



## CASE STUDY

# China Market Development

Laying the Foundation for Long-Term Growth in China  
for an IoT Application Development Platform

*IoT ONE is an IIoT insights and advisory firm.*

## 1 BACKGROUND

An American IoT application development platform was considering whether to enter the Chinese market. They were attracted to the market by the governmental focus on using Industrial IoT technologies to digitalize Chinese industry across the entire value chain.

The client is a high growth startup with limited resources to invest in an untested market. As Chinese industrial companies do not have the same level of technical sophistication as American companies, the China market needed to be validated by a team with local market insight and execution resources before a market entry decision could be made.

## 2 OBJECTIVES

Evaluate growth trends, market readiness, and competitive dynamics to determine market attractiveness.

Build a foundation for long-term growth in China by localizing marketing, sales, and partnership strategies.

Establish a network of local channel partners and system integrators to support growth in the China market.

## 3 SCOPE

**Industries:** Discrete and process manufacturing, logistics, smart building

**Geography:** Greater China

**Customer Types:** OEMs, infrastructure operators, system integrators

**Support Areas:** China growth strategy, S&M localization, channel partner development

# IoT ONE validated the China market and established a scalable localization and channel partner strategy.

## 4 SOLUTION

In the first stage, a market assessment was conducted to determine product-market fit and price sensitivity. Target customers were then prioritized through road trip interviews. An environment scan helped to determine risk factors related to competitors, regulations and government policy. Finally, a market entry strategy was prepared that included a localization checklist, activity timeline, and operating cost plan.

After market validation, IoT ONE provided the marketing, management, and administrative foundation to build a beachhead in the China market. This included building channel partners, hosting micro events, and referring potential customers.

## 5 PROCESS

The four-phase process leads to “go” / “no-go” recommendation and a strategic guide.

### CHINA MARKET ENTRY CHECKLIST

MARKET ASSESSMENT	CUSTOMER PRIORITIZATION	ENVIRONMENT SCAN	LOCALIZATION
Product-Market Fit	Regional Focus	Competitor Map	Marketing Localization
Market Maturity Level	Industry Focus	Channel Partner Map	Sales Process Localization
Market Size & Growth Rates	Feature Requirements	Local Laws & Regulations	Solution Localization
Price Sensitivity	Target Customer List	IP Risks & Protection	Operating Cost Estimates

### COMPREHENSIVE MARKET ENTRY STRATEGY

## 6 RESULTS

- ✓ First 2 months following market validation resulted in 1 sale, 9 hot leads
- ✓ 3 system integrators were engaged as commission-based channel partners
- ✓ After one year the client generated sufficient business to justify incorporating in China and scaling to a team of 4 sales engineers.