



## Workshop 1

**Expanding into new markets: making the right growth choices**



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**DR ROTIMI OLANIYAN (DBA)**

Executive Business Adviser and Founder, Apex Marketing UK

# EXPANDING INTO NEW MARKETS

How to Make The Right Growth Choices

Dr Rotimi Olaniyan  
Partner, Apex Marketing



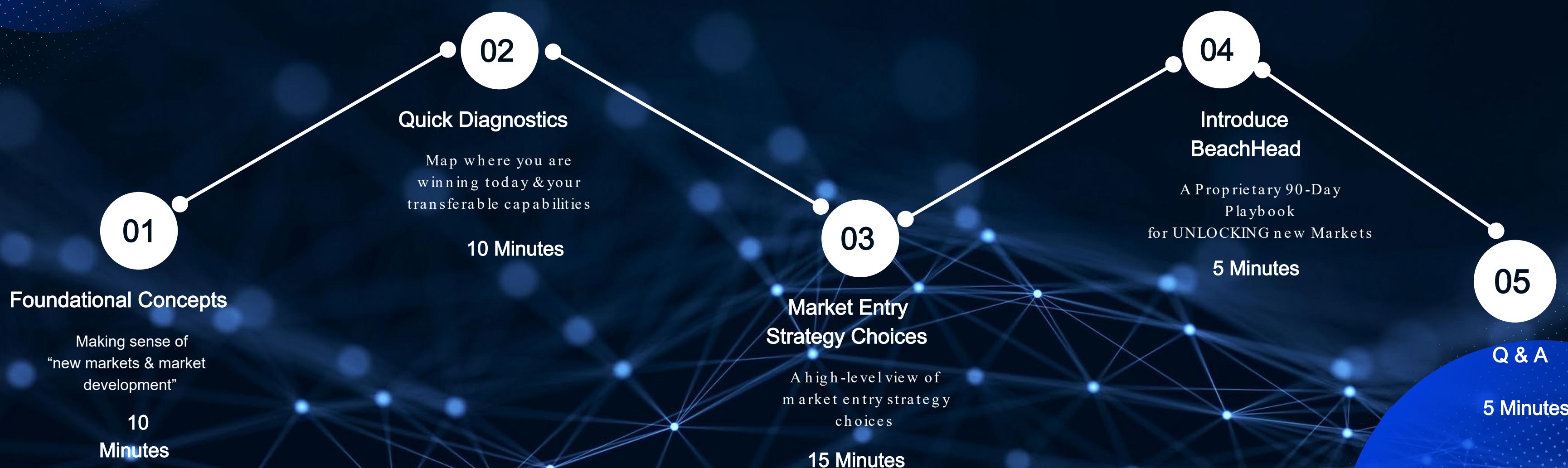


# Dr Rotimi Olaniyan

## 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.

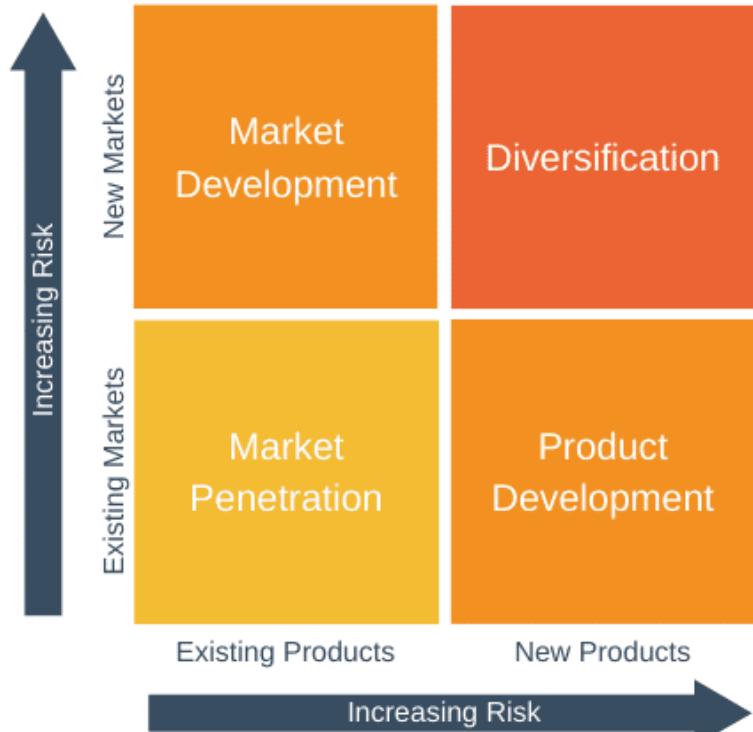
# What I hope we get done in 45 minutes



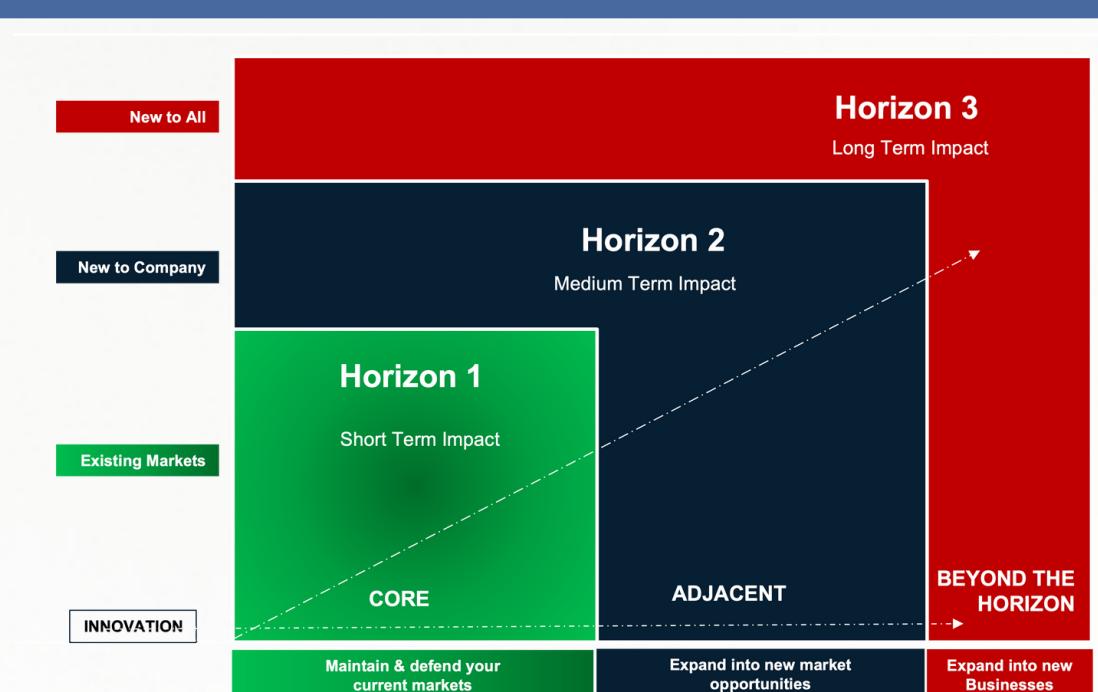
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# FOUNDATIONAL CONCEPTS

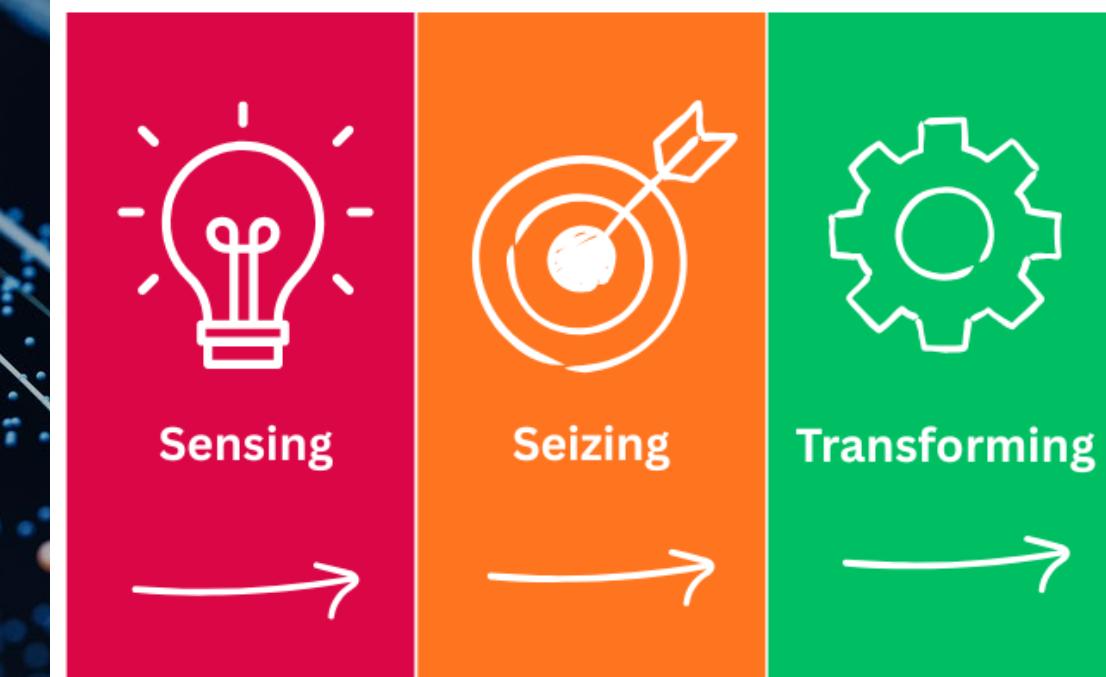
## Ansoff's Growth Matrix



## Horizon Planning



## Dynamic Capabilities



Battlefield Selection

Concentration of forces

Landing & Fortification

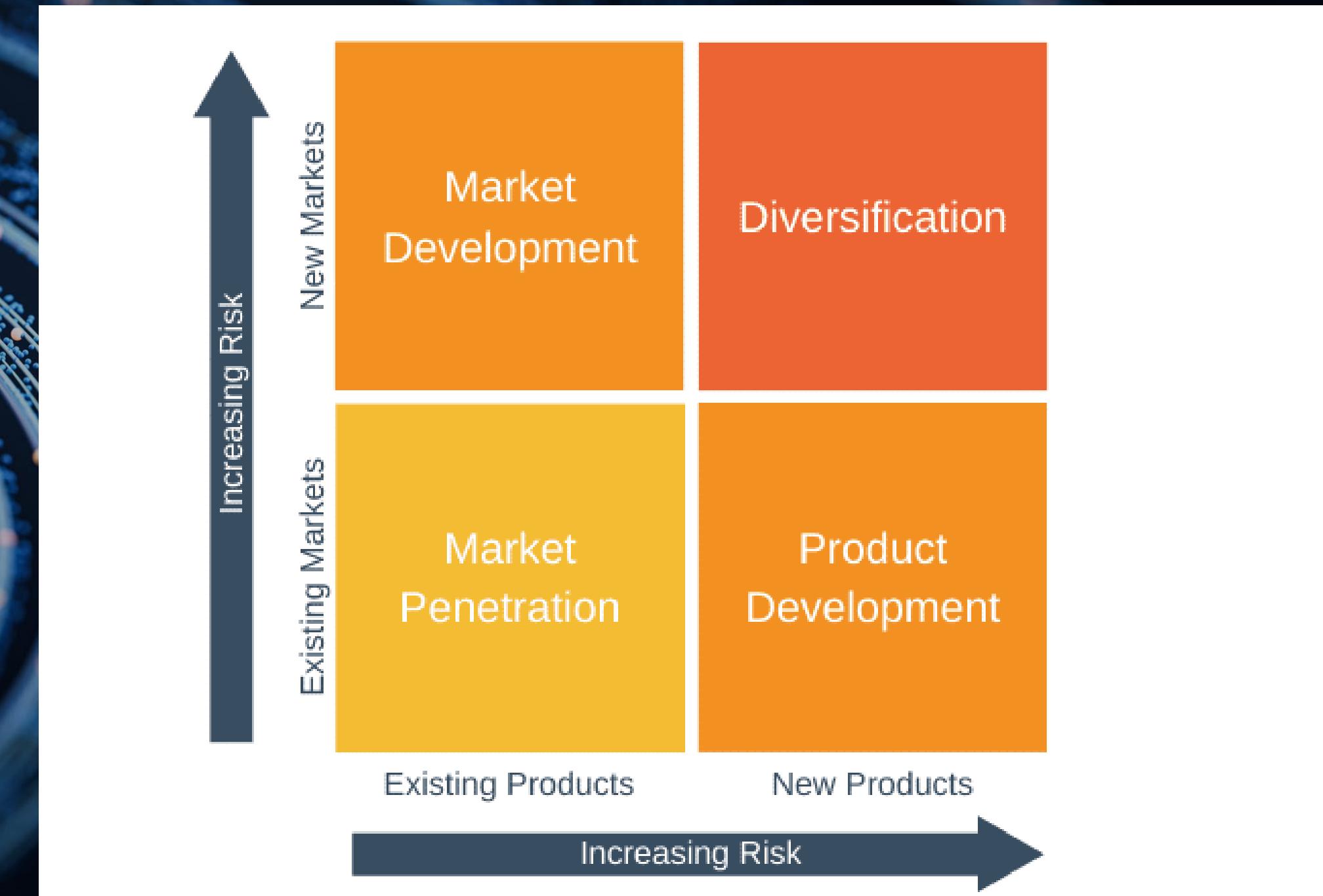
Rapid Advancement

BeachHead Military campaign Doctrine

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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

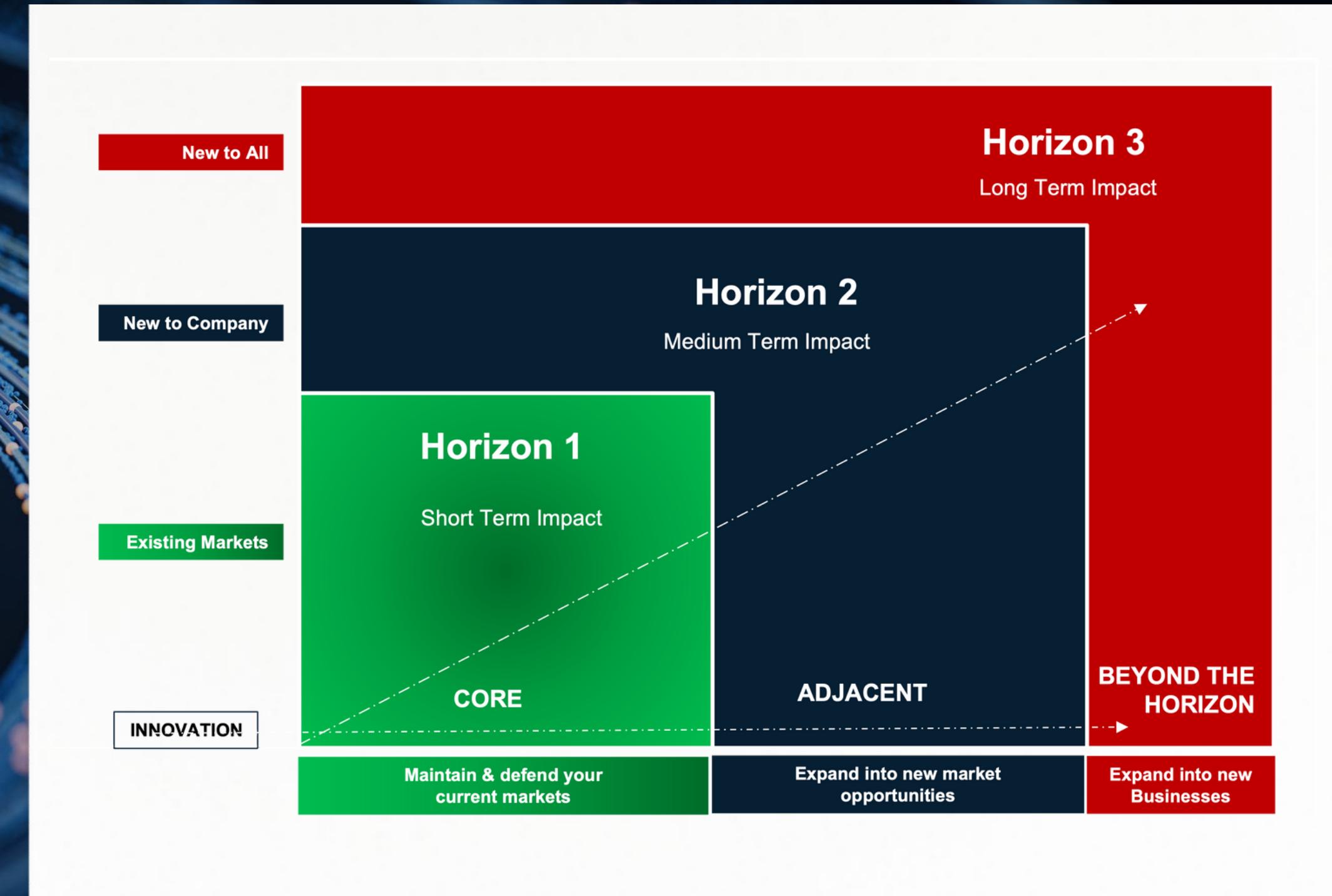


Igor Ansoff, 1957

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## Horizon Planning

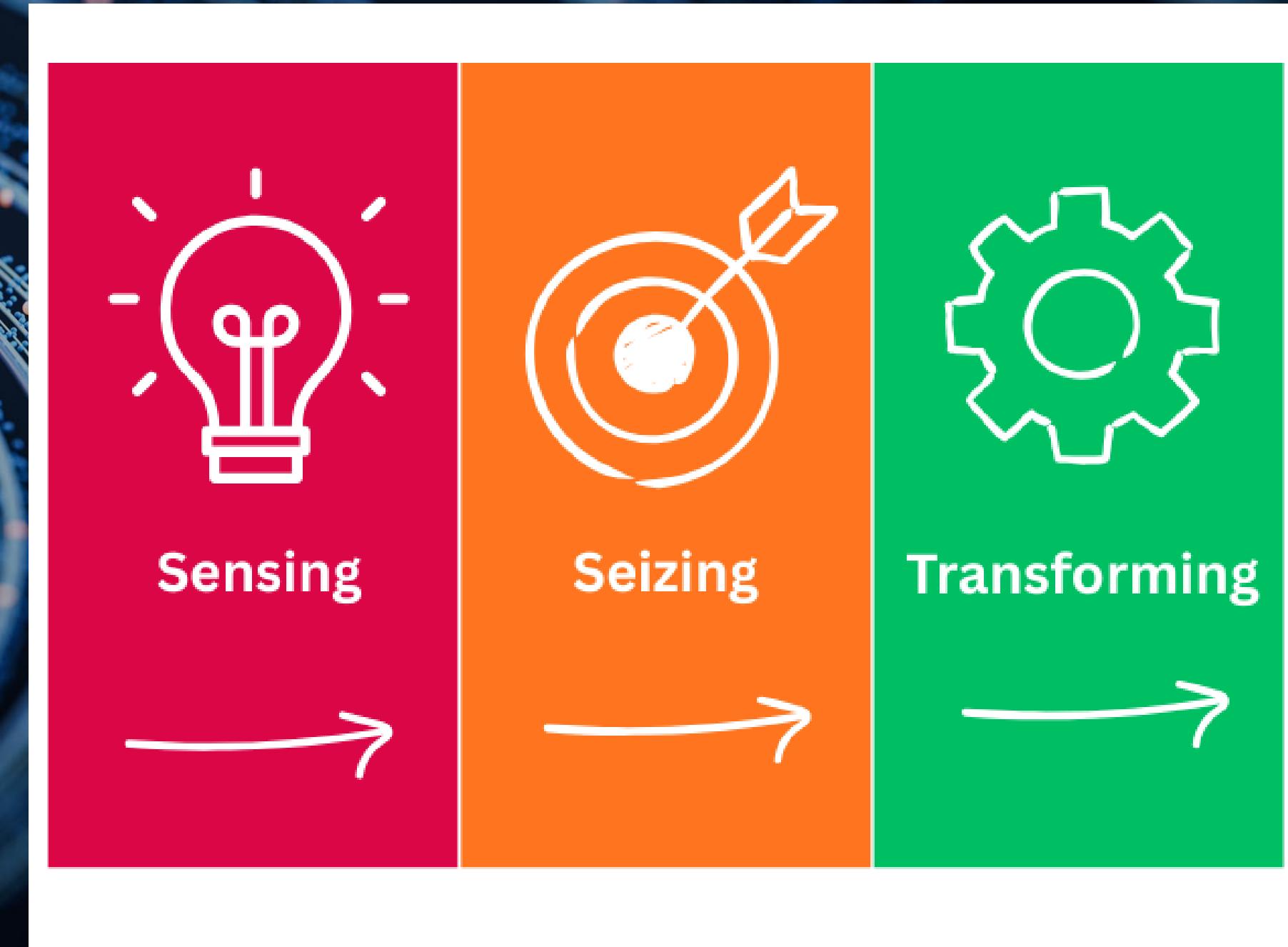
The smart firm sequences its growth by expanding into adjacent market opportunities over the medium term without hurting its core operations



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

01

- 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
- Geoffrey Moore, 1991 Crossing the Chasm.

- modern day.

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 (“missions”/jobs -to -be -done), buying context, and exchange conditions have not previously been served by the firm’s existing product new demand access, legitimacy, and routes

—want configuration

—market strategy, such that the firm must establish -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

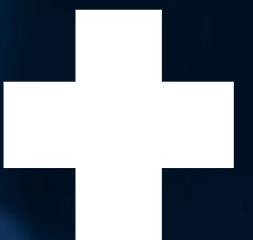
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# MARKET ENTRY -LED GROWTH CONFIGURATION

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?

Are your organisational seizing  
capabilities adequately  
developed?

Well Defined  
Organisational  
'Seizing'  
Capabilities

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Military -like campaign  
precision execution.

Do you have an implementation  
playbook for your business?

A  
apex  
Marketing

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

[www.mentimeter.com](http://www.mentimeter.com)

# 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

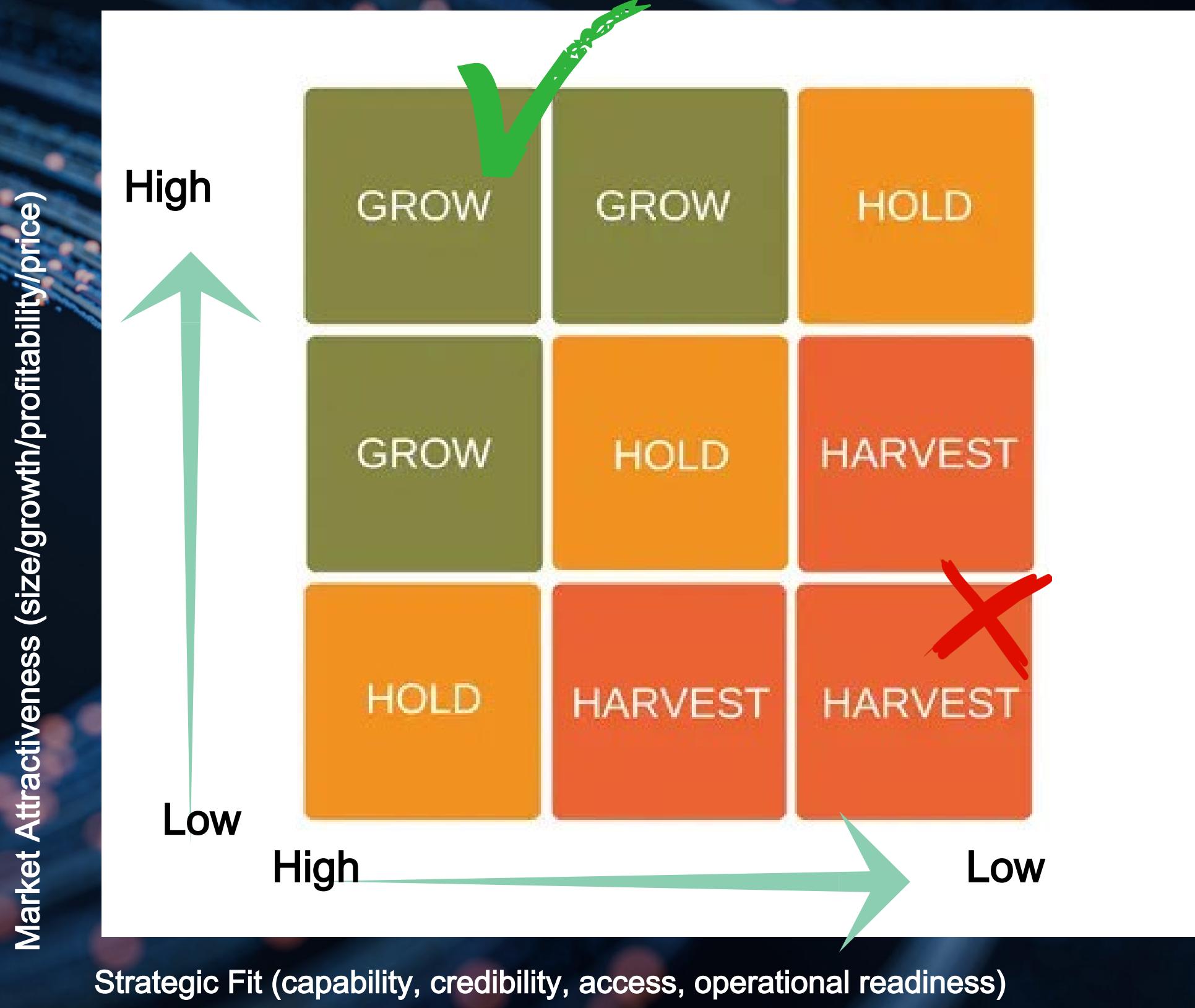
## Institutional Logics



### Whose Rules

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

# PRIORITISATION & STRATEGY SELECTION



# What Do Your CHOICES look like?

Segments



who we sell to

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

How we sell



Where we sell



Institutional Logics



Whose Rules

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

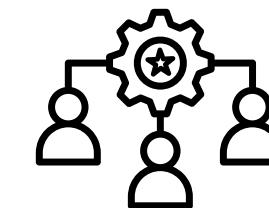
# DELIVERING A MARKET ENTRY PLAYBOOK



The Minimum  
Viable Entry  
Proposition



The Entry  
Strategy Canvas



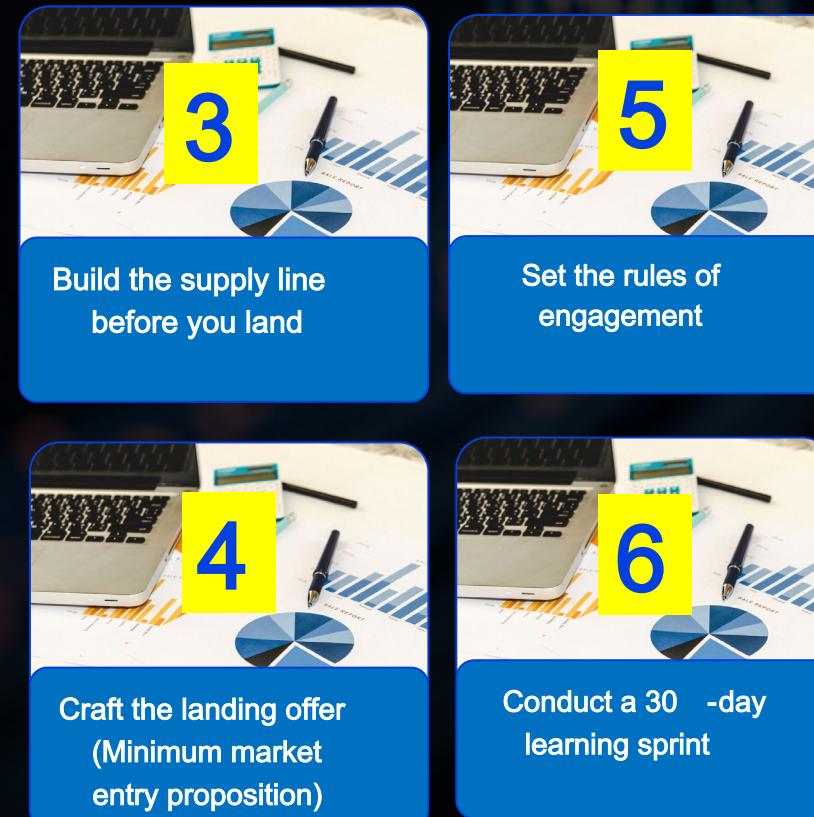
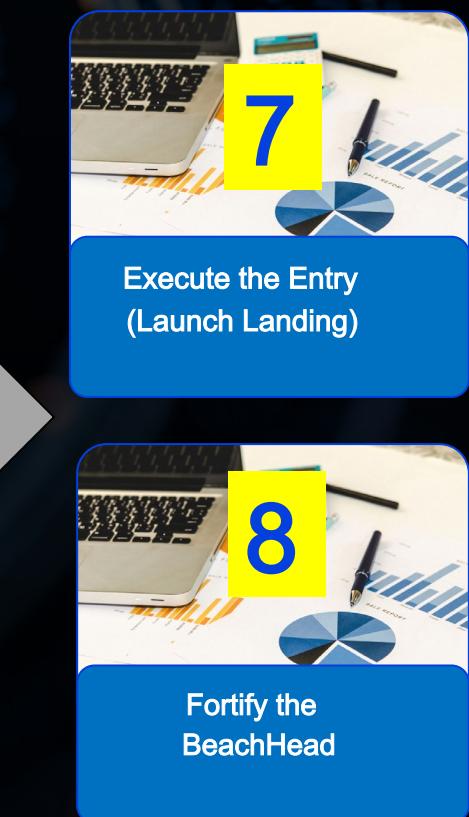
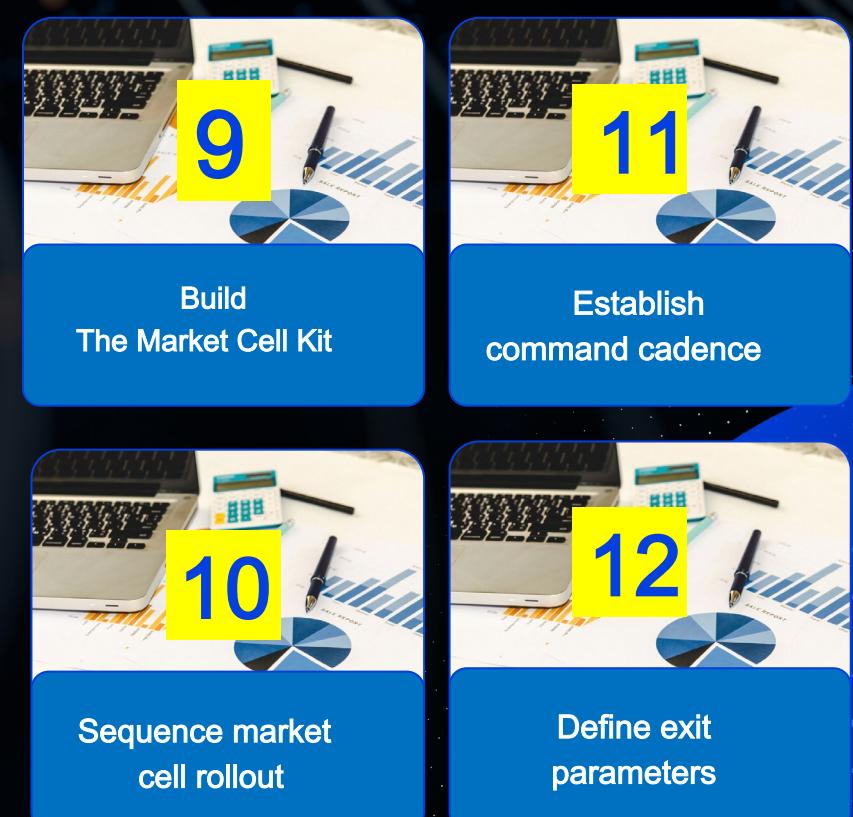
The 90 -Day  
Road Map



Measurement &  
Control Protocols

The Ultimate Market Entry  
Playbook for Growing Businesses

How to unlock growth across segments, channels and geographies

Battlefield  
SelectionConcentration  
of forcesLanding &  
FortificationRapid  
Advancement

# The Ultimate Market Entry Playbook for Growing Businesses

How to unlock growth across segments, channels and geographies

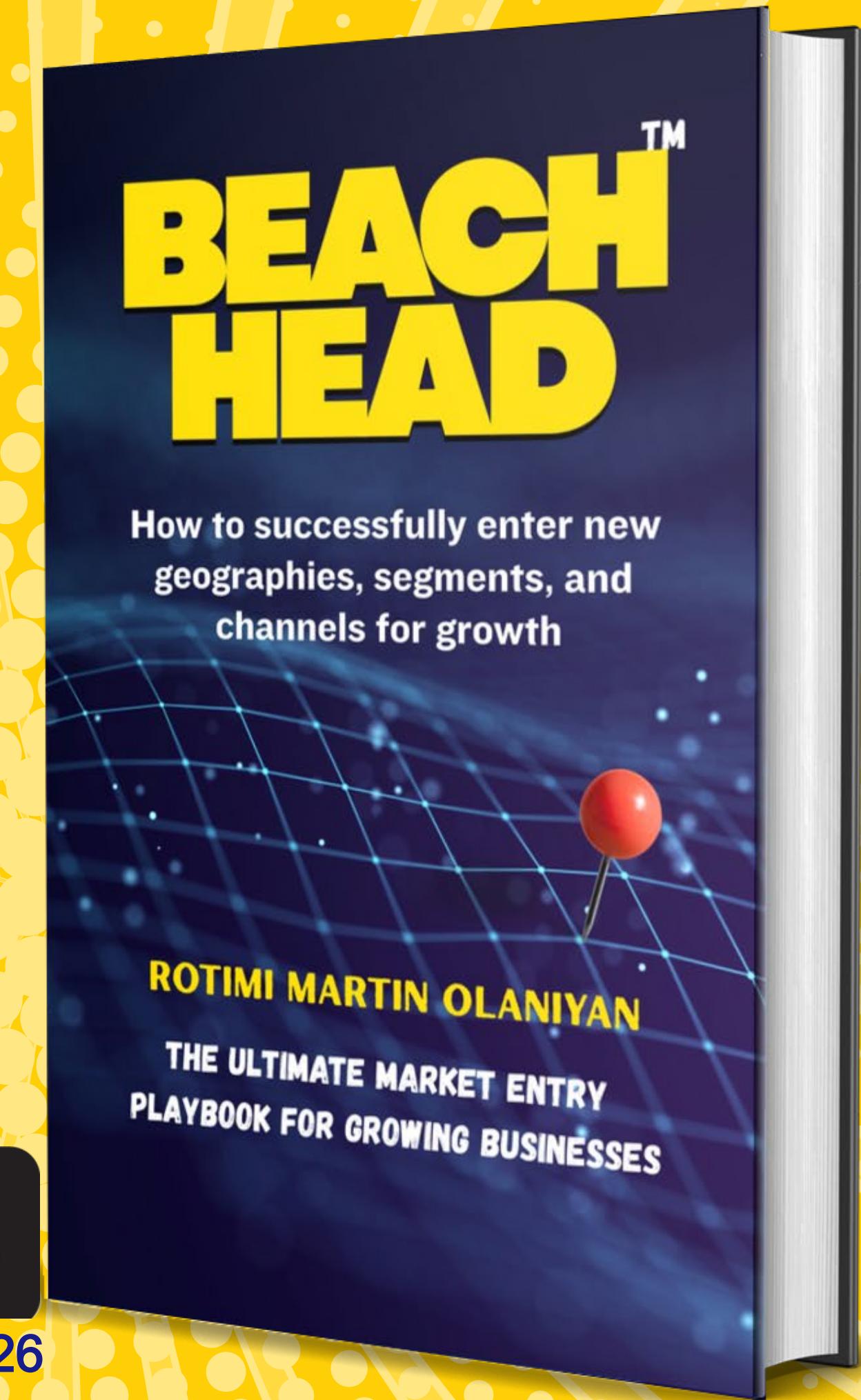


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**amazon** kindle

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# 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

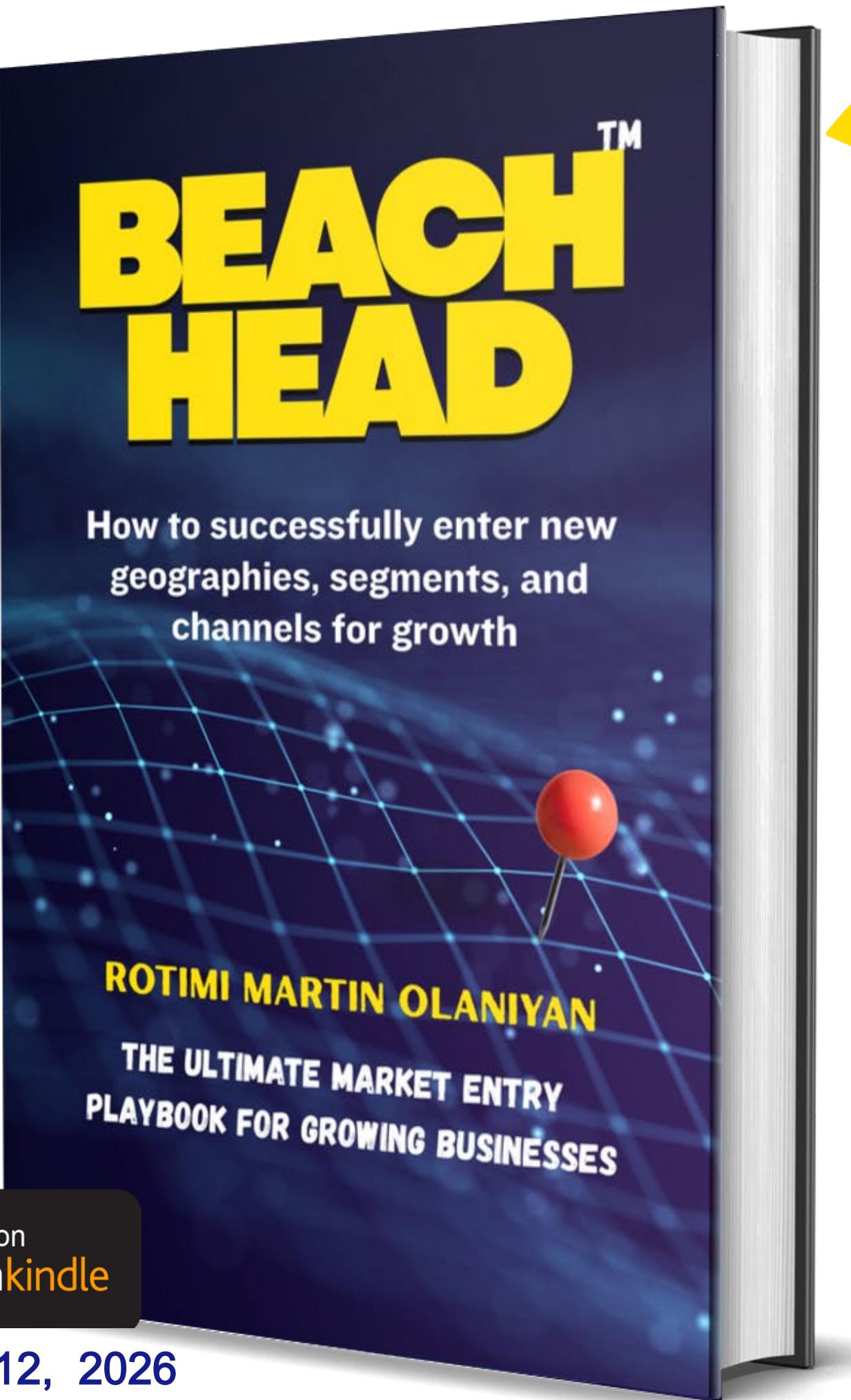
- Chapter 7 - Step 1: Define the Theatre and the Objective
- Chapter 8 - Step 2: Pick a Single Beachhead Cell (Not a Continent)
- Chapter 9 - Step 3: Build Supply Lines Before You Land
- Chapter 10 - Step 4: Build the Landing Offer (One Use Case, One Persona)
- Chapter 11 - Step 5: Set Rules of Engagement
- 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

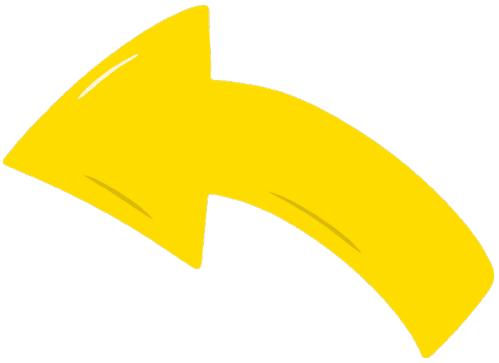
- Chapter 17 - Step 11: Command Cadence
- Chapter 18 - Step 12: Disciplined Retreat, Redeployment, and the Long Game

## 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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# Our Approach in action



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03

## 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

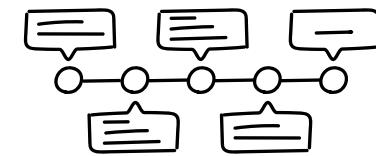
# KEY TAKEAWAYS



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



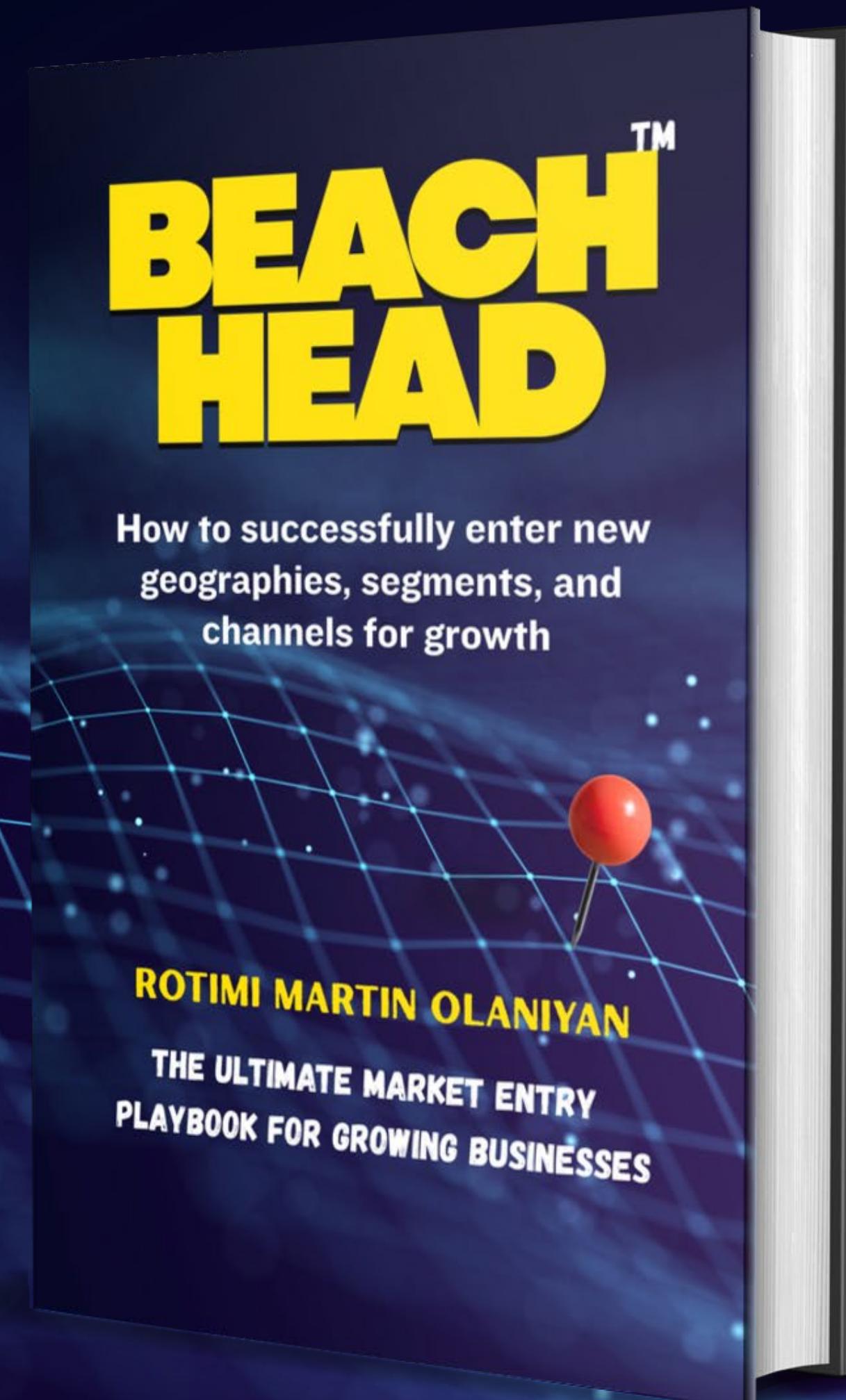
we are happy to help  
guide you through the  
path

# THANK YOU!

Dr Rotimi Olaniyan  
Partner, Apex Marketing



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The Strategic Marketing Advantage