

# Expanding Geographic Reach; gaining new market share in paper

There are many paths that can be taken when it comes to entering a new market. Success hinges on gaining a clear view of a complicated ecosystem of regional and national laws, marketplace trends, and the competitive scene.

## BACKGROUND

When companies enter new markets, or expand within existing ones, a host of questions arise.

What's the competitive landscape like?  
How will geopolitical forces shape the marketplace? Is acquisition better than organic growth?

Choosing the right strategic move can be daunting. That's where we help. Pöyry's footprint matches the global scale of our clients. We understand local issues and bring best practices from around the globe to all of our projects.

## CHALLENGE

This client case study is about a successful regional player in the paper industry. But they weren't resting on their success. In fact, they had a vision to expand their North American market share, seeking to become a top manufacturer in the region. They needed deep, analytically based insights to identify issues and create an aggressive growth strategy. Weighing the most optimum distribution network, considering infrastructure issues like highway and rail connections.

Linked with distribution, they needed to decide on the best manufacturing approach—to build new facilities or acquire existing ones. And sorting out labour and taxation issues in different regions. Because Pöyry had served as trusted advisors before, we were once again selected to help the company with their North American expansion planning.



*"Crossing into new markets requires a deep understanding of the industry and knowledge of a thousand moving parts: from regional labour and environmental laws, and the overall competitive landscape. Pöyry has the breadth of expertise to minimize the risks inherent in efforts this complex."*

**Soile Kilpi, Director, Pöyry Management Consulting North America**

## PROCESS DESCRIPTION

Deciding how to approach the market required detailed scenario planning that weighed the pros and cons of different options. That included analysis of the market, operational and investment requirements needed to reach their goal. Pöyry developed a number of scenarios based on capturing different levels of market share over different timelines. For each, we recommended how to support growth plans—through acquiring existing businesses or investing “from scratch” in the development of new mill facilities. We also provided a blueprint covering each area of the value chain for breaking into the market—and getting ahead of competitors.

## RESULTS

Because Pöyry has deep expertise that spans the value chain of the industry, we're able to take a holistic view that drives smarter, more sustainable results. Starting with consumer demand and what drives it, and moving downstream to the investment costs, technology landscape, manufacturing, down to the intricacies of fibre production. Based on these insights we presented the company with a sound entrance strategy that they are currently considering rolling out across North America.

## WHY PÖYRY

Pöyry Management Consulting is the leading advisor to the world's capital and resource intensive industries. Clients choose us for the sharpness of our insight, deep industry expertise and proven track record.

- Market know-how and distinctive modelling capability provides a profound platform to drive growth, craft the right strategies and make sharp decisions
- Strategic and operational advice is provided by our deep sector expertise across the entire value chain
- We work hand-in-hand with clients to ensure they achieve sustainable success - from strategy creation to implementation roll-out



## VALUE FOR YOU

What's the competitive landscape like? How will geopolitical forces shape the marketplace? Is acquisition better than organic growth? Whether you're a forest product company, a converter, supplier or an investor, we help you to make the decision based on pure facts.



Pöyry is an international consulting and engineering company. We serve clients globally across the energy and industrial sectors and locally in our core markets. We deliver strategic advisory and engineering services, underpinned by strong project implementation capability and expertise. Our focus sectors are power generation, transmission & distribution, forest industry, chemicals & biorefining, mining & metals, transportation and water. Pöyry has an extensive local office network employing about 6,000 experts.



Engineering balanced sustainability™

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