

7 Scenarios – Country Segmentation

All companies maintain a mix of countries with different route-to-market models and business aspiration. The key is to align investment with aspiration and select the right type of distributor depending on your scenario.

Type	Description	Aspiration
Local	Subsidiary. Factory + direct sales team. Large investment: 360 marketing.	Market share leader.
Player	Invest in marketing. Mass distributor.	#1 or #2 brand.
Participant	Investment proportional to sales. Mid size distributor.	Top 5 brand.
Adjacent	Small countries near your HQ. Mid to large size distributor.	#1 or #2 brand.
Pioneer	New product: unique/relevant. Invest to gain traction. Specialist or mid-size distributor.	Niche to start. First one in benefits.
Homesick	Core brands sold to homesick expats. Limited complexity and investment. Homesick distributor – your country.	Incremental volume.
Trading	Sell to anyone: all are customers. Dead net price. No investment.	Incremental volume.

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