WISE SCOPE STRATEGIC ADVISORY · CASE BRIEF

Choosing a route into Southeast Asia

An industrial supplier weighs a distributor-led entry, a local partnership and direct investment.

Public-format example. The scenario and any numerical measures are hypothetical. Sector: Industrials. Horizon: 6 months.

Background & challenge

A fictional European industrial supplier is considering a Southeast Asian expansion. Its board needs to choose a first market and entry model before it commits capital or hires a local team. Distributor coverage is uneven and customer needs are not well understood.

Strategic approach

Screen candidate markets for addressable demand, route-to-market friction and the ability to support customers locally. Treat the cost and availability of after-sales support as explicit decision variables.

Compare distribution, partnership and direct presence using the same demand, margin and investment assumptions. Specify what evidence would change the preferred route.

Outcomes & measures

In this scenario, a staged distributor trial is the preferred option under the base-case assumptions. A direct presence becomes worth revisiting if demand and service economics meet pre-agreed conditions.

Execution & milestones

1. **Screen markets**
   Create a shortlist and record the uncertainties behind the ranking.
2. **Validate channels**
   Test partner capabilities, customer access and service coverage.
3. **Set a decision gate**
   Define the board review point, launch conditions and downside limits.

Scenario measures

Entry routes compared	3
Markets for validation	2
Board decision gate	1

Key insight

> A market can be commercially attractive while the proposed route to customers remains unready. Testing service capacity early can change the preferred entry structure.

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