

Implementation Template for the First 90 Days in a New Market

Introduction: 80% of Expansions Fail in Execution

A solid strategy is only half the battle. Agile execution defines real success. I have seen expansion plans fail not because the strategy was bad, but because the execution was.

The result is predictable: cost overruns, delays, conflicts with partners, and a market entry that never reaches its potential. According to industry studies, 80% of international expansions fail in the execution phase, not in planning.

A disorganized implementation can burn your reputation before you have a chance to demonstrate value. A structured approach, with clear priorities and a tracking system, provides the agility to adjust on the fly and stay on course towards profitability.

This implementation template provides a structured roadmap.

It is not theory; it is the result of real experience.

The Pillars of a Successful Implementation

It's not about doing everything at once. It's about doing the right things, in the right order, with a tracking system that allows you to detect and correct deviations before they become problems.

Pillar 1: Structured Plan Execution

Objective: Transform the strategy into tangible and executable actions, without improvisation.

During the first few weeks, the focus should be on three critical areas that lay the operational foundations of your presence in the market:

Legal and Administrative Foundations

This phase is the least exciting, but the most critical. Without a solid legal and administrative structure, everything else is built on sand.

Task	Description
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Creation of Legal Entity (if applicable)	Register the company (subsidiary, branch, or JV) according to the decided structure. Includes commercial registration, obtaining a local tax ID, and opening a bank account.
Regulatory Compliance	Obtain necessary licenses and permits (operation, import, product certifications if applicable). Initiate time-consuming certification processes.
Tax and Accounting Setup (if applicable)	Establish a local accounting system, hire a tax advisor, register for VAT/local taxes.
Basic Infrastructure	Establish a physical office (if applicable), communication systems, access to corporate software.

Milestone for this phase: Operational legal structure with all basic licenses in order.

Team Building and Marketing Launch

With the legal foundations established, it is time to build your local team (if applicable) and start generating visibility in the market.

Task	Description
Hiring of key personnel (if applicable)	Prioritize profiles with market knowledge and a network of contacts.
Onboarding of Partners/Distributors	If working with distributors, execute the training plan on products, sales strategy, value proposition, and processes.
Launch of Digital Presence	Activate the local website (or localized version), profiles on relevant social networks, translated and adapted marketing materials.
First Marketing Actions	Participation in local events/fairs, direct contact with priority target customers.

Milestone for this phase: Operational local team and active brand presence in the market.

Commercial Launch and First Sales

This is the moment of truth. All the work of the first few weeks culminates in the ability to generate the first sales and validate the value proposition in the real market.

Task	Description
Official Launch	Launch event (physical or virtual) for customers, partners, and media. Press release announcing your market entry.
First Commercial Meetings	Agenda of meetings with priority target customers. Objective: close first pilot sales.
Management of First Orders	Ensure that logistics, delivery, and technical support work smoothly. The experience of the first customers defines the reputation.
Feedback Collection	Interviews with first customers to understand their experience, identify friction points, and opportunities for improvement.

Milestone for this phase: First confirmed sales and initial market feedback captured.

Pillar 2: Rigorous KPI Tracking

Objective: Establish a measurement system that lets you know if you are on the right track or if you need to adjust.

Most companies establish KPIs at the beginning but do not monitor them in a disciplined manner. The result is that they discover problems too late. A tracking system provides continuous visibility and allows you to act before deviations become crises.

Critical KPIs for the first few weeks

KPI	Definition
Legal Incorporation Time	Days from start to operational legal entity
Hires Completed	Key personnel hired and operational
Digital Presence	Local website (or localized version), social profiles, translated materials
Commercial Meetings	Meetings with target customers held
First Sales Confirmed	Orders closed

Average Order Size	Average value of initial orders
Sales Cycle Time	Days from first contact to closing
First Customer Satisfaction	Satisfaction rating (scale 1-10)

Use a simple traffic light system to visualize the status of each KPI:

- **Green:** KPI on target. Continue.
- **Amber:** KPI slightly below target. Monitor closely and prepare corrective actions.
- **Red:** KPI significantly below target. Immediate corrective action required.

KPIs should be updated, with a formal review every two weeks.

Pillar 3: Continuous Optimization and Agility

Objective: Maintain the ability to adjust quickly based on market feedback, without losing strategic focus.

Planning is important, but rigidity is fatal. The first few weeks are a period of intense learning. The market will tell you what works and what doesn't. The companies that succeed are those that listen and adjust quickly.

Continuous Optimization Cycle

- **First Tactical Review**
 - **Key Question:** Are we on track to have the legal part operational on time?
 - **Action:** If there are delays, escalate with legal advisors or consider a temporary alternative structure.
- **Team and Marketing Review**
 - **Key Question:** Do we have the right team? Is our digital presence generating interest?
 - **Action:** Adjust hiring profiles if necessary. Refine marketing messages based on initial feedback.
- **Week 12: Full Strategic Review**
 - **Key Question:** Have we achieved our first sales? What have we learned from the market?
 - **Action:** Analyze customer feedback. Adjust value proposition, prices, or channel strategy as needed. Define priorities for the next quarter.

Principle of Agility: Adjust the tactic, but maintain the strategy. Don't change the long-term vision based on the first obstacles, but be flexible in how you execute.

Conclusion: From Strategy to Results

This implementation template provides the structure to execute an expansion in an orderly, measurable, and agile way.

Remember: 80% of expansions fail in execution, not in planning.

If you need expert support during implementation, or if you want to ensure your team executes without costly deviations, I invite you to talk.

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