



**How Quest helped a client prepare for a potential expansion to a new market category by stress-testing their options against likely competitive response, and helping determine their most likely chance of success**

## The Opportunity

**Quest's client was a large multinational products manufacturer known for their household name brands. They saw an opportunity to expand into a new category, but first needed to understand the competitive dimensions of a such a significant category in the Australian market. The client wanted to build a deeper understanding of the potential market: its dynamics, key customers and competitors. They wanted to build a shared understanding of the exact nature of the opportunity, as well as the risks that were at play. A noticeable amount of fear about the potential expansion existed within the leadership team and this needed to be dealt with early in the process.**

## The Solution

Quest worked with the client to build a significant understanding of the players in the market, designed to anticipate how they might respond to a new entrant. Quest provided expertise in competitive intelligence to guide the pre-wargame research effort which involved building a better understanding of the consumer, retailers, key suppliers and of course competitors. Quest's expertise in competitive intelligence particularly helped guide the competitor research component: what competitive information was required and legal/ethical ways to obtain it.

Quest then facilitated a two-day wargame to explore several possible entry scenarios for the client, looking at the potential competitive reaction to each scenario. The wargame was specifically designed to:

1. Explore the client's options for launching into this market;
2. Understand how key competitors may respond to each launch option;
3. Understand the opportunities and limitations the client faced in building market-share for each option;
4. Explore what level of risk the client was willing to take; and
5. Determine which entry scenario stood the greatest chance of in-market success.

## The Results

- Accelerated the development of agreed product and proposition ideas to be tested in market research;
- Determined which segments, channels and propositions were no longer in scope due to the higher level of risk/reward in play;
- Built confidence and commitment of the cross-functional group behind the proposed launch – reducing the fear of uncertainty and helping to get the project underway; and
- Saved significant time for project leaders in building consensus and support.