Book Review

Beyond Disruption-Innovate and Achieve Growth without Displacing Industries, Companies or Jobs

By W. Chan Kim and Renee Mauborgne

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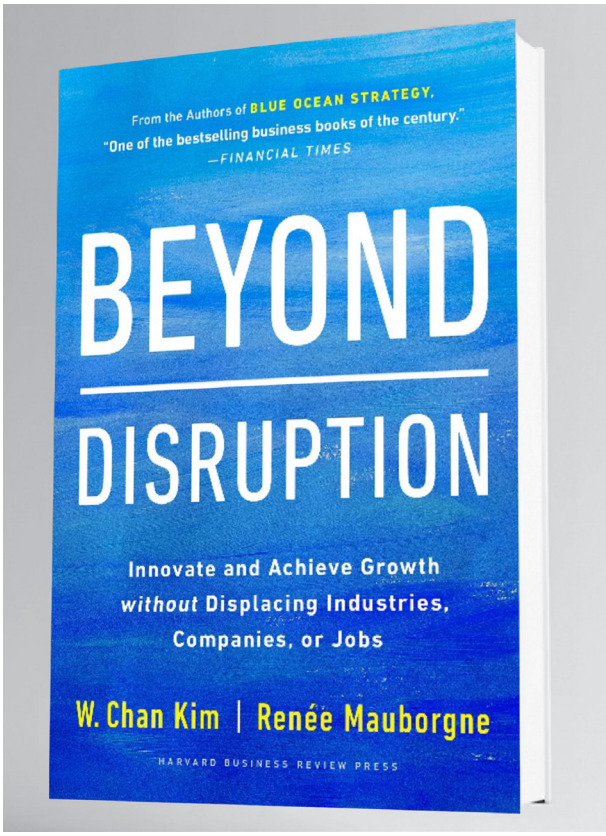
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About the Author

W. Chan Kim is a chair professor of strategy and international management at INSEAD as well as the co-director of the INSEAD Blue Ocean Strategy Institute. Co-authored with Renée Mauborgne, his book Blue Ocean Strategy is regarded as one of the most iconic and influential strategy books ever written, having sold 3.6 million copies. It is a bestseller on five continents and is being published in a record-breaking 44 languages. According to the Thinkers50 ranking of the World's Top Management Gurus, Kim is one of the top three management gurus worldwide. Fast Company magazine inducted him into the Leadership Hall of Fame in 2011, and MBA Rankings ranked him as one of the top 5 business school teachers globally. The Nobels Colloquia Prize for Leadership in Business and Economic Thought was also awarded to him. He serves as an advisor to the European Union and is a Fellow of the World Economic Forum.

Renée Mauborgne teaches strategy at INSEAD and is the INSEAD Distinguished Fellow. In Fontainebleau, France, she serves as co-director of the INSEAD Blue Ocean Strategy Institute. Due to the widespread influence of their extensive body of work and ideas, Mauborgne and her colleague Chan Kim were recognized in 2023 as two of the four top thinkers in the 100 years of the Harvard Business Review's publication. Additionally, Thinkers50 named Mauborgne and her colleague W. Chan Kim the world's most significant management thinkers in 2019. As the most prominent management thinker in the world, she is the first woman to hold this position.

Numerous academic and management honours have been bestowed upon her, including the Academy of International Business' Eldridge Haynes Prize for Best Original Paper, the Association of Management Consulting Firms' Carl S. Sloane Award, the Nobels Colloquia Prize for Leadership on Business and Economic Thinking, the Leadership Hall of Fame by Fast Company.

Appreciation and Critique

The book "Beyond Disruption: Innovate and Achieve Growth without Displacing Industries, Companies, or Jobs" explores the principles of innovation and provides a novel viewpoint on how companies might expand without using disruptive tactics. It disproves the prevalent disruptive mindset and creates stimulating chances for original thought. The writers stress the necessity for a fundamental change in the way we view and run businesses by highlighting the increasingly complicated structure of relationships among many stakeholders in both business and society. Through an examination of multiple instances of non-disruptive inventions that have achieved success, the book skillfully demonstrates the potency of this strategy.

Having read the authors' earlier work on the "Blue Ocean" strategy and participated in relevant training at work, I considered "Beyond Disruption" to be a useful resource that concentrated on the idea. A welcome change

from conventional disruptive innovation, the book provides incisive advice on how to develop new goods and services without resorting to destroying rivals. They express concern about how many older models have been disrupted throughout the world, leaving many organizations worn out, stressed out, and shattered. "You either disrupt your industry or get disrupted," strategists typically advise! The authors contend that this viewpoint views expansion as a "zero-sum game" and that there may be other options. The authors of this book essentially propose that businesses can rethink growth in a way that achieves it without causing disruption—that is, by establishing "new markets" outside of their current industry boundaries and thereby avoiding the social cost of displacement. Contrary to the idea of "creative destruction," it is conceivable to accomplish "economic good" without necessarily compromising the "social good"—that is, "creative" without necessarily resulting in "destruction". The authors make the case for "non-disruptive" creativity, which permits innovation and growth without upsetting society or causing harm. It includes establishing a framework for the development of new industries (without affecting already-existing sectors), new jobs, and lucrative expansion without causing harm to communities or job losses. The goal is to create a new pie that is "non-disruptive" and doesn't involve destroying businesses, jobs, or industries. The book's writers illustrate these possibilities through anecdotal data.

According to the authors, the sanitary napkin industry emerged non-disruptively, having neither pre-existed nor disrupted any pre-existing industry to establish a niche for itself. Instead, it was born out of businesses that used innovation and customer centricity to solve a problem that their customers were unable to articulate. The writers also provide instances of Muhammad Yunus's development of the microfinance sector and the 1983 founding of Grameen Bank in Bangladesh.

They also provide instances of how businesses such as M:NI, or Music: Not Impossible, enabled the deaf to attend rock concerts by using wearable technology to synchronize vibrations with signals that bypass the hearing and go straight to the brain. It is suggested that instead of upending or replacing any existing industries or players, such ingenuity and creativity produced a whole new industry! After delving into the concept of non-destructive creation in the book, the writers outlined how businesses might take advantage of these opportunities by utilizing methodical building blocks. It is imperative that businesses consistently investigate non-consumer pain points and devise non-disruptive solutions by re-orchestrating their current capabilities and venturing into undiscovered markets. It is impossible to stop players in any current industry from constantly looking for better methods to do things in order to provide better products and services for less money. The idea of Schumpeterian creative destruction revolves around this. Without a doubt, this will drive out uncreative businesses in such sectors, cause job losses, and harm local communities.

Nonetheless, in my opinion, the amount of information provided was a little overwhelming. For those who are looking for a more condensed and approachable method, the book's extensive coverage of examples and principles may be intimidating. Although the content is somewhat detailed, a condensed version might be more useful to a larger audience and make the concepts easier to understand. Ultimately, "Beyond Disruption" offers a provocative examination of non-disruptive innovation, questioning received knowledge and providing useful advice. In all of the previous volumes, the authors' concept advised enterprises to always search for those "blue oceans" and enter them before the competitors, minimizing their exposure to their current "core" industries, which will eventually become "red oceans". Companies that enter blue waters in this manner as part of their organizational routine are anticipated to expand and maintain their competitive advantage. These theories suggest that business managers should continuously investigate unstated and unfulfilled customer needs and pain points while concurrently reorganizing the organization's capacity to provide solutions to these "pain points" at a cost that pleases the clients. This will result in the creation of a new market that was not anticipated by the competitors or the clients themselves! Those who are referred to as customers include both their current clientele and prospective "non-consumers" whose "pain points" may be resolved by expanding the company's current offerings. In this book, Kim and Mauborgne make the counterintuitive claim that traditional economic growth brought about by "new models" and "newer markets" that originate "within the industry boundaries" has enormous social costs associated with displacement because older business models are destroyed, capital investments are made redundant, and employee skill sets are rendered obsolete. It is a great read with a lot of practical and relevant examples. It is an invaluable tool for people who want to promote innovation.

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