

SMASH

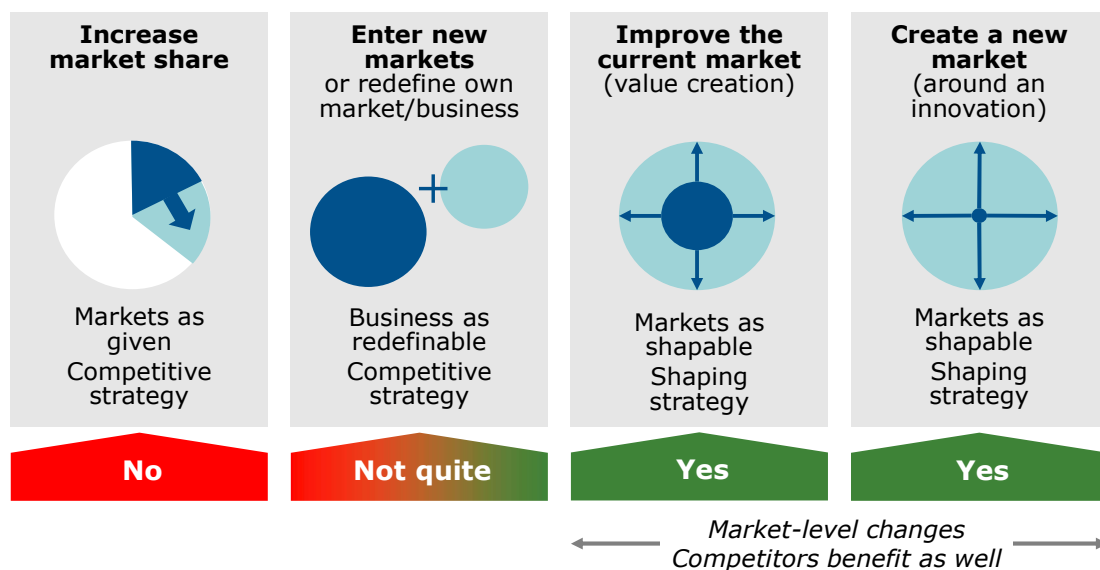
Strategies for Market-SHaping

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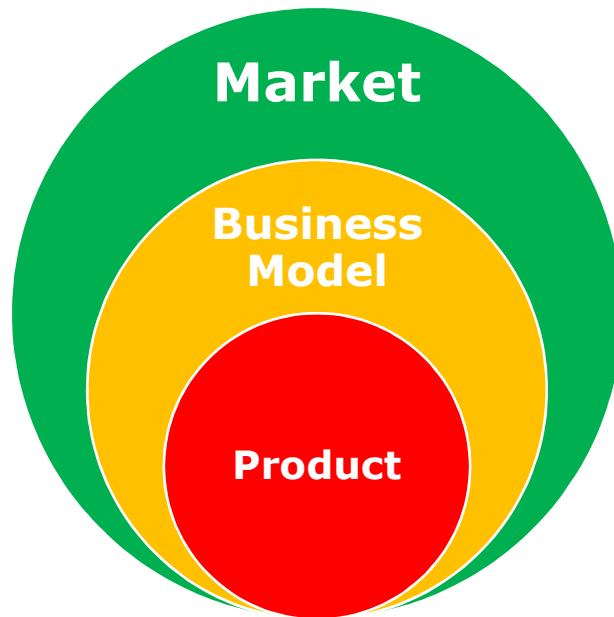
What is market shaping?

Improvement of current markets or creation of new markets



2

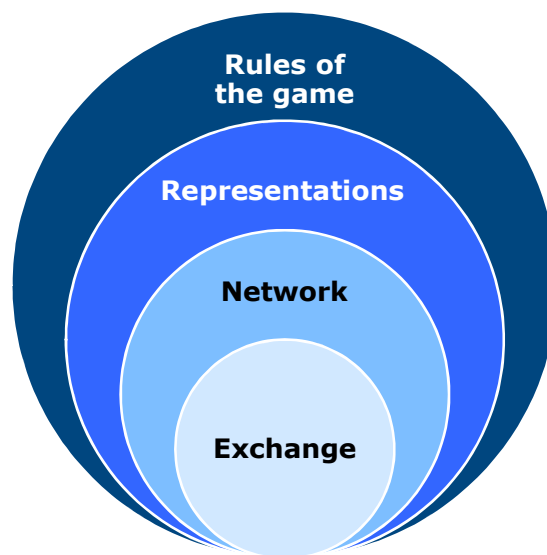
Expansion of Innovation Focus



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What market elements can you shape?



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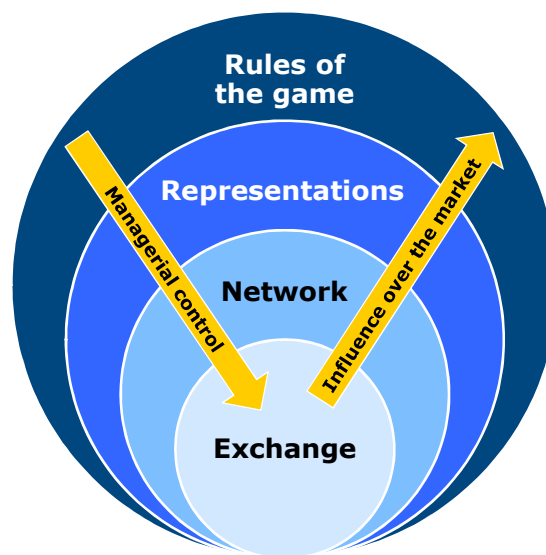
Case StoraEnso

Shaping the market for timber high-rise buildings



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What market elements can you shape?



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Using **Market Shaping** to Design
New **Strategies** for Innovation, Value Creation,
and Growth



SMASH



Suvi Nenonen and Kaj Storbacka

"Business strategy has typically been what I call "me-centric" - the company is the center of the universe, defines its playing field based on static "core competencies," and blithely marches forward.

SMASH throws that model into the dustbin. Enterprises that thrive in tomorrow's world will understand that they must imagine themselves as players in an ecosystem - success will come from simultaneously adapting to and proactively shaping and re-shaping their place in that dynamic ecosystem.

This is a mind-bending book. The stakes for the enterprise are commercial life or death."

Tom Peters
Management Guru and Author

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Five principles for shaping and making markets

1 Define minimum viable system

2 Ensure win-win-win vision

3 Influence adjacent systems

4 Use clever timing

5 Embrace experimentation

Using **Market Shaping** to Design
New **Strategies** for Innovation, Value Creation,
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