Go-to-market strategy in emerging markets

Case study

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(A division of Pythhos Technology LLC)

BA developed a go-to-market strategy to help a major networking manufacturer realize transformational opportunities in Indonesia

Client Background

- The client is a leading networking equipment manufacturer and solutions provider. The client's portfolio of products and services is focused upon three market segments—Enterprise and Service Provider, Small Business and the Home.

- The client was looking to pursue "transformational opportunities" in Indonesia – opportunities that aligned closely with the government's agenda for socio-economic development. Although some opportunities had been identified across five broad strategic focus areas, the client needed a clear go-to-market strategy to prioritize these opportunities and progress them to realization.

Key Highlights

- BA conducted a multi-phased engagement to help the client develop a clear and effective go-to-market strategy for its transformational opportunities. The first phase involved qualifying each identified transformational opportunity based on a number of relevant criteria and prioritizing them. The second phase entailed engaging the client in in-depth conversations to determine the client's readiness to pursue each of these transformational opportunities.

- As a result of BA's work, our client had a clear understanding as to which transformational opportunities to pursue and which ones to incubate, as well as what investments that would be required to realize the prioritized transformational opportunities

Key Business Questions

1 Which opportunities should be pursued, and which ones should be incubated for the future?
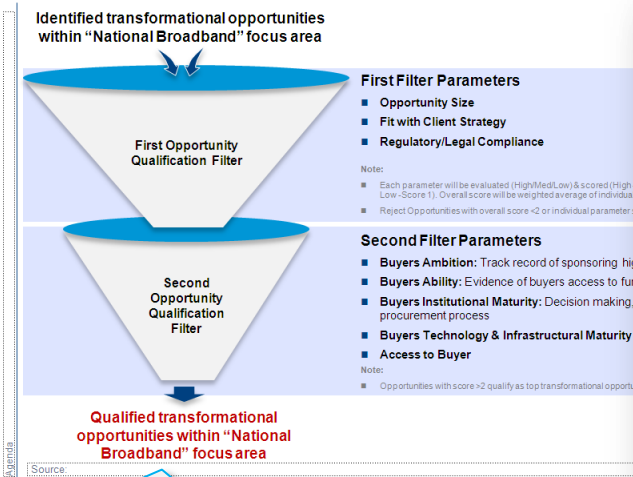
2 What is the current readiness to pursue the qualified opportunities?

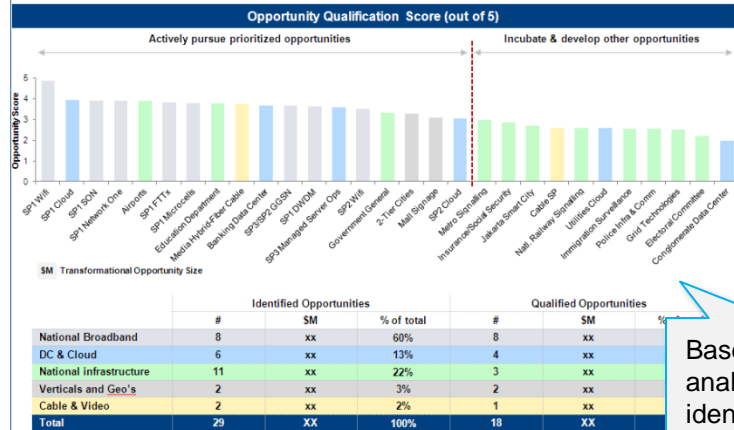**3** What further investments will be required to progress the opportunities to realization?

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BA used a two-filter approach consisting of eight discrete parameters to qualify each transformational opportunity and prioritize them

1 Which opportunities should be pursued, and which ones should be incubated for the future?

2 What is the current readiness to pursue the qualified opportunities?

3 What further investments will be required to progress the opportunities to realization?

Illustrative

Proposed methodology to qualify transformational opportunities within "National Broadband" strategic focus area

Identified transformational opportunities within "National Broadband" focus area

First Filter Parameters
- Opportunity Size
- Fit with Client Strategy
- Regulatory/Legal Compliance

First Opportunity Qualification Filter

Note:
- Each parameter will be evaluated (High/Med/Low) & scored (High – Low -Score 1). Overall score will be weighted average of individual
- Reject Opportunities with overall score <2 or individual parameter s

Second Filter Parameters
- Buyers Ambition: Track record of sponsoring hig
- Buyers Ability: Evidence of buyers access to fun
- Buyers Institutional Maturity: Decision making, procurement process
- Buyers Technology & Infrastructural Maturity
- Access to Buyer

Second Opportunity Qualification Filter

Note:
- Opportunities with score >2 qualify as top transformational opportu

Qualified transformational opportunities within "National Broadband" focus area

Illustrative
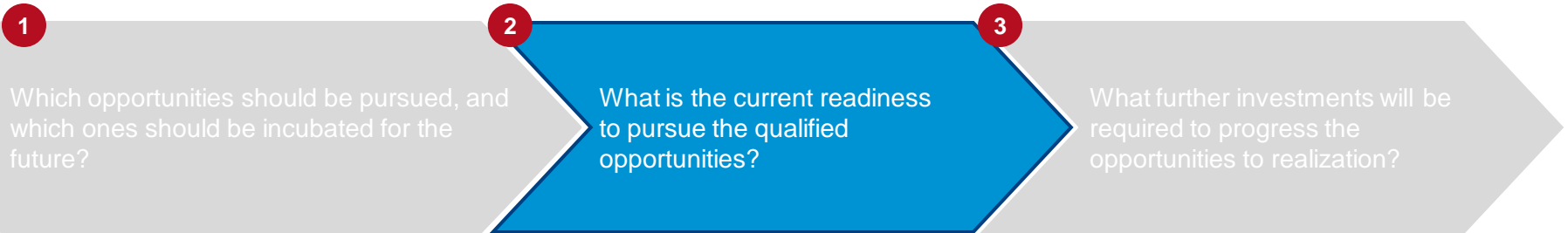
Of 29 indentified opportunities 18 opportunities were qualified, with majority across National Broadband focus area, followed by DC/Cloud

Opportunity Qualification Score (out of 5)

Actively pursue prioritized opportunities | Incubate & develop other opportunities

$M Transformational Opportunity Size

	Identified Opportunities			Qualified Opportunities		
	#	$M	% of total	#	$M	%
National Broadband	8	xx	60%	8	xx	
DC & Cloud	6	xx	13%	4	xx	
National infrastructure	11	xx	22%	3	xx	
Verticals and Geo's	2	xx	3%	2	xx	
Cable & Video	2	xx	2%	1	xx	
Total	29	XX	100%	18	XX	

BA qualified the opportunities based on size, imminence and clarity of line-of-sight to revenue. BA then assessed the buyer's readiness, ambition and their relationship with our client

Based on this analysis, BA identified those opportunities that the client needed to actively pursue

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Through a series of sessions, BA assessed the client's organizational readiness to invest in, pursue and realize each opportunity

1 Which opportunities should be pursued, and which ones should be incubated for the future?

2 What is the current readiness to pursue the qualified opportunities?

3 What further investments will be required to progress the opportunities to realization?

BA first identified five pillars of capabilities across which the client had to be ready in order to realize transformational opportunities

BA then engaged the client in in-depth discussions to identify the level of readiness to pursue each of the prioritized opportunities

Based on client discussions and BA's own in-house expertise, BA was able to identify the critical investment requirements for the client

1 Which opportunities should be pursued, and which ones should be incubated for the future?

2 What is the current readiness to pursue the qualified opportunities?

3 What further investments will be required to progress the opportunities to realization?

Illustrative

Assessment of the qualified opportunities has uncovered gaps in readiness to execute large telecom opportunities
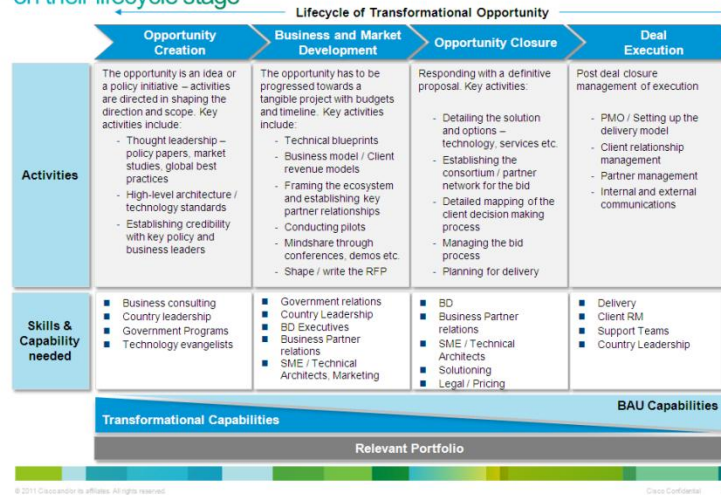
It's imperative to improve readiness levels to capture large SP1 opportunity

Illustrative

Determining critical requirements for prioritized opportunities based on their lifecycle stage

BA mapped the client's readiness against the qualification scores to identify where focused investments needed to be made

Based on client discussions, experience with previous clients, and in-house expertise, BA made GTM recommendations and identified critical investments for the client to progress the opportunities

For more information, please contact us at:

contact@bostonanalytics.com
+1- 617-415-1691

www.bostonanalytics.com

Boston Analytics *(A division of Pythhos Technology (P) Ltd.)*

Boston	**New York**	**Gurgaon**
396 Washington Street,	15 Schuyler Hills Road	18th Floor, Tower-B,
Suite 351,	Loudonville NY 12211	DLF Building No. 5
Wellesley, MA 02481	United States	DLF Cyber City, Phase-III
United States		Gurgaon – 122002
		Haryana, India

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