BOSTON STRATEGIES INTERNATIONAL
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"NEW MARKET ENTRY" CASE STUDY

"We have smart people, but we needed to move quickly and could not afford mistakes."
– Director, Logistics Strategy

ABOUT THE CLIENT	
Industry	Technical Logistics (for aircraft and defense applications)
Revenues	$3 billion
Employees	9,000
Location	North America
BSI Service or Solution	"Short List" Introduction Service

Key Challenges
- Needed to diversify into faster-growing markets to complement a mature, low-margin baseload
- Market entry strategy was unclear in a complex, multi-tiered, and global supply chain
- Value proposition was unfocused; needed to articulate core competencies to potential partners
- No existing contacts or relationships in the target industry
- Lack of market data

Why BSI was Selected
- Extensive global network of contacts in oil, gas, and power markets
- Understanding of best practice value-added service models in supply chain and logistics support
- Clearly defined, step-by-step process for matching high-quality suppliers to qualified buyers
- Deep data on market sizes, segments, profitability

Project Scope
- Rotating equipment (gas turbines, compressors, and pumps)
- Oil and gas production equipment, including drilling equipment (bits, tools, etc.)
- Electrical systems and components (e.g. motors)
- Environmental equipment (water treatment)
- Mining equipment and systems (conveyors, earthmoving)

Project Approach
- Matched client with high-potential partners in target equipment sectors
- Developed customized 'win-win' value propositions for each potential partner
- Arranged face-to-face and video meetings with potential partners
- Facilitated meetings and ensuing dialogue with potential partners

Operational Benefits Realized
- Flexibility to deploy resources across a portfolio of activities with a mix of profitability and growth rates
- Multiple dialogs with potential partners to offer packaged solutions

Financial Benefits Realized
- Specific tender opportunities that allowed the client to apply its existing core competencies in a new and growing market
- Longer-term potential to grow in more profitable markets while the current business continues to mature