firm can boast perpetual high performance—if the same firm can be brilliant one day and disastrous the next—it seems that “firm” is not the proper analysis unit to investigate the basic causes of high performance and the origins of Blue Ocean.

The normal life of a firm has its commercial and technological routine, which the authors call “Red Ocean.” This strategy faces strong competition, suffers pricing problems, and struggles in the market. On a day-to-day basis, firms fight to maintain their market share and profitability, and face and overcome fiscal, tax, and banking challenges, all of which drains the energy of employees and executives.

A Blue Ocean Strategy originates in the analysis of the “Red Ocean,” i.e., the normal routine of firms. Rather than the daily bloody competitive battle, the search for “Blue Ocean” differentials is the pursuit of unique market spaces, untapped by the competition, where the firm can grow strong. It is therefore a strategic movement, searching for and finding value innovation, which results in a strong surplus value for the firm and for buyers of its products and services.

Kim and Mauborgne (2005) posit that value innovation occurs in the area in which a firm’s actions have a favorable impact on its cost structure and its value proposition to buyers (Figure 4). Economies are achieved through the elimination and reduction of the attributes of competitors within the sector.

Customer value is increased by enhancing and creating attributes not previously offered by the sector. Over time, costs are reduced even further as economies of scale are established vis-à-vis the high sales volume generated by superior value. Thus competition becomes practically irrelevant for some time.



**Figure 4: Blue Ocean Strategy**

Source: Kim and Mauborgne (2005)

Kim and Mauborgne highlight six principles that help firms find their “Blue Ocean,” which were identified in a broad survey involving thirty different kinds of firms and businesses. These six principles show how to: 1 – Reconstruct market frontiers; 2 – Focus on the big picture; 3 – Reach beyond existing demand; 4 – Get the strategic sequence right; 5 – Overcome formal barriers; 6 – Build execution into the chosen strategy.

### 5.1 Reconstruct Market Frontiers

The first principle of the Blue Ocean Strategy is to rebuild market frontiers to eliminate competition. The challenge entails successfully identifying, among the heap of existing commercially attractive possibilities, Blue Ocean opportunities. This is a fundamental challenge insofar as managers cannot simply act as gamblers, betting on a strategy based simply on intuition or hunches. Specifically, six basic conditions exist to reformulate market frontiers.

- ✓ Examine alternative industries
- ✓ Examine strategic groups within industries

- ✓ Examine the buyer chain
- ✓ Examine offerings of supplementary products and services
- ✓ Examine functional and emotional orientation of buyers
- ✓ Examine time span

## 5.2 Focus on the Big Picture

The second principle entails aligning the strategic planning process in order to focus on the big picture and apply these ideas to the value evaluation matrix in order to develop a Blue Ocean Strategy. This is a core principle to attenuate the risk that planning may involve too much effort and time, and still end up producing only tactical initiatives of the Red Ocean type. This approach always produces strategies that free creativity in a large number of people within the firm and opens their eyes to the Blue Ocean, enabling it to be easily understood and disseminated with a view to its efficacious execution.

## 5.3 Reach Beyond Existing Demand

This principle is a key factor in accomplishing value innovations. In aggregating the highest possible demand to a new offering, this approach attenuates the risk of scale associated with the creation of new markets. To that end, firms should question two practices implemented in the conventional strategy: one is the focus on existing clients, and the other is the impulse toward more refined segmentation to accommodate differences among buyers. When firms attempt to meet all customers' preferences through more refined segmentation, they usually run the risk of creating very small target markets.

To maximize the size of their blue oceans, companies need to take a reverse course. Instead of concentrating on customers, they need to look at noncustomers. And instead of focusing on customer differences, they need to build on powerful commonalities in what buyers value. That allows companies to reach beyond existing demand to unlock a new mass of customers that did not exist before (Kim and Mauborgne, 2005, p.102).

## 5.4 Getting the Strategic Sequence Right

The fourth principle analyzes the correct strategic sequence for

developing and validating Blue Ocean ideas to ensure their commercial validity. Understanding the right strategic sequence and knowing how to assess Blue Ocean ideas within the main criteria of this sequence drastically reduces business model risk. The right sequence and order that firms should follow in the Blue Ocean Strategy is as follows: Buyer, Utility, Price, Cost, and Adoption.

### 5.5 Overcoming Formal Barriers

Like people, firms usually encounter difficulty converting thought into action, whether in Red Oceans or in Blue Oceans. There are four chief hurdles to implementing the Blue Ocean Strategy: cognitive, resource limitation, motivation, and organizational policies.

To overcome these barriers in a rapid and economical manner, the firm must win the support of its employees in breaking the status quo, and challenge conventional wisdom and create what the authors call "tipping point leadership."

### 5.6 Build Execution into the Chosen Strategy

Firms do not only consist of top and middle management. Their results depend on the performance of everyone involved, from top management to the front lines. To accomplish the sixth principle, developing trust and commitment from people working at all levels of the firm and inspiring voluntary cooperation from all of them, firms need to integrate execution into strategy-making from the beginning.

This principle creates the conditions to minimize the management risk of lack of trust, lack of cooperation, and even sabotage. This management risk is relevant to the execution of the strategy both in Red and Blue Oceans, but it is greater in the latter as the execution thereof requires significant organizational changes.

Therefore, minimizing management risk is even more important in the execution of the Blue Ocean Strategy; a fair process is required while devising and executing it. The presence or absence of a fair process can buttress or destroy even the best initiatives for executing the strategy.

## 6 COMPARATIVE MATRIX

By and large, the literature presented here is based on two axes: the first is the description of the strategic approaches developed by Ansoff, Porter, and Hax and Wilde; the second traces a comparison between these strategies and the Blue Ocean Strategy.

We thus produced a set of analysis criteria between the previously-mentioned strategic approaches, and the Blue Ocean Strategy presented in Figure 5. The figure also shows the four analysis criteria proposed in the matrix, each type of strategic approach being related to the criterion observed.

	<b>ANSOFF</b>	<b>PORTER</b>	<b>HAX AND WILDE</b>	<b>BLUE OCEAN</b>
<b>Objectives</b>	New product has "commonality" with existing products	Find best generic strategic position	New sources of profitability	Value innovation
<b>Internal analysis</b>	SWOT Analysis	Analysis of the five forces	Costs x differentiation dilemma	Rebuild market frontiers
<b>Macro-environment</b>	SWOT Analysis	Analysis of the five forces	Align strategic option with firm activities	Focus on broad panorama, not on numbers
<b>Future scenarios</b>	Product/Market growth matrix	Identification of opportunities	Continually respond to an environment of uncertainties	Create uncontested market space

**Figure 5: Comparative matrix of the types of strategic approaches**

Source: The authors

## 7 FINAL CONSIDERATIONS

This study sought to reflect on the strategy-making process vis-à-vis some possible existing approaches outlined in the literature. It discussed strategy formulation typologies, comparing the Blue Ocean Strategy to those of Ansoff, Porter, and Hax and Wilde. The expected outcome of this reflection is that firms seek to develop their competitiveness through the process of strategy formulation. It is expected that, through this work, they will gain deeper administrative knowledge to support their decisions.

The matrix created in Figure 5 shows that various approaches are possible according to the literature, each possessing a characteristic that best suits each type of firm and the environment where it operates. Concerning the scope of the literature, national and international texts were consulted. Evidently, some gaps have not been filled, and possibly some analysis criteria were not registered, constituting one of the limitations of this study.

A qualitative survey with specialists is suggested for a future, using the comparative matrix proposed in this study, in order to verify the possibility of its empirical use.

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