

# Making the U.S. A Third Market Presence for Your Business



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# 1

## WHY THE U.S. MARKET?

### Key Reasons to Choose the U.S. in Your International Expansion Strategy

Technology businesses thrive on the edge of change, seeking new terrain and perceiving solutions before most can see opportunity. That same foresight is critical in deciding on international market entry. Unstable economic times can provide lucrative intersections with the right geography. For several strategic reasons, shared here and in this series, enterprise tech companies would do well to target their international expansion for the U.S. market. Kettering International can map out your business development, consistency, and compliance — all key areas — with our proven process for your thriving expansion.

Read on to join us in our exploration of the all-important question: Why the U.S. market?

### **First, the numbers are there.**

At Kettering, we work alongside our clients to develop the proper focus and engagement for their successful international market entry. A large part of our proven business development process is knowing the right geography for our clients' expansion. When your business is established and ready to grow its stake in international markets — you need fertile ground.

And those numbers point to the U.S. market. According to Statista Research Department, total foreign direct investments (FDI) in the U.S. were valued at approximately 4.63 trillion USD in 2020. When we look at the contributing countries of origin, Australia had the 9th largest source of FDI in the U.S. in 2020. SelectUSA notes that its top industry sectors were software and IT services, healthcare, and business development. The United Kingdom was 4th, contributing to the billions in expansion with its top tier industries of software and IT services, and business development.

What does this mean for your business? It means there is a demand and a pathway for you to capitalize on for your individualized advantage. Kettering International will lead you through a market entry strategy that will best meet your business's strengths and targets.

## How does an enterprise tech firm roll out successfully in the U.S. market?

That's a good question. Tech firms are not slowing their spending, and every vertical of business understands that tech investment is a must. Plus, although market adjustments are happening across the board for a potential recession, businesses are not significantly delaying tech service or software purchases. In fact, investment in enterprise tech can soften the cost and variability in training and development.

Against this backdrop, we see that the opportunities in available fiscal resources and clients to cultivate are abundant in the United States. The U.S. GDP is \$20.9 trillion a year, with 327 million people. Though there is ample lucrative opportunity, there's also a catch: U.S. businesses may be primed to buy tech services and products, but they often prefer working with a U.S. entity for tax and legal considerations.

In most scenarios, it is hard for a small to mid-sized foreign-based business to jump many of the regulatory and compliance hurdles of selling to U.S. customers; however, with the increasing accommodation of cloud storage and virtual collaboration, the geographical boundaries to business are thinning. The market drive, then, points in one direction: unprecedented opportunity for advantageous expansion in the U.S.

## But what about the impending recession?

**With precision and clarity.**

At Kettering International, we are prudent with our clients' assets. Our vetted strategies propel your business. Kettering guides strategic market entry forecasting in time and location, as well as being your "boots on the ground" to nourish international client relationships with a dedicated office presence. We have a proven fee structure and process that delivers for our clients repeatedly.



“We can give you a starting timeline with possible terms of entering different markets that we’ve identified as suitable for you,” says John Crozier-Durham, founder of Kettering International. “That way, you can make decisions about your international expansion efforts strategically and with a clear vision.”

Our market entry strategy zeroes in on securing initial lighthouse accounts. These accounts help our clients gain credibility in the market and identify key learnings to model and shape their market engagement and expansion.

## **Consistency and Compliance**

Once you have the strategy, it’s time to focus on consistency. Consistency in messaging helps open the forum of communication across international clients. Consistency in procedure saves resources and streamlines processes. Consistency in compliance for international markets is non-negotiable. At Kettering, we attend to all of these touch-points, coaching our clients on the preferred marketplace to match their numbers while examining current business processes for ease of execution. We also navigate the myriad legal considerations to facilitate seamlessness of expansion and prudent use of fiscal resources.

A key ease point in U.S. market entry is the commercial and legal landscape similarities with shared common law jurisdictions between Australia, the United Kingdom, and the United States. This saves energy and resources for your business. Together we can identify repeatable practices to streamline your business deployment, such as focusing on key relationship building and strategic alliances. This enables you to leverage working as a U.S. entity, over spending resources navigating unnecessary paperwork, bureaucratic red tape, and logistics on your own.

## **A Unique Opportunity**

Sharing legal similarities, tech enterprises based in Australia and the U.K. can capitalize on a promising horizon in international expansion to the U.S. With a well-integrated plan, Kettering International can walk you through this adventure. Our compliance services are underpinned by risk management best practices (ISO 31000), ensuring that you are set up correctly with market expansion working alongside clearly identified and vetted service providers (e.g., legal, tax, and accounting professionals).

Entering the U.S. market involves a nuanced translation between marketplaces. There are some substantial similarities in business practices and etiquette; these differences can bring about advantageous change for both your home and expanded marketplaces. Kettering International's experience and portfolio of customer success offer you best practices to navigate the uncharted waters of international market entry as well as cultural competency in the marketplace.

### **Get the Kettering International Advantage**

We're known for our authentic and strategic presence in international market roll-out. Schedule a strategy session to learn about our speciality in-market forecasting, knowledge of industry trends, and commitment to developing authentic relationships of success for our clients. With a heart for international business and building client profitability, Kettering strategizes to assist in your market expansion. We help you get going so you can start growing.





# 2

## THINKING OF BRINGING

### Your Enterprise Tech Firm to the U.S. Market? Do These Four Things First

You've decided to take the leap and bring your tech firm to the U.S. market, which means you are at the start of a journey full of potential and promise. How you begin, however, can determine the ease and success of your expansion. If you don't have a trail guide, an unknown path is daunting, but a seasoned partner sets you up for new sights. Entering the U.S. market as an enterprise tech company requires nuanced guidance and multi-faceted representation; Kettering is the expert in international market entry. In this article, we map out the first four strategic steps you need to take — with a particular emphasis on lighthouse clients — partnered with our proven processes for your thriving expansion.

### Find Your Lighthouse Clients

So what is a lighthouse client, and why are they advantageous to your business? Lighthouse clients are the early adopters who see the value you are offering before you have made a name for yourself. If you are thinking of an international expansion, something is going right in your current business, giving you the wind to expand. Naturally, you'll start to speculate on the who's and how's of that expansion playing out, but identifying and communicating with lighthouse clients can turn guesses into informed strategies. How? There are a few key ways.

First, lighthouse clients will illuminate potential flaws, which is great news. With immediate feedback, you can pivot and reroute to success before rolling out on a larger scale. Kettering often invites these C-level conversations during survey work for new client discovery.

Early-adopting clients also provide a financial infusion while mapping out your full market expansion. Successfully served, these clients can work to illuminate your next tier of clients in your U.S. market entry plan, through their referral and satisfaction. This expedites your established presence in the marketplace, especially when coupled with Kettering's outsourced COO program, ensuring you have a solid, purposeful, and authentic “home base” from which to manage your U.S. operations.

Lastly, reaching the threshold of three lighthouse clients is a good indication that you are in alignment with the market success you seek. Kettering will help you find your serviceable customer base. With our market entry strategy and advisory counsel, we will identify and discover that potential base for you to create an engagement plan. Together we run market entry testing with our vetted processes to illuminate and course-correct a market strategy for your success as needed.

## **Develop an Engagement Plan for U.S. Customer Base**

After identifying your lighthouse clients, it's time for strategic engagement planning. Your newly established U.S. business presence needs a seat at the table, and it needs to fit into the cultural landscape. There are a few points to consider.

For starters, even as more and more businesses are working through online meetings and cloud storage, the buy-in and trust that fuels the ease of business relations come from time spent building in-person rapport. That is where Kettering can help you easily and quickly differentiate your engagement with a U.S. client base. We engage with clients locally on your behalf, establishing your credibility and capability as a key partner.

Strategic, reciprocal partnerships are crucial to the success of international market entry. Kettering works with our clients in several chosen capacities to expedite success:

- Consulting and Advisory
- Embedded Operations
- Delegated Program Curation

Having a partner with robust capabilities helps you move securely through the initial and advanced stages of market entry. We help you deploy necessary assets in the market while allowing you to reserve assets in your home market. This establishes a measured and sustainable expansion plan versus a too-fast-too-soon roll-out which can collapse even the most thoughtful positioning.



## Determine Asset Management

Working with Kettering International will include stakeholder mapping and engagement. Kettering sits at the intersection of a broad range of key stakeholders — commercial, government, community, or industrial — expediting the opportunities for "beneficial collisions"— extra market reach from a tiered approach. This happens organically when you are situated as a presence inside your desired market rather than reaching over from afar.

Kettering's personalized engagement helps build trust, presence, and establishment for those key lighthouse clients. Little details, such as ease of client scheduling versus awkward time-zone juggling, build confidence that you are an invested and active participant in their market. From here, Kettering can help you determine what assets need to be brought from your home market and what can be managed through Kettering's dedicated professionals and established offices that grant you the benefit of presence without the cost of deployment. The weighing of strategic resource allotment is crucial in balancing investment and ROI for your U.S. market entry. These moving pieces are easier to set up with the partnership of a vetted guide, which you have in Kettering International.

## Localize Your Product or Service

Aside from a localized website and phone number, hopefully, you are now seeing a need for a comprehensive roll-out plan. Were you planning on a marketing campaign from afar, and have you considered product localization? This includes the warm language, brand landscaping, and positioning to make it an easy and identifiable "Yes" for the U.S. company while also leveraging the unique and authentic voice that is your business. It's a both-and, not an either-or. Cultural adaptation and linguistic localization tenets are important even in your online and in-person presence. Through Kettering's process for authentic market entry, we consistently see how lucrative a high-touch, in-person component is for successful entry. It makes your presence immediately felt in the demographics of your target market.



# 3

## HOW TO SCALE YOUR

### Your Enterprise Technology Business for Entry into the U.S. Market

Congratulations, you've decided to bring your enterprise tech business into the U.S. market. Now you need to suss out how to do that successfully. The keys to a lucrative deployment lie in understanding your target markets and buyers.

As the expert in international market entry, Kettering has a proven business development strategy that walks you through these considerations and the best steps for scaling your new success. In this article, we'll discuss how to translate your value in a new market and key considerations of where and when to expand without overreaching before substantial growth.

### Understanding Your Market & Buyers

As a springboard to scaling your business, you'll want to ask yourself two questions:

- Do you already have clients in similar markets? If so, they are an easy entry point, and they serve as proof to validate your concept and need.
- Do you understand the market landscape? You'll want to look at those who are providing similar services to determine and validate your viability, as well as begin the translation of business from your home market to U.S. expansion.

When an organization is entering a new international market, its primary focus is to identify and engage with a serviceable customer base. Therefore, your engagement with Kettering typically starts with our business development services. **Our first step is to help you gain credibility in the market.**

But don't worry, this is what we do at Kettering International. We apply proven market knowledge from our methodology and the experience of our successful clients to model and shape your offering and engagement with the market. We work through entry strategy, advisory, identification, discovery, and eventually market entry testing with an "initial engagement hypothesis."

## Target Lighthouse Clients and Map the Market Terrain

The initial engagement hypothesis involves identifying your target clients and marketplaces for what your company offers and aspires to achieve.

In order to familiarize yourself with all segments of your ideal audience and create a favorable landscape for connecting with them, it can be helpful to take the time on the front end mapping out the answers to some well-researched questions posed to your early adopting clients. Figure out what they need, and research market potential to match that need with an ideal client in your new market. Consider these questions:

- What is their industry?
- What is the size of the company and annual revenue?
- Is the location in alignment with your entry plan?
- What are they interested in?
- What are their challenges in purchasing software?
- What are their channels for buying software?
- Who is involved in purchasing, and what triggers that action?
- What do they care about?

When you bring your business overseas, it is important to remember that you are bringing something new and have the opportunity to serve and be welcomed into an incredibly lucrative market. To operate as a rubber stamp entity and not till the ground with the effort of understanding your environment, your customers, and your unique positioning will topple your outreach before there is an opportunity to scale.

## Experience + Presence = Valuable Metrics

As we mentioned in our previous article, one of our unique offerings is that we serve as a presence for your U.S. market entry, leveraging the value of our reputation and established connections.

At Kettering, we match the right metrics and market for your expansion. First, you will want to be honest in your analysis of whether you are ready to transition from serving from afar to being a U.S. entity. Kettering International can help you take a hard look at your numbers and understand the capital investment involved in a well-planned deployment. We'll also look at your infrastructure to ensure it is updated and capable of supporting the new clients you will be hosting in your enterprise tech business.

Additionally, Kettering International will help you with competitive research for analysis and strategy. That is why lighthouse clients who champion your success are a key component of our strategy. Understanding your customers increases your understanding of the marketplace and empowers you to synthesize your goals with real-world market data. This approach helps validate your demand and can also open up an initial cash infusion through early adopting clients.

## Build a Bridge and Localize Your Business

In our business, we thrive on the cutting edge of technology. We stay updated and educated on best practices for optimizing customer experience and service. We stay ahead of the curve on implementing the tracking and analysis for customer journeys to leverage our clients' experiences, while also ensuring their security with seamless cross-border payments and functionality.

We need to be the best in the game.

We also need to play for the home team. When you enter a new market, it takes more than adjusting a few cultural phrases and tweaking the color scheme to fit the flavor. It requires understanding the mindset and environment of your clients. We need to bring our best practices in a way that integrates with the company culture and uplifts the teams you serve — no matter where they are.

The key is to strike a balance between maintaining your uniqueness while successfully launching and scaling for U.S. market entry. With Kettering International's proven business development strategies, we identify ideal markets and clients compatible with your growth strategy. As we crunch the numbers for you, we also hold true to the value of human relationships. The Kettering advantage is in the richness and commitment we maintain on all sides of relationships — our commitment to you, to your clients, and to our market associations. At the end of the day, a tech firm's market entry success hinges on meeting the client where they are and meeting your goals simultaneously. It is this mindset of the rising tide that differentiates us at Kettering International.

That and our unflappable trust in our process. We know it works. Pick up the phone and give us a call, and we can even show you the numbers.

## Get the Kettering International Advantage

With a heart for international business and building client profitability, Kettering strategizes to assist in your market expansion. We help strategically achieve your goals and grow your business at home and in the U.S. market.



# 4

## WHY IN-MARKET

### Representation is Crucial for Establishing Your Tech Firm in the U.S. Market

Entering the U.S. market needs a personal presence. That in-person representation is what differentiates your tech firm from others and communicates through actions that your company is the one new clients can trust. As we'll explore in this article, nothing replaces the need for human connection to foster and nurture your business' growth and expansion.

Welcome back to our series on international market expansion. So far, we've addressed some of the tactical elements of expanding your business to the U.S. market, including lighthouse clients for validation of market and concept as well as cash infusion. We've discussed the need to consider how to scale your business from the outset and make solid and forward-thinking decisions, even if that means a more tailored or tempered launch, to build an assured rollout in later quarters. Still, the one true differential is the connections you make and foster, which is the quality assurance that Kettering International cultivates for its clients.

### Priceless Personal Presence

As much as the last few years have ushered in accommodations for online connections — like zoom-rooms and cloud infrastructure — as mainstays of business, they also reignited the need for human connection and highlighted the value of knowing and trusting the person behind the screen. The more the tech firms advance in their evolutions, there is a growing need to create relationships clients can count on.

Kettering International is built on the truth that human connection creates business. We can search for information online, but we sign contracts with contacts. This attention to personal presence, more commonly called “boots on the ground,” reveals itself in several phases of our clients' and tech firms' U.S. market entry.



## Get the Kettering International Advantage

First, Kettering takes an inventory and matches your marketability and desired targets to dive deeply into customer discovery. In our initial assessment, we ascertain which potential clients in which favorable markets — all based on our proven business processes — would work best for your initial phase of market rollout. This discovery also helps you to educate yourself on your potential and established client base to understand the customers you are serving.

Through our on-the-ground presence and network connections, we support you in servicing your lighthouse clients, helping maintain the relationship-care and connection necessary for growth. You cannot water a plant once, come back in a month and expect it to thrive. This law of nature applies to your international client base as well. And it's why so many forward-thinking companies utilize Kettering's ability to establish a working office — an onsite presence to nurture your relationships.

In creating a bridge between your tech firm and your customers, we also take into account the variants of personality needs for clients and match our support to the most robust and resonant connections possible. This attention to detail can go a long way, whether that is an in-person meeting or mindfully offering a zoom schedule on the client's timezone rather than juggling time conversions across the miles.

## Maximizing Your Time

These small care-takings also prime and focus your in-person visits. For example, when you fly over from Melbourne to have a C-level meeting, Kettering's established point-of-contact ensures you are not walking in cold. We may curate these moments for and with you, offering pre, during, and post-visit engagement so you can reserve your focus for the tactical strategy and personal connection that will grow your mutually beneficial relationship.

What doesn't happen is just as important: Your time doesn't become a catch-all for every operational question that has gone unasked for a month. And, your customers aren't left hanging when you fly back to Melbourne. With Kettering's personal attendance, there is no service interruption. This reinforces the relationship and assures your customers that you are invested in the business.

## Stability in the Unknown

When we do market assessments and journey into new expansion, we have to account for the unknown, meaning we have to plan our risk and investment in proportion to volatility and unpredictability. However, the last few years have brought in a new level of uncertainty. For example, limited travel availability or other restrictions were more than an inconvenience in the global marketplace. They disrupted established connection points and even revived the natural human need to interact with who and what is known, support local, and prioritize personal connection.

With Kettering International, no matter what the unknown serves up in travel unpredictability or other unforeseeable disruptions, we are already in the market you are looking to grow. We already have the proven practices to interface with customers in a way that creates contentment and fosters brand loyalty — to your company.

In an ever-changing world, growing enterprises like those in the tech sector benefit from nurturing the core values of serving the humans who use their software. Kettering will help you establish mutually beneficial relationships rooted in viable soil to weather any storm and still produce lavishly and lucratively.

## Get the Kettering International Advantage

Schedule a strategy session to learn about our specialty in-market forecasting, knowledge of industry trends, and commitment to developing authentic relationships of success for our clients. With a heart for international business and building client profitability, Kettering strategizes to assist in your market expansion. We have the business development process to help lead your tech firm to a high-touch, successful U.S. market launch.



# 5

## TOP 3 ASSUMPTIONS

### Representation is Crucial for Establishing Your Tech Firm in the U.S. Market

You have decided to bring your successful enterprise tech company to the profitable U.S. market – congratulations. It is a big decision with tremendous opportunity, yet entering the U.S. market is not the same as opening another branch office in your home market. In this article, we'll share with you the top 3 assumptions that enterprise tech companies need to evaluate and adapt before investing precious resources. We'll also share how including the Kettering International initiative makes a world of difference.

Read on to discover these easy mistakes and the advantages your business can capitalize on by addressing some common assumptions before rollout.

### **Assumption #1: What Works in Your Home Market Will Work in the U.S. Market**

The expertise in process and product that brought your business success at home might not be enough for an international market entry. Why? What works in one market does not immediately translate to what will work in another. Business languaging emphasizes a global market, so business drivers may logically think they can replicate their structure in a different geography without much need for change. But if we look at it another way, do we expect every client in our home market to want the exact same things? Think about the nuances needed to achieve success, such as relationship building, understanding infrastructure, and workflow dynamics. These specifics naturally change from business to business. Now imagine how changing from country to country compounds the necessity for understanding client needs.

**What to do?** At Kettering, we have a proven process to help validate your credibility in the market you are targeting. We identify and advise our clients in establishing a serviceable marketplace before deploying assets. Since Kettering International has a known physical presence in the U.S. market, we share our discernment between possible and actionable stakeholders – and that leads us to the second common assumption.

## Assumption #2: Brand Recognition Easily Crosses Borders

Perhaps you have developed fantastic brand recognition in the U.K. or Australia. Your brand is synonymous with a solution, and you enjoy the open doors your hard work created. This tremendous accomplishment is to be celebrated and perpetuated, but it does not necessarily translate to success overseas. Why? American markets are generally unmoved by what has happened outside of their scope; presenting a new idea does not automatically result in contract sales. Only following an intentional process of reciprocal communication and education between you and your American client will establish the channels of trust and success you are seeking. At Kettering, we return our clients to the basics of relationships and understanding core business development. When your services clearly meet client needs, the messaging speaks for itself.

Your branding needs to be relatable to the market you are entering, not the one that built your success. This can sound simple, but it often slips by unnoticed until the sales numbers are not mirroring home market expansion (we discuss this further in our next article). For example, it's not enough to simply set up a secondary website for your new market. Your website is your storefront, and your representation grounds that into your desired market. Services and languaging need to illuminate your differences as well as your commonalities. Coloring and messaging must meet your American clientele's unspoken understanding.

**What to do?** Successful enterprise tech firms translate their expertise for the markets they are expanding. At Kettering, we have helped many companies like yours resituate branding and messaging, and leverage personal connections to open doors to establish viable relationships instead of just trading business cards that get lost or forgotten.

## Assumption #3: It is Easier to Open Doors in the U.S.

There is ample opportunity in the American market; however, this does not automatically equate to sales. If you are scratching your head, let's look at the assumptions we've laid out: What works at home may not perform the same in the U.S. market. Even though the market is open to ideas, business drivers are historically hesitant in the sales cycle if they do not feel locally supported. They want to know you are here to help, not here to close sales before your flight back to London. It makes a difference. You want to be a present solution, not a passing fad.

**What to do?** This is where Kettering International shines. We understand that people make sales choices, and relationships move clients forward. Kettering International identifies key relationships for your U.S. market expansion; we help anchor businesses through our suite of offerings: outsourced COO services, dedicated in-market professionals, and a range of in-market office presence options. This physical presence shows that you are here to serve, and **that** closes sales. We also ask the hard tactical questions that will ensure a successful deployment. We sit with your C-suite and ensure that what is needed is in place and that what is planned is viable so that your hard work pays off in allowing you to enjoy the many benefits of a U.S. market entry.

## Call Kettering International

Contact us to set up a discovery call and learn how Kettering can help you reroute from these common assumptions and make a plan for success. In our next article, we will share common pitfalls in U.S. market expansion and how to avoid them.



# 6

## HOW TO AVOID

### the Most Common Pitfalls in International Market Entry

In our last article, we talked about the assumptions enterprise tech firms need to consider to create a booming U.S. market entry strategy. In this article, we'll show you how easily those assumptions can slip by, even with significant resources.

Although necessary, financial resources are only one component of a successful market entry. According to the U.S. National Venture Capital Association (NVCA), "less than 5% of companies are successful in obtaining an income and market share during their first year, and an even smaller percentage continues its business in the United States after the year."

Why? Perhaps because they did not understand their customer. A product or a service is only successful when employed and accepted by the client. In this article, we'll discuss common pitfalls businesses experience in entering the U.S. market — and how to avoid them.

### **What Does Coffee Have in Common with Enterprise Tech Expansion?**

You may have heard about Starbucks' unsuccessful attempt to launch in Australia in 2008. Was it because Australians don't like coffee? No. Australia has a significant coffee culture. The local favorite is said to be a flat white — a coffee drink that marries espresso with microfoam. The emphasis on local favorites is vital here. Local, strong, simple coffee was important to the Australian coffee drinker. Starbucks brought their keynote globalized coffee shops that were fancy in form and high sugar in taste — not what the Australian coffee drinker craved or cared about.

Even though Starbucks rerouted, it still had to close 61 locations in 2008. How could they have missed this? Their market entry strategy was askew. They came in on a globalized plan, and it didn't work. Starbucks was charging their trademark prices for unknown coffee drinks, while the Aussies kept drinking their locally roasted espresso at local prices. Starbucks didn't understand their client, and didn't give Australians enough time or overlap to get acquainted with the Starbucks market. This is a mistake any business could make without market research, and a blindspot of thinking that what has worked in one place has to work in another.



## The Golden Ticket is Market Analysis

Sometimes a new way of doing things works; sometimes, it doesn't. How can an enterprise tech firm differentiate itself? By understanding the cares of their target market. It's not that Australians didn't care about coffee — they did. Starbucks simply didn't leverage knowledge of their new customer base to their advantage. That is why at Kettering International, we caution our clients that what has worked in your market will not necessarily perform in the U.S. market, so research well.

The most reliable research is carried out and analyzed within the context of a target market. Certainly, someone projected how much coffee was being consumed in Australia and assumed that would correlate to sales — but it didn't. This is another way our physical presence serves Kettering International's clients. We aren't guessing. We are in the marketplace you are hoping to target. We have a vetted system to run assessments and ask the right questions that avoid pitfalls and turn assumptions into true opportunities. We help you understand with greater precision what the client cares about in our discovery process.

We also can evaluate potential pitfalls by asking you, "In its current form, how do you see this expansion playing out in your business?" As a third party, we can see the comparison points between your reality and your intended market, where there is alignment and where there could be a costly gap that enthusiasm cannot cover.

## Execution Over Excitement

In 2007 Baker's Delight, extraordinarily successful in Australia, exclaimed: "Overseas expansion is an important long-term business plan, and the American market offers a lucrative opportunity to tap into a potential customer base of 300 million people."

They didn't last 12 months.

They had the capital, but they did not understand the market. This Australian company had brand recognition and the benefit of success in their home market, but they learned the hard way that curiosity does not translate to capital.

Successful entrepreneurs who plan lucrative expansions can end up losing capital and momentum by not being methodical and practical with their market entry strategy. At Kettering, we dive into the nuts and bolts of what makes our clients successful before expansion. We look at the 20% of the business that gives rise to the 80%. Founder John Crozier-Durham explains, "We won't give up until we have a solution for our client that makes sense."

Kettering's business development process asks transparent questions for the decision-makers to get into the grit of what they are seeking and what they can accomplish. It allows our clients to make tough decisions — before investing resources. We will ask what needs to happen versus what you hope or expect. We investigate what will make or break the rollout. Sometimes the rollout is delayed, revamped, or scaled back for its eventual success — dodging a loss that was waiting with hasty expansion. Delay does not mean defeat. At Kettering, we know there is a way, and we work until we find the right one.

## Connect with Kettering International

Are you interested in the real conversations that will prepare your business for the benefits of U.S. market entry? Then call Kettering International to set up a discovery call and learn how Kettering can help you succeed in international market entry.





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