

Workshop 1

Expanding into new markets: making the right growth choices



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**SMALL
BUSINESS
CHARTER**

EXPANDING INTO NEW MARKETS

How to Make The Right Growth Choices

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Dr Rotimi Olaniyan

Partner, Apex Marketing

- 32 years of experience in marketing, strategy, services and UK higher & executive education.
- Have worked in 5 countries across UK, Europe & Africa. Consulted and advised widely.
- Previously MBA course leader & Programme Director of the MSc Digital Marketing & Analytics programme at Nottingham Business School
- Now the founder of a Marketing, & Growth Advisory firm.



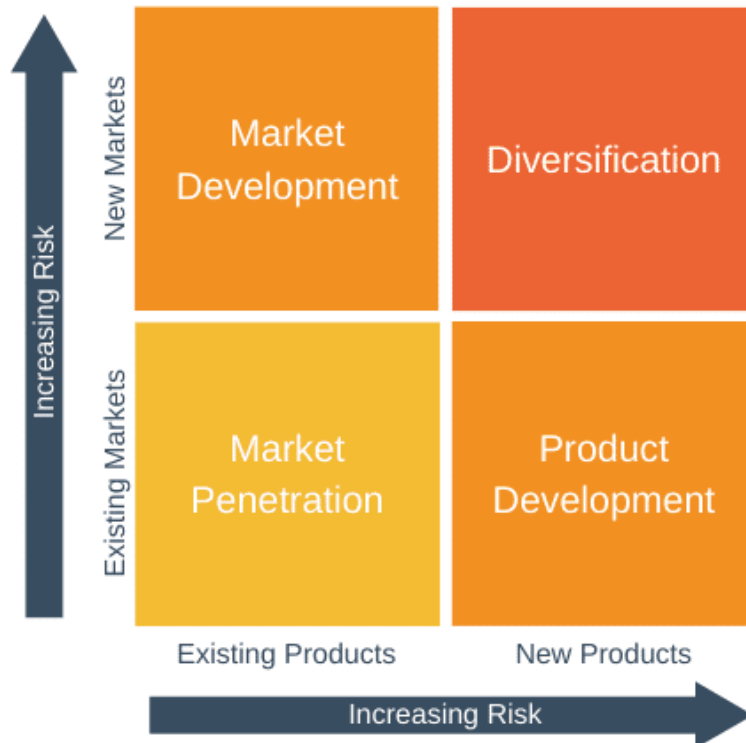
What I hope we get done in 45 minutes



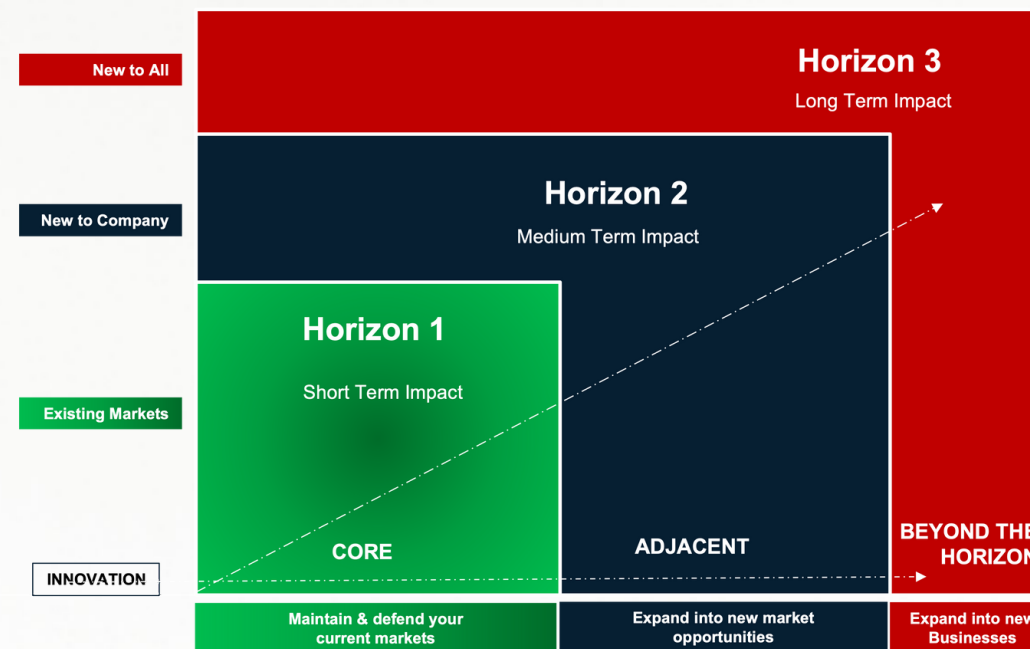
01

FOUNDATIONAL CONCEPTS

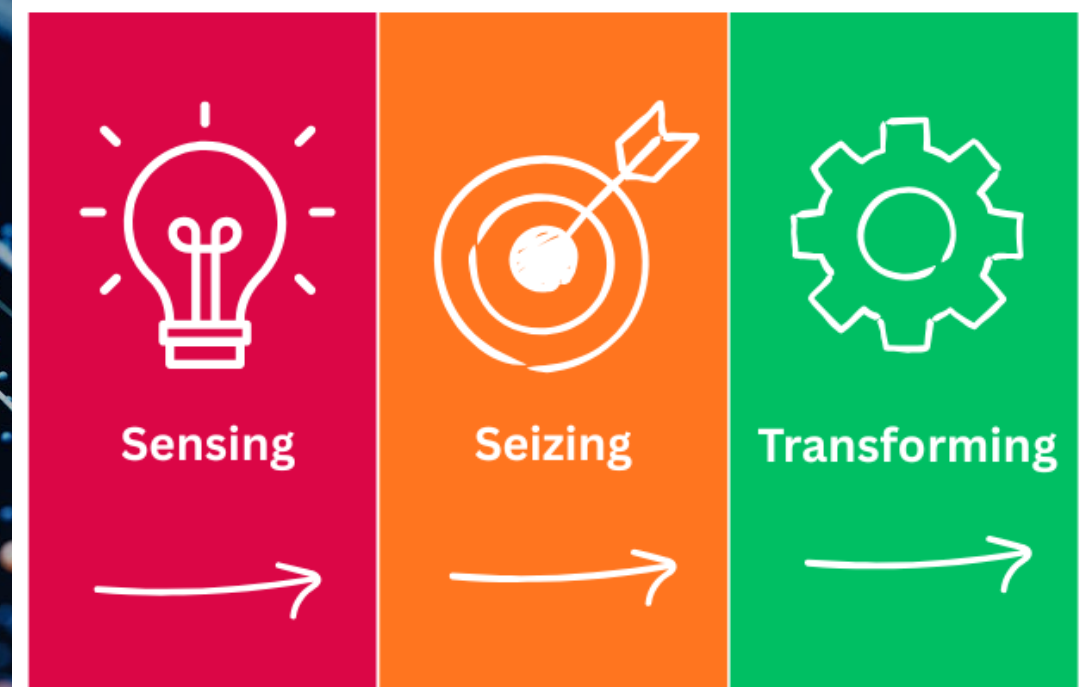
Ansoff's Growth Matrix



Horizon Planning



Dynamic Capabilities



Battlefield
Selection

Concentration
of forces

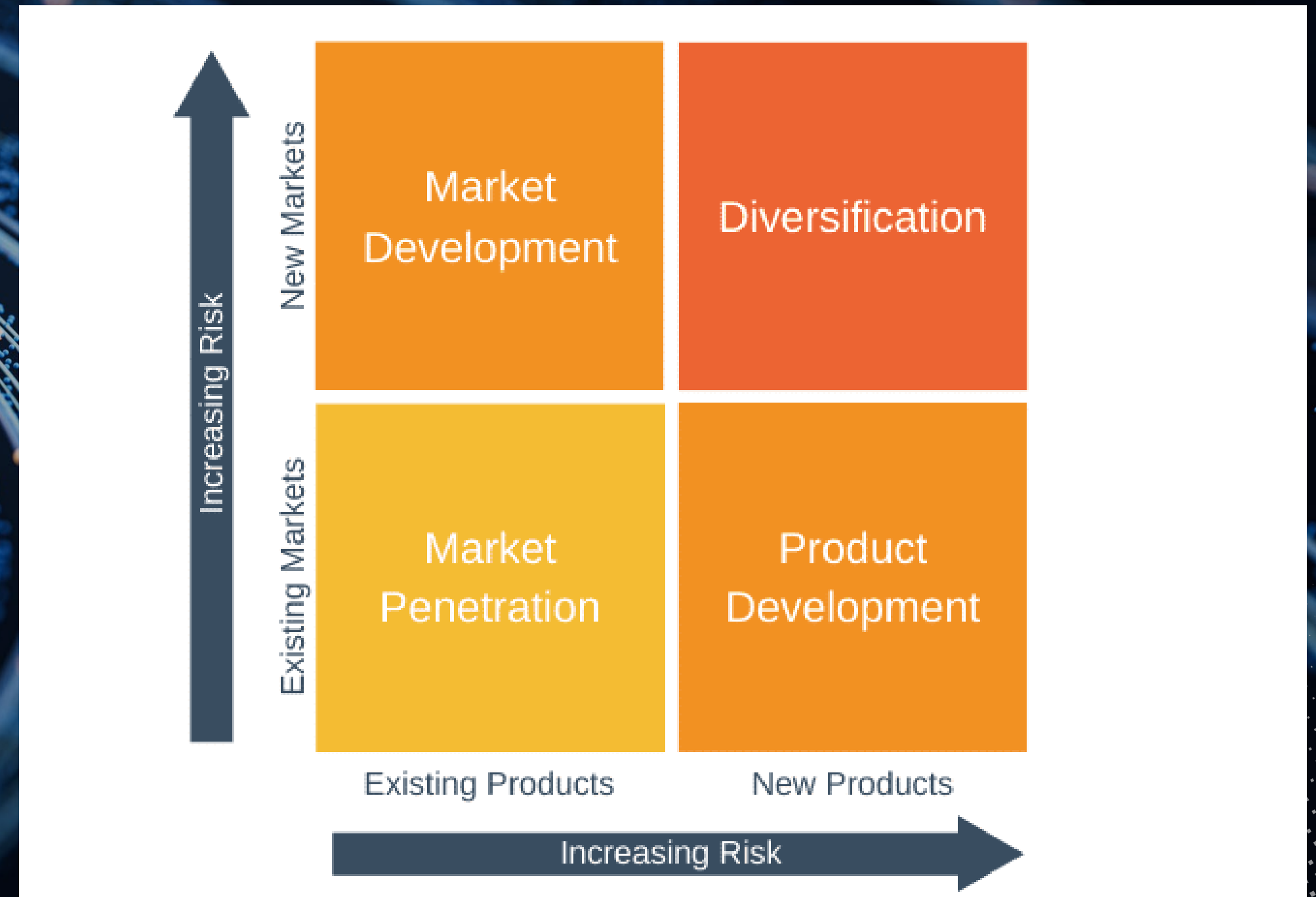
Landing &
Fortification

Rapid
Advancement

BeachHead Military campaign Doctrine

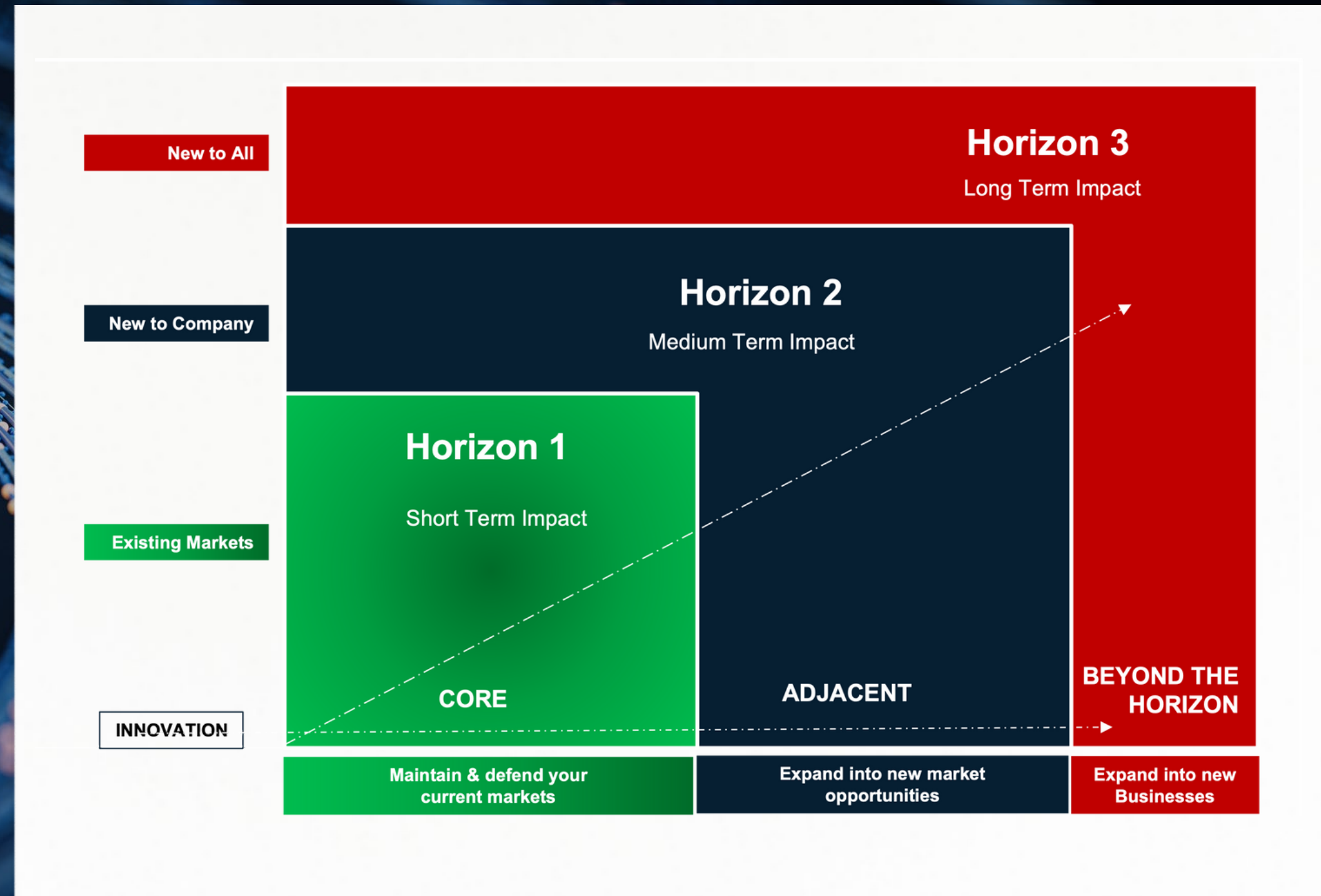
Market Entry is primarily a market development growth strategy where the firm seeks to transfer and translate its existing advantage to a new market context.

Ansoff's Growth Matrix



Igor Ansoff, 1957

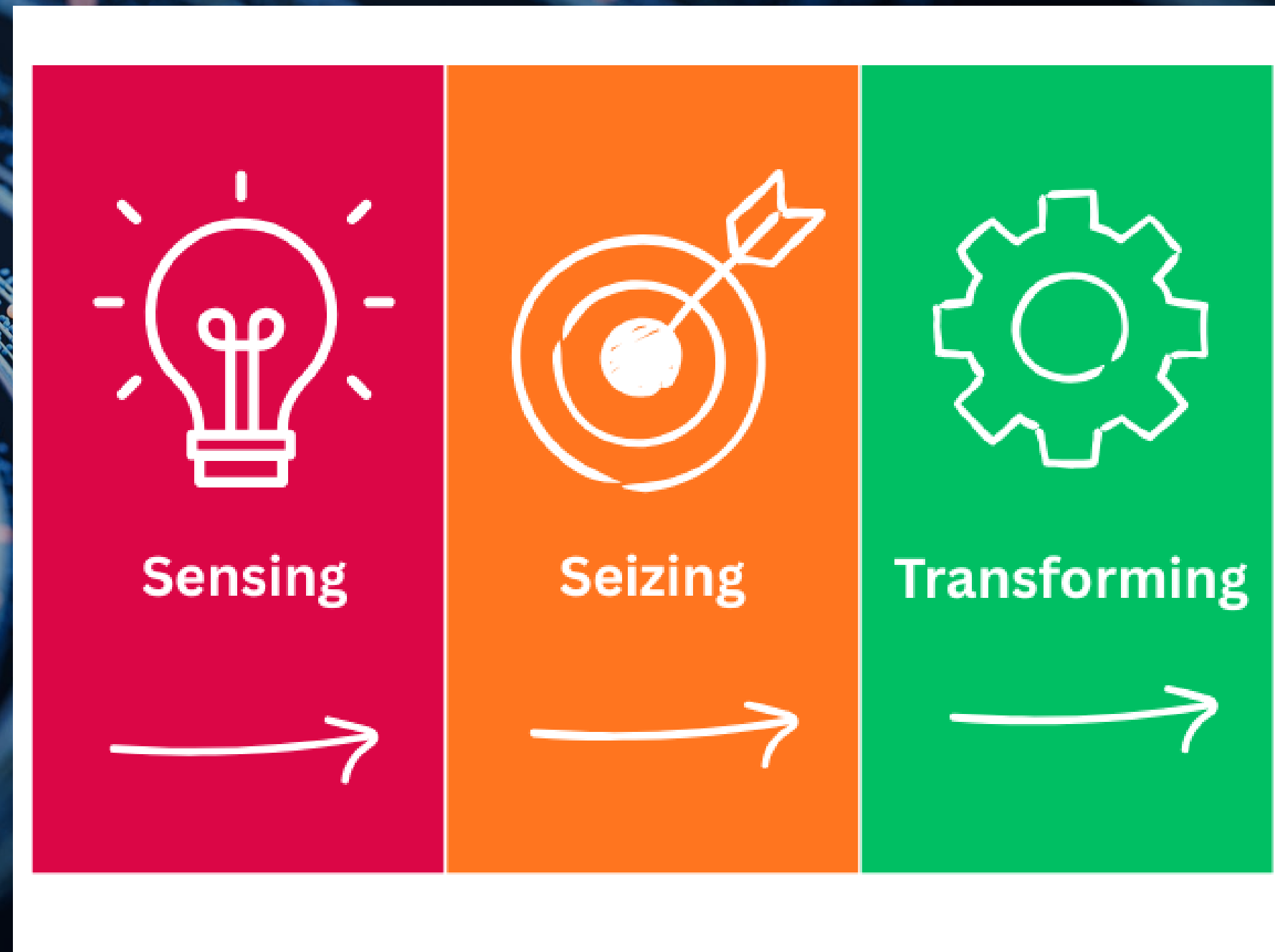
The smart firm sequences its growth by expanding into adjacent market opportunities over the medium term without hurting its core operations



Mckinsey & company 1999; Bill Sharpe et al., 2013;

Dynamic Capabilities

- The firm utilises its seizing capabilities to enter new markets.
- Seizing capabilities enable the firm to mobilise resources and execute decisions in response to opportunities that it senses.



David Teece, 1997; 2016

- The term beachhead is derived from military strategy
- Advocates focusing all your resources on winning a small border area that becomes a stronghold area from which to advance into the enemy territory
- The S-curve (diffusion) establishes how adoption of innovation happens over time



- Military amphibious warfare doctrine 1920s, 1944 - modern day.
- Geoffrey Moore, 1991 Crossing the Chasm.

01

NEW MARKET DEFINED

Market

A set of actual and potential buyers who share a particular need or want that can be satisfied through exchange.

Kotler

New Market

A population of actual and/or potential buyers whose need –want configuration (“missions”/jobs -to -be -done), buying context, and exchange conditions have not previously been served by the firm’s existing product –market strategy, such that the firm must establish new demand access, legitimacy, and routes -to -market to transact with them.

Ansoff

In Ansoff’s growth logic, (new) market development sits in the quadrant where the firm keeps the product/offer constant but changes the market context

—new geographies, new segments, new channels, new use institutional settings.

-contexts, or new

01

MARKET ENTRY -LED GROWTH CONFIGURATION

An effective Market
Development Strategy



Clear Horizon 2
Adjacent Opportunity
Mapping



Well Defined
Organisational
'Seizing'
Capabilities

Military -like campaign
precision execution.

01

THE PERTINENT QUESTIONS

Do you have a strategy & are you clear about your choices ?

An effective Market Development Strategy



Clear Horizon 2 Adjacent Opportunity Mapping

Have you mapped your adjacent opportunities?



Well Defined Organisational 'Seizing' Capabilities

Are your organisational seizing capabilities adequately developed?

Military -like campaign precision execution.

Do you have an implementation playbook for your business?

02

QUICK DIAGNOSTICS

Where are you winning today & how ready are you for new market expansion?



COMMERCIAL
READINESS



OPERATIONAL
READINESS



FINANCIAL
READINESS



MANAGEMENT
READINESS

Score each section 1 – 10 (1 = weak, 10 = strong). Total out of 40.

02

Expansion Readiness Snapshot (10 -minute diagnostic)

Go to [Menti.com](https://menti.com) and use code:
59963663



or scan the QR Code

INTERPRETATION

32–40

Proceed —choose a beachhead and build the plan.

24–31

Proceed with guard rails. Pilot Cautiously

<24

Strengthen core before expansion,
otherwise, expansion becomes self -harm

NEW MARKET STRATEGY CHOICES

Segments



who we sell to

- Geo -demographic
- Psychographic
- Socio -Economic
- Mission
- Jobs to be done

Channels



How we sell

- Direct
- Intermediate
- Partner -Led
- Community
- Influence

Geographies



Where we sell

- City
- Region
- National
- International
- Mode of Entry

Institutional Logics

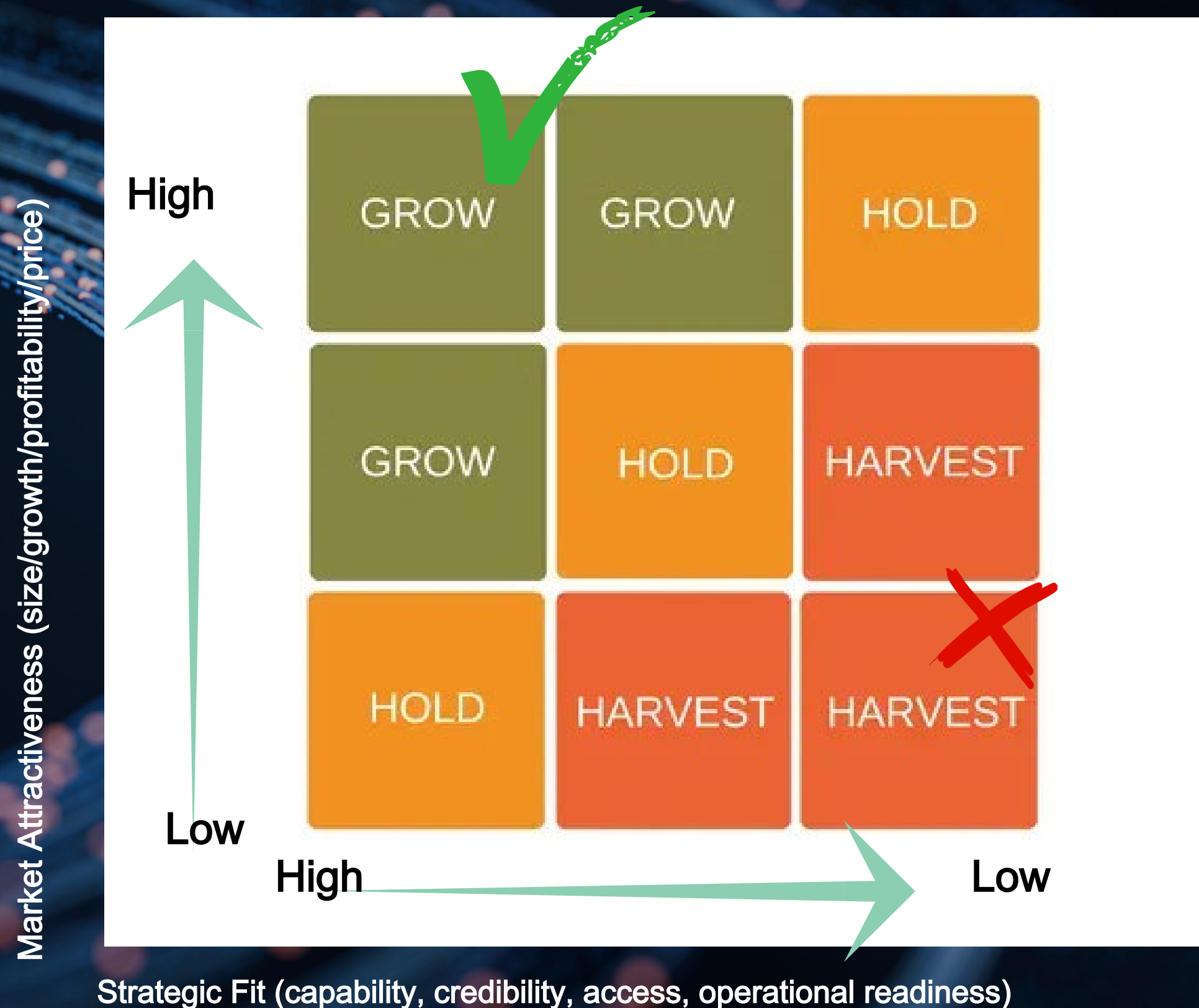


Whose Rules

- Verticals/Govts.
- Legitimacy
- Decision Authority
- Value Logic
- Risk Logic
- Process Logic

03

PRIORITISATION & STRATEGY SELECTION



03

What Do Your CHOICES look like?

Segments



who we sell to

Channels



How we sell

Geographies



Where we sell

Institutional Logics



Whose Rules

Shortlist 2 –3 (preferably adjacent) market opportunities,
then prioritise them by attractiveness and strategic fit.

- Market Attractiveness (size/growth/profitability/price)
- Strategic Fit (capability, credibility, access, operational readiness)

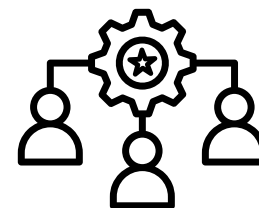
DELIVERING A MARKET ENTRY PLAYBOOK



The Minimum
Viable Entry
Proposition



The Entry
Strategy Canvas



The 90 -Day
Road Map



Measurement &
Control Protocols

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BEACHtm HEAD



The Ultimate Market Entry Playbook for Growing Businesses

How to unlock growth across segments, channels and geographies

Battlefield Selection

Concentration of forces

Landing & Fortification

Rapid Advancement

1

Define the market expansion theatre & objectives

2

Select the single Beachhead market cell

3

Build the supply line before you land

4

Craft the landing offer (Minimum market entry proposition)

5

Set the rules of engagement

6

Conduct a 30 -day learning sprint

7

Execute the Entry (Launch Landing)

8

Fortify the BeachHead

9

Build The Market Cell Kit

10

Sequence market cell rollout

11

Establish command cadence

12

Define exit parameters

The Ultimate Market Entry Playbook for Growing Businesses

How to unlock growth across segments, channels and geographies

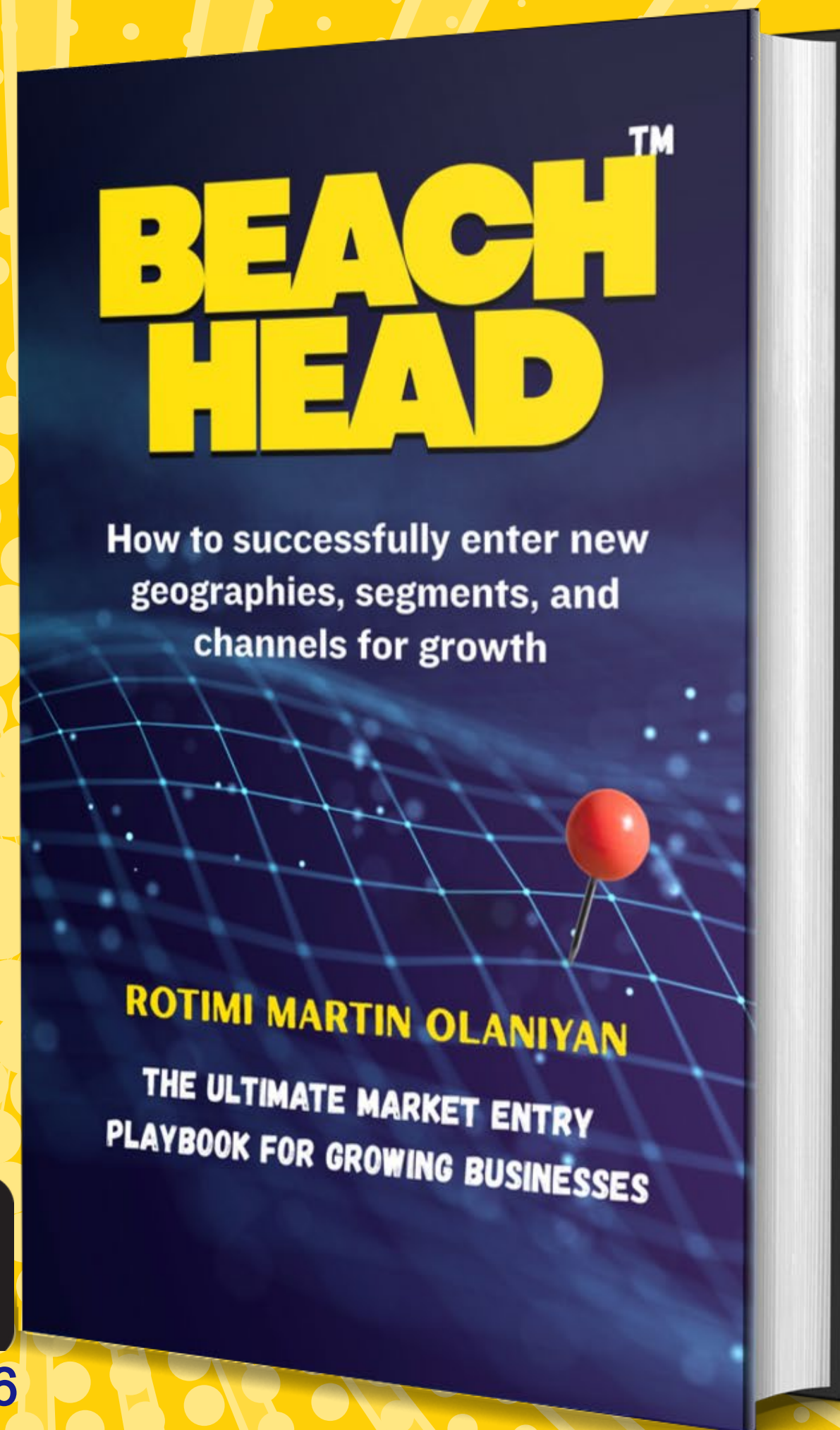


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A
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Marketing

The Ultimate Market Entry Playbook for Growing Businesses

Introduction to BeachHead

PART 1

Chapter 1 - The Myth of 'Launching a New Market'

Chapter 2 - What a Beachhead Really Is

Chapter 3 - Entering New Segments

Chapter 4 - Entering New Channels

Chapter 5 - Entering New Geographies

Chapter 6 - Entering New Institutional Logics

PART 2

Chapter 7 - Step 1: Define the Theatre and the Objective

Chapter 8 - Step 2: Pick a Single Beachhead Cell (Not a Continent)

Chapter 9 - Step 3: Build Supply Lines Before You Land

Chapter 10 - Step 4: Build the Landing Offer (One Use Case, One Persona)

Chapter 11 - Step 5: Set Rules of Engagement

Chapter 12 - Step 6: Reconnaissance Sprint (30 Days of Structured Learning)

Chapter 13 - Step 7: The Landing

Chapter 14 - Step 8: Fortify the Beachhead (Make It Defensible)

Chapter 15 - Step 9: Build the Forward Operating Base (The Market Cell Kit)

Chapter 16 - Step 10: Expand Inland in Phases (One Axis at a Time)

PART 3

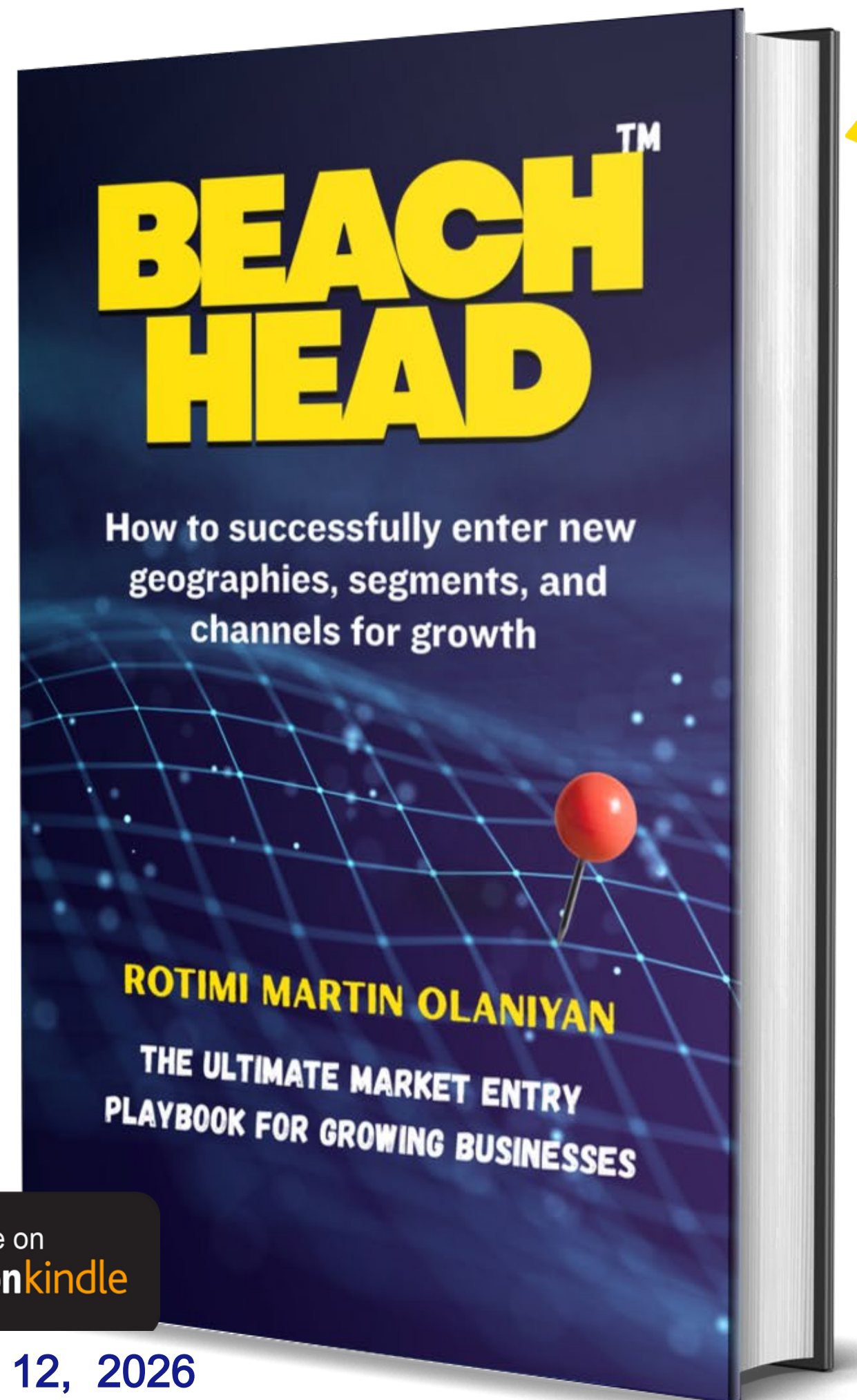
Chapter 17 - Step 11: Command Cadence

Chapter 18 - Step 12: Disciplined Retreat, Redeployment, and the Long Game

PART 4

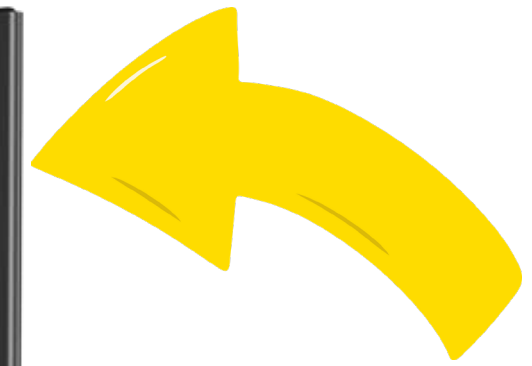
Chapter 19 - The AI-Enabled Beach Head

Epilogue - Holding the Beachhead, Building the Future



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- 12 illustrative case stories across B2B, B2C, and public sector contracting
- Over 40 practical toolkits & frameworks to aid ME planning & execution



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with a 40% discount

03

Our Approach in action

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International Market Entry

Market selection and determination of mode of entry

Market assessment

- Demand forecasting
- Value chain analysis
- Customer needs/behavior surveys
- Competitor profiling
- Channel analysis
- Risk analysis
- Institutional and regulatory environment mapping
- Entry barrier analysis
- Resources availability
- Cost driver analysis

Internal capability assessment

- Vision and objectives
- Internal core competencies
- Internal SWOT

Market selection and positioning

- Mapping internal capabilities to market opportunities
- Agree investment criteria
- Prioritization of potential market opportunities

Assessment of entry options

- Evaluation and prioritization of potential entry modes (e.g. acquisition, joint venture) based on market and internal capability assessment

Preparation for market entry

Acquisition

- Target identification and profiling
- Target prioritization
 - Long-listing
 - Short-listing & ranking
- Target approach
- Preliminary due diligence
- Detailed due diligence
- Valuation, Deal negotiation, Tax structuring
- Closing / Integration

Alliance / Joint venture

- Business case development
 - Partner identification and selection
 - Evaluation of growth and synergy potential
 - Operational planning
- Partner approach
- Evaluation and planning
- Closing and implementation

Greenfield

- Business case development
 - Business plan development
 - Selection of location, product, etc.
 - Financial model build
 - Operational planning
- Tax structuring and incentives
- Roadmap preparation
- Business plan implementation
 - Operations planning and design
 - Sourcing
 - Real estate purchase and/or construction
 - Personnel recruitment
 - Roll-out planning and control
- Location assessment, Site identification

Implementation

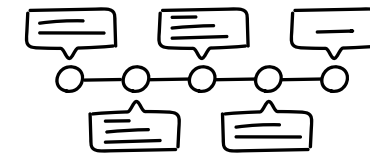
KEY TAKEAWAYS



Successful
market entry is a
key component of
business growth



The firm has a
range of strategic
ME choices
available to it



BeachHead
approach
optimises growth
by focusing on the
market cell

Geo x Segment x Channel



we are happy to help
guide you through the
path

THANK YOU!

Dr Rotimi Olaniyan
Partner, Apex Marketing



LinkedIn



BEACH HEADTM

How to successfully enter new
geographies, segments, and
channels for growth

ROTIMI MARTIN OLANIYAN

THE ULTIMATE MARKET ENTRY
PLAYBOOK FOR GROWING BUSINESSES

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The Strategic Marketing Advantage