

## CEE Market Entry Checklist for Technology & OEM Companies

Practical guide for CEOs, Owners, Sales Directors & Business Development

### 1. Strategic Readiness

- Is CEE a strategic market or just an experiment?
- Is your objective clearly defined: revenue, footprint, partner, market test?
- Is your entry model (direct, partner, hybrid) a conscious decision?

### 2. Market & Competitive Analysis

- Do you know the real market structure in Poland and CEE (beyond reports)?
- Do you know who the real decision-makers are on the customer side?
- Have you mapped local competitors and their positioning?
- Do you understand local pricing expectations and buying processes?

### 3. Go-to-Market Model

- Direct sales, distributor, agent, local partner – is this well thought through?
- Is your model scalable or only “good enough to start”?
- Are market ownership, control and responsibilities clearly defined?

### 4. Sales Structure & Resources

- Who is actually selling: HQ, local sales rep, partner?
- Do you have a recruitment plan or interim support in place?
- Are roles, KPIs and responsibilities clearly defined?

### 5. Product & Offer Fit

- Is your offer adapted to local realities (technically and commercially)?
- Is your value proposition clear and relevant for the CEE market?
- Do you have culturally adapted sales materials?

### 6. Operational & Legal Readiness

- Are contracts, terms & conditions and compliance prepared?
- Are logistics, service and technical support secured?
- Do you understand local business standards and practices?

### 7. Leadership & Execution

- Who is the real project owner on your side?
- Do you have someone who can run this operationally on the ground?
- Are you ready for fast decisions, corrections and adaptation?

### 8. Key Risk Areas

- Dependence on a single partner
- Lack of pipeline visibility and control
- Slow HQ decision-making
- Underestimating cultural differences

**9. Time & Investment Reality Check**

- Do you have a realistic time horizon (12–24 months)?
- Does your budget cover development, not only “market testing”?
- Are you prepared for a build-up phase before results appear?

**10. Final Question**

Do you have a local partner who knows the market, the culture, the decision-makers and can execute, not only advise?

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**11. Personal Notes**

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*If you are planning market entry to Poland or CEE, sales restructuring, or need interim support on the ground – feel free to contact me. Let’s discuss if and how I can support your project.*

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