Route-to-Market Decision Pack

Compare one offer and customer segment, expose unknowns and choose the next evidence test.

Reusable working template

1 · Feasibility and evidence

> 1. Define your offer and country–customer segment. 2. Agree essential gates before comparing economics. 3. Record sources and assumptions. 4. Review with sales, operations and finance.

Country, segment, offer, customer need and comparison period

In each cell: supported / blocked / unknown + source/date + next-check owner. An unresolved essential prevents commitment; do not average it away.

Gate	Direct	Distributor	Partner
Buyer access			
Contracting readiness			
Delivery readiness			
Commercial viability			
Visibility/governance			

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Reusable working template

2 · Assign work and responsibility

Use the arrangement you actually intend to test. A direct sale can use subcontracted support. Avoid counting the same service work twice in the costs.

Task	Responsible organization/person	Acceptance evidence / boundary
Qualify need and buying roles		
Set price and approve commitments		
Contract, invoice and collect		
Supply and install		
Support and escalate		
Record feedback and review the route		

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3 · Compare supplier economics

Supplier contribution = supplier receipts − supply/delivery − selling/channel − retained support. This is not accounting profit or a cash-flow forecast.

Same first-year package, CU	Direct	Distributor	Partner
End-customer price			
Supplier receipts			
Supply/delivery cost			
Selling/channel cost			
Retained support cost			
Supplier contribution			

Costs/risks outside the simplified table: setup, overhead, taxes/duties, financing, bad debt, FX; attainable volume, conversion, capacity and payment timing. Identify applicable items, sources and period; mark justified zero/not applicable.

Decision-changing assumption: input, source, alternative amount, recalculation and resulting decision

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Reusable working template

4 · Conditional decision and next test

Preference and conditions: what is preferred for investigation, why, and what prevents commitment?

Next test: question, scope, owner, permission, cost limit and review timing

Proceed / adapt / pause criteria and evidence to keep

Review notes: contrary evidence, missing data, user difficulty and next revision

Sources and claim-level qualifications: accompanying route-to-market article. Primary references: trade.gov/sales-channels; trade.gov/choosing-foreign-representative; trade.gov/evaluate-foreign-representatives; trade.gov/negotiating-agreement-foreign-representative; Trade Commissioner Service Marketing and sales. Checked 30 October 2026.

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Route-to-Market Decision Pack

Compare one offer and customer segment, expose unknowns and choose the next evidence test.

Completed hypothetical example — all facts and figures are invented

1 · Feasibility and evidence

> 1. Define your offer and country–customer segment. 2. Agree essential gates before comparing economics. 3. Record sources and assumptions. 4. Review with sales, operations and finance.

Country, segment, offer, customer need and comparison period

Saudi Arabia; private manufacturing sites; first-year industrial monitoring package. Fictional buyer needs: installation and agreed on-site response. Same scope and 100,000 CU customer price across routes. No Saudi legal or procurement requirement is asserted.

In each cell: supported / blocked / unknown + source/date + next-check owner. An unresolved essential prevents commitment; do not average it away.

Gate	Direct	Distributor	Partner
Buyer access	Unknown: target list only; sales to seek buyer-permitted conversations.	Unknown: reference calls not done; sales to verify customer fit.	Unknown: introductions claimed; sales to verify relevant buying roles.
Contracting readiness	Unknown: country/activity review pending; legal lead owns check.	Unknown: reseller contract and responsibilities need local review.	Unknown: supplier contract and service/referral scope need local review.
Delivery readiness	Blocked now: field coverage not staffed; operations to price a feasible option.	Unknown: claimed installation capability; operations to inspect a sample plan.	Unknown: named service team not confirmed; operations to review a fault scenario.
Commercial viability	Unknown: 38,000 CU base contribution; extra field coverage not confirmed.	Unknown: 25,000 CU illustration; resale terms and exclusions unverified.	Unknown: 28,000 CU illustration; partner scope/fees unverified.
Visibility/governance	Unknown: confirm internal approval and support owners.	Unknown: agree opportunity visibility and customer feedback.	Unknown: agree lead attribution, escalation and pricing authority.

> Why no winner? Arithmetic is complete, but commercial inputs are assumptions and essential gates remain unresolved. Choosing a route to investigate does not authorize a sale.

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Route-to-Market Decision Pack

Compare one offer and customer segment, expose unknowns and choose the next evidence test.

Completed hypothetical example — all facts and figures are invented

2 · Assign work and responsibility

Use the arrangement you actually intend to test. A direct sale can use subcontracted support. Avoid counting the same service work twice in the costs.

Task	Responsible organization/person	Acceptance evidence / boundary
Qualify need and buying roles	Supplier sales + partner introduction lead	Buyer-permitted discovery; supplier checks need and decision roles; introduction alone does not qualify.
Set price and approve commitments	Supplier commercial lead	Approved scope/price; partner cannot promise dates or discounts without approval.
Contract, invoice and collect	Supplier finance/legal leads	Supplier contracts and invoices in this proposed arrangement; country/activity review must first confirm feasibility.
Supply and install	Supplier delivery lead + proposed partner technician	Installation checklist and acceptance evidence; technician availability still unverified.
Support and escalate	Proposed partner service lead; supplier escalation engineer	Agreed coverage, response and exclusions; fault scenario reviewed before commitment.
Record feedback and review the route	Supplier account owner	Shared permitted opportunity record and customer feedback; escalation owner confirmed.

> Why these owners? The example retains the customer contract with the supplier and assigns only defined tasks to the partner. It is not a joint venture, distributor agreement or approved contract.

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Compare one offer and customer segment, expose unknowns and choose the next evidence test.

Completed hypothetical example — all facts and figures are invented

3 · Compare supplier economics

Supplier contribution = supplier receipts − supply/delivery − selling/channel − retained support. This is not accounting profit or a cash-flow forecast.

Same first-year package, CU	Direct	Distributor	Partner
End-customer price	100,000	100,000	100,000
Supplier receipts	100,000	75,000	100,000
Supply/delivery cost	40,000	40,000	40,000
Selling/channel cost	12,000	4,000	24,000
Retained support cost	10,000	6,000	8,000
Supplier contribution	38,000	25,000	28,000

> Distributor: 75,000 is the supplier's receipt; do not subtract the 25,000 resale spread again. Its 4,000 is supplier enablement. Partner: 24,000 = 18,000 partner fees + 6,000 supplier selling work; 8,000 retained support is different work. Supply/delivery excludes those other lines.

Costs/risks outside the simplified table: setup, overhead, taxes/duties, financing, bad debt, FX; attainable volume, conversion, capacity and payment timing. Identify applicable items, sources and period; mark justified zero/not applicable.

All listed items are excluded from the teaching arithmetic and still require review. Equal customer prices and scope are assumptions, not market estimates. No route is approved from this calculation.

Decision-changing assumption: input, source, alternative amount, recalculation and resulting decision

Add 25,000 CU per contract for direct field coverage beyond the 10,000 support already counted: 38,000 − 25,000 = 13,000 CU. Partner remains 28,000, ahead by 15,000. At an extra 10,000, direct and partner tie at 28,000. Verify both cost and partner capacity.

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Compare one offer and customer segment, expose unknowns and choose the next evidence test.

Completed hypothetical example — all facts and figures are invented

4 · Conditional decision and next test

Preference and conditions: what is preferred for investigation, why, and what prevents commitment?

Investigate referral/service arrangement for this package and segment because it may address field coverage. Access, service capacity, price and contracting feasibility remain unknown. No sale or exclusive appointment approved.

Next test: question, scope, owner, permission, cost limit and review timing

Operations reviews one fictional fault scenario with the proposed service lead; sales seeks one buyer-permitted discovery conversation; finance checks actual quotes. Illustrative internal preparation cap: 2,000 CU; review in two weeks, subject to access. No customer service promise during preparation.

Proceed / adapt / pause criteria and evidence to keep

Proceed to design a bounded pilot only if responsibilities, permitted contracting, buyer relevance and credible costs are supported. Adapt if scope or economics differ. Pause if an essential obligation has no feasible owner. Keep dated notes, sources and contrary findings; a meeting alone is not proof of demand.

Review notes: contrary evidence, missing data, user difficulty and next revision

No field results or reader tests exist for this example. Needed: permissioned cases and actual cost/service evidence; separate Arabic/English usability sessions; practitioner/bilingual review. Record errors, completion difficulties and decisions changed. A usability check does not prove revenue impact.

> The two-week window, 2,000 CU cap and task counts are teaching choices. Use timing and limits appropriate to your sales cycle and risk. Review evidence before progressing.

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