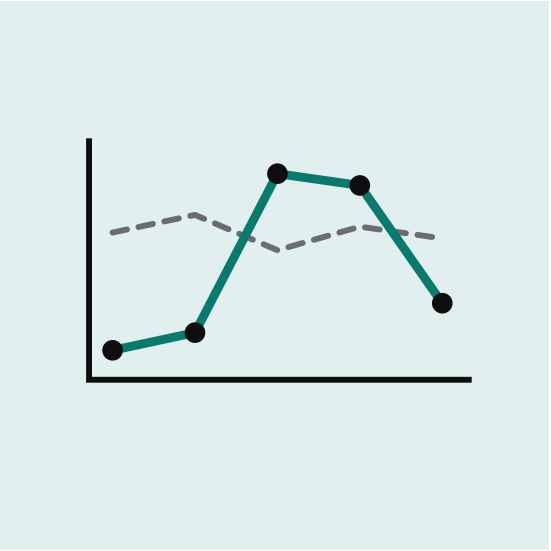
Method

Four Actions Framework

Four questions for redesigning an offering against its industry: which factors to eliminate, which to reduce, which to raise and which to create that nobody offers.



In Spanish
Las cuatro acciones

Origin
Kim and Mauborgne (2005)

Output
A strategy canvas with the new value curve

What it's for

It helps you stop competing by doing the same thing slightly better and find a different offering.

Key elements

Eliminate
Factors the industry takes for granted that no longer add value.

Reduce
What is offered well beyond what is needed.

Raise
What is worth taking well above the usual.

Create
What the industry has never offered.

How it's done

1 

Draw the strategy canvas: the industry's factors and the level of each offering.

2 

Ask the four actions about each factor.

3 

Redraw the new value curve and compare it.

Applications in design

When to use it

To rethink a product, a space or a service against the competition.

Avoid

Only adding: without eliminating or reducing, the offering gets more expensive.

Don't fall for it

The factors come from what customers value, not from the team's feature list.

Connections

Builds on

- Ten Types of Innovation

Used by

- Strategic design

Related to

- Benchmarking
- Value Proposition Canvas

Authors and works

2005	**W. Chan Kim and Renée Mauborgne**	Proposed the strategy canvas, on which each offering draws a value curve, and the four actions for plotting a different curve.
2004	**W. Chan Kim and Renée Mauborgne**	Proposed creating new market spaces instead of competing in existing ones.

Sources

Original sources

- Kim, W. C., & Mauborgne, R. (2005). Blue ocean strategy: How to create uncontested market space and make the competition irrelevant. Harvard Business School Press.
- Kim, W. C., & Mauborgne, R. (2004). Blue ocean strategy. Harvard Business Review, 82(10). View source (https://hbr.org/2004/10/blue-ocean-strategy)

Last reviewed: October 25, 2026

Atlas público de diseño, de Adriana Ojeda. Texto e ilustraciones bajo licencia CC BY 4.0.