SERVICE DESCRIPTION

Go-to-Market Restructuring

A Commercial Excellence service by Exponasia Growth Partners

1. Service Overview

Go-to-Market Restructuring helps companies redesign how they prioritize markets, reach customers, deploy commercial resources and manage direct and indirect sales channels.

Exponasia Growth Partners works with the client to assess the existing go-to-market model, identify structural weaknesses and develop a future-state model aligned with the company's strategy, market conditions and growth priorities. The engagement may continue through transition planning and implementation support.

The service may address:

- Market, segment and customer prioritization;
- Direct, indirect and hybrid routes to market;
- Country, territory, channel and account coverage;
- Commercial organization, roles and responsibilities;
- Management routines and supporting commercial processes.

Restructuring refers to material changes in how the company approaches and serves the market. It does not assume workforce reduction. Depending on the situation, the required changes may involve channel arrangements, customer coverage, account ownership, organizational roles, resource allocation or management practices.

The service may focus on a specific country, business unit or channel or address a wider regional commercial model.

2. Who the Service Is For

The service is designed for mid-market companies and regional subsidiaries whose existing go-to-market model no longer supports their commercial priorities or operating environment.

It is particularly relevant when:

- Growth has increased commercial complexity without equivalent development of coverage, roles and management arrangements;
- Customer, market or channel priorities have changed but resources remain organized around the previous model;
- Direct and indirect sales channels overlap, compete or leave material coverage gaps;
- Country, regional or subsidiary responsibilities are unclear or inconsistently applied;
- Commercial performance requires structural change rather than isolated improvements to sales execution.

The service may also support leadership transitions, regional reorganizations, post-acquisition changes or preparation for a new phase of growth.

The client should be prepared to provide access to relevant commercial information and management personnel and to consider changes to established responsibilities, channels and operating arrangements.

3. When Go-to-Market Restructuring Is Appropriate

Not every commercial issue requires restructuring. Weak sales performance may result from execution discipline, limited capabilities, poor pipeline management or temporary market conditions.

Go-to-Market Restructuring is most appropriate where the underlying commercial model creates recurring performance limitations.

Typical indicators include:

- Markets, customers or opportunities are not covered by clearly accountable commercial resources;
- Distributors and direct sales teams have overlapping territories, customers or responsibilities;
- Commercial resources are spread across too many markets, segments or priorities;
- Regional, country, product and service teams work through unclear or competing reporting and decision arrangements;
- Management routines and processes do not support the intended model.

Where the underlying cause remains uncertain, a **Commercial Excellence Assessment & Improvement** engagement may be conducted before determining whether restructuring is required.

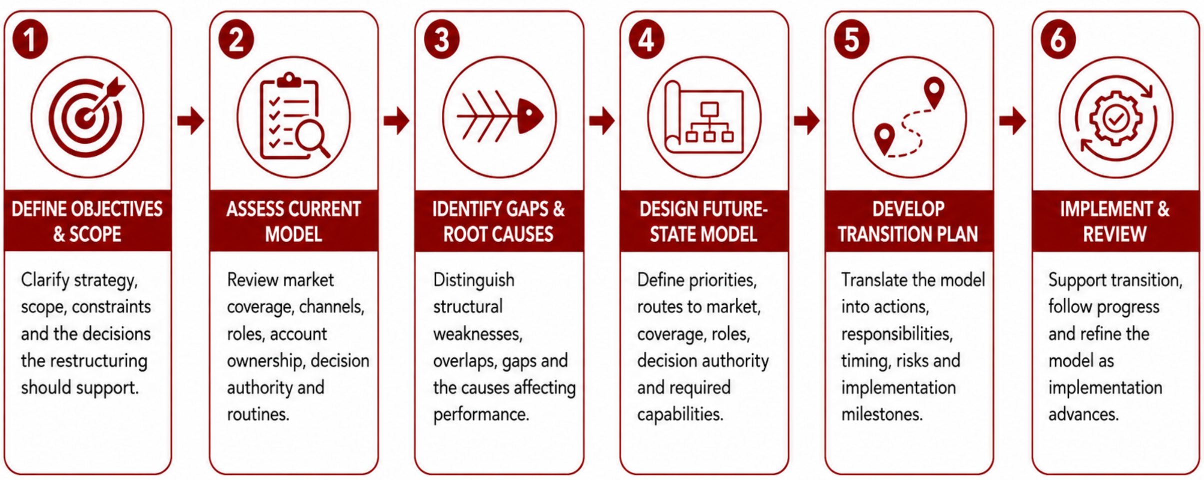
4. Go-to-Market Restructuring Framework

The engagement follows a structured progression from defining the restructuring objectives through assessment, future-state design, transition planning and implementation.

The Go-to-Market Restructuring framework is summarized in Figure 1.

FIGURE 1 – GO-TO-MARKET RESTRUCTURING FRAMEWORK

A structured progression from defining the restructuring objectives through assessment, future-state design, transition planning and implementation.



4.1. Define the Objectives and Scope

Exponasia Growth Partners works with the client to clarify why the go-to-market model is being reviewed and what the restructuring should achieve.

The initial discussion normally addresses:

- Business strategy, growth priorities and performance concerns;
- Countries, business units, customer groups and channels within scope;
- Known coverage, organizational or channel issues;
- Relevant leadership, operational and financial constraints;
- Decisions required and intended implementation timing.

The result is an agreed scope and a focused set of restructuring questions.

4.2. Assess the Current Go-to-Market Model

The current model is reviewed to understand how markets and customers are covered, how responsibilities are assigned and where structural issues affect performance.

The assessment may consider:

- Revenue, customer and margin concentration by market, channel and account;
- Direct, distributor and other partner coverage;
- Country, territory and account ownership;
- Commercial roles, reporting lines and responsibilities;
- Supporting processes, information flows and management routines.

The review combines available data, organizational information, management input and commercial judgment. It is not an audit of the underlying financial or operational information.

4.3. Identify Structural Gaps and Root Causes

Findings are consolidated to distinguish isolated operating issues from weaknesses in the go-to-market model.

The analysis may identify:

- Priority markets or customers receiving insufficient coverage;
- Duplication or conflict across teams, countries or channels;
- Roles that are unclear, fragmented or inconsistent with the strategy;
- Resources allocated to low-priority activities or markets;
- Processes and management routines that do not support accountability.

The objective is to define which aspects of the model require redesign and which can be improved within the existing structure.

4.4. Design the Future-State Model

Exponasia Growth Partners works with management to develop the proposed future-state go-to-market model.

The design may define:

- Priority markets, customer segments and applications;
- Direct, indirect and hybrid routes to market;
- Country, territory, channel and account coverage;
- Commercial roles, reporting relationships and responsibilities;
- Required resources, capabilities and management routines.

Alternative models may be developed and compared before management selects the preferred approach.

The future-state model should reflect both commercial opportunity and the company's practical ability to support the proposed structure.

4.5. Develop the Transition and Implementation Plan

The selected model is translated into a practical transition plan.

The plan may address:

- Actions, responsibilities and decision points;
- Organizational, channel and customer transitions;
- Resource requirements and capability gaps;
- Communication, timing, dependencies and implementation risks;
- Milestones and indicators for reviewing progress.

The level of detail depends on whether the client will implement the model independently or retain Exponasia Growth Partners for implementation support.

4.6. Support Implementation and Review Progress

Where included in the scope, Exponasia Growth Partners supports the transition from the current model to the agreed future state.

Support may include:

- Coordination of restructuring workstreams;
- Development of roles, governance and management routines;
- Facilitation of management and cross-functional working sessions;
- Follow-up with action owners and resolution of implementation issues;
- Review of progress against agreed milestones and indicators.

Implementation may proceed in phases where the restructuring affects multiple markets, subsidiaries or channel relationships.

5. Core Restructuring Dimensions

The engagement is modular and may cover the complete go-to-market model or selected dimensions.

The principal dimensions are summarized in Figure 2.

FIGURE 2 – CORE GO-TO-MARKET RESTRUCTURING DIMENSIONS

The engagement may cover the full go-to-market model or selected dimensions requiring redesign.

Market and Customer Priorities

The service may review how the company prioritizes countries, segments, applications, customer groups and strategic accounts.

The objective is to align commercial attention and resources with the opportunities that matter most and where the company has a credible ability to compete.

Routes to Market and Channel Architecture

The engagement may assess the appropriate balance between direct sales, distributors, value-added resellers, systems integrators, service partners and other routes to market.

This may include channel roles, territories, customer access, portfolio compatibility, performance expectations and principal support.

Customer Coverage and Account Ownership

The service may define how customers and opportunities should be assigned across regional, country, direct-sales and channel teams.

The objective is to reduce gaps, duplication and internal conflict while establishing clear accountability for customer development.

Commercial Organization and Responsibilities

The engagement may review commercial roles, reporting relationships, country and regional responsibilities and the allocation of responsibility for pricing, channel, resource and customer decisions.

The proposed organization should support the intended go-to-market model without adding unnecessary complexity.

Management Processes and Operating Routines

The restructuring may require selected changes to planning, reporting, channel management, opportunity review, performance management and cross-functional coordination.

These elements are addressed where necessary to make the future-state model operational. Broader improvement of sales practices may continue through the separate Sales Effectiveness service.

6. Engagement Outputs

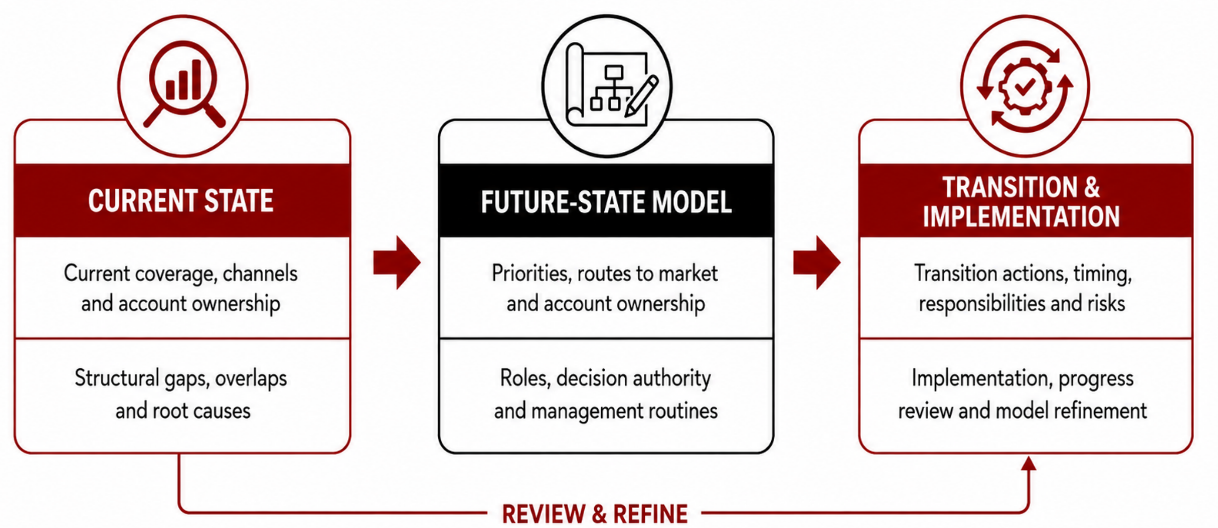
Depending on the agreed scope, outputs may include:

- A current-state go-to-market assessment;
- Identification of structural gaps, overlaps and root causes;
- A future-state go-to-market model;
- Defined coverage, channel, organizational and governance arrangements;
- A transition and implementation roadmap.

The progression from the current model through future-state design and implementation is summarized in Figure 3.

FIGURE 3 – FROM CURRENT STATE TO FUTURE-STATE GO-TO-MARKET MODEL

The progression from the current model through future-state design and implementation.



Outputs may be presented through management slides, coverage maps, organizational charts, responsibility matrices, channel frameworks and implementation trackers.

The commercial proposal defines the markets, entities and dimensions included, the level of analysis, required management participation, deliverables and implementation support.

7. How We Work

7.1. Expert Advisory

Exponasia Growth Partners assesses the current model, develops restructuring options and advises management on the future-state design and transition priorities.

The client makes the decisions and leads implementation using its internal management and project resources.

7.2. Implementation Consulting

Exponasia Growth Partners provides hands-on support to translate the selected model into roles, coverage arrangements, processes, management routines and implementation actions.

The engagement may cover the complete transition or selected workstreams.

7.3. Fractional & Interim Leadership

Where temporary leadership capacity is required, Exponasia Growth Partners may support implementation through a fractional or interim commercial leadership arrangement.

Responsibilities, reporting relationships and duration are defined in the engagement agreement.

8. Roles and Scope Boundaries

Exponasia Growth Partners conducts the agreed assessment, develops restructuring options and supports planning or implementation as an independent adviser and implementation partner.

The client provides accurate information, access to relevant personnel and timely management direction. It retains responsibility for selecting the future-state model and making decisions concerning strategy, organization, employment, channels, customers, pricing, investments and resource allocation.

Unless expressly defined under a Fractional & Interim Leadership arrangement, Exponasia Growth Partners has no authority to:

- Change organizational structures or reporting relationships;
- Appoint, replace or terminate employees or channel partners;
- Approve prices, spending, investments or commercial terms;
- Make commitments to customers, distributors or other third parties;
- Bind the client contractually or legally.

The service relies on information and records provided by the client. Exponasia Growth Partners does not audit or independently verify financial, accounting, customer, channel or operational data.

The engagement does not constitute legal, tax, accounting, regulatory, employment or other professional advice. Qualified advisers should be engaged where formal advice is required.

The service does not guarantee implementation of the proposed model or specific improvements in revenue, margin, market share, channel performance or commercial productivity.

9. Related Services

Go-to-Market Restructuring may follow a broader commercial assessment or lead to focused improvement and market-execution work.

Related services may include:

- **Commercial Excellence Workshops** where management alignment around go-to-market or channel priorities is required;
- **Commercial Excellence Assessment & Improvement** where the underlying causes of commercial performance issues require broader diagnosis;
- **Sales Effectiveness** where sales processes, pipeline management, key account development, pricing discipline or management routines require improvement;
- **Channel Partner Search & Development** where the future-state model requires new distributors or other commercial partners;
- **Market Expansion Strategy & Implementation** or **Customer & Market Development** where the revised model requires execution in new markets, segments or accounts.

Each related service is separately scoped.

10. Frequently Asked Questions

Does the service include a complete market study?

No. The service includes the market and commercial analysis required to support the agreed go-to-market restructuring decisions. Comprehensive market studies, extensive primary research and statistically validated market sizing are not included.

Can the scope focus on one country, subsidiary or part of the go-to-market model?

Yes. The scope may cover one country, subsidiary, business unit, channel or selected aspect of the go-to-market model, or address a broader regional structure.

Can the service review existing distributors and channel arrangements?

Yes. The assessment may review distributor roles, territories, customer coverage, performance expectations, reporting, principal support and channel conflicts. Identification and appointment of new partners are supported through the separate Channel Partner Search & Development service.

Can the service include changes to the commercial organization?

Yes, where required to support the future-state go-to-market model. The scope may include commercial roles, reporting relationships, responsibilities and resource deployment. Formal employment advice and employment decisions remain the client's responsibility.

What is the difference between this service and Sales Effectiveness?

Go-to-Market Restructuring redesigns the commercial model, including market coverage, channels, account ownership, organizational roles and responsibilities. Sales Effectiveness improves how the sales organization manages customers, opportunities, pipeline, pricing and execution within the existing or newly defined model.

What is the difference between this service and Market Expansion Strategy & Implementation?

Market Expansion Strategy & Implementation supports a specific growth initiative, such as expansion into a new country, segment, application, product area or channel. Go-to-Market

Restructuring addresses an existing commercial model that requires broader changes to coverage, channels, roles, resources or management arrangements.

Does the service include customer or channel partner interviews?

Not automatically. Interviews or direct engagement may be included where required and agreed. The commercial proposal defines the external engagement, confidentiality and representation arrangements.

What information and management participation are required?

The client normally provides relevant commercial, customer, channel, organizational and performance information. Participation is required from the management and functional leaders whose knowledge, decisions and support are necessary to design and implement the future-state model.

Is implementation included?

It may be included in the initial engagement or scoped separately. The client may also implement the proposed model using its internal resources, with Exponasia Growth Partners providing advisory or periodic review support.

How long does the engagement take?

Timing depends on the number of markets, entities and channels involved, the availability of information, the extent of the proposed changes and the implementation support required. The commercial proposal defines the schedule.

11. About Exponasia Growth Partners

We are a Singapore-based boutique consulting firm supporting mid-market companies and regional subsidiaries in growth and commercial excellence across Southeast Asia.

We work primarily with suppliers of industrial products, services and engineered solutions. Our engagements combine senior commercial experience, regional knowledge and hands-on implementation support.

We deliver our services through expert advisory, implementation consulting and fractional or interim leadership, depending on the client's objectives and required level of involvement.

To discuss how Go-to-Market Restructuring could support your business, please contact us:

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