



Step 1: The Kick Off

Meeting with the customer and setting up the context. Kick off is the place and time to set the framework for the whole development process. InTo process is started with defining the overall context and describing the goals (eg business model development), schedule and participants. It is crucial to identify the roles of the participants and motivate them. Since INTO process is effective, it can save a lot of time. Typically participants are given opportunities to participate in 1) idea generation, 2) idea evaluation and 3) discussion on the results.

In addition to describing the goals for InTo process, it is important to choose the criteria to be used later in the process. This is crucial part of the process. What InTo actually does is calculating every possible different criteria combination with core index and thus easing the decision making process of the customer by saving them from endless discussions of what criteria should be stressed over the other. InTo brings up only the ideas that fulfils all the criteria, regardless of the accentuation of criteria.



Step 2: Idea collection

Idea collection is the phase to collect the original data from the participants. This is called the idea generation and it can be organized in many ways, for example by workshops, small group or personal interviews or independent net inquiry. The participants give their ideas and suggestions to the given context (for example, the elements of a business model). Typically, a brainstorming session is organized to collect the ideas. Depending of the context, emphasize should put for out-of-the-box-thinking. If the ideas are documented into an Excel spreadsheet, the data can be directly transferred to InTo web tool for evaluation.

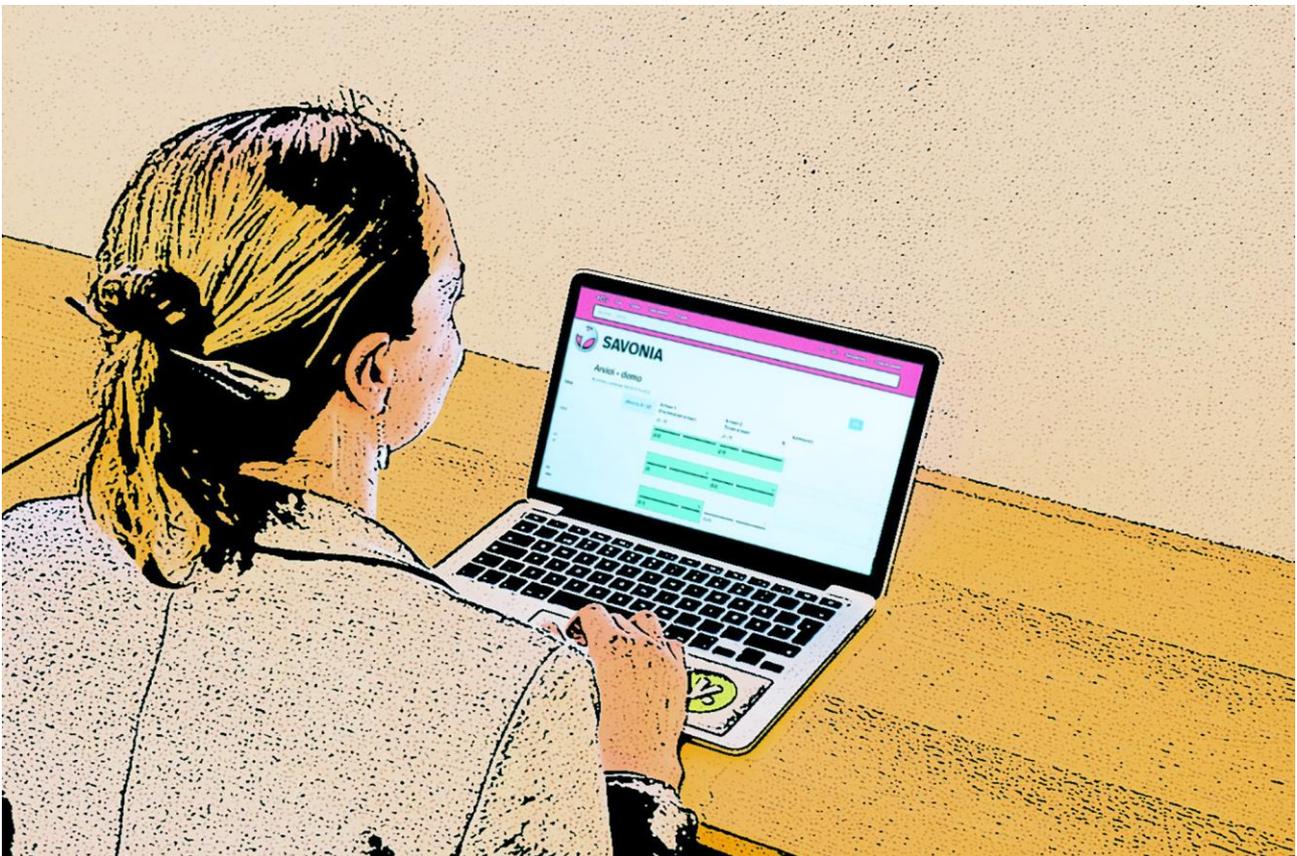


Step 3. Evaluation of the ideas

The important step of the InTo process is the evaluation. In evaluation the given criteria is used to give importance and value to ideas. The documented ideas are evaluated through given criteria. This is the stage of critical thinking, where every idea is considered and the decision is made, whether this idea is valuable (i.e. fulfils the criteria). The evaluation can be done independently by the participants in InTo web environment with easy-to-use graphical user interface.

Usually the number of the criteria should be limited to 2-4 to save the work load of the evaluators. In this phase every idea have to be considered against every criterion. Typically, the number of ideas is around one hundred, thus every added criterion creates a new evaluation work of 100 ideas. If a particular idea is irrelevant for a particular criteria, it can be left without evaluation. This does not corrupt the result in any way but eases the work of the evaluators.

If the context of using InTo is business model generation, typically the criterion used can be business opportunity, feasibility, profitability or competitiveness. Usually the two or three criterion contain controversial elements.



Step 4: Analysis with core index

indicative support for real decision making! Only after this final discussion it is time to write the end report and present the result in final form.

With these five steps can a typical InTo process be taken through. This process description can only support real life customer processes, but is based strongly on many successful InTo cases leading to successful decisions by the customers.

