

# BEFORE YOU COMMIT CAPITAL TO A NEW MARKET

Fifteen questions across the dimensions that determine whether an international expansion creates lasting value.

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**Your products solve real problems. Your concept is strong. Your company is resilient. Despite the current geopolitical uncertainty and shifting market conditions, the opportunity is real — new markets, new partners, new revenue streams that strengthen the business for the next decade.**

**International expansion creates strategic advantage that single-market companies cannot match. The question is whether now is the right time — and if it is, these are some questions to start with.**

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## S T R A T E G I C   F I T

1. Do you have a differentiated offer that solves a problem in the target market — one that local competitors are not already solving as well or better?
2. Is your business model proven and repeatable — or would entering a new market require rebuilding it?
3. Is your domestic business healthy enough to sustain the attention and capital that international expansion demands?

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## M A R K E T   S E L E C T I O N

4. Was your target market selected based on operational fit — or because someone on the board has a contact there?
5. Do you know the regulatory, customs, and compliance requirements of that market — and can your current operations meet them?
6. Have you assessed the competitive intensity — and do you have a credible reason to win?

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## O P E R A T I O N A L   R E A D I N E S S

7. Can your supply chain — sourcing, production, logistics, fulfilment — extend to serve the new market at acceptable cost and speed?
8. Can your IT and business systems support international operations — multi-currency, multi-language, cross-border reporting?
9. Is your product or service range compliant with the target market's standards — or does it need adaptation before you can sell?

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## F I N A N C I A L   R E S I L I E N C E

- 10.** Have you modelled the full cash-flow impact — not just the investment, but the ramp-up to profitability under a realistic downside scenario?
- 11.** Can the company fund the expansion without endangering the core business — including if results take 12–18 months longer than planned?
- 12.** Do you know the impact on existing debt covenants, credit lines, and shareholder commitments?

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## L E A D E R S H I P   &   O R G A N I S A T I O N

- 13.** Does your leadership team have the bandwidth to launch a new market without degrading domestic performance?
- 14.** Do you have — or can you hire — people with direct international operating experience to lead the expansion?
- 15.** Can your organisation decide fast enough for a new-market environment — where conditions change weekly and local teams need room to act?

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If several of these gave you pause — that's useful information. These questions help you see where you stand before the capital is committed.

These questions are drawn from the International Market Entry Readiness Assessment — a structured 4–6 week diagnostic that answers one question: can your company extend into a new market without breaking?

In a first conversation, we look at where your company stands and what would need to be true before committing to a new market. 60–90 minutes, no cost.

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## A B O U T   T H E   A U T H O R

Former CEO of Inter IKEA Systems B.V., the global IKEA franchisor, with a background in international retail, global product portfolio leadership, and market expansion across organisations operating in more than 60 markets. Now working with PE portfolio companies, family businesses, and leadership teams — on growth, international expansion, and whether their organisations can still decide and act.  
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