LS
ADVISORY

MARKET ENTRY & PRICING

Go or no go. And at what price.

Whether a new market is worth entering — and the price, offer and route that make it work — settled before you commit to distributors, partners and launch costs.

WHAT IT IS

One decision, answered from three independent directions.

Most entry decisions rest on a single source: a bought report, a distributor's opinion, or a spreadsheet built backwards from a target. We build the answer three ways and reconcile them. Where the three disagree, that disagreement is the finding — and it is usually the one that saves the money.

INTERNAL

- Landed cost and price floor
- What you earn today, by segment
- Capacity and delivery constraints
- The margin the model must fund

CUSTOMER

- Target buyers in the new market
- What they use now, and pay
- Who signs, and how they procure
- What would make them switch

MARKET

- Real addressable share, not TAM
- Competitor prices and positions
- Channel structure and margins
- Tariffs, certification, barriers

A go or no-go call. A price per segment. And the route to market to execute on.

In-market conversations are run as independent research, never as a sales approach — so nothing signals your intent, or your price, before you are ready.

PHASE 01

Frame the decision

PHASE 02

Test the market

PHASE 03

Quantify it

PHASE 04

Build the entry plan

WHAT YOU GET

What you have at the end.

- A go or no-go recommendation on the market, with the evidence behind it
- The segments to enter first — and the ones to leave alone
- Realistic revenue potential over a defined period, built bottom-up
- A price architecture: list prices, bundles and discount structure, by segment
- The distributor or channel margin your model has to fund
- Launch pricing, including terms for reference customers
- How buyers in that market procure, and the contract terms that suit both sides
- The value proposition and the messages that land, by segment
- A sequenced route to market, with the first ninety days defined
- Talking points, objection handling and pricing governance

HOW LONG IT TAKES

Eight to twelve weeks, depending on the number of markets and segments, and how quickly in-market conversations can be arranged.

WHAT WE NEED FROM YOU

- Your sales records as they come out of the system — raw, not summarised
- Who bought, when, at what price against list, and what they have bought since
- How each customer first came to you
- Quotes and enquiries that did not convert
- Cost and margin inputs, enough to set a price floor
- Your sales collateral, and how a quote gets priced
- Introductions to customers and distributors
- Leadership time for two sessions

INVESTMENT

Indicative starting prices.

Final scope and fee are agreed after a scoping conversation. Every engagement below is fixed-scope with a defined end date — not a retainer.

Market Entry & Pricing The full entry decision: which market, at what price, and how to enter it	from £15,000
Market Entry Validation The go or no-go call on a single market, bounded scope	from £10,000
Market Pricing Strategy The price and the offer a chosen market will actually buy	from £7,500
Customer Pricing Research Willingness to pay among customers in a market you already serve	from £5,000

QUOTED SEPARATELY

Additional markets or segments, respondent recruitment and incentives, translation, and travel.

2026 rates. Prices available in USD and EUR. 50% on commissioning, 50% on delivery.

THE EVIDENCE

Done before, at this level.

US market entry, safety instrumentation

£1M of invoiced pre-orders before launch, and the most profitable year in the manufacturer's sixty-year history.

Research at national scale

A full national business and consumer segmentation, and conjoint-based pricing research, for a UK government department.

Procurement, from both sides of the table

Departmental procurement for a government client and tender processes built from scratch for a manufacturer — as well as bidding as a supplier at Deloitte, BDO and Grant Thornton.

Thirty years, no hand-off

Commercial strategy since Deloitte and Grant Thornton. The person who scopes the work does the work.

Define the next step.

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