

The 9Wood company is a medium-sized US manufacturer of value-added wood products that desired to design a business model for export market entry.

## CASE STUDY

### BUSINESS MODEL DESIGN FOR EUROPEAN MARKETS VIA ANALYTICAL BUSINESS MODEL DESIGN TOOL

“The process helped us to create the business model vision and to finalize as the action plan. Process increased our understanding of business model thinking and helped us to gain the results faster and with less mental effort.”

Charley Coury, General Manager.

The objective for the exercise was to prepare a vision for New Business Development: Strategic Planning for Future Export Sales.

### CHALLENGE

The company is doing business in domestic markets and has had only single actions in export markets with no special efforts to clarify export strategies thus far.

### SOLUTION

Standardized innovation and evaluation process was used created by InTo tool including the following key steps:

- ✎ Definition of the decision context and making the preparations for a planning process like selecting and briefing the participants.
- ✎ Five executives from the company and four outside experts participated in the first workshop. Twelve business model building blocks were used to give a framework for identifying relevant items.
- ✎ The workshop resulted in a list of business model items (90 items altogether). The company executives determined the relative importance of each business model item.
- ✎ By core index calculation the most important business model items were analyzed. The research team analyzed the evaluation results and produced two different consistent options for business models. These were discussed and further developed in workshop 2.

### BENEFITS

The pilot feedback indicated that the business model design tool and the process employed worked in this case resulting in better business model understanding, faster creation of the business model vision and finalized as the action plan. The tool and the process helped the executives gain the results faster and with less mental effort. It can be concluded that one of the benefits of this methodology is its participative approach. The method helps participants to gain results by providing an opportunity to effective and fast cooperation with business model experts.

A business model is a portfolio of relevant items belonging to all relevant building blocks. In this case, it was the sales channel choice that separates the two, alternative business models from each other. From both models an action plan for future company activities was generated. Generation of an action plan based on a business model supports the general role of business models in between strategy and implementation.

InTo tool also enabled to five executives to share their wide experiences and remarkable know-how on the further business model development for new market entry. This forum of these professionals is also playing a key role in