



Module 2

New Market Assessment

Before expanding your company to a new region and thinking about your best strategy, it is important to have a clear understanding of the new market. This document is a guideline, a non-exhaustive list of questions. Some questions may not apply to your business or some specific ones will need to be added in your case. Some questions will enable you to know which data is relevant, in order to answer some other questions, you will need to do the actual research.

If your company has different divisions, it makes sense for certain question to answer per division.

1. Customer

How do you define the TAM, SAM and SOM for your business? What data / demographics do you need?





Module 2

New Market Assessment

How do you segment your business in your existing market? Does that also make sense for the new market you are expanding to? If you need a different segmentation, how will it look like?

What are the needs of the customer in the new market? Are they different from the needs of the customer in your existing market? List the data you will need to gather





Module 2

New Market Assessment

Is the local responsiveness high or low? In other words: How important is it to adapt your product to the local market? Local responsiveness is high when it is important to adapt to the local culture – it is low when it needs little or no adaptation

2. Competition

Who are your global competitors? Do they act different in your target market than in your existing market? How do they position themselves and how can you compete against them?





Module 2

New Market Assessment

Who are your local competitors? What are their strengths / weaknesses and how can you compete against them?

What are alternatives or substitutes for your product or service? How can you compete against them?





Module 2

New Market Assessment

Competitive Matrix on **Company level** : list the elements that are relevant to your business and create a matrix in a separate document (insert things such as company size, presence, distribution channels, strengths)

Competitive Matrix on **Product or Service level** : list the elements that are relevant to your business and create a matrix in a separate document (insert things such as price, key benefits, lead time, product specifications, warranty, after sales service...)





Module 2

New Market Assessment

What makes you unique compared to your competition?

3. Channel

How are products or services similar to yours typically sold in the new market?





Module 2

New Market Assessment

Sketch what your options are (directly, via distributor, integration needed...?)

If you look at your key challenges (see workbook Module 1), can you overcome some by collaborating? What collaboration opportunities / partners do you see?





Module 2

New Market Assessment

4. Country

Dynamics and Trends

What Dynamics and Trends do you see for your industry in the new market?

Regulations

What are the regulations for your product or service? Are there price regulations, import guidelines that apply to your business? Do you need a license? If you answer no, what's your evidence?





Module 2

New Market Assessment

Import Duties

What is your HTSUS classification? What import duties do you need to pay?

Which trade agreements apply to your business?

Economic and Sociocultural

What are the Economic Conditions in the new market? (Growth rate, GDP / capita, unemployment rate, forecast, ...)





Module 2

New Market Assessment

Eco System

Draw how the Eco System for your business looks like. (Who are the influencers, decision makers, who has a veto right...)