

# Global Expansion Strategy – B2B Vehicle Maintenance Management Outsourcing



# SITUATION

## The Challenge

A leading B2B services provider was seeking to assess the globalization potential for a line of business that came attached to an acquisition in the core: a B2B vehicle fleet maintenance management outsourcing offering

## Local Success, Unclear Drivers

The LATAM-based business was fairly successful locally; however it was unclear what drove that success and whether it was scalable

## Leadership Questions

Therefore, the senior leadership sought to a) better understand that business and the factors for its success, b) assess its potential to expand beyond LATAM and c) where and how



# SOLUTION

## Baselined the Brazilian business

- Value Proposition
- Key customer segments and needs
- Core Capabilities
- Attributes of the Brazilian market (including competition)

## Developed perspectives around the global landscape

- Local market structure(s) and sizing
- Customer segments, journey and needs
- Direct Competition and alternatives
- Future trends

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**Based on those inputs, assessed the potential for our client to expand globally, prioritizing countries but also defining path to entry (organic vs. M&A), including potential acquisition targets**



# OUTCOMES

## Limited Potential in Developed Markets

Uncovered that the potential was limited in developed countries

## Clear Path Forward

Provided leadership with clarity around growth prospects as well as an actionable plan in emerging countries