



## *Case Studies*

### **Typical Case Study Outline**

#### **Case Study #1:**

Company: Start-up provider of wireless applications

Target Companies: Major China wireless carriers, service providers and OEMs

#### **Tasks:**

##### **■Strategic:**

- Developed China market entry strategy
- Identified market opportunity
- Determined competitive positioning and identified areas of opportunity
- Evaluated and developed new value proposition for the China market
- Determined the most cost-effective corporate structure
- Outlined Intellectual Property considerations and requirements
- Identified those customers and alliance partners that represented the highest probability of success in the least amount of time
- Provided hiring recommendations
- Developed a “road map” for success that identified major goals and milestones to be accomplished
- Developed 12-month pro-forma financial statements

##### **■Tactical**

- Managed the regulatory process of opening an office in China
- Provided interim China management for 1 year
- Managed IP protection tactics
- Staffed office and R&D activities
- Provided introductions to major service providers and carriers such as China Telecom, China Mobile and China Unicom
- Provided introductions to major OEMs such as The Legend Group (now Lenovo)
- Generated initial product revenue
- Created channel of distribution
- Managed partner programs

**Result:** Company achieved China revenue objectives and the subsidiary became self sustaining within 12-months.

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### **Case Study #2:**

Company: Post round “B” private company (\$15M - \$20M range) manufacturing IP routers, bridges and network management products

Target Companies: Major China carriers, service providers and commercial customers

#### **Tasks:**

#### **■Strategic:**

- Developed China market entry strategy
- Identified market opportunity
- Determined competitive positioning and identified areas of opportunity
- Evaluated and developed new value proposition for the China market
- Determined the most cost-effective corporate structure
- Outlined IP considerations and requirements
- Identified those customers and alliance partners that represented the highest probability of success in the least amount of time
- Provided hiring recommendations Developed a “road map” for success that identified major goals and milestones to be accomplished
- Developed 12-month pro-forma financial statements

#### **■Tactical:**

- Managed the regulatory process of opening an office in China
- Provided interim China management for 1 year
- Staffed office and R&D activities
- Provided introductions to major partners and commercial accounts such as ZTE, Huawei, Bank of China, Sichuan Changhong Electric, China Merchant Bank, Konka Group, Qingdao Haier Holdings and many others
- Generated initial product revenue
- Created channel of distribution
- Managed partner programs

**Result:** Company subsidiary became self sustaining in 9 months and adequately contributed to the overall financial goals and objectives resulting in 4 straight quarters of profitability and company acquisition.

### **Case Study #3:**

Company: Post round “B” private company (\$15M - \$20M range) manufacturing IP routers, bridges and network management products

Target Companies: Major China carriers, service providers and commercial customers

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**Tasks:**

**Strategic:**

- Develop strategic plan for market entry of new product line that takes advantage of existing organization and channel structure where possible
- Outline Total and Served Available Market (TAM/SAM) for the new product
- Developed detailed competitive positioning strategy
- Who were their competitors in the anticipated segment
- Evaluate anticipated competitive pressures regarding technology, channel strategy and anticipated market entrants for a period of 3-years
- Evaluate existing partners and assess their potential success with the new product line
- Evaluate positioning with target end-user customers
- Evaluate support requirements
- Identified vertical market opportunities and partners in which the Client was not well positioned at the time
- Provided matrix of additional partners and provide increased capability and economy of scale to broaden client's distribution base
- Developed value-proposition for the new product line specific to the China market and the client's ultimate end-user Outlined staffing requirements
- Develop 3-year pro-forma financials

**Result:** Company executed the plan which resulted in achieving their first-year revenue objectives for the new line-of-business.

**Case Study #4:**

Company: 12 year-old multinational company based in Hong Kong involved in shipping, trading and finance.  
Target Companies: Major China SOE's, Tender companies, Chinese Imex Corporations and newly formed private companies.

**Tasks:**

**Strategic:**

- Developed China market entry strategy to bring the sales from 1% to 5% of China market share
- Identified diverse market opportunities
- Identified potential joint ventures, and investment opportunities
- Determined competitive positioning and identified areas of opportunity
- Determined the best partner alliances
- Developed new value proposition for selling CIS to China market
- Identified those customers and alliance partners that represented the highest probability of success in the least amount of time

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- Developed a “road map” for success that identified major goals and milestones to be accomplished
- Provided hiring recommendations
- Developed 12-month pro-forma financial statements

**Tactical:**

- Managed the regulatory process of expanding the office in China
- Provided interim China management for 1 year
- Staffed office and managed finance and trade activities
- Provided introductions to major players in the China market
- Introduced partners from numerous Provinces where no relation had existed before
- Provided introductions to major SOE’s as potential joint venture partners
- Generated increased product revenue
- Set up and negotiated joint ventures and projects
- Managed partner programs
- Developed strategies for shipments overland from Kazakhstan to western China

**Result:** Within one year, brought the company sales from 1% to 5% of the total China market (approximately \$80 million in sales). Established a large number of new customers and partners in China.

**Case Study #5:**

Companies: Set up and worked on five Joint Ventures based in China in the Aerospace and Automobile space  
Target Companies: Beijing First Auto, PLA, Norinco, CAAC and CATIC

**Tasks:**

**Strategic:**

- Developed China market entry strategy
- Identified and developed market opportunity
- Determined competitive positioning and identified areas of opportunity
- Evaluated and developed value propositions for these China Joint Ventures
- Determined the best partners and direction to proceed
- Outlined IP considerations and requirements
- Made recommendation on the strategy needed to achieve success and close the Joint Ventures in the least amount of time
- Identified potential Chinese customers and alliance partners could work with the Foreign partners
- Developed a “road map” for success that identified major goals and milestones to be accomplished
- Managed the relations between the Chinese and foreign partners



**Tactical:**

- Provided interim assistance to the foreign partners for one year
- Set up Chinese government and ministerial level meetings between the Presidents of these Joint Ventures
- Provided introductions to major partners such as CNTIC, PLA, Norinco, CAAC, CATIC and many others
- Acted as advise to the western side of the Joint Ventures making recommendations how to resolve various negotiating issues with the Chinese
- Identified channels of distribution
- Managed partner programs

**Result:** Companies moved forward with their joint venture partners, and in particular assisted the Beijing Jeep Joint Venture to build their business continue their relationship with their Chinese partners becoming the prime example of a successful Foreign Joint Venture in China.

**Case Study #6:**

**Company:** One of the ten largest European multinationals in the trade and finance space. The company already had a presence in China, and wanted to expand their presence and market share with the Chinese.

**Target Companies:** SOEs, Imex Corporations, light industry and automobile manufacturers

**Tasks:**

**Strategic:**

- Establish the market size and availability and the direction need to build the business
- Outline Total and Served Available Market (TAM/SAM) for the products sold
- Developed detailed competitive positioning strategy
- Determine new market areas and regions where product can be sold and shipped for the largest profits
- First to ship product to the U.S. and South America from several Chinese manufacturers
- Built new lines of business sourcing from Chinese manufacturers
- Who were their competitors in the anticipated segment
- How could we surpass the competitors
- Evaluate anticipated competitive pressures regarding Japanese, Russian, and Korean competitors

**Tactical:**

- Build the customer base and manufacturing base for import and export of product
- Evaluate existing partners and access their potential success with the new product lines
- Evaluate positioning with target end-user customers
- Evaluate support requirements

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- Build and expand customer base several fold
- Establish relationships with the ocean and rail lines to ensure shipments
- Identified vertical market opportunities and partners in which the Client was not well positioned at the time
- Provided matrix of additional partners and provide increased capability and economy of scale to broaden client's distribution base
- Developed value-proposition for the new product line specific to the China market and the company's ultimate end-user
- Outlined staffing requirements and hired additional staff
- Develop 1-year financials and business plan

**Result:** Company executed the plan and within six months became the number one Western Company in revenue and profit to sell to the Chinese. Shipments were made on newly established rail lines and sea routes from the CIS to Chinese customers.

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