ANGELA MOONAN LLC

PLAYBOOK | 2025

MARKET ENTRY

PLAYBOOK

Expanding into New Territories

Actionable Steps & Strategies for Successful Market Expansion

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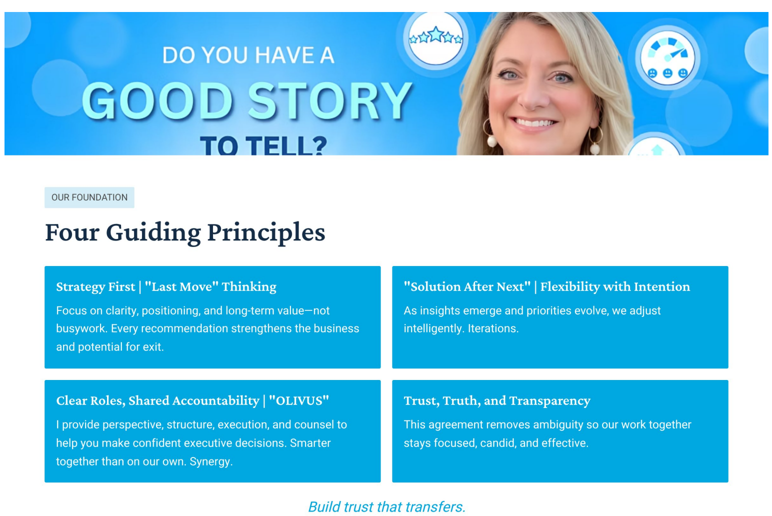
Table of Contents

Introduction: Why Market Expansion Is Both an Art and a Science	2
Chapter 1: Defining Your Market Entry Thesis	2
Chapter 2: Market Research & Opportunity Sizing	3
Chapter 3: Regulatory, Legal & Compliance Landscape	4
Chapter 4: Competitive Intelligence & Positioning	5
Chapter 5: Market Entry Modes & Strategic Options	6
Chapter 6: Localisation: Culture, Language & Customer Fit	7
Chapter 7: Building Your In-Market Team	8
Chapter 8: Go-to-Market Strategy & Sales Channels	9
Chapter 9: Financial Planning & Risk Management	10
Chapter 10: Measuring Market Entry Success	11
Conclusion: From Foothold to Market Leadership	12
About the Author	13

"Build trust that transfers."



Angela Moonan LLC: Four guiding principles behind every market entry engagement

Introduction

Why Market Expansion Is Both an Art and a Science

Every growth story eventually reaches an inflection point: the home market matures, competition intensifies, and the most compelling path forward lies beyond existing borders — geographic, demographic, or sectoral. Market entry is among the highest-stakes strategic decisions a leadership team will ever make.

Done well, expansion accelerates revenue, diversifies risk, builds brand equity, and strengthens organizational capability. Done poorly, it drains capital, demoralizes teams, damages reputation, and creates years of distraction. The difference between these outcomes is rarely luck — it is preparation, discipline, and execution.

> *"Market entry is not about planting a flag. It is about earning the right to serve a new customer — on their terms, in their context, better than anyone else." — Angela Moonan*

$100T+	72%	3–5x
global cross-border commerce opportunity by 2030	of expansion failures linked to insufficient market research	greater success rate for localized vs. standardized entry

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Chapter 1

Defining Your Market Entry Thesis

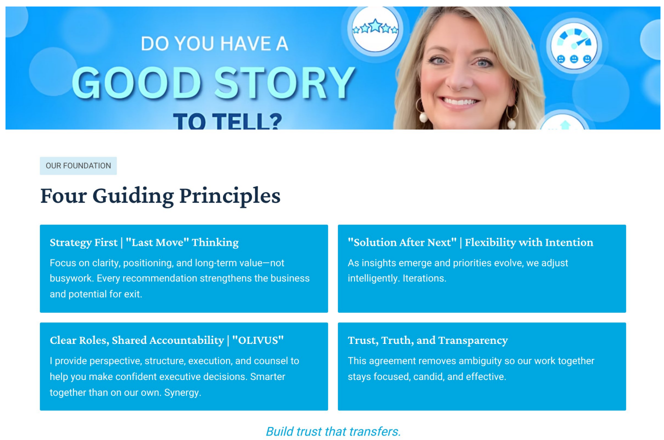
Before committing resources to market expansion, leadership must articulate a clear, evidence-based entry thesis — a 1–2 page document that defines the strategic rationale, target market, value proposition, and success criteria. Without it, teams optimize for activity rather than outcome.

Your Entry Thesis Must Answer:

- → Why this market — what is your specific, defensible advantage here?
- → Why now — what market timing factors make this the right moment to enter?
- → Who specifically is the target customer, and what unmet need do you solve?
- → What is your unique right to win versus local and global incumbents?
- → What does success look like at 12, 24, and 36 months — in measurable terms?

> *Best Practice: The entry thesis is a living document. Revisit and stress-test it quarterly against actual market data. Markets that looked attractive in the boardroom often look very different on the ground.*

"Make your last move first." — Strategic thinking at the heart of market entry



Four guiding principles that anchor every successful market entry strategy

Chapter 2

Market Research & Opportunity Sizing

Rigorous market research is the foundation of successful entry. Executives who skip this step routinely discover painful surprises after commitment. Invest heavily in understanding before investing in executing.

TAM / SAM / SOM	Define Total Addressable Market, Serviceable Addressable Market, and Serviceable Obtainable Market with bottom-up validation from primary research — not just top-down industry reports.
Customer Discovery	Conduct 30–50 in-depth interviews with target customers. Understand their current solutions, switching costs, buying processes, and price sensitivity firsthand.
Competitive Mapping	Map local, regional, and global competitors. Assess strengths, weaknesses, market share, and positioning. Identify the white space you will occupy.
Channel Analysis	Understand how products reach customers — distributor networks, digital platforms, retail structures, or enterprise sales cycles.
Macro Environment	Apply PESTLE analysis: Political, Economic, Social/cultural, Technology, Legal/regulatory, Environmental factors.

> *Primary research — talking directly to potential customers, partners, and competitors — is irreplaceable. Secondary data provides context; primary data provides conviction.*

Executive strategy session: mapping market entry options with key stakeholders

"Make your last move first." — Strategic thinking at the heart of every market entry decision

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Chapter 3

Regulatory, Legal & Compliance Landscape

Regulatory complexity is consistently underestimated in market entry planning. Proactive legal and compliance due diligence is non-negotiable — and in many markets, it is the single longest lead-time item in your entry timeline.

- Business entity formation requirements and foreign ownership restrictions
- Industry-specific licensing, permits, and regulatory approvals
- Data privacy and cybersecurity regulations (GDPR equivalents, data localization)
- Employment law: hiring practices, termination rights, benefits mandates
- Tax structure: corporate tax, VAT/GST, transfer pricing, withholding taxes
- Intellectual property protection: trademark, patent, trade secret registration

• Anti-corruption and anti-bribery compliance (FCPA, UK Bribery Act equivalents)

> *Key Principle: Engage qualified local legal counsel before signing any agreements. The cost of legal advice upfront is trivial compared to regulatory violations, forced market exit, or litigation.*

Chapter 4

Competitive Intelligence & Positioning

Every new market has incumbents — local champions who understand the customer, have established relationships, and will defend their position. Underestimating local competition is one of the most common and costly market entry mistakes.

Map the Full Competitive Set: Include direct competitors, indirect substitutes, and potential future entrants. Local companies often have advantages — relationships, regulatory access, customer trust — invisible to external analysis.

Assess Competitive Moats: Identify each competitor's sustainable advantage: network effects, switching costs, brand loyalty, cost structure, or regulatory protection.

Identify Your Asymmetric Edge: What can you offer that incumbents cannot easily replicate? Technology, global brand, proprietary data, capital access, or innovation velocity?

Monitor Continuously: Establish ongoing monitoring of competitor pricing, product launches, hiring patterns, and customer reviews.

> *Positioning Insight: The most successful market entrants find a specific, underserved segment where their strengths create disproportionate value — then expand from that beachhead.*

Go-to-market clarity begins with a compelling strategic narrative

Executive strategy sessions: mapping competitive positioning and entry options with key stakeholders

Chapter 5

Market Entry Modes & Strategic Options

The mode of entry has profound implications for speed, cost, control, risk, and long-term strategic positioning. The right choice depends on your resources, risk tolerance, speed requirements, and specific market dynamics.

Direct Export	Lowest cost and risk; limited market presence. Best for testing demand before committing to local infrastructure.
Partnership	Access local networks and distribution through a trusted partner. Risk of misaligned incentives requires robust governance.
Joint Venture	Share investment, risk, and local expertise. Provides deeper presence; requires complex governance and exit planning.
Licensing	Transfer IP or business model for royalties. Rapid scalability with low capital; limited brand control.
Acquisition	Fastest path to market presence and local talent. Highest risk; cultural integration is critical.
Greenfield	Full control over culture and operations. Slowest and most capital-intensive; best for large, long-term opportunities.

> *Many successful expansions use a staged approach: test with export or partnership, validate the thesis, then invest in a more committed presence as confidence grows.*

Trusted by Leaders Across Industries

"I've known Angela for many years. I still remember the first meeting where I was presented a very different view of how to present our law firm in a new and ever-changing world. Anticipating the future and planning for it is critical to my enterprise. Angela has been essential in providing the guidance and insight necessary to succeed. I highly recommend her."

— Joe Stanley, Attorney,

Stanley Law

"Since bringing Angela in as an Advisor, we've seen our growth in several areas TRIPLE in one year. If you're seeking valuable strategic insights, immense and effective energy, profitable growth, and keen leadership in implementing ideas, then I highly and emphatically recommend her for your firm. She will elevate your brand, company, and profits to the next level."

— Joseph Land, CEO

JL Capital Group

"I have never gone wrong using Angela's ideas, energy, and expertise. She introduced me to the fact that we COULD brand my small company and become the 'go-to' trusted business in my industry. It has been done! Angela helped moved us from another guy in the biz, to the dominant player in our market. I consider her not only a vital source, but a friend. Thank you Angela!"

— Steve Metras, President

Victory Lifts

Chapter 6

Localisation: Culture, Language & Customer Fit

The companies that win in new markets are those that invest genuinely in understanding and adapting to local culture — not those that simply translate their home-market materials and expect results.

Language: Professional-quality translation and local idiom — not machine translation. Naming, taglines, and brand voice must resonate culturally.

Product/Service: Adapt features, packaging, or service levels to match local preferences, regulations, and price sensitivity.

Sales Process: Understand local buying culture: relationship-first vs. transaction-first, decision-making hierarchy, and negotiation norms.

Marketing: Local channels, visual aesthetics, and storytelling conventions vary dramatically across markets.

Pricing: Pricing must reflect local purchasing power and competitive benchmarks — not simply converted home-market pricing.

> *Mindful Leadership: Genuine cultural humility — the willingness to learn before you lead — is the most powerful competitive advantage in international expansion.*

Go-to-market clarity begins with understanding the customer deeply before crafting the narrative

Chapter 7

Building Your In-Market Team

Your in-market team is your single most important asset in a new geography. The quality of your first hires will determine your trajectory for years. Hire slowly and deliberately — the wrong Country Manager can cost you the market.

Country/Market Lead	Your most critical hire. Must combine market knowledge, leadership credibility, network access, and cultural bridging capability. Do not compromise.
Sales Lead	Local commercial expertise with existing customer relationships and knowledge of the sales culture. Early revenue validates the thesis.
Operations	In-market operational infrastructure — someone who understands local complexity in supply chain, facilities, and fulfilment.
Finance/Legal	Local regulatory and financial compliance expertise. Mistakes here compound quickly and expensively.
Marketing	Local market positioning, PR relationships, and digital channels tailored to the specific market context.

In-market teams built on trust, local knowledge, and shared direction

> *Invest in onboarding, cultural integration, and ongoing connection between your local team and headquarters. Isolation is the enemy of alignment.*

About the Author

Angela Moonan

Founder, Angela Moonan LLC | Strategist, Speaker & Growth Consultant

Angela Moonan is a strategist, keynote speaker, and leadership consultant who partners with ambitious organizations to navigate growth, transformation, and market expansion. As founder of Angela Moonan LLC and Blue i Marketing, she brings deep expertise in digital strategy, organizational culture, and go-to-market execution.

Her frameworks — the Trust Framework, Mindful Leadership, and Small Choices Big Change — are used by executives at fast-growth companies navigating complex transformation and expansion challenges.

Connect with Angela

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with Angela

"Build trust that transfers."