

# Markkinamuotoilu

– Mahdollisuudet ja haasteet markkinatutkimukselle

9.2.2011

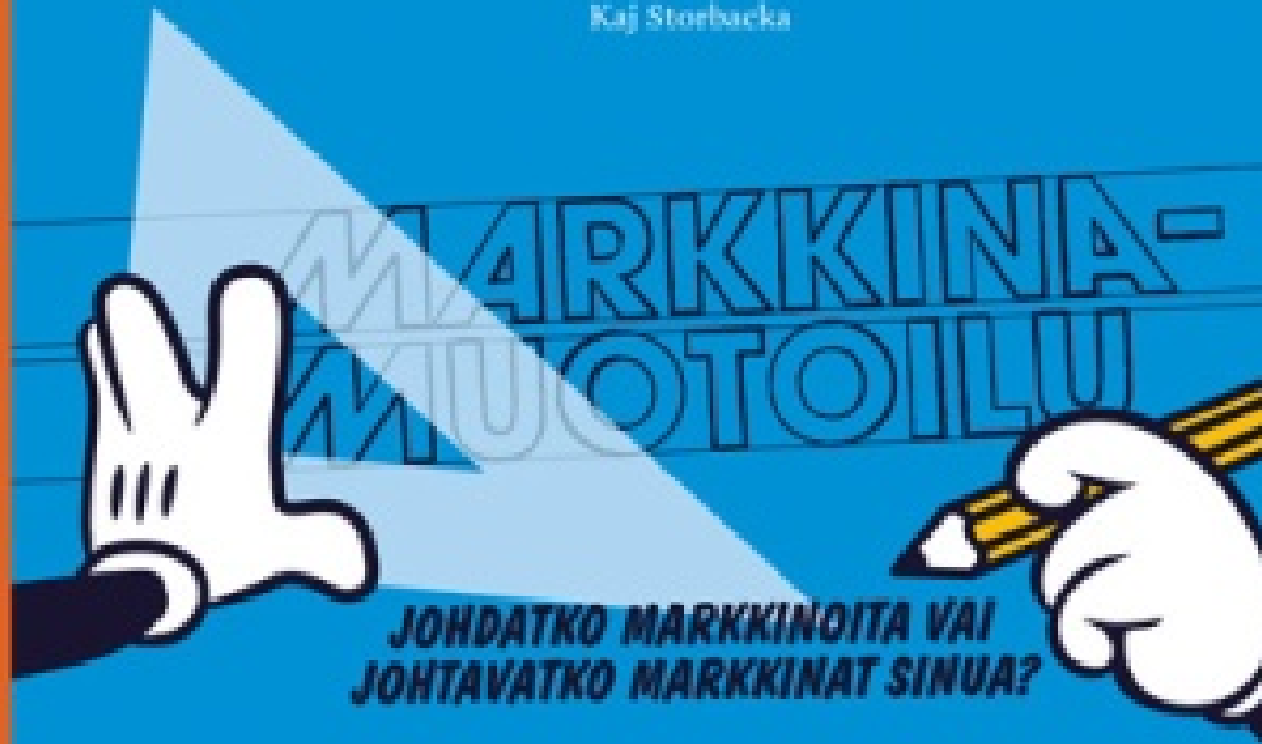
Mika Rytönen, Vectia  
Pekka Törrönen, Add Value



**Market research  
is dead!**

....Or at least in need of  
serious renewal

Suvi Némönen  
Kaj Storbäck



WSOYpro

WSOYpro

# Market design principles

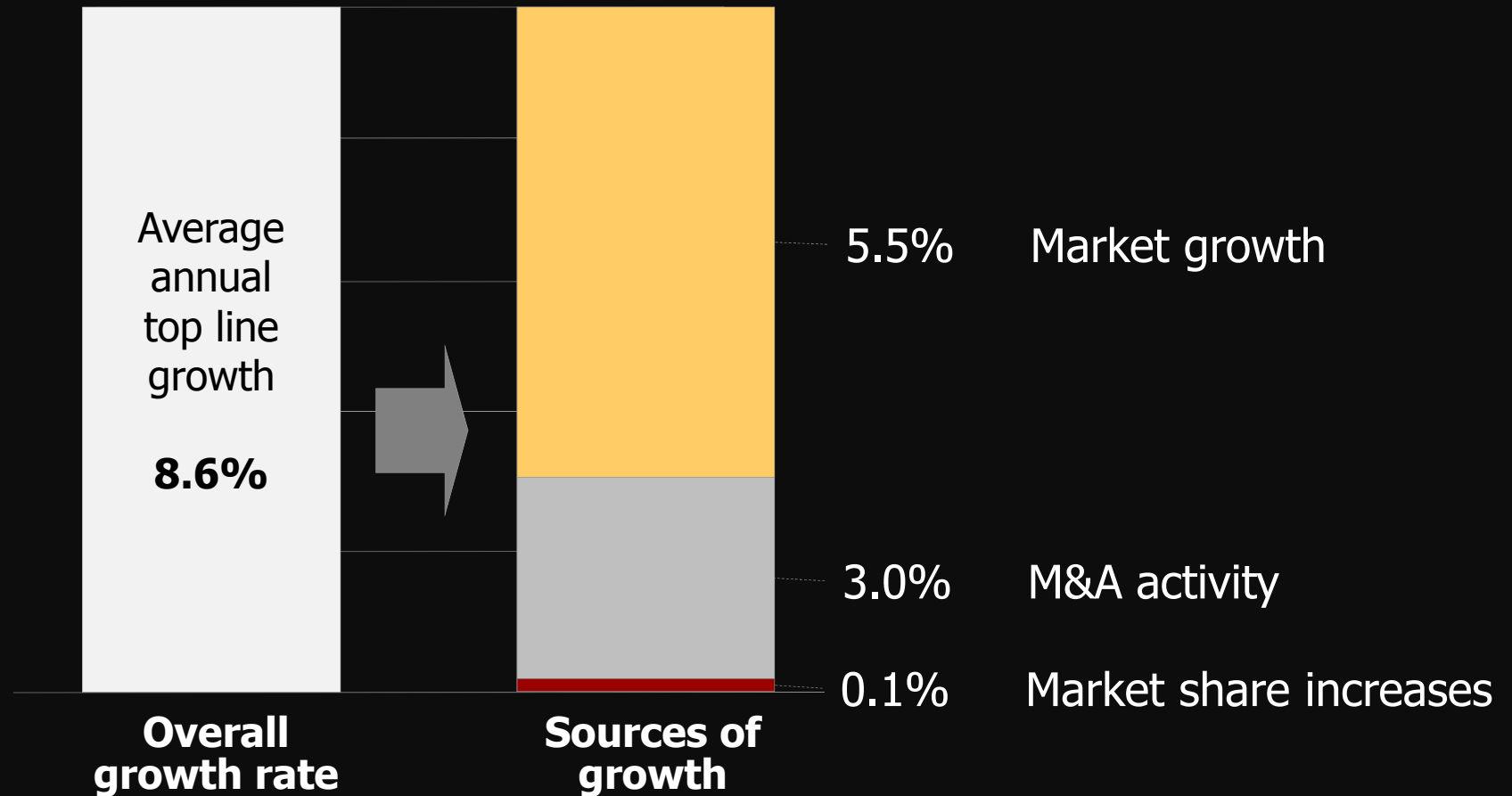
From exchange value  
to **use value**

From product-based market definitions  
to **granular competitive arenas**

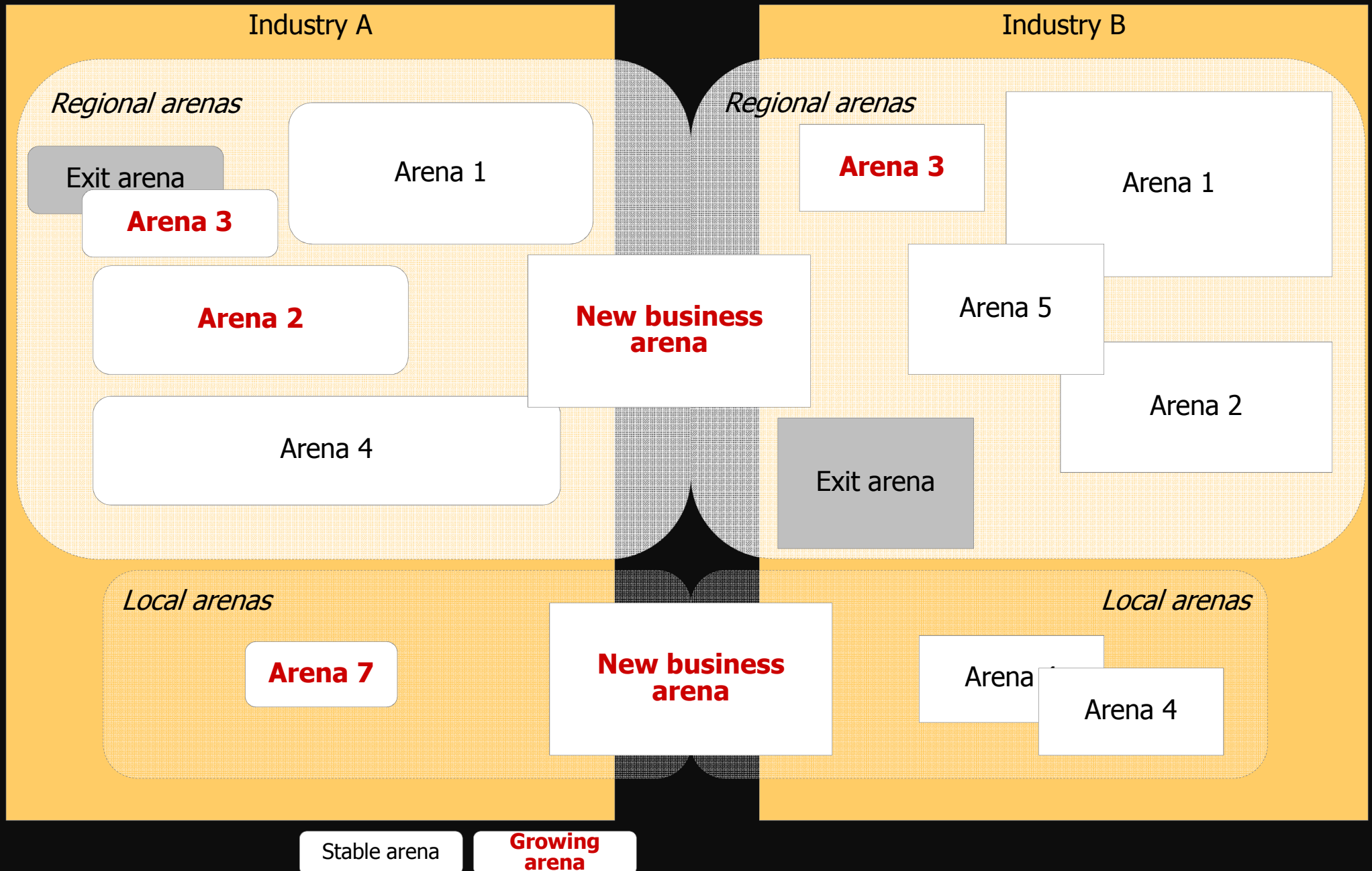
From sharing markets  
to **shaping markets**

Case: 200 largest US corporations

# The ineffective quest for market share

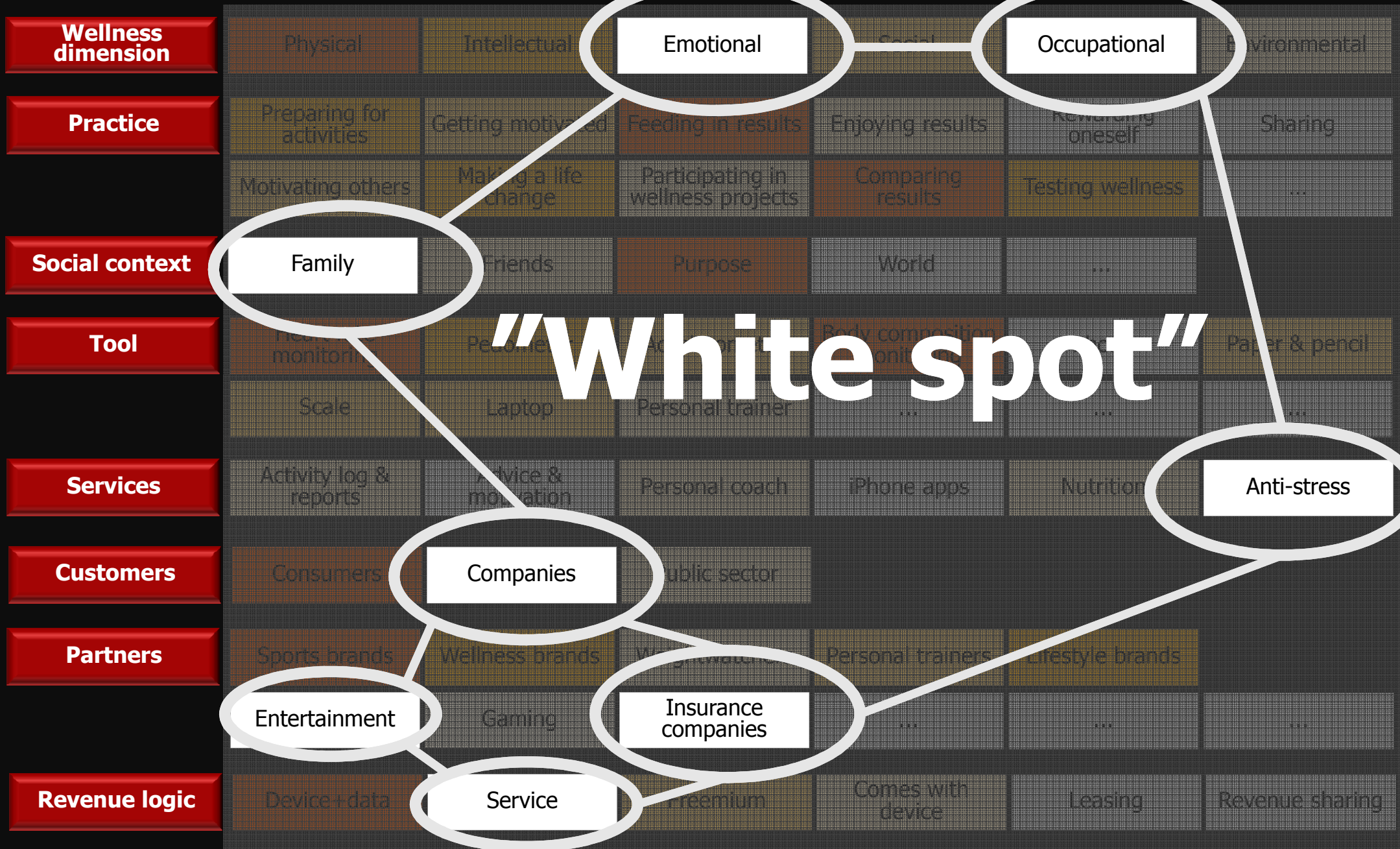


# Finding growth pockets



# Mapping competitive arenas

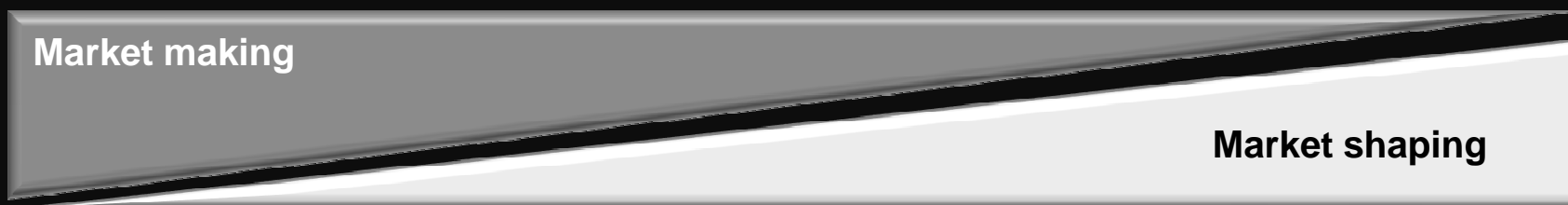
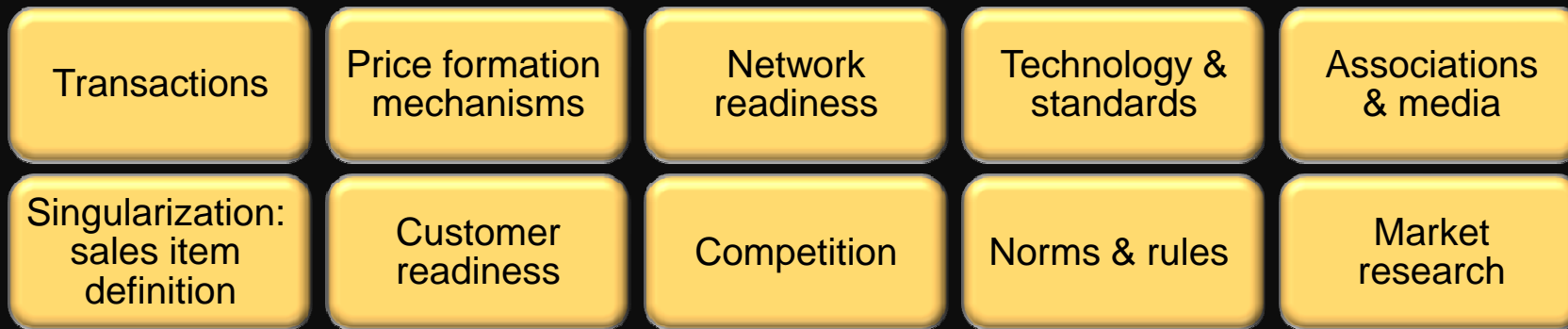
Case: Wellness solution



# The “marketness” of markets

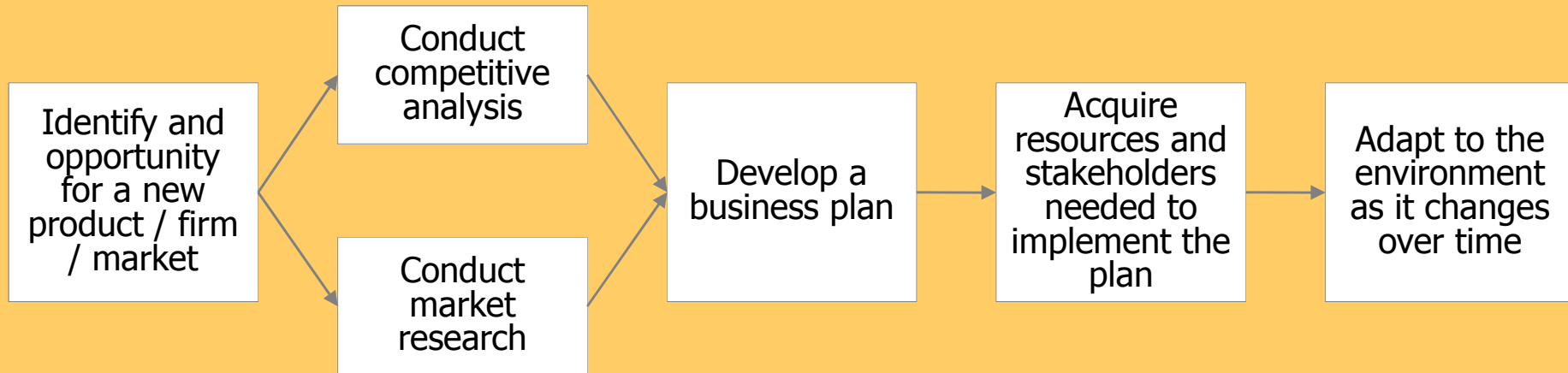
Market practices are the key to shaping markets

## Market practices

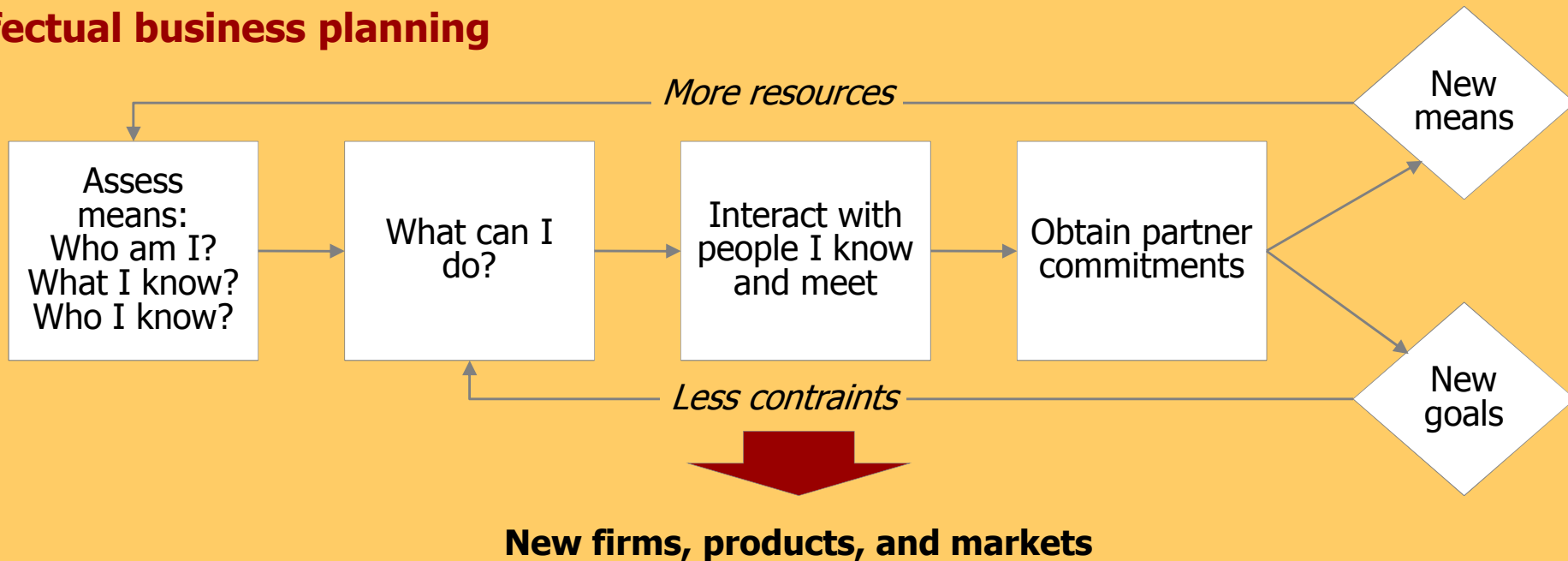


# Effectual business planning

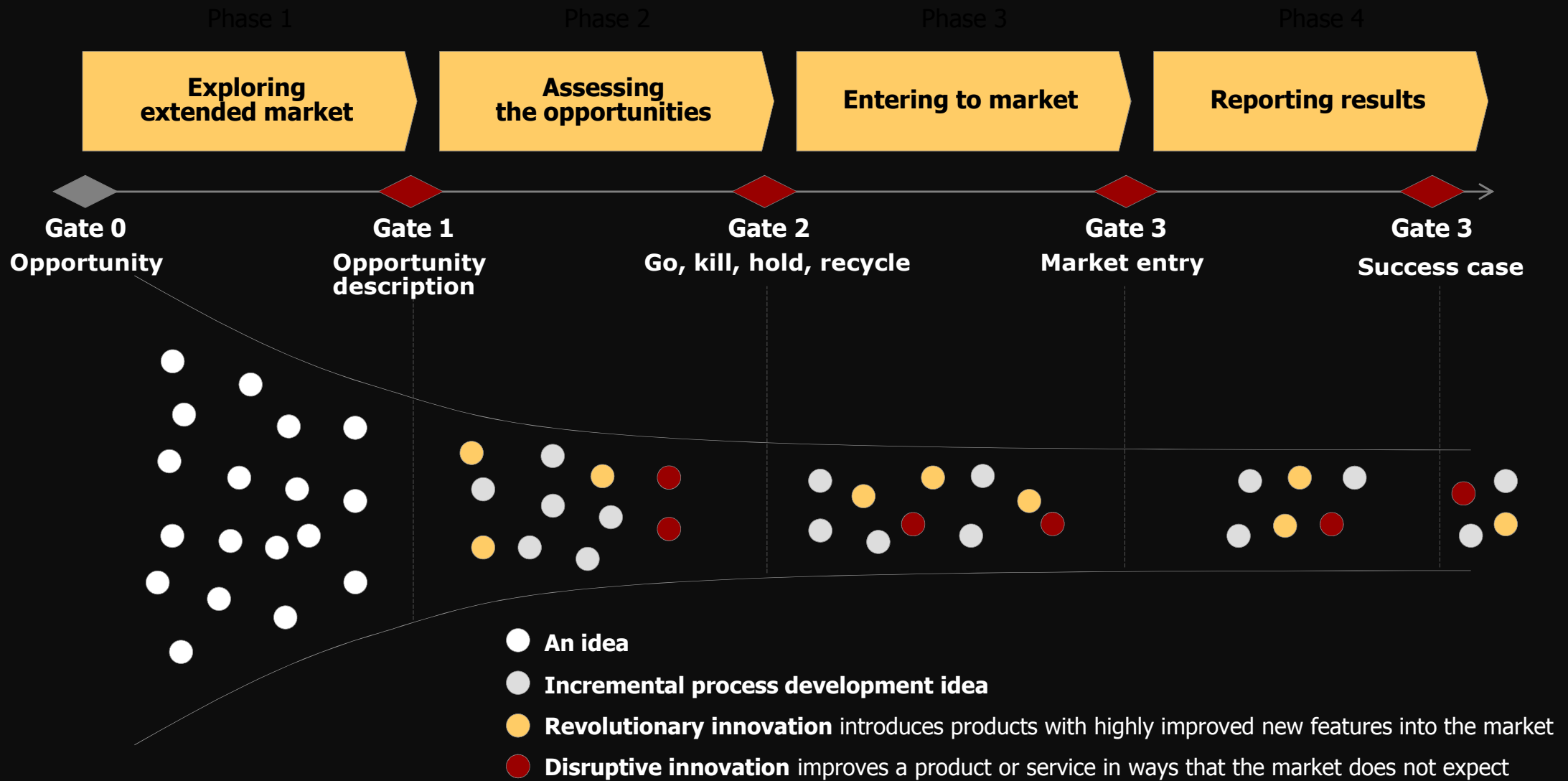
## Predictive, traditional business planning



## Effectual business planning



# Continuous market and business model innovation



# Market design implications for market research

From measuring exchange value  
to assessing **use value**

From measuring markets  
to **identifying growth pockets**

From repetitive research & tools  
to **iterative process** enabling  
**effectuation** and **innovation**

New business model: from selling products  
to offering **solutions**

**vectia**

Driving growth.