



Expand into a new market: the full report

Example: a Thai snack maker choosing between the Philippines and Vietnam. All six stages, from the guided tour.

The playbook at a glance

- 1 What is shifting in the markets we could enter?
Outside forces lean towards **Vietnam**
- 2 Are those markets worth competing in?
Philippines goes forward (mixed); **Vietnam** moves to a later round
- 3 What do we have that would still be an advantage there?
2 advantages hold in **Philippines**, and 2 don't travel
- 4 Which growth route?
Market development: **Small-pack seaweed snacks for the Philippines**
- 5 Which customers first?
Students and young workers in Metro Manila buying single packs comes first
- 6 Is there room to stand against who is already there?
A confirmed gap: your promise lands in open space

What is shifting in the markets we could enter?

Outside forces lean towards **Vietnam**

Balance of outside forces: **Vietnam +4** (helps 6, hurts 2); **Philippines -1** (helps 4, hurts 5)

Philippines: top forces: **1. How and where people buy snacks, 2. Product registration and labels, 3. What buyers can spend** (2 rated high)

Vietnam: top forces: **1. How and where people buy snacks, 2. Product registration and labels, 3. What buyers can spend**

High and against you in **Philippines: Product registration and labels**

Hurts in **Philippines**, no issue at home: **Product registration and labels**

Rated the same in every market: **Trade rules and tariffs**

What this may mean

A force rated high in one market and low in another is what separates them. The one rated the same everywhere won't help you choose, though it may still matter for getting in. A force that hurts there but not at home is one your team has never had to handle: it usually takes longer and costs more than planned. The leaning weighs outside forces only, and is not the choice: stage 2 judges the competition in each market, which can reverse it.

Investigate next

Take the ranked forces into stage 2, Five Forces, to judge whether each market, as it is set up today, lets anyone make money.

Forces are ranked in each market by impact: high, then medium, then low. A tie keeps the order of your list, so put the one that matters more higher. "Doesn't apply" leaves a force out of that market's ranking.

The balance: each force counts 3 when high, 2 when medium and 1 when low; one that helps adds, one that hurts subtracts, and "both ways" counts 0. The market with the highest balance is the leaning, unless the top two are within 2 points.

A force is "the same in every market" when it has the same impact and direction in each one. "No issue at home" means it is high and against you there, and low or not relevant in your home market.

Are those markets worth competing in?

Philippines goes forward (mixed); **Vietnam** moves to a later round

Philippines: Mixed. Decided by getting in (high). Condition: solve getting in and reaching customers.

Vietnam: Unattractive. Decided by rivals (high). High, with no way around: rivals and buyers.

Goes forward: **Philippines**

Moves to a later round: **Vietnam**

What this may mean

A mixed market is only worth it if the condition can really be met. Name who would solve it and how, before the next stage. A market judged unattractive now can be looked at again in a later round, once something changes. Reaching customers is the barrier companies most often underrate, more than making the product.

Investigate next

Take **Philippines** into stage 3, VRIO, to test which of your strengths would still be an advantage there, including any that could meet the conditions.

Each pressure is rated as it hits you, the new entrant. A high pressure you can get around becomes a condition. The suggested verdict is unattractive when two or more high pressures have no way around, or when the deciding one has none; attractive when nothing is high and at most two are medium; mixed otherwise.

The markets came from stage 1, with their top outside forces shown beside them.

STAGE 3 OF 6

What do we have that would still be an advantage there?

2 advantages hold in **Philippines**, and 2 don't travel

Travels: **Seaweed sourcing and processing know-how**

An advantage only there: **Packing lines that make small packs cheaply**

Partly: **A flavor lab that launches new flavors in about 12 weeks**

Doesn't travel: the gaps: **Shelf deals with Thai convenience chains** and **Brand recognition**

Stage 2's conditions: **1 condition, 1 needing a partner**

What this may mean

These are what the move can rest on. In **Philippines**, **Packing lines that make small packs cheaply** is ordinary at home but an advantage there: worth building the entry around. What doesn't travel there, **Shelf deals with Thai convenience chains** and **Brand recognition**, would have to come from a partner, or be built. Needing a partner for a condition points to an entry mode with one: a distributor or a joint venture.

Investigate next

Take the advantages and the gaps into stage 4, the Ansoff Matrix, to choose the growth route. An option the advantages don't help is the first to strike out.

Each question is asked in order, and a No ends it: not valuable = no advantage; valuable but common = on par with rivals; rare but easy to copy = a short-lived edge; hard to copy but not organized to use it = an edge not used yet; all four = a lasting advantage.

Travels: a lasting advantage at home and there. An advantage only there: lasting there, not at home. Partly: a short-lived or unused edge there. Doesn't travel: an edge at home, none there.

Which growth route?

Market development: **Small-pack seaweed snacks for the Philippines**

Chosen route: **Market development: Small-pack seaweed snacks for the Philippines**

Struck out: **Win more shelf space in Thailand, A high-protein snack line for Thai buyers and Thai-flavor instant noodles for the Philippines**

Advantages from stage 3 it uses: **2 of the 2 found there**

Its market in stage 2: **Mixed**

What this may mean

The value is in the striking out: with a reason for each option that lost, the choice can be defended.

Investigate next

Take **Small-pack seaweed snacks for the Philippines** into stage 5, STP, to choose which customers come first and what to promise them.

The four routes: market penetration (what you have, where you are), product development (new products, same buyers), market development (what you have, a new market) and diversification (new products in a new market). Risk rises in that order.

The checks come from the earlier stages: whether each market was scanned in stage 1, its verdict in stage 2, and which of stage 3's advantages an option uses.

Which customers first?

Students and young workers in Metro Manila buying single packs comes first

First segment: **Students and young workers in Metro Manila buying single packs**

Fit and reach: **Strong fit; reachable with what you have**

Advantages it uses: **2 of 2**

Later: **Families buying multipacks in supermarkets and Health-minded professionals in the city**

What this may mean

The best first segment is one your advantages serve well and you can reach now; size comes later, once you have a foothold.

Investigate next

Take the promise into stage 6, the positioning map, to check it lands in open space against the brands **Students and young workers in Metro Manila buying single packs** buys today.

Each segment gets a score: fit (strong 3, good 2, weak 1) plus reach (now 3, slowly or with a partner 1, not for now 0). The highest score is suggested first; a segment out of reach can't be first. Size only breaks a tie.

STAGE 6 OF 6

Is there room to stand against who is already there?

Stage 6 diagnosis

A confirmed gap: your promise lands in open space

How the brands spread: **Spread across the map**

Nearest rival to your spot: **Corn puffs, 4.7 points away; then Thai seaweed brands, 5.1**

What makes it pay: **An advantage from stage 3**

What this may mean

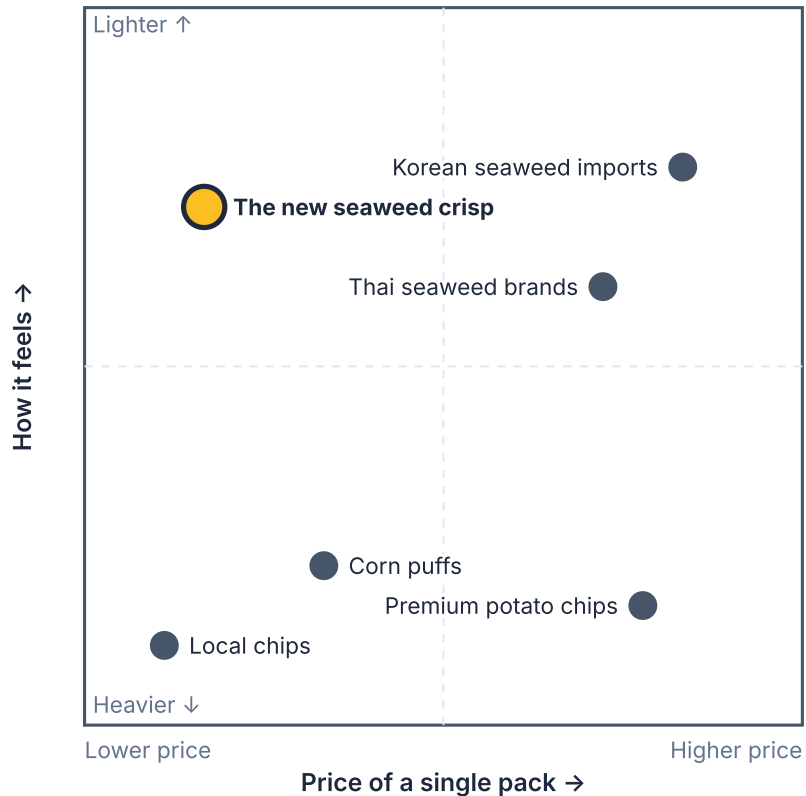
The spot is open, and an advantage that travels is what makes it profitable rather than a trap.

Investigate next

Choose how to get in: the entry mode below follows from what stage 3 said you have and lack.

Brands are placed from 1 to 10 on each axis. The brands bunch on a diagonal when the correlation between their two positions is 0.8 or more (either way), counted once at least four are placed. Your spot is taken when a rival is within 1.5 points, crowded within 2.5, and open beyond that.

The map



The brands spread across the map (correlation 0.68). Nearest rivals: Corn puffs (4.7), Thai seaweed brands (5.1), Local chips (5.5).

DECISION POINT

A confirmed gap

The spot is open, and Packing lines that make small packs cheaply is what makes it profitable rather than a trap. Now choose how to get in.

How to get in: the entry mode

Answer four questions. The suggestion follows the article's table: what you have, and what you lack.

1. Can your advantage stay at home, in what you make and ship?

Yes

2. Could it be written down and handed to someone else to run: a recipe, a system, a brand?

No

3. Does a local partner bring what you lack there: reach, a brand, permits?

Suggested from stage 3, which found gaps a partner must fill

Yes

4. Does speed matter, and is there a suitable local business to buy?

No

Suggested entry mode: **Export through a local distributor**

ENTRY MODE	CONTROL	COST AND RISK	BEST WHEN
Export through a local distributor Suggested	Low	Low	Your advantage stays at home, and you lack local reach
Licensing or franchising	Low	Low	Your advantage can be written down and handed over
Joint venture	Shared	Medium	A local partner brings what you lack, and you want more say than a distributor gives
Acquisition	High	High	Speed matters, and a suitable local business exists
Your own subsidiary, built from scratch	High	High	Your advantage only works if you run it yourself

A suggestion, not a verdict: it reads only your four answers.

Review on **April 17, 2028**, 18 months from October 17, 2026, the day you started this stage (kept in your progress file, so it stays fixed). Put it in the diary now: expansion rests on estimates, and the first months will correct many of them.