

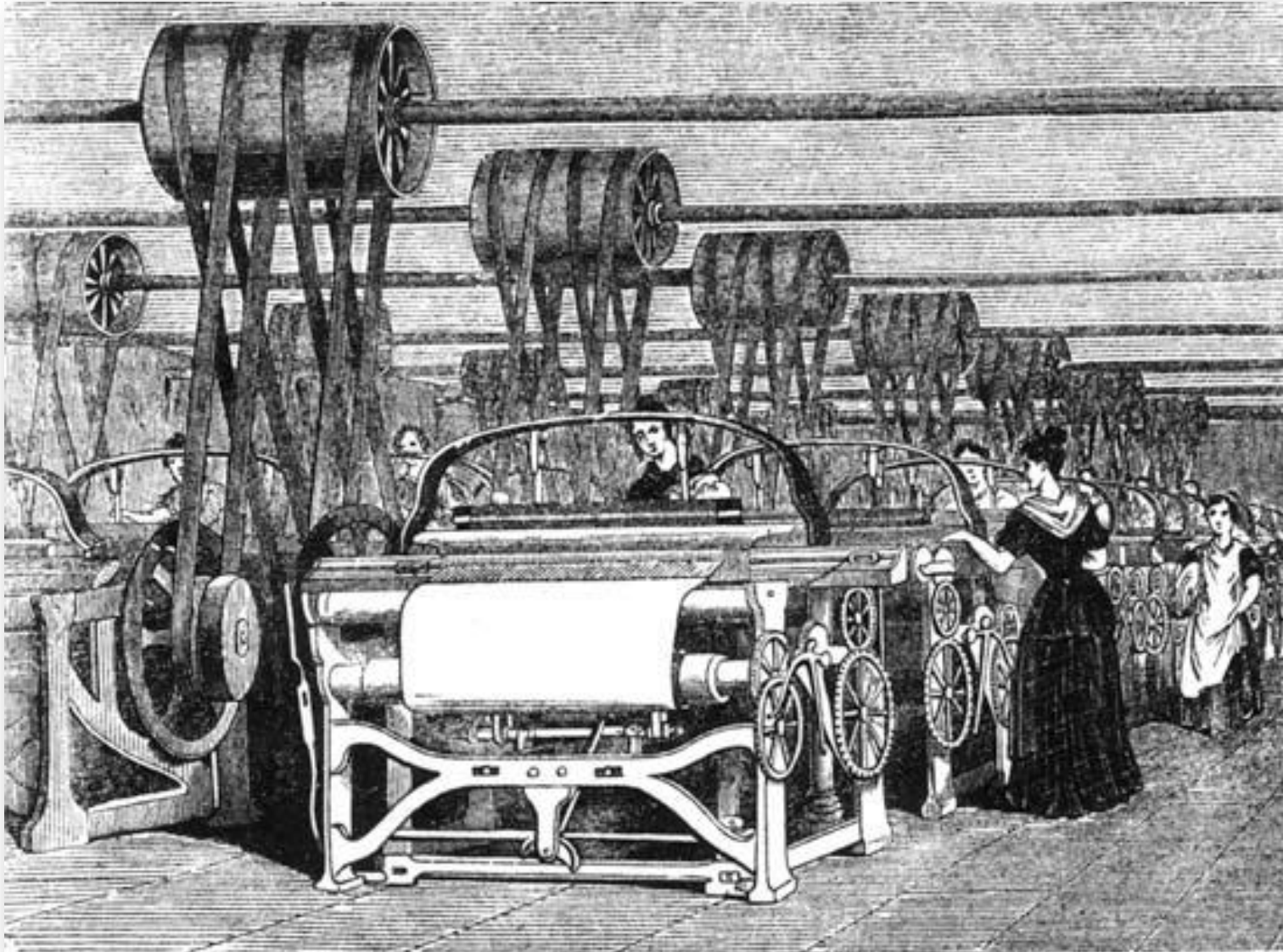
Miten markkinaosuuksista kilpailemisesta päästään laajenevan markkinan synnyttämiseen?

Sitra
Uusiutuva energia ja rakennetun ympäristön valloitus
7.2.2012

KTT Suvi Nenonen
Partner
Vectia



World's largest...
Success story? Failure? Opportunity!



**Three
lighthouses for
creating entirely
new markets**

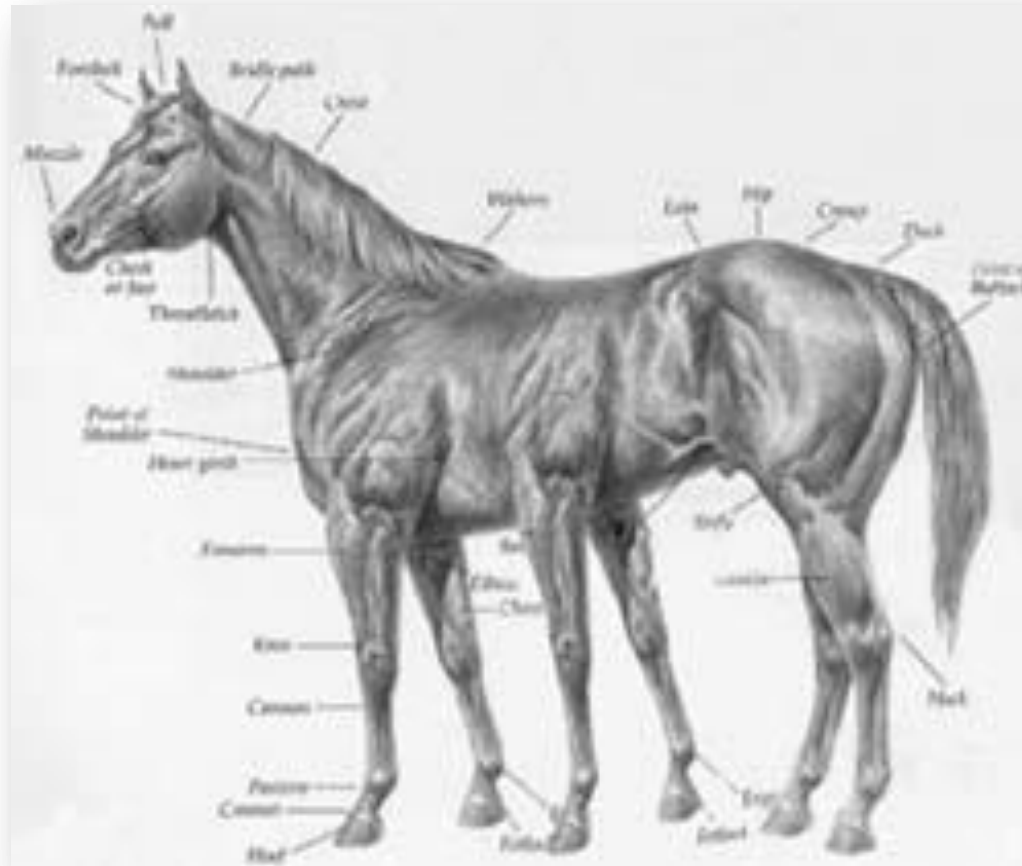
1

**From customer-driven
to value-driven**

When aiming for radical innovations...
Do not listen (too much 😊) the customers – or the “experts”

"If I had asked people what they wanted,
they would have said faster horses."

Henry Ford



2

**From sharing markets
to shaping markets**

Shaping markets by affecting market practices

Exchange practices

Actors: focal firm, customers, suppliers, partners, agents

Practices related to conducting business

Transactions

Price formation mechanisms

Network readiness

Singularization: sales item definition

Customer readiness

Competition

Normalizing practices

Actors: authorities, associations

Practices related to creating norms

Technology & standards

Norms & rules

Representational practices

Actors: market research agencies, press, universities, associations

Practices related to creating statistics & media coverage

Associations & media

Market research

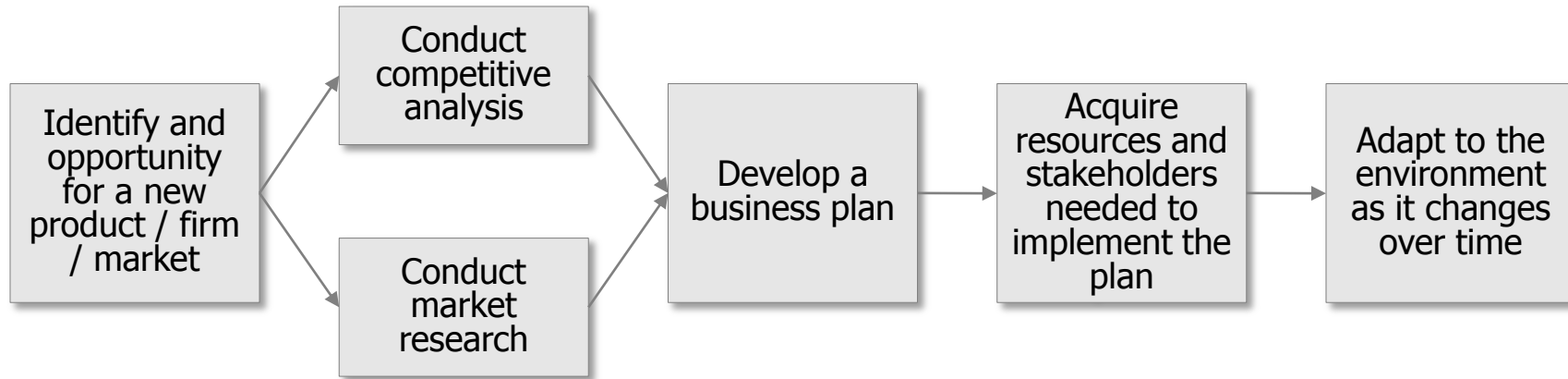
3

**From planning to
experimentation**

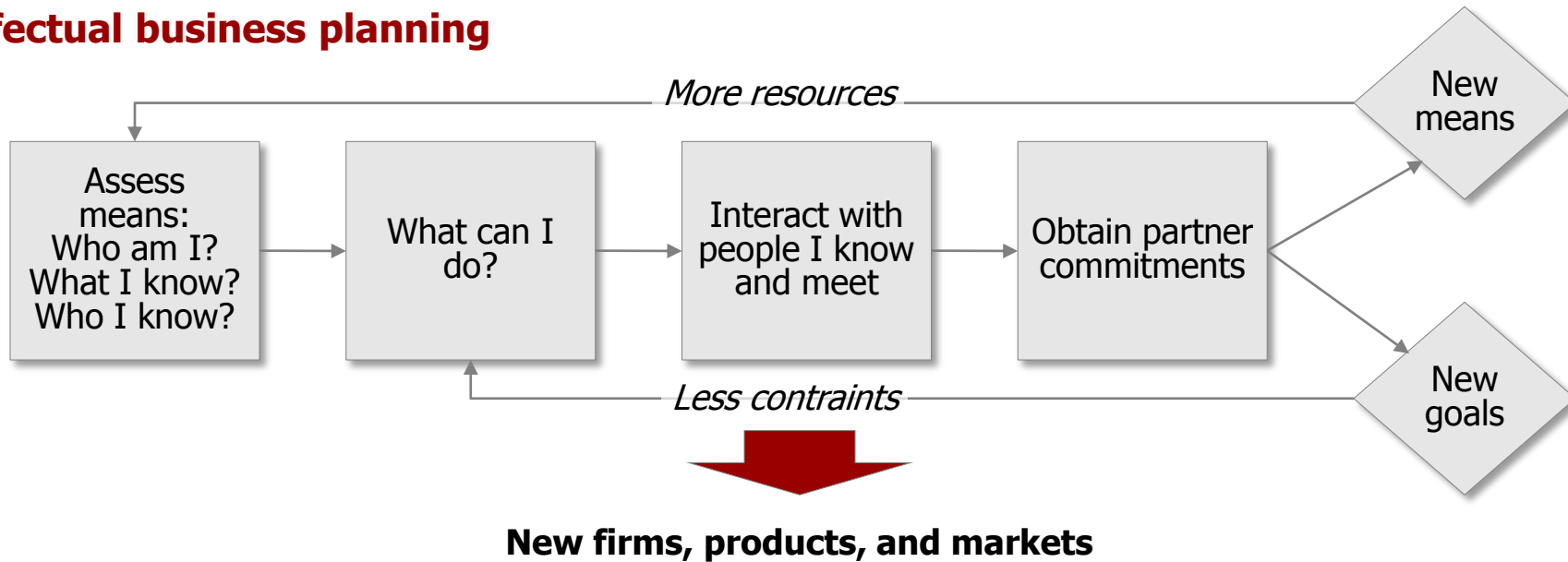
Planning or action?

Successful entrepreneurs go for the effectual process

Predictive, traditional business planning



Effectual business planning



vectia

Driving growth.