# Saltmarsh, Cleaveland & Gund

CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

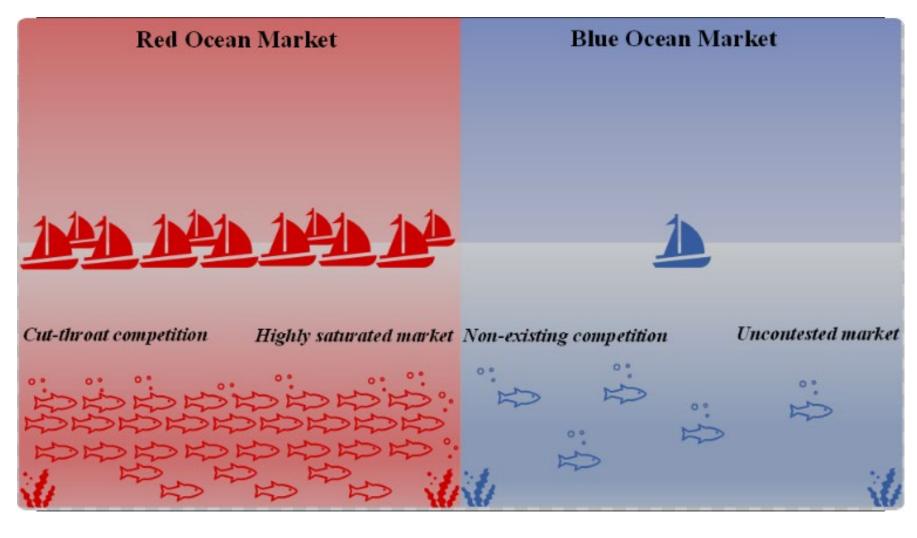
#### SALTMARSH, CLEAVELAND & GUND



April 14, 2025

### BankChat 2025: Blue Ocean Strategies – Navigating Headwinds and Charting Unique Paths to Success

Chris Black, CEO (Thread Bank) & Scott Gupton, EVP & CCO (INSBANK)



Saltmarsh, Cleaveland & Gund

CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS

### Red Ocean Versus Blue Ocean Strategy

The imperatives for red ocean and blue ocean strategies are starkly different.

Red ocean strategy	Blue ocean strategy
Compete in existing	Create uncontested
market space	market space
Beat the	Make the competition
competition	irrelevant
Exploit existing	Create and capture
demand	new demand
Make the value/cost	Break the value/cost
trade-off	trade-off
Align the whole system	Align the whole system
of a company's activities	of a company's activities in
with its strategic choice of	pursuit of differentiation
differentiation <i>or</i> low cost	<i>and</i> low cost

Blue Ocean Strategy is a business approach that focuses on creating new market spaces, or "blue oceans," rather than competing in existing markets, known as "red oceans." This strategy aims to make the competition irrelevant by innovating and offering unique value propositions that attract new customers

*Red Oceans:* These represent all the industries in existence today, where companies compete to outperform each other and capture existing demand. This often leads to intense competition and reduced profitability

*Blue Oceans:* These denote all the industries not in existence today, where demand is created rather than fought over. Companies in blue oceans innovate to create new market spaces with ample opportunities for growth and profitability

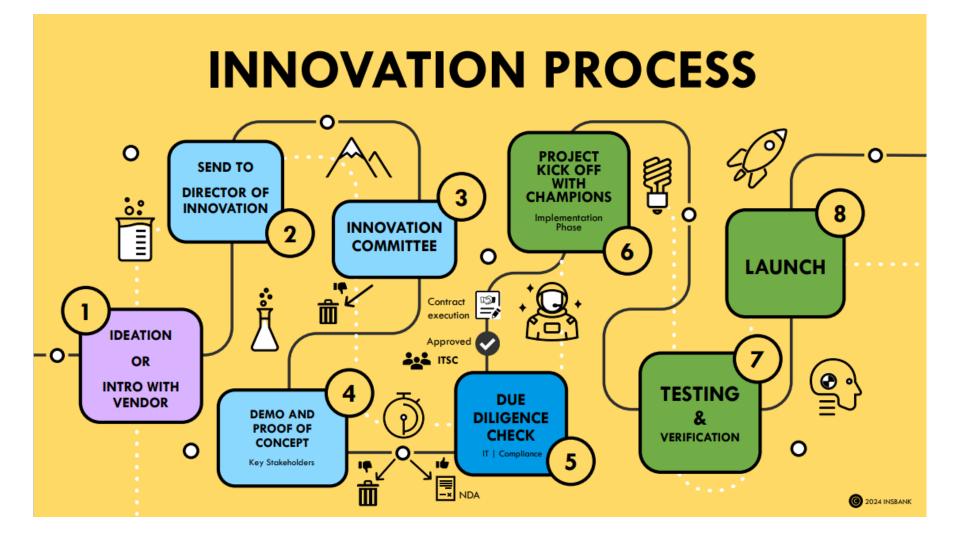


## **Possible Discussion Topics**

- What is the Blue Ocean Strategy?
- Are this concept of "Blue Oceans" applicable to banking?
- How have banks approached exploring unique opportunities and markets?
- How does a bank identify which fintechs or partners to work with?
- Examples of transforming how the Management team focuses on customers, identifies customer needs, even to the point of creating demand? How do you "embed" this approach into the way you connect and provide services to your customer base?
- How does the geography and demographics impact the approach?
- What are the risks?
- How do regulators react?



CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS



Saltmarsh, Cleaveland & Gund

CERTIFIED PUBLIC ACCOUNTANTS AND CONSULTANTS