

OUTLIERS BUSINESS STRATEGY CENTRE™

Market Expansion Toolkit™

Enter new markets with discipline

Strategy / BU Leaders / Corporate Development · Flagship Edition 2026

Publication-ready resource for the Outliers Resource Library

1. Full Guide

Market expansion enters new markets and segments successfully. This toolkit assesses market attractiveness, chooses the entry mode, builds the go-to-market plan and de-risks scale-up.

Operating lifecycle

1. Select — size and prioritise target markets
2. Choose — the entry mode (organic, partner, M&A)
3. Localise — adapt the offer and model
4. Launch — execute the go-to-market plan
5. Scale — grow, monitor and apply exit criteria

Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Ad hoc / reactive	Some structure	Standardised	Managed & measured	Adaptive & advantage-creating

Key components

- Market selection & sizing
- Entry-mode choice
- Localisation
- Go-to-market
- Risk & compliance
- Scale-up & exit criteria

2. Templates

Market entry assessment workbook

Score readiness across selection, entry, capability, risk and GTM (working XLSX supplied separately).

Go-to-market plan template

Plan the launch: offer, channels, pricing, milestones.

Market attractiveness scorecard

Compare candidate markets objectively.

Competitor profiling template

Map competitors in the target market.

3. Sample Output

Illustrative market entry readiness (from the Market Expansion Assessment — sample bands):

Domain	Indicative band
Market selection	Established
Entry strategy	Developing
Capability & resources	Developing
Risk & compliance	Established
Go-to-market	Developing

4. Checklists

- Target markets sized and prioritised

- Entry mode deliberately chosen
- Offer and model localised
- Regulatory requirements understood
- Go-to-market plan built with milestones
- Entry risks assessed and mitigated
- Exit criteria defined

Governance Structure

Market expansion is governed through corporate development and the strategy forum, with board approval of major entries:

Layer	Role
Board	Approves strategy and capital; oversees value creation and strategic risk
Strategy / Executive Committee	Owens strategy, prioritises, governs execution
Strategy office / PMO	Runs the cycle, tracks initiatives, maintains the system
Business-unit leaders	Own strategy and delivery in their units
Initiative owners	Deliver initiatives to plan, KPIs and milestones

Reporting Example

Standard report: executive summary · progress vs target (RAG) · key metrics · risks & decisions.

Metric	Current	Target	RAG	Action
Entry milestones met	30%	≥85%	Red	Recover plan
New-market revenue	On track	On plan	Green	Maintain
Market share (new)	Rising	Rising	Green	Maintain
Compliance readiness	90%	100%	Amber	Close gaps

Board Reporting Section

Illustrative one-page board summary (replace with live data):

Item	Status	Commentary
Expansion readiness	Amber	Strong selection; entry execution to strengthen
Progress	Amber	Early milestones behind
Risk	Amber	Localisation and capability developing
Decisions sought	—	Approve staged entry and resourcing

Notes & Disclaimer

This toolkit is a professional management resource. Calibrate frameworks, scoring, KPIs and governance to your organisation, sector and strategy. Targets and thresholds are illustrative and should be set by leadership.