NMA INSIGHT

INTERNATIONAL MARKET ENTRY

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How to Know Whether a Market Is Really Ready for Your Product

A practical framework for assessing international opportunity before you enter.

NEED | FIT | ACCESS | ADOPTION | ECONOMICS | TIMING

> **THE MARKET CAN BE ATTRACTIVE.**
> **AND STILL NOT BE READY FOR YOU.**
>
> The question is not only where opportunity exists, but whether the conditions exist to capture it.

01 DIAGNOSE
Assess the six conditions

02 POSITION
Attractiveness x readiness

03 DECIDE
Turn evidence into action

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INTRODUCTION

Attractive Markets Are Not Always Ready Markets

Many international opportunities look compelling on paper — a large market, growing demand, favourable trends. **Yet, a market can be attractive and still not be ready for your product.**

Entering too early can be costly. Entering without a clear understanding of market readiness can lead to slow adoption, unexpected barriers and wasted resources.

This insight provides a practical framework to help you assess whether a market is truly ready — so you can focus your time, investment and efforts where the conditions are right for success.

KEY INSIGHT

"Opportunity is everywhere. Readiness is not."

A structured assessment helps you separate real opportunities from premature or high-risk moves.

01 **DIAGNOSE** Assess the six conditions	02 **POSITION** Adapt strategy and address gaps	03 **DECIDE** Turn evidence into action

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Market attractiveness is not market readiness.

A large market and a ready opportunity are not the same thing.

Traditional market analysis often focuses on size, growth, demand and competitors. These factors describe the market — they tell you where opportunity exists and how attractive it may look on paper.

But they do not tell you whether your company can actually capture that opportunity. A market can be large without being accessible, growing without fitting your proposition, or open without being commercially ready. Market attractiveness shows where to look. Market readiness tests whether the conditions exist for your business to succeed.

MARKET ATTRACTIVENESS

Describes the market.

Size
How large is the market?

Growth
How is it expected to evolve?

Demand
How strong is customer demand?

Competition
Who are the key players?

Economic potential
What is the overall value?

MARKET READINESS

Tests the opportunity.

Need
Is there a clear and compelling need?

Fit
Does your solution fit local requirements?

Access
Can you reach customers and partners?

Adoption
Are customers ready to adopt?

Economics
Can you achieve a viable business model?

Timing
Is the timing right for entry?

Attractiveness tells you where opportunity may exist.
Readiness tells you whether it can be captured.

> The question is not simply whether the market exists.
> **The question is whether the conditions exist for your business to access it.**

KEY PERSPECTIVE

Readiness Is Specific to Your Business

A market is not universally "ready". It can be ready for one company, product or business model — and not for another.

> "Market readiness is the degree to which market conditions align with your specific proposition, business model and ability to execute."

THE BIG QUESTION

Is this market ready for us?

The right question is not only "Is this a good market?" but "Are the conditions in this market aligned with our specific strengths, resources and objectives?"

DIFFERENT COMPANIES. **DIFFERENT REALITIES.**

The same market can be an opportunity for one — and a barrier for another.

WHY READINESS DEPENDS ON YOUR BUSINESS

YOUR PROPOSITION

A market may be ready for a different solution, but not for yours.

YOUR BUSINESS MODEL

What works for a local player may not work for a new international entrant.

YOUR CAPABILITIES

Readiness depends on your resources, experience, partnerships and appetite for risk.

THE RIGHT MOMENT

A market may not be ready today, but conditions can change — and create an opportunity tomorrow.

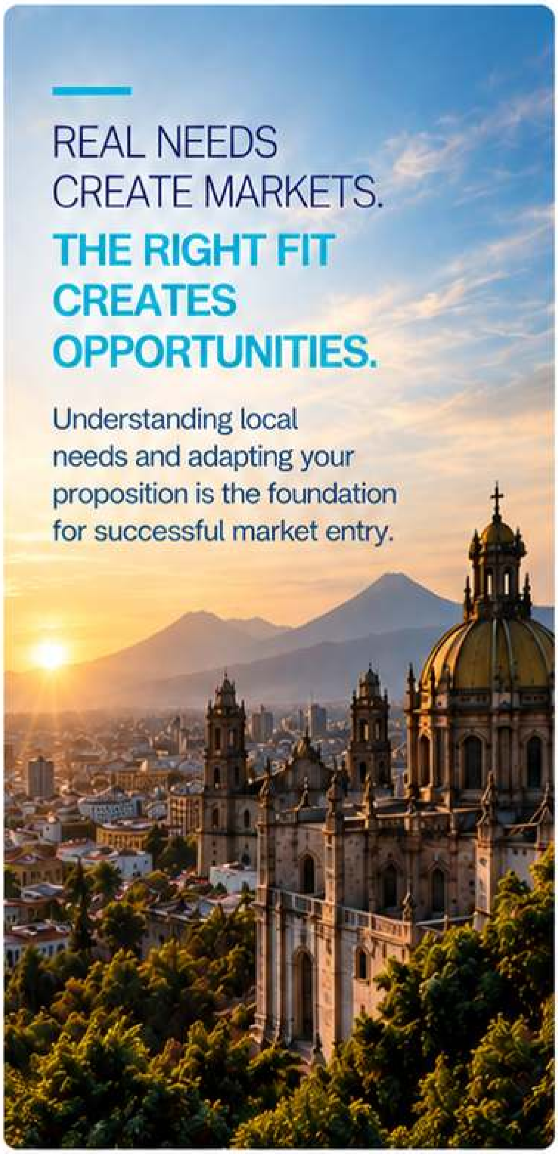
**Same market.
Different starting points.
Different outcomes.**

Success in international markets comes from understanding your specific context — not just general market conditions.

DIAGNOSE

The First Two Tests: Need & Fit

A market opportunity starts with a real need. But even when the need is clear, your solution must fit the local context, customer expectations and competitive environment.



01 THE NEED TEST

Is the problem real and important enough to create change?

Attractive markets are driven by real problems. The key is to understand the intensity of the problem and what would make a customer change what they are doing today.

KEY QUESTIONS

- Is the problem clearly recognised?
- Is it a priority for customers?
- What are they doing today and why is it not enough?
- What would make them change?
- Is there willingness to invest in a solution?

02 THE FIT TEST

Does your proposition solve the problem under local conditions?

A solution that works well in one market may not fit another. Fit goes beyond the product — it includes price, value perception, service requirements and local expectations.

THE VALUE TRANSFER TEST

Does the value you create in your home market transfer to the new market? Consider five key elements:

FUNCTION
Does it solve the same problem?

ECONOMICS
Does the value deliver a clear economic benefit?

PRIORITY
Is it a priority for local customers now?

PERCEPTION
Is the value understood in the same way?

PROPOSITION
Does it meet local expectations in terms of features, service and support?

**Same problem.
Different context.
Adaptation creates opportunity.**

A strong global proposition keeps what creates competitive advantage and adapts what creates access.

DIAGNOSE

The Next Two Tests: Access & Adoption

A market may have demand and your product may fit, but success still depends on whether you can reach the customer and whether the market can adopt the proposition repeatedly.

OPEN MARKETS DON'T ALWAYS CREATE ACCESS.
REPEATABLE ADOPTION CREATES OPPORTUNITY.

Access gets you in the market. Repeatable adoption turns opportunity into long-term success.

01 THE ACCESS TEST

Can you actually reach the customer?

Having a good value proposition is not enough. You need a clear route to market, an understanding of who the real decision-makers are, which channels control access, and whether credible local partners exist. A market can be legally open and still be commercially difficult to reach.

KEY QUESTIONS

- Who are the real decision-makers?
- How does the customer buy?
- Which channels control access?
- Do credible local partners exist?
- What regulatory or institutional barriers affect the route to market?

OPEN DOES NOT MEAN ACCESSIBLE.

02 THE ADOPTION TEST

Can the market absorb the proposition repeatedly?

One sale or one pilot does not prove market readiness. Sustainable success depends on whether customers can and will adopt the solution repeatedly, across the wider market.

WHAT ADOPTION REQUIRES

CAPABILITY	INFRASTRUCTURE	SERVICE	TRUST	SCALE
Customers have the skills and resources to use it.	The supporting systems and infrastructure exist.	Ongoing service and support can be delivered.	Confidence in your brand, solution and partner.	There is potential for repeat business beyond early sales.

A MARKET BECOMES READY WHEN THE CONDITIONS EXIST TO MAKE THE SECOND, TENTH AND HUNDREDTH SALE.

Open does not mean accessible. One sale does not mean a market.

Readiness depends on reaching the customer and building the conditions for repeatable demand.

DIAGNOSE

The Next Two Tests: Economics & Timing

Even when there is a clear need, a good fit and a viable route to market, the opportunity must still make economic sense — and the timing must be right.

05 THE ECONOMICS TEST

Can the business model remain attractive after the full cost of entry?

Headline market size can be misleading. The real opportunity depends on the revenue you can capture after all the costs and complexity of entering and operating in the market.

THE ECONOMIC TEST

Revenue potential – Market-entry cost – Channel cost – Adaptation cost – Execution complexity = **Real opportunity**

That final number is often very different from the headline market size.

06 THE TIMING TEST

Are current market conditions favourable enough to justify action now?

Readiness is not static. A market can become ready, less ready, or ready for one business model and not another. The right timing can reduce risk, lower entry costs and increase the chances of success.

KEY TIMING SIGNALS

- **Regulation** — Are new rules creating demand or changing conditions?
- **Investment** — Are customers investing in the needed infrastructure?
- **Competition** — Are credible competitors entering?
- **Customer behaviour** — Is adoption accelerating?
- **Technology** — Is a technological shift making your solution more relevant?
- **Supply chain** — Are companies reorganising how they source, manufacture or distribute?
- **Capital** — Is investment flowing into the ecosystem?

> **"Not yet."**
> Sometimes the most valuable insight is that the timing is not right — and that can be a valid strategic conclusion.

POSITION

Market Attractiveness × Market Readiness

The most interesting markets are those that combine a strong commercial opportunity with the right conditions for your business to succeed.

		MARKET READINESS	
		Low Readiness High barriers, significant uncertainty or not the right timing	**High Readiness** Clearer access, better fit and favourable conditions
MARKET ATTRACTIVENESS	**High Attractiveness** Large barrket, strong demand, good long-term potential	**PROCEED WITH CAUTION** Interesting, but significant barriers or uncertainty. Consider a phased approach or further validation.	**PRIORITY OPPORTUNITY** Attractive and ready. A strong candidate for market entry.
	Low Attractiveness Smaller market, limited demand or lower strategic value	**LOW PRIORITY** Limited attractiveness and significant barriers. Monitor, but do not prioritise for now.	**NICHE OPPORTUNITY** May be easier to enter, but with limited scale. Consider if it fits your strategic objectives.

IT'S NOT ABOUT BIGGER MARKETS.
IT'S ABOUT BETTER FIT.

The best opportunities sit at the intersection of attractiveness and readiness — not at the top of a league table.

KEY TAKEAWAYS

LOOK BEYOND MARKET SIZE

A large market can be commercially difficult if readiness is low.

IDENTIFY REAL OPPORTUNITIES

Focus on markets where your strengths meet real demand and favourable conditions.

BE REALISTIC

Not every attractive market is ready, and not every ready market will be large. Both can be valuable.

USE IT AS A TOOL

This matrix helps compare options, prioritise markets and guide the next steps in your international strategy.

Bigger is not always better. The right combination creates real opportunities.

Strategic growth comes from focusing on markets where attractiveness and readiness come together.

APPLY

Two Markets.
Two Very Different Opportunities.

Two markets can both look attractive on paper and still represent very different opportunities for the same company. Readiness determines which opportunity is actually actionable.

MARKET A

HIGH ATTRACTIVENESS · LOWER READINESS

What looks attractive

- Large addressable market
- Strong category growth
- Significant customer base
- Growing competitive activity

But...

- Buying process is unclear
- Local partners are weak
- Customer acquisition is expensive
- The value proposition requires adaptation
- Decision cycles are long

Greater theoretical opportunity

WAIT / VALIDATE

MARKET B

MODERATE ATTRACTIVENESS · HIGHER READINESS

What the market offers

- Smaller overall market
- Moderate category growth
- Fewer potential customers

What works in its favour

- Customer problem is clearly recognised
- Proposition transfers well
- A credible route to market exists
- Local partners can support delivery
- Entry economics remain attractive

Stronger actionable opportunity

PRIORITISE

THE BIGGEST MARKET IS NOT NECESSARILY **THE BEST NEXT MARKET.**

Readiness reveals the stronger actionable opportunity. A market that looks larger on paper may be less valuable in the near term than a smaller market where the conditions for success already exist.

STRATEGIC QUESTION

Which market should the company prioritise?

The answer is not necessarily Market A. The larger theoretical opportunity can be less valuable in the near term than a smaller market where the conditions for success already exist.

THE BIGGEST MARKET IS NOT NECESSARILY THE BEST NEXT MARKET.

Readiness reveals the stronger actionable opportunity.

EVIDENCE

What Would Change Our Mind?

Every market-entry strategy contains assumptions. The goal is not to confirm what we already hope is true, but to identify which assumptions could break the strategy — and what evidence would change our view.

01 IDENTIFY THE ASSUMPTIONS

Before entering a market, identify the conditions that must be true for the strategy to work.

- Customers will pay the required price.
- The regulatory pathway is manageable.
- The right partner capability exists.
- The market can support repeat purchases.

02 ASK THE CRITICAL QUESTION

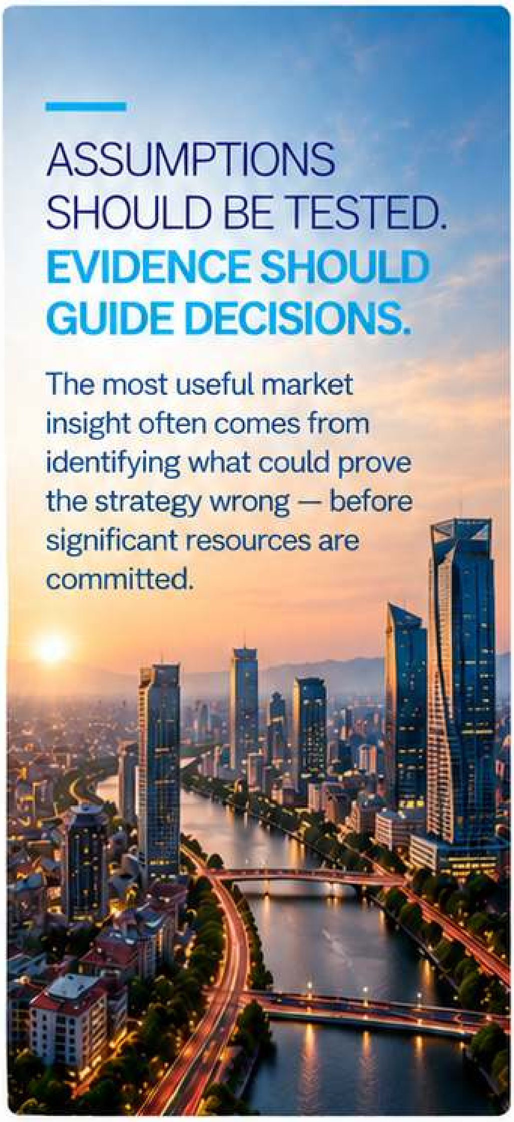
What would change our mind?

What evidence would prove each assumption wrong? This shifts market research from information gathering into decision intelligence.

03 VALIDATE WHAT MATTERS MOST

Focus validation efforts on the assumptions that carry the highest strategic risk and the greatest commercial consequence.

- Customer evidence
- Pricing evidence
- Partner evidence
- Regulatory evidence



ASSUMPTIONS SHOULD BE TESTED.
EVIDENCE SHOULD GUIDE DECISIONS.

The most useful market insight often comes from identifying what could prove the strategy wrong — before significant resources are committed.

FROM ASSUMPTIONS TO EVIDENCE

ASSUMPTION What must be true? → **EVIDENCE** What would prove it? → **VALIDATION** Test the critical point. → **DECISION** Act with greater confidence.

The objective is not certainty. It is to reduce the uncertainty that matters most.

Better decisions come from testing the assumptions that could make or break the opportuinty.

DECIDE

From Market Research to Market Decision.

Research describes what is happening. Intelligence explains why. Strategic assessment shows what it means for us. Market-readiness analysis helps decide whether to act now.

INSIGHT SHOULD LEAD TO DECISION.
CLARITY SHOULD GUIDE ACTION.

The real value of market insight is not in knowing more, but in making better decisions.

THE NMA METHODOLOGY

A CLEAR PATH FROM INFORMATION TO DECISION.

MARKET RESEARCH →	MARKET INTELLIGENCE →	STRATEGIC ASSESSMENT →	MARKET READINESS →	DECISION
Describes what is happening.	Explains why it is happening.	Shows what it means for us.	Assesses whether the conditions are right to act.	Choose the right course of action.

NMA DECISION OUTCOMES

FOUR CLEAR OUTCOMES. A CLEARER PATH FORWARD.

GO

The opportunity is attractive and the market appears sufficiently ready to justify entry.

CONDITIONAL GO

The opportunity appears viable, but specific assumptions require validation or elements of the proposition, route to market or operating model require adaptation before significant resources are committed.

WAIT

The opportunity is credible, but the timing or market conditions are not yet strong enough to justify entry.

NO-GO

The current opportunity does not provide sufficient conditions to justify entry.

KEY PRINCIPLE

A disciplined market assessment must be capable of saying no.

Not every attractive market is the right market, and not every opportunity is the right opportunity at the right time.

THE GOAL IS NOT A BIGGER REPORT. IT IS A BETTER DECISION.

Knowing whether to act can be more valuable than simply knowing where opportunity exists.

SOURCES

Sources & Further Reading

Reference material supporting this NMA Insight.

01 European Commission

Access2Markets

Reference resource for market-access conditions, import procedures, formalities, documents and product requirements for trading with specific countries.

trade.ec.europa.eu

02 OECD

OECD Trade Facilitation Indicators: Monitoring Policies up to 2025

Published 24 March 2025. Covers border procedures and trade-facilitation policy environments across 163 economies.

oecd.org

03 World Bank

Enterprise Surveys

Nationally representative firm-level surveys in over 150 economies covering business-environment topics including finance, infrastructure, corruption and firm performance.

enterprisesurveys.org

04 WTO / ITC / UNCTAD

World Tariff Profiles 2026

Provides tariff and non-tariff measure information for more than 150 economies.

wto.org

05 WTO

Trade Profiles

Provides key indicators on merchandise trade and commercial services for more than 190 economies, including major exports, imports and trading partners.

wto.org

06 UNCTAD

World Investment Report 2026: International investment in a turbulent era.

Published 7 July 2026; covers global and country-level FDI trends and investment-policy developments.

unctad.org

HOW TO USE THESE SOURCES

These sources help validate market conditions, trade barriers, business-environment factors and investment trends. The NMA Market Readiness Framework is a strategic synthesis designed to turn that evidence into a market decision.

ABOUT NMA

Your Partner in Market Access

We help ambitious companies turn international opportunities into real, sustainable growth. Our focus is on Europe and Mexico — with an extension to Latin America.

STRATEGIC APPROACH

We provide clear, pragmatic guidance based on real market insight and international experience.

SELECTIVE PARTNERSHIP

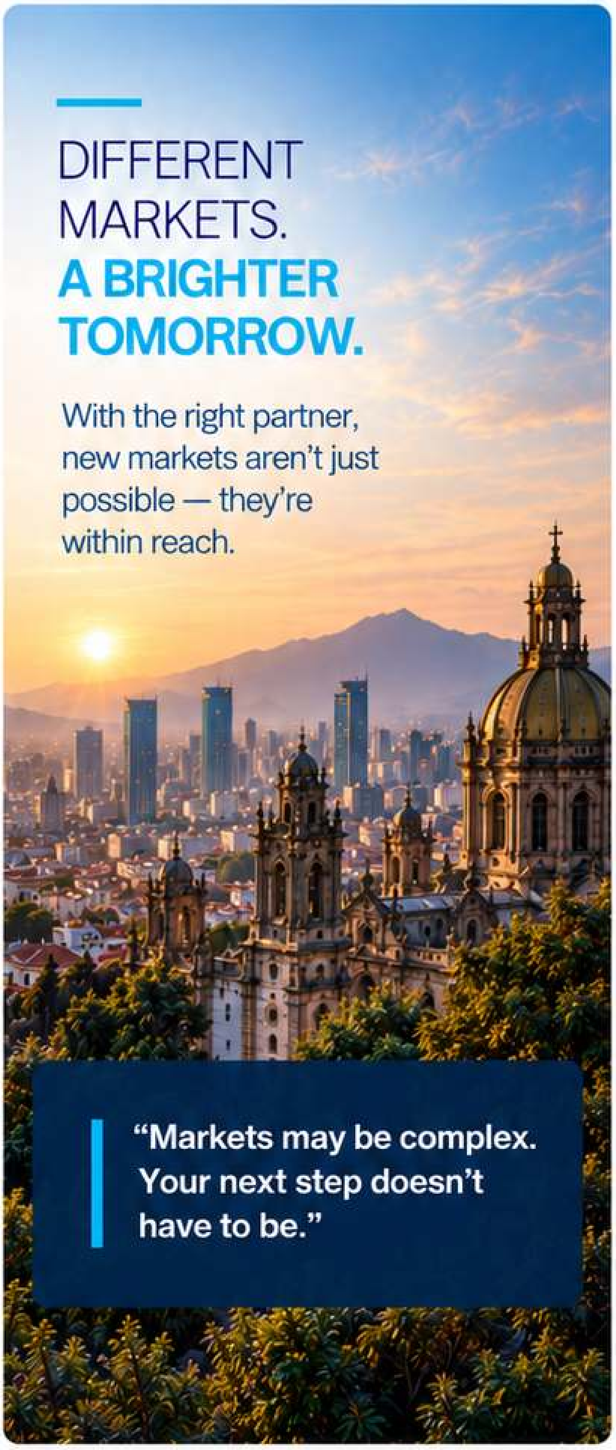
We work with a limited number of companies to ensure a personalised, high-impact collaboration.

BIDIRECTIONAL EXPERTISE

We support European companies entering Mexico and Latin America, as well as Latin American companies expanding into Europe.

REAL IMPACT

Our goal is simple: to help you reduce risk, accelerate your market entry and create long-term value.



Let's turn your international ambition into opportunity.

Get in Touch →

contact@nextmarketaccess.com

nextmarketaccess.com

NEXT STEP

Let’s Explore Your Opportunity

NEW MARKETS.
REAL OPPORTUNITIES.
A BRIGHTER TOMORROW.

Every market is different. Let’s discuss your specific objectives, challenges and how we can help you turn insight into a concrete plan.

Get in Touch →

contact@nextmarketaccess.com

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HOW WE CAN HELP

UNDERSTAND
Clarify your objectives and assess market readiness.

DEFINE
Identify the best approach and partners.

EXECUTE
Turn strategy into a practical plan.

GROW
Build long-term value in your target markets.

> “From market complexity to strategic clarity.”
> — NMA

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