

NEW MARKET ENTRY STRATEGIES

Leaders can use this tool to assess options for entering new markets. It looks at market factors and technology factors in determining which of nine entry strategies makes the most sense. This is a valuable tool for technology-based companies in particular.

Instructions

For a given product or service, first assess your position along the x-axis (technology/service factors) and then along the y-axis (market factors). The results show which entry strategies are likely to be successful.

Market Factors

New Unfamiliar	Joint Ventures	Venture Capital or Acquisitions	Venture Capital or Acquisitions
New Familiar	Internal Market Developments or Acquisitions (or Joint Ventures)	Internal Ventures or Acquisitions or Licensing	Venture Capital or Acquisitions
Base	Internal Developments (or Acquisitions)	Internal Product Developments or Acquisitions or Licensing	Joint Ventures
	Base	New Familiar	New Unfamiliar

Technologies or Services Embodied in the Product

Source: Adapted from Edward B. Roberts and Charles A. Berry, "Entering New Businesses: Selecting Strategies for Success," *Sloan Management Review*, Spring 1985, pp.3-17.