the
playbook
for
international market entry

revolt

Content

Introduction

As Revolt we are excited to enter a new market. Our goal is to become a leading all-in-one service provider of EV charging infrastructure. This market entry playbook is a comprehensive guide to help us navigate the challenges and opportunities of entering the new market. It includes information on goal setting, planning, market research, target customer identification, competitive analysis, value proposition development, marketing and sales strategies.

This playbook will serve as a resource for your team as you work to establish a strong presence in the market. If you work through it from start to finish you touch upon all aspects that need to be researched, discussed and developed in order to enter a new market with Revolt's proposition.
Use this playbook as a living document. Capture and store new knowledge on the go, and use it in the end to evaluate and refine the playbook itself.

Way of working

We recommended to use experiment cycles to quickly (in)validate assumptions about the market entry. This enables you to quickly steer, adapt and improve all aspects of the go-to-market strategy and avoids building things based on gut feeling. The process of using experiment cycles is shown in figure 1.

1. Start with your most risky assumption. A risky assumption is a statement that needs to be true for Revolt to be successful in the new market for which we lack evidence to check if they are true. These assumptions can be about desirability (do customers want our product), feasibility (does our product work in the new market), viability (can we profitably sell our product) and accessibility (can we reach and serve the new market)
2. Design a relevant experiment to test the assumption. This can be anything, from desk research to full scale pilots. Use a test card (appendix A) as a reference.
3. Execute the experiment
4. Evaluate the experiment outcome. Use a learning card (appendix B) as a reference.

At the end of each phase there is an evaluation moment. At these moments the critical assumptions of that phase are evaluated. When this evaluation is positive you can move to the next phase. If not, it is better to exit the market. By using this methodology the decision can be grounded in actual results instead of a subjective 'gut-feeling' and the risk of sunk cost fallacy is reduced.
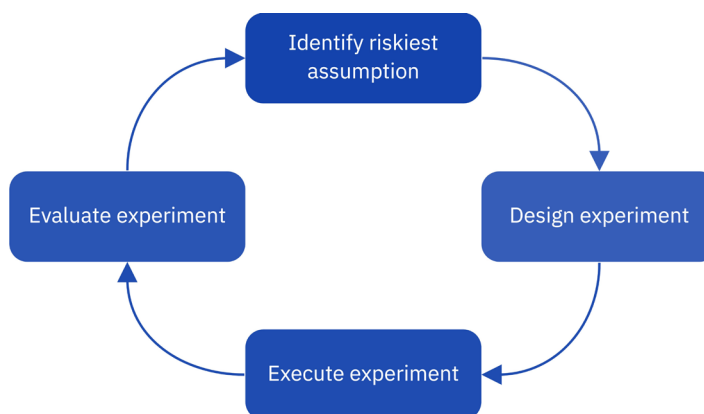
Where does the playbook fit?

This playbook is a manual for entering a new market. It does not describe the entire process but focusses on three phases of the market entry process - market research, market entry and market validation. Where the playbook fits and what these phases entail and is described in this chapter.

This playbook guides Revolt in entering a new market. What is not covered is the analysis and selection of the potential markets. To guide Revolt in the analysis and selection a market data dashboard is developed. Once a market is selected and analysed on the most important legislations and liabilities, this playbook comes into play.

The playbook covers the further analysis of the market on a micro scale, including customer research and desk research on legislation, incentives, subsidies and cultural differences. It then describes how to adapt the proposition and business model to these micro factors.
Once the potential of the market is validated, it then covers all the necessary processes that are needed to be able to deliver Revolts service, and how to set this up. The playbook ends with how to set up and monitor critical KPIs to be able to structurally and objectively (in)validate the market.

The playbook thus describes the transition from phase 0 to 1, all of phase 1 and 2, and the start of phase 3.

phase 0	phase 1	phase 2	phase 3	final
Market selection	**Market research**	**Market entry**	**Market validation**	**Market domination**
data analysis macro analysis micro analysis	customer research interviews competitor research	setting up shop: sales operations marketing contracts and legal	sales cold outbound referals monitoring KPIs	setting up legal entity local team
market selection	first validation positioning	functioning business	first customers	fully operational in new market
data dashboard				
	market entry playbook			

Phase 0 | market selection

Before entering a new market you need to make sure that you have made the right choice for this market. This is done by extensive market research and analysis. To guide you in this process a market analysis dashboard is developed. This dashboard is used to rate and rank markets on several decisive factors such as *car commute, EV share of sales*, and *predicted growth of EV penetrations.*

Once a promising market emerges it should be analysed on legislation, incentives and product requirements to make sure Revolt can enter this market with its current product service system.

Phase 1 | market research | 10 days

Phase 1 is all about customer research. In this phase you want to uncover if there is a need for Revolts proposition and if local legislations enable this proposition. Through customer interviews you will uncover the current problems, barriers, needs and solutions in EV charging for companies. This will allow you to find the first signs of product-market fit and to tailor your positioning to this new market. This phase also covers desk research on incentives, legislation and cultural differences that may impact Revolts business model.
If at the end of this phase the market potential is validated, i.e. there is a need and legislation does not inhibit the business model, Revolt can continue to phase 2.

Phase 2 | market entry | 10 weeks

In phase 2 Revolt is actually entering the new market. The goal of this phase is to discover if it is possible to set up Revolts model in the new market. The sales strategy, operations and marketing need to be set up and all contracts and legal terms need to be adapted to the local legislation.
In this phase targets for phase 3 are also set.
Once this phase is completed Revolt can make its first sales in the new market.

Phase 3 | market validation | 10 months

This phase is about validating the new market through sales. By using cold outreach and referals through the existing network Revolt can make its first sales in the market. By monitoring the crucial KPIs 1) amount of customers, 2) the conversion rate and 3) the contract value, the sales and marketing strategy can be adapted to reach the best results.

At the end of this phase the targets set in phase 2 are evaluated. This allows you to make a substantiated decision about wether to continue in this market or not. If so, the next and final phase of the market entry process begins.

Phase 4 | establishing local entity

In the final phase a local legal entity is set up and all business operations willl flow through this entity. Which legal entity is best differs per market and thus should be researched for the specific market.

Goals

Setting goals will enable you to measure your performance and steer your actions in the right direction from the start.
But before setting goals it is important to align on the why of international expansion. This will guide you in setting the right Key Performance Indicators (KPIs) and the right targets. So, together with the Revolt team, make sure you have a clear understanding of why you are expanding to the new market.

Once you have a clear view of the reason behind the international expansion you are ready to set up your KPIs. The following KPIs have been established to help you set your goals and track your performance in the early stages of market entry (see figure FIX). These are based on the goal of growth, i.e. attracting more customers in a new market.

The KPIs for phase three, the sales phase, are 1) amount of customers, 2) conversion rate and 3) contract value.

phase 1		
	# of customers reached out to	☐
	# of customers talked to	☐
	# of customers identify a problem	☐
	# of customers actively trying to solve	☐

phase 2		
	contracts & terms adapted to local law	☐
	legal sales representative	☐
	installation partner	☐
	service partner	☐

phase 3		
	# of leads	☐
	# of deals	☐
	# of charge points	☐

Setting KPIs

To help you in setting up the KPIs both in phase 1 and phase 3, figure FIX sketches the current relationship between KPIs in the Netherlands. From all the people reached out to, 8% is open for contact. From this group, 75% identifies the problem and thus agrees to have a prospect meeting.
From the prospect meetings 30% converts into a deal with an average of 2 charging stations per deal. The lead time from reaching out to signing the deal is currently 56 days on average.

These numbers reflect the current situation in the Dutch market. Caution should be taken with simply copying these numbers to the new market, as customers may be less/more sensitive to cold outreach, they may have different needs and business processes may take less/more time than expected.
These numbers therefore act as a guide and should not be followed as set in stone.
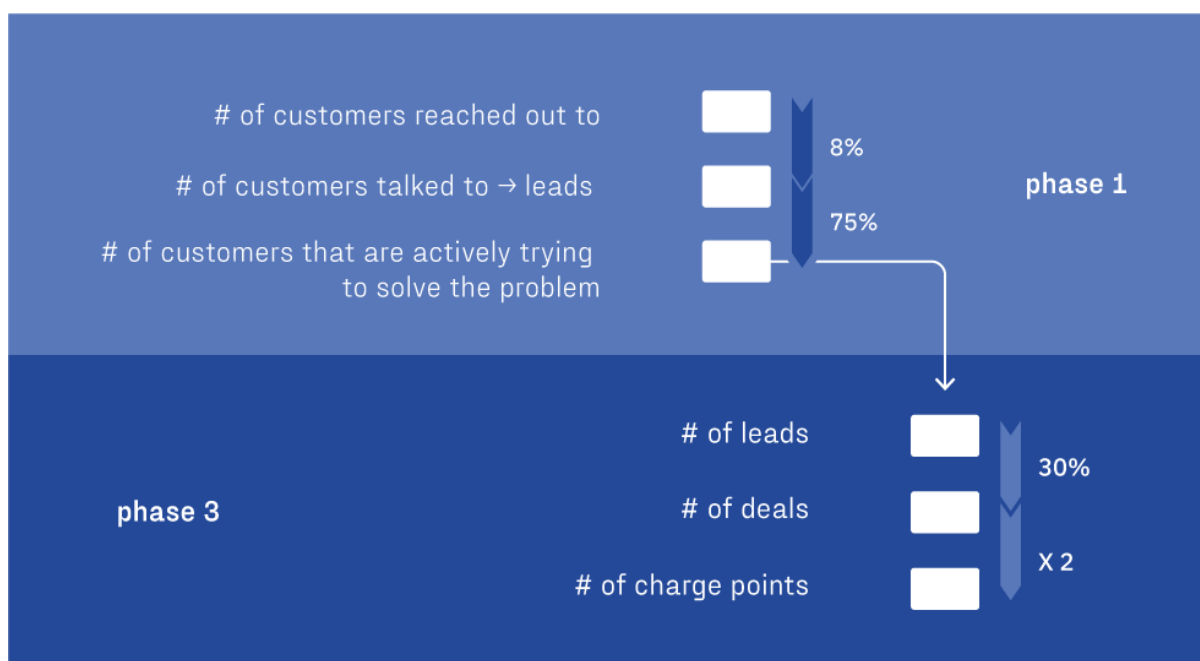
KPI evaluation

For the early stage KPIs goals can be set for every week, and should be evaluated as such. After ten weeks a go/no go decision is made.

For other KPIs a goal is set for 10 months in the future. After these 10 months another go/no go decision is made.

These goals can be set up bottom-up (how many customers can you talk to in a month, how many will have the problem we're trying to solve and to how many sales does that convert?), or top-down (how many charge points do we need to have placed this month and how many customers do I need to talk to in order to reach this number?)

We recommend starting with bottom-up goal setting, based on your resources and capabilities. In this phase it is important to get a good understanding of the market, understand the customers problems and their needs.

As soon as you have found a good fit between Revolt's proposition and the market and your focus shifts from discovery towards sales and execution, goals should be defined top down to ensure profitability.

When evaluating the progess of the KPIs, wether it is every month or every half year, ask yourself these questions:

- Are we reaching the targets we have set for ourselves?
- How did we make sure that we reached our targets?
- How come that we did not reach this or that target?
- Is the target too ambitious?
- What should we change to reach our target next week/month?

Use the answers to these questions to steer your process for the upcoming weeks/month(s).

Planning

After setting your goals you need to make a planning. This planning template includes all processes in this playbook with the expected duration. Next to that it includes evaluation moments of the KPIs, the gate moments of all processes and expected milestones.
Adapt this plannnig to your situation and needs and evaluate the feasibility of this planning at every KPI evaluation moment.

8	9	10	11	12	1	2	3	4	5	6	7	8	9	10
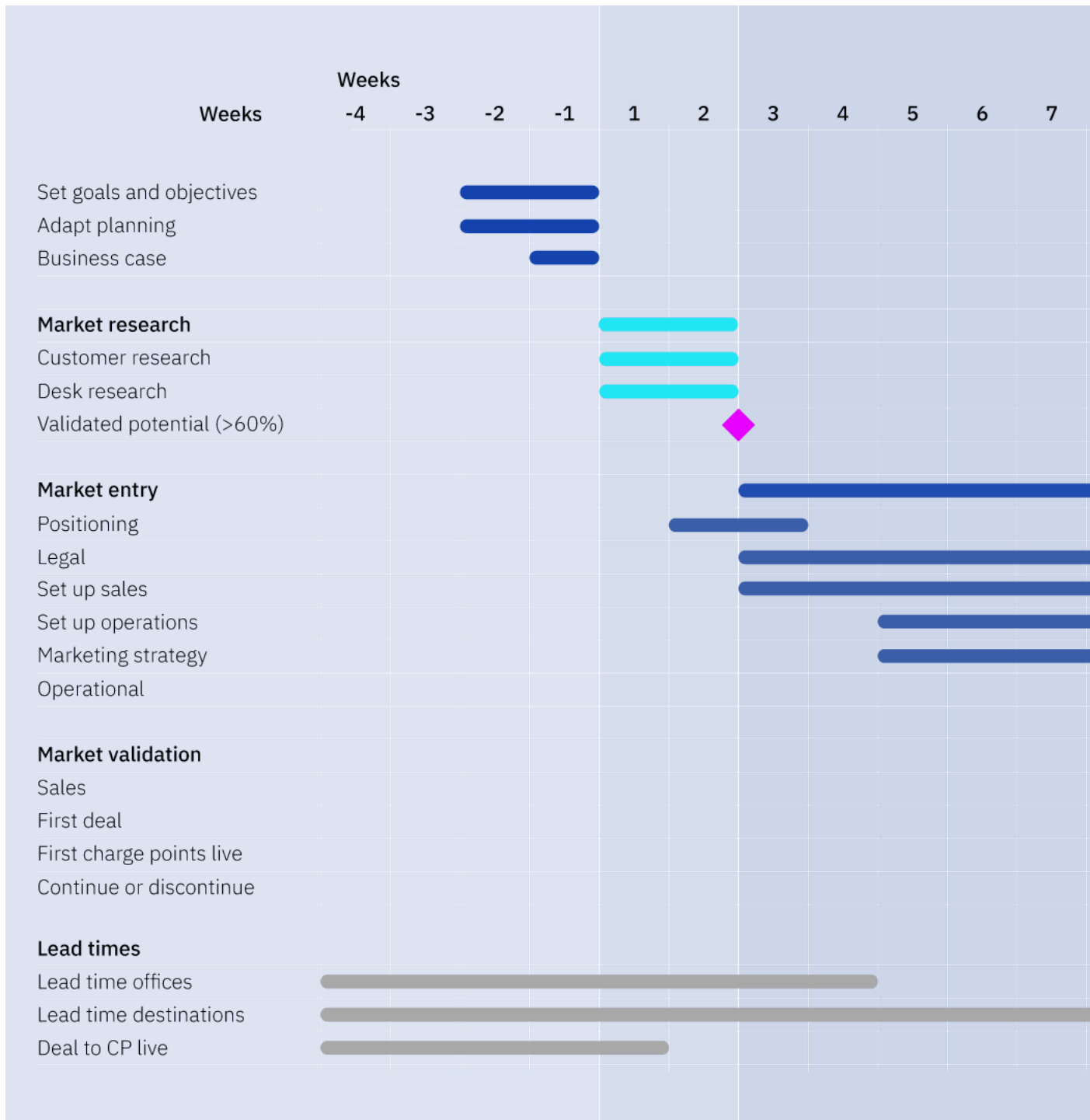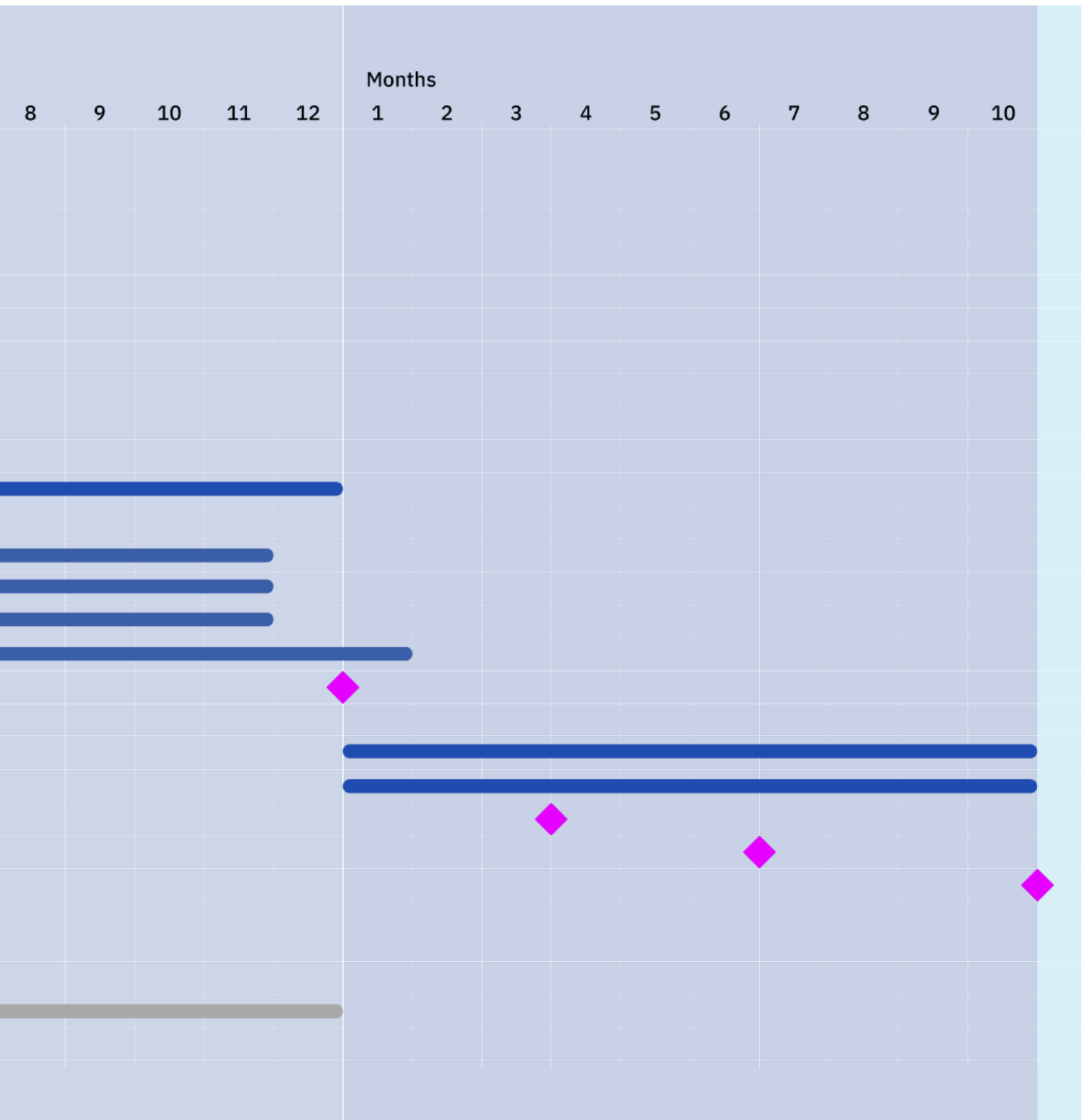
phase 1
-
market evaluation

The goal of this phase is to evaluate whether the market analysis and selection make sense. By customer interviews you will evaluate if customers identify a problem with acquiring EV charging infrastructure and if they are looking for a solution.

In parallel you will research legislation, incentives and (cultural) differences that may impact Revolts proposition in the new market.

The final part of this phase is competitive research and crafting a positioning tailored to the new market. This positioning will guide setting up sales, operations and marketing, which will be discussed in phase 2.

Market insights

This chapter describes the general characterstics of the new market. In this case it is North Rhine-Westphalia, one of the sixteen German federal states. It is a high-tech, industrial and modern area adjacent to the Netherlands.

Based on extensive market research carried out by Revolt we have decided to enter **North Rhine-Westphalia.**
This area has a lot of potential. It's population and area are similar to the Netherlands. It has a large industry sector and is one of the most important areas for (technological) research in Europe and is one of the most important cultural regions in the world, according to UNESCO.
EV adoption in NRW is catching up but the charging infrastructure is not nearly sufficient, which is an opportunity for Revolt.

Before you start working through this playbook there are some processes that need to start as soon as possible since they are crucial for international market entry.

Legal work takes a lot of time and effort so it is imperative that you start early with this.
The first aspects that need to be validated are:
- Are we required to set up a legal entity within the new market?
- What are the standards for charging points and do our products comply with those?

North Rhine-Westphalia

Population	:	18 milion
Area	:	similar to NL
# of EV's	:	131.000
Growth '21 - '22	:	200%
Installed chargers	:	2273
Chargers needed 2025	:	21.863
Chargers needed 2030	:	61.518
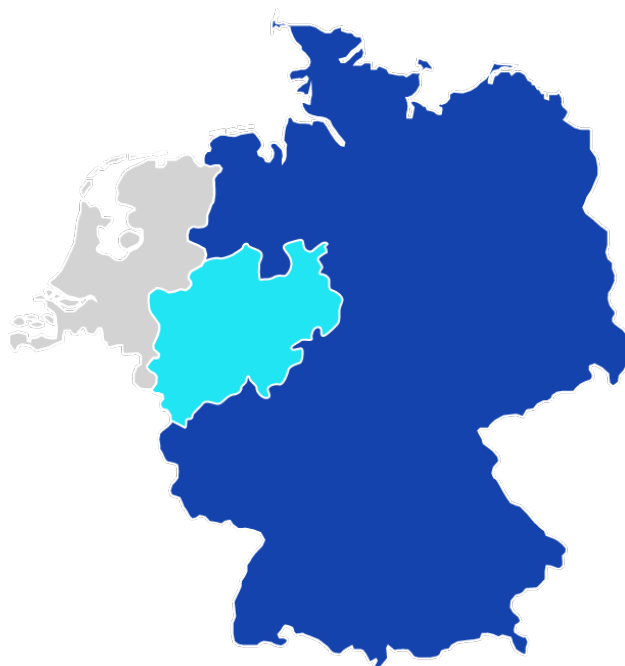
Market analysis

The market analysis phase is all about getting a better picture of the current state of the EV charging market in the new region. Next to quantitative data (available in the market data dashboard) it is necessary to further research local regulations, incentives and developments that can impact Revolt's business.

The fact that you are reading this playbook and are assigned to a certain market means that the minimum requirements for an attractive market are met: 1) market size similar to or larger than the Dutch market, 2) growth in EV adoption and 3) a gap between existing and needed charging infrastructure and 4) no legislation that is making it impossible for Revolt to roll out their proposition and business model.

To structure the market analysis and gather all information in one place, use the market analysis canvas on the next page.

First you need to get an understanding of how this market is subdivided and in which regions, areas or industry the need for EV charging is largest.

Qualitative market research

Once you have a more granular view of the market, you need to understand local regulations, legislations, incentives and developments that can impact Revolt's business model. Think of:
- EV purchase and lease incentives
- Charging infrastructure incentives and obligations
- Sustainability legislation → zero emission zones, electrification etc.
- Energy network developments

Cultural differences and ways of doing business

Even though a new market might be close there will certainly be cultural differences. These cultural differences can have a profound impact on the way of doing business and consequently the success of the market entry. Questions to ask yourself are:
- How is (B2B) business done in this market?
- Does this differ between industries?
- How does culture impact the way of doing business?
- What are the best ways to form a network, reach customers and create relations?
- How is marketing done in this market?
- What are best channels to reach our target customers?
- What tone of voice should we use?
- What kind of content do we use?

Market analysis canvas

What are the local incentives, subsidies and grants concerning EV charging infra?

How does this impact Revolt's business model?

Do subsidies and grants for the installation of charging infrastructure make the sale + service subscription more interesting?

What are the local regulations and limitations concerning EV charging infra?

$\rightarrow$ *H, I*

What are the most important cultural differences in doing business?

How does this impact the sales and marketing strategies?

It is only possible to reach B2B customers through your network → hire local sales representatives for customer research and sales

Physical presence is important for products → be present in car dealerships, at fairs and events

Credibility is a decisive factor in sales → focus on referrals, press coverage

$\rightarrow$ *E, F*

What are the most important cultural differences car use and EV charging?

How does this impact the the fit between Revolt's proposition and the new market?

Is the capacity on the grid connections so small that a battery is necessary for the proper functioning of the charging stations?

Are smart charging capabilities an absolute necessity to operate in this market?

$\rightarrow$ *D, G*

Market analysis canvas - NRW

What are the local incentives, subsidies and grants concerning EV charging infra?

€900 for purchase & installation of CP
GHG quota

How does this impact Revolt's business model?

The grants for installing charge points make the subscription model less interesting for companies. This can be mitigated by invoicing the maximum grant amount at once, then the company does not have any costs for the first few months.

The charge points do meet the needed certifications. The location of the publicly accessible charge points need to be shared, which is possible with the current back office system.

The charge points are not yet equiped with payment terminals. For now that is not a problem but this will become an issue in the near future for **public** charge points. CPs on private (office) sites are exempt.

→ *H, I*

What are the local regulations and limitations concerning EV charging infra?

Charge points need a MDI certification
Data about CP location & availability needs to be publicly accessible, all cards need to be compatible
Public charge points need a payment terminal to allow for debit or credit card payments

What are the most important cultural differences in doing business?

The working language in business is German.
Use formal language. Large regional differences.
Germans prefer to sit at the table directly with an expert.
Decision making can take longer in Germany.
Trade fairs are an important part of doing business in Germany.
Building trust through detailed information is necessary. Quality is more imporant than price.
Trade magazines are still popular marketing channels, especially in B2B.
Digital marketing is growing quickly.

How does this impact the sales and marketing strategies?

Build relations and network through trade fairs. Be present, professional and show Revolts expertise.

Be professional in all communication

Build authority and brand awareness through detailed content marketing.

→ *E, F*

What are the most important cultural differences car use and EV charging?

Limits on energy grid
Company car fleet is similar to Dutch fleet. Leasing a car is only just taking up in Germany.

How does this impact the the fit between Revolt's proposition and the new market?

The proposition will fit good in the new market.

Adding the battery to the infrastructure can resolve the issues concerning grid capacity .

→ *D, G*

Customer research

Independent from the entry strategy, customer research has to be conducted. It is essential for finding product market fit, adapting your positioning and making your first sales.

Based on customer research in the Dutch market, the target segment, ideal company profile and three main buyer personas are developed (see appendix C). These personas serve as the starting point for reaching out to potential customers in the new market.
These personas are of course not set in stone; they are generalised and can differ between markets and should be adapted as you get better insight into the buyer personas of the new market.

In Appendix D you can find a map with Revolts current network. It contains current clients, logistical and strategic partners, suppliers and personal relations. Use these connections to kickstart the PMF validation.
In addition to using Revolts network it is necessary to use cold outreach to be able to speak to enough customers. The process for cold outreach is covered in chapter FIX.

Types and levels of validation

Interactions you have with your customers bring different levels of validation. These are summarised in the figure 2.
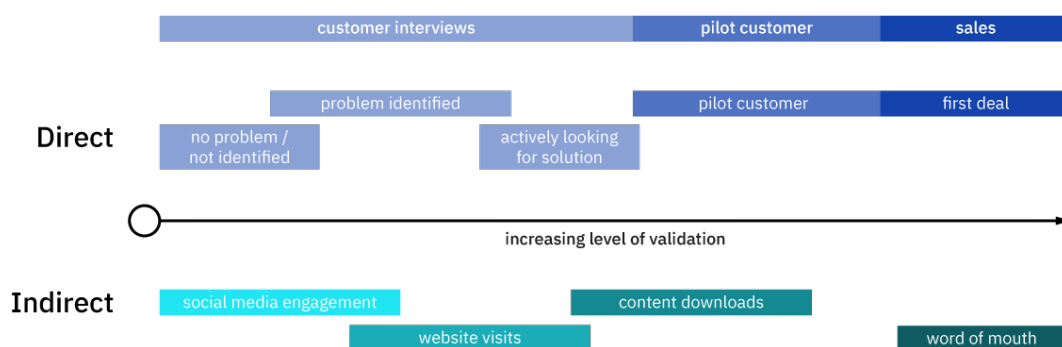
Figure FIX - Different types and levels of validation (adapted from Coelen, 2022)

The first validation you want to do is directly with customers. You want to understand their context, goals, pains and gains in their job.
You will find increasing levels of validation when talking to customers. From invalidation when the customer does not have the problem, to customers that identify the problem or are even looking for a solution.

In appendix E you find a topic guide that will help you structure the first interviews with potential customers.
Use the customer research canvas to collect, analyse and summarise your findings.

Customer research canvas

Name

Role

Jobs to be done

Activities

Pains

Gains

Current solutions

Comments & next steps

Quantitative validation

Parallel to qualitative validation through talking with customers you can start with quantitative validation. Through A/B testing you can test several parameters of an advertisement, messaging or webpage to see which parameter performs better.
For early stage validation you can use A/B testing to see which proposition or messaging works best in a new market.

An example of using A/B testing in early stage exploration is testing which value proposition gains more traction. For this A/B test you need to develop two propositions and two corresponding advertisements. These ads both link to the Revolt website. You can then run these advertisements on e.g. LinkedIn and measure the reach, click-through-rate and subsequent conversion. Based on this data you can get a good sense of which proposition is better suited to your target market.
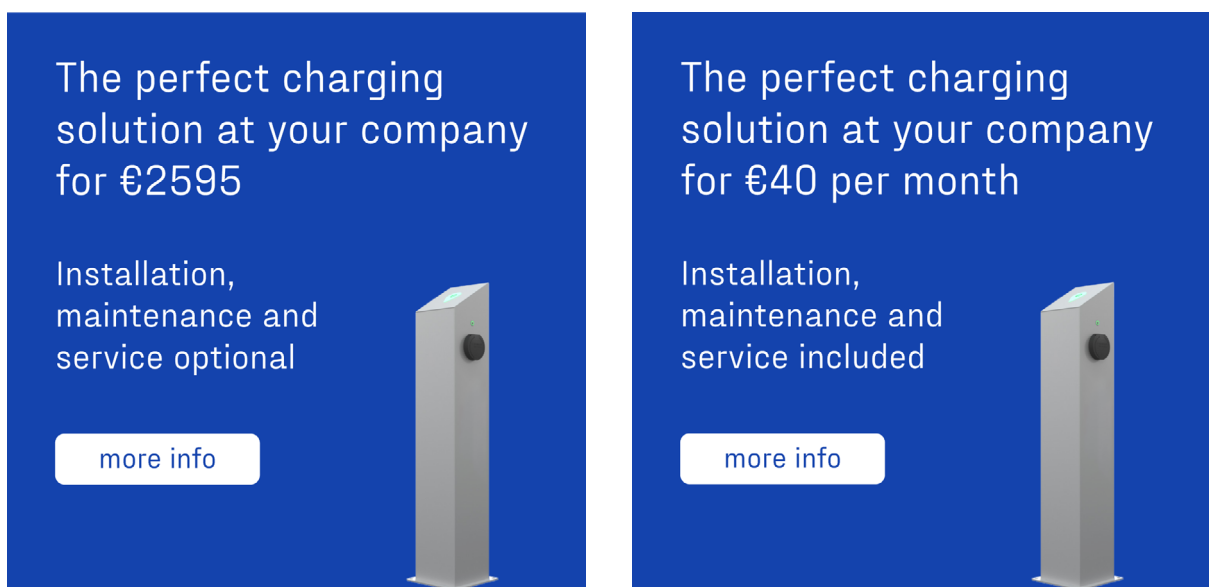
Figure 3 - Example of A/B test advertisement: testing subscription against buy proposition.
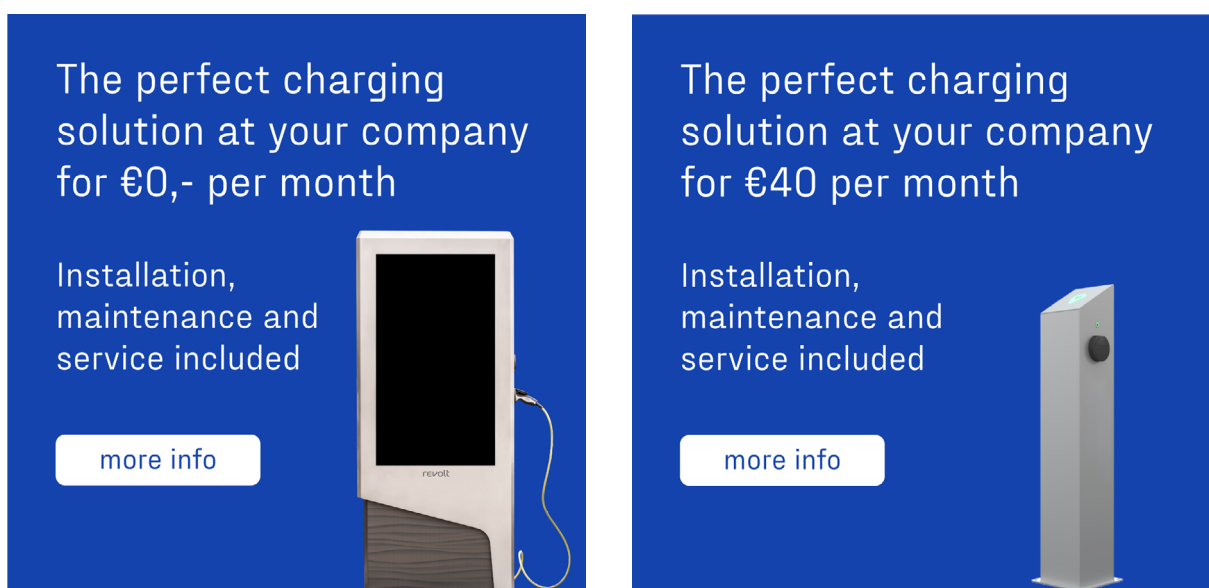
Figure 4 - Example of A/B test advertisement: testing the One against the Hub proposition.

Customer research target canvas

		target	actual	achieved?	if not
amount of customers talked to		⬜	⬜	⬤ —→	A
amount of customers that identify the problem		⬜	⬜	⬤ —→	B
amount of customers that try to solve the problem		⬜	⬜	⬤ —→	C

A Why are you unable to talk to enough customers?

Are there any cultural or way of doing business differences that could be in the way?
Are you where potential customers are?

↳ Adapt your search method. Try local representatives, events and network.
Adapt customer profile. Adapt your way of reaching out.

B Why are customers not identifying a problem?

Are there no barriers to achieving their goal(s)?
Do they simply not care?
Is it outside of their job description?

↳ Is the problem actually there? Can you use a pilot scenario to allow the customer to
recognise the problem?

C Why are customers are not trying to solve the problem?

Is it already solved?
Are they frustrated in trying to solve the problem?
Do they have time and resources to solve the problem?

↳ Show how Revolt's solution can take away these barriers

Customer research target canvas - Germany

	target	actual	achieved?	if not
amount of customers talked to	10	3	⬜ ➝	A
amount of customers that identify the problem	5	1	⬜ ➝	B
amount of customers that try to solve the problem	3	0	⬜ ➝	C

A Why are you unable to talk to enough customers?

Are there any cultural or way of doing business differences that could be in the way?
Are you where potential customers are?

It is difficult to reach potential customers without a local network and the ability to speak German. To reach customers it is imperative to appoint a sales representative that speaks German and preferably already has a network in this market.

↳ Adapt your search method. Try local representatives, events and network.
Adapt customer profile. Adapt your way of reaching out.

B Why are customers not identifying a problem?

Are there no barriers to achieving their goal(s)?
Do they simply not care?
Is it outside of their job description?

One customer does not see EVs as a sustainable, future proof replacement of ICE cars. The other two see the energy grid capacity as the biggest barrier for expanding EV charging infrastructure. Because of this barrier they haven't considered EV charging infrastructure anything further.

↳ Is the problem actually there? Can you use a pilot scenario to allow the customer to recognise the problem?

C Why are customers are not trying to solve the problem?

Is it already solved?
Are they frustrated in trying to solve the problem?
Do they have time and resources to solve the problem?

One potential customer does not own the building and thus is not allowed to expand the grid connection. To be able to install the CP infrastructure you should get in touch with the owner of the building (who was not available at the time)

↳ Show how Revolt's solution can take away these barriers
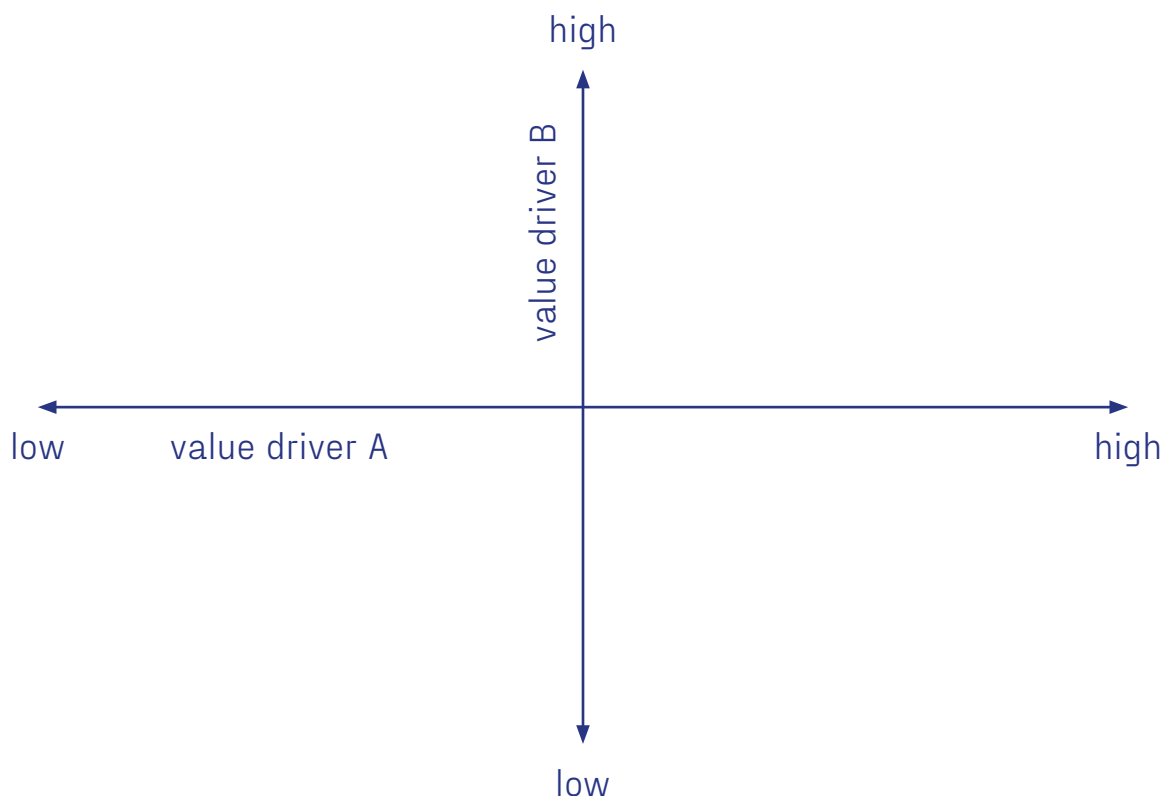
Competitor analysis

From market and customer research you can identify the market Revolt is competing in. To be able to win this market it is imperative to know the competitive landscape; you will want to know who your customers are comparing you to. Knowing your competitors and their offerings will help you shape Revolts positioning, marketing and sales strategy.

With a thorough competitive analysis you uncover the unique features of Revolt compared to other players in the market. This will help you refine the positioning of the service. How can you do this?
- Identify and research competitors on four levels
- Identify the main value drivers in this market
- Plot Revolt and its competitors along these value drivers.

You can identify competitors on four levels:
- Product form: companies offering charging as a service
- Product category: companies offering charge points
- Generic: other mobility modes
- Budget: other operational expenses

product form
product category
generic
budget

high

value driver B

low   value driver A   high

Example of competition plotting
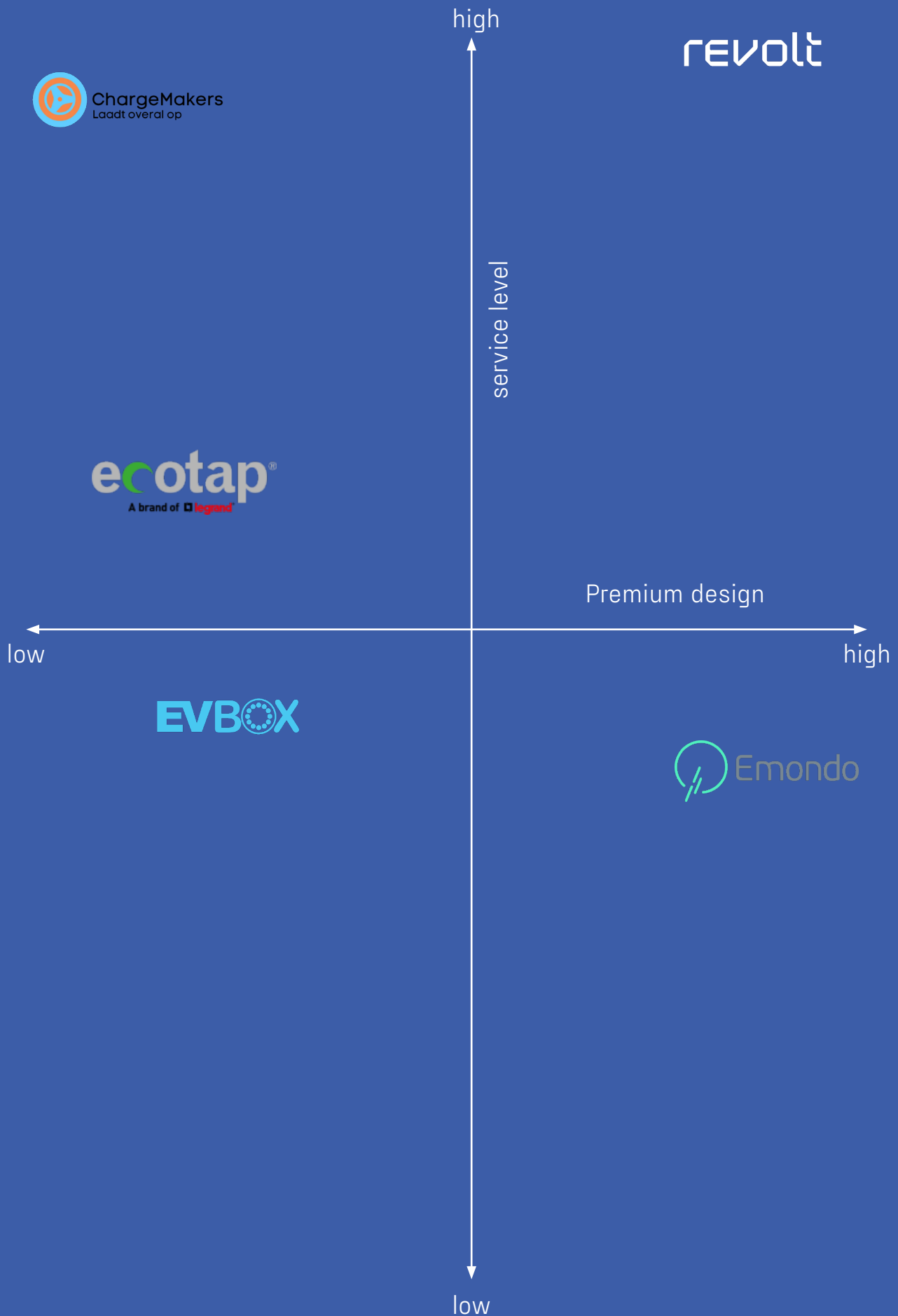
Evaluation

Once all these tasks are completed it is time to evaluate the results. Figure FIX provides a template for collecting and analysing the most critical results of this phase and provide a solid ground for the decision whether to continue in this market or to pull back.

These are not the only factors to consider. There are additional questions you can ask yourself. These are less quantitative but nonetheless help in the go/no-go decision.

- How much effort did it take to talk to this amount of people?
- How strongly do these people experience a problem with EV charging infrastructure?
- How competitive is the landscape?
- How much effort will it take to adapt the value proposition or business model to local culture and/or regulations?
- Can Revolt distinguish itself from its competition?
- If not, does that matter in a fast-growing market?

Figure FIX - phase 1 result template.

phase 2
-
market entry

The goal of this phase is to set up all processes that Revolt needs to deliver its service to customers. This includes marketing - building brand awareness and reaching the customer, sales - uncovering specific customer needs and closing the deal and operations - planning, installing and monitoring the charge points.

During this phase it is imperative to keep talking to customers. Use the frameworks from the previous phase to structure this process.

At the end of this phase Revolt is ready to serve its first customer .

Positioning

To craft a positioning specific to the new market, use the framework in this chapter and the results from your previous research. The positioning will help you craft your messaging outings.

1. **Competitive alternatives**
   Currently, Revolt does not exist in this new market. What alternatives are customers using?
   ↳ **not driving electric**
   ↳ **EV box chargers**

2. **Key unique attributes**
   What features and capabilities does Revolt have that alternatives do not?
   ↳ **subscription model**
   ↳ **all-in-one model, including installation, service, maintenance**
   ↳ **expertise in all elements of the charging infrastructure**
   ↳ **small investment**
   ↳ **advertising network**

3. **Value**
   What value do the attributes enable for customers?
   ↳ **lower costs**
   ↳ **lower CAPEX**
   ↳ **only needing one expert, reducing time spent on negotiantions and aligning expectations**

4. **Customers that care**
   Who cares a lot about that value?
   ↳ **CFO**
   ↳ **facility manager**
   ↳ **commercial director**

5. **Market you win**
   What context makes the value obvious to the target segments?
   ↳ **The wild west of charge point manufacturers, resellers, installation partners, service partners, backoffice systems, mobility service providers and charge point operators.**

| unique attributes	value	who cares?
all-in-one service	one point of contact, less communication	facility manager, commercial director
expert partners	no errors, faults, rework	facility manager
small investment	less CAPEX	CFO
The wild west of charge point manufacturers, resellers, installation partners, service partners, backoffice systems, mobility service providers and charge point operators.		

all-in-one service

expert partners
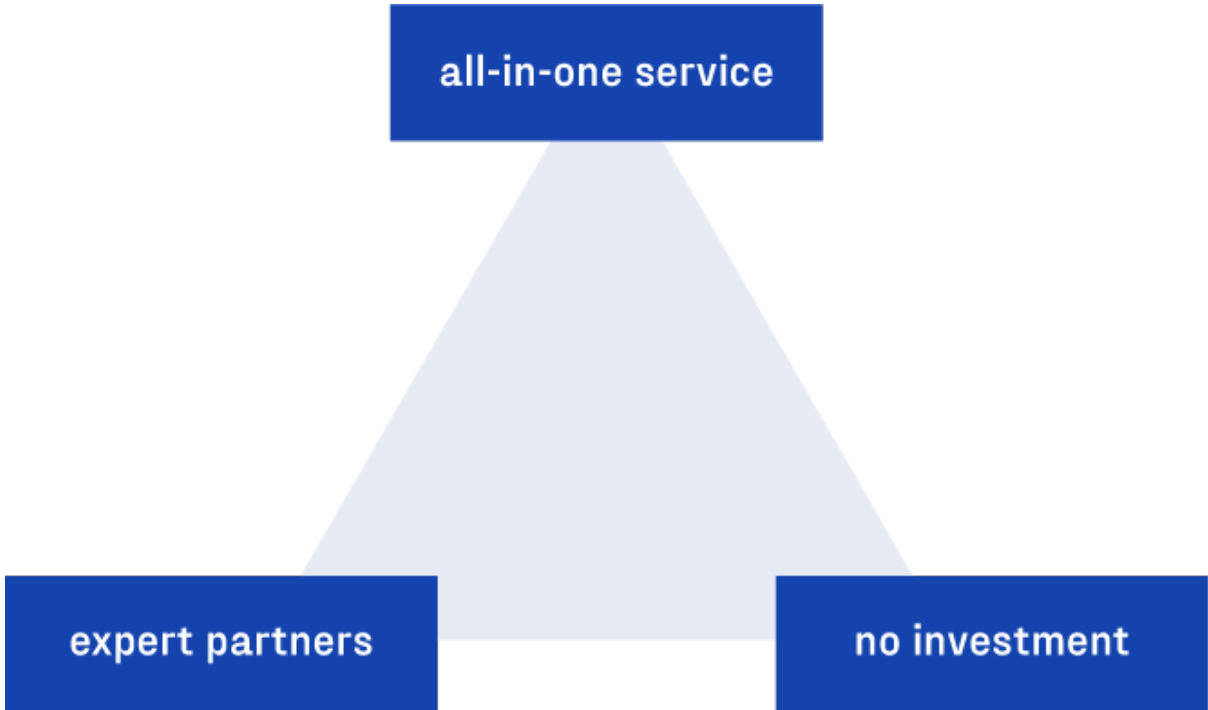
no investment

Company structure

When setting up the business in a new market for the first time, we advice to keep the investment and risk as low as possible. To do this, we propose a company structure without a local legal entity in the new market. If after a while it appears that Revolt has enough traction in the new market to continue, and routing all processes through the Dutch legal entitiy is becoming too tedious we advice to establish a local entity.

The new market entry is structured as follows; all processes which can be carried out from the Dutch headquarters - such as finance, marketing and entering contracts - will remain in the Netherlands. For processes that need local presence - sales and operations - Revolt has to find local parnters.
This way Revolt can deliver the full all-in-one charge point service while keeping investment and risk at a minimum.
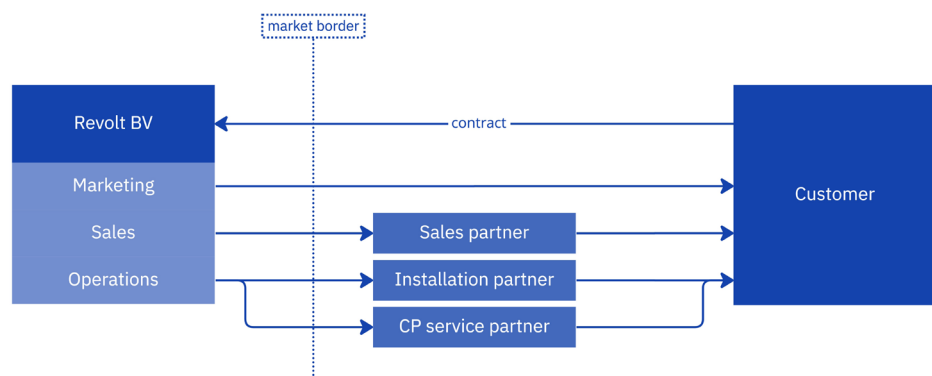
FIGURE FIX - Initial company structure
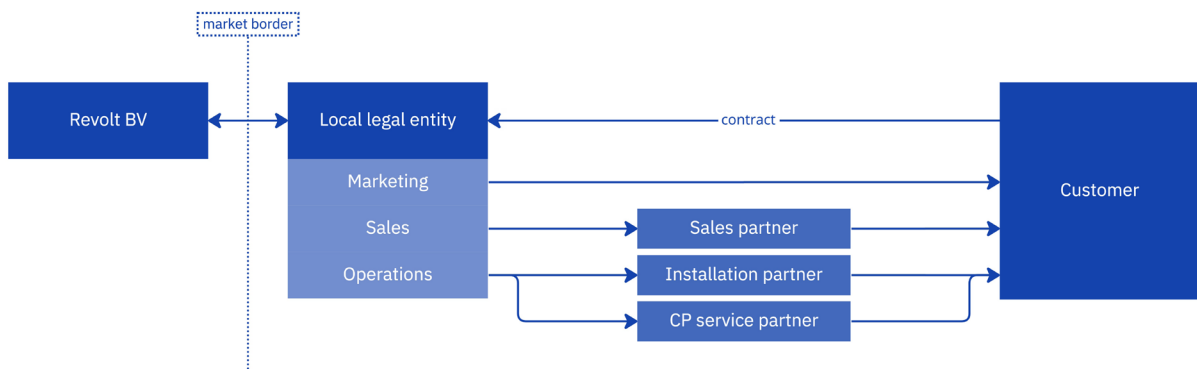
FIGURE FIX - Company structure with local legal entity

Sales strategy

The sales strategy is a plan of action designed to achieve sales objectives and targets. This section outlines the process that you will use to identify, attract, and convert leads into customers. The sales strategy is crucial to establish relationships with potential clients, increase sales, and gain a competitive advantage in a rapidly evolving industry.

To start up sales in a new market it is essential to hire sales representatives that speak the local language, have a local network and be comfortable with the way of doing business in this market. The sales representative will be responsible for promoting and selling Revolts services to a diverse range of clients and building long-term relationships with key partners.
They would likely use a consultative selling approach, building relationships with potential customers and working with them to develop customised charging solutions that meet their specific needs.

When starting up in a new market it is best to hire freelance sales representatives. These have a great network, can get you in touch with the right people and work on a commission base: no sales, no costs.

When sales start to increase and more involvement and control in the sales process is desired the first in-house sales representative should be hired. Before this happens a local legal entity has to be established (see appendix FIX).

Key responsibilities of sales representatives

- Identifying and developing new business opportunities in the new market
- Building and maintaining strong relationships with key partners and clients
- Achieving sales targets and quotas
- Representing the company at trade shows and industry events in new market
- Providing feedback and market intelligence to the company
- Developing sales strategies and identifying potential areas for growth

Qualifications

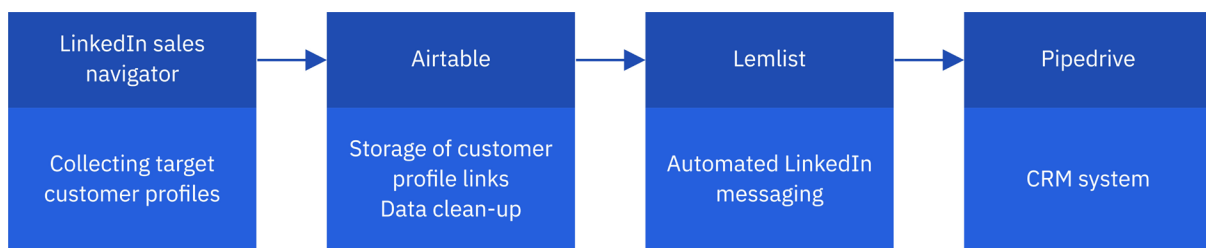- Proven sales experience in the electric vehicle charging point or related industry
- Strong local network and access to the right partners in the new market
- Local native or fluent language skills
- Strong communication and negotiation skills
- Ability to work independently and as part of a team
- Bachelor's degree in a related field is preferred
- Knowledge of the EV market trends and regulations

Outbound sales

When starting up in a new market, before having established precense, the majority of sales will be through outbound lead generation. The sales process and the outbound lead generation process are outlined in figure 6 and 7.

The lead generation is mostly automated. The local sales representative comes into play from the lead qualification stage, where they need to determine wether this lead is worth pursuing, and what the deal will look like. The deal shaping is a collaboration between the customer, sales rep and operations lead (or partner). The deal is closed by the local manager, you, or by the Dutch legal entity.

LinkedIn sales navigator	Airtable	Lemlist	Pipedrive
Collecting target customer profiles	Storage of customer profile links Data clean-up	Automated LinkedIn messaging	CRM system

FIGURE 6 - Automated **cold outreach** lead generating process

Outbound lead generation	Lead qualification	Deal shaping	Deal closing
Cold outreach through LinkedIn, phone and mail. Use of network and connections	determining budget, key decision makers, need (does our solution fit the problems of the lead?) and timeline	Determining amount of charge points necessary. Technical review by operations.	Closing the deal Handover to operations
Inbound lead generation	budget ☑	# of charge points ☐	
Lead generation through social media, content marketing, paid advertising and eventually website conversion	key decision maker ☐ need ☐ timeline ☐	capacity on grid ☐ infrastructure work ☐ foundation ☐	

FIGURE 7 - Sales process with goal, involvement and checklist per phase

Referrals

In addition to outbound sales using cold outreach Revolt must leverage its exsiting network of customers, partners and suppliers. These contacts can be used to generate leads. Referred leads are often easier to close than cold leads.

Offline presence - Germany

Fairs, exhibitions and networking events are essential in creating a network and gaining brand recognition in a new market.
If you are looking to expand your presence in the German market, some of the most important events to attend include:

1. eMove360°: This is one of the leading B2B trade fairs in Germany for Mobility 4.0: electric, connected and autonomous. It is a great opportunity to meet with industry experts, other companies and potential partners.
   17 to 19 October, 2023, Messe München - emove360.com

2. InnoTrans: This is the world's leading trade fair for transport technology, with a focus on rail transport. It is an excellent opportunity to network with other companies in the transportation industry and showcase your charging point products and services.
   24 to 27 September, 2024, Messe Berlin - innotrans.de

3. Energy Energy Storage: This event is focused on energy storage systems, including batteries and charging infrastructure, and is a great place to meet with industry experts and potential customers
   13 to 16 June, 2023, Messe München - ees-europe.com

4. International Motor Show (IAA) : This is one of the largest automotive trade fairs in the world, showcasing the latest developments in the automotive industry, including electric vehicles and charging infrastructure.
   5 to 10 September, 2023, München - iaa-mobility.com/

5. Automotive Europe: Automotive Europe 2023 is Reuters Events' European flagship event that unites CEOs and board members from leading OEMs to take to the stage where they will set the European automotive agenda for years to come.
   16 to 17 May, 2023, München - events.reutersevents.com/automotive/automotive-europe

6. Hannover Messe: The Hannover Messe is a large industrial trade fair held annually in Hanover, Germany. It is considered one of the world's most important trade fairs for industrial technology and is focused on showcasing the latest developments in industrial automation, energy, robotics, and other related fields.
   17 to 21 April, 2023, Hannover Messe - hannovermesse.de/en/

It is also beneficial to attend other relevant events such as industry conferences, networking events, and government-sponsored events related to electric vehicles and charging infrastructure.

Operations

One of the most crucial preconditions for market entry is the back-end of Revolts service: the operational structure. What these operations entail is set out in this chapter. Preparations should start early, especially finding suitable partners for installation and service.
Once you are in the process of landing your first sales these partnerships should be formalised.

From the service blueprint (see appendix F) we can extract all the necessary partners and processes that need to be set up to be able to deliver Revolts service.

Note: this operational structure assumes that Revolt will provide the full service model, similar to the Netherlands. What is needed for selling the charging points to customers is not covered in this playbook.

The full charging-as-a-service proposition consists of the following elements:
1. Technical review
2. Foundation
3. Construction of electrical infrastructure
4. Charge point installation
5. Charge point maintenance and service

Technical review

In the technical review the following aspects are checked:
• Amount of parking spots
• Amount of charge points possible
• Necessary groundwork for cables
• Adaptations to fuse box
• Available capacity
• Foundation

From these aspects an installation plan is developed which is handed over to the customer and the installation partners. This installation plan is available at the Operations Lead.

Foundation

A proper foundation is needed to install the charge points. Either with a ground plug or a concrete slab, depending on the situation. Current partners for the foundation in the Netherlands are Groundplug and Streetplug.

Electrical infrastructure

To connect the charge points to the existing electricity infrastructure an installation partner needs to make adaptations to the fuse box, lay the cable work from the fuse box to the charge point locations and do all the necessary groundwork.
This can be done by the customer's house installer or Revolt's installation partner.
Current partners for the electrical installation are Streetplug and Unica.

Installation of charge points

The installation of the charge point consists of connecting the electricity, data cable and installation of the charge point onto the foundation. From here on the charge point can be activated and the customers can start charging.

Maintenance and service

It does happen that the charge points are not working as they should be. These errors need to be resolved as quickly as possible. Most errors can be solved remotely but for physical faults a local maintenance and service partner is needed.

Supply of charging points

Depending on the level of demand, the charge points have to be shipped per order or stored somewhere locally.

Backoffice

The backoffice is the IT system where all the charge points are monitored and all charging transactions are logged. The operations team uses this back office to monitor and solve errors remotely. The financial departments uses the back office to invoice customers and users.
The current backoffice that Revolt is using is OCPP (Open Charge Point Protocol) and OCPI (Open Charge Point Interface) compliant, which means that is interoperable with charge points throughout the European Union.
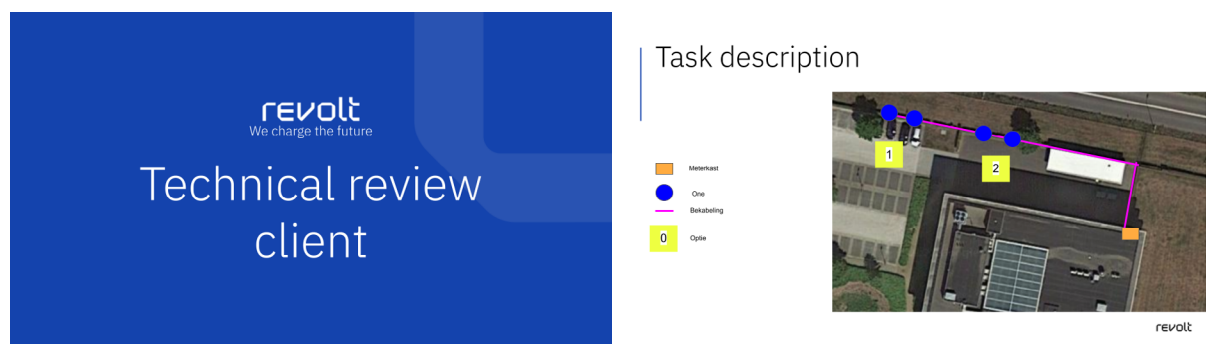
FIGURE 8 - Example of technical review document

Partners

You need to find partner(s) that can cover these aspects. It would be ideal to find a partner that can cover most, if not all of the aspects, since this will greatly reduce communication lines and with that the room for error and delays.

The requirements for parners are based on the requirements used in the Dutch market and are as follows:
- The partner needs to have experience in carrying out similar projects
- The partner needs to be flexible in capacity, from small- to large scale projects.
- The partner must be able to assume an oordinating and advisory role, from application to realisation including application for the necessary permit if applicable.
- The partner needs to be able to providea single point of contact for each project
- The partner holds the necessary certificates

Besides these requirements it is preferred if the partners hold the same values, and level of quality and service as Revolt.

Marketing strategy

Revolt is entering a new market, and is thus not known in this market. To build brand awareness, brand authority and generate leads it is necessary to develop a localised marketing strategy.

The marketing strategy generally includes the guidelines and processes for brand building, content marketing, lead generation, sales enablement and customer retention.

The marketing strategy for Revolt is based on three pillars:

1. Lead generation
2. Authority
3. Great place to work

When entering a new market, lead generation and authority are most important.
Since localization is crucial for marketing campaigns, this section cannot provide a one-size-fits-all strategy. Instead, it outlines the key points for crafting a localised marketing strategy.

Lead generation

- Explore which channels are most popular in B2B marketing
- Research tone of voice and content of B2B marketing expressions
- Choose appropriate channel and content for lead generation

Authority
- Determine the factors influencing brand authority in the new market
- Determine the importance and effects of content marketing
- Explore which channels are most popular in B2B content marketing
- Research tone of voice and content of B2B content marketing
- Determine the importance of physical presence

Marketing strategy - Germany

People in Germany heavily value expertise and like to know all the details of a product or service before they intend to buy these products/services. To clearly communicate Revolts expertise the following steps should be included in the German marketing strategy:

1. Create a content marketing strategy that focuses on providing educational resources and information about the benefits of electric vehicles and charging infrastructure for small and medium businesses. Publish blog posts, whitepapers, and case studies that highlight the cost savings and environmental benefits of switching to electric vehicles and using Revolts charging as a service. In this content it is important to clearly communicate Revolt's expertise and to dive into the details of our products and service. See the next page for an example of this content.
2. Build a professional network through attending trade events. Next to being a good sales opportunity these events help in building brand awareness.
3. Leveraging well-established networks and outlets to share news and content about Revolt. This will will build authority and brand awareness.
4. Paid advertising. Even though it is expensive and not sustainable, paid advertising can help greatly in building brand awareness. Use it to target decision makers in your target companies.

Why Your Office Needs Dynamic Load Balancing for Electric Vehicle Charging

As more and more companies make the switch to electric vehicles, it's important to consider the impact that charging these vehicles will have on your office's electrical infrastructure. One key solution to this problem is dynamic load balancing.

Dynamic load balancing is a technology that distributes the electrical load across multiple charging stations while measuring the overall electricity use of the whole office. This ensures that the charging process is efficient and doesn't put too much strain on your office's electrical system. It also allows multiple vehicles to charge at the same time without any interruption.

There are several advantages to implementing dynamic load balancing for electric vehicle charging at your office. First, it helps to reduce the overall cost of charging by minimizing the need for expensive electrical upgrades. Second, it helps to ensure the safety and reliability of your office's electrical system by preventing overloading and power surges.

Additionally, dynamic load balancing also helps to optimize the charging process for each individual vehicle, which can lead to faster charging times and more efficient use of electricity.

Dynamic load balancing is a must-have technology for any office looking to implement electric vehicle charging. It ensures that your office's electrical infrastructure can handle the demands of charging multiple vehicles, while also maximizing the benefits of switching to electric vehicles. Talk to one of our experts to learn more about how our dynamic load balancing technology can help your office make the switch to electric vehicles.

Evaluation

During setting up the processes, but especially afterwards it is necessary to evaluate the results. Are you still speaking with potential customers? Do they still identify a problem? Did you manage to find all the necessary partners?
Again, figure FIX provides a template for collecting and analysing the most critical results of this phase and provide a solid ground for the decision whether to continue in this market or to pull back.

It is crucial that at the end of this phase you have found and signed a suitable sales partner.
For the technical review-, installation- and service partner it is not imperative that the contract is signed when moving to the next phase. It is however necessary that you have a good overview of the potential partners and preferably are in the last stage of negotiations with these partners.

Here, good judgement comes into play. The technical review partner and installation partner do not necessarily need to be signed when entering phase 3. They do however need to be signed when the first customer is signed.

Figure FIX - phase 1 result template.

phase 3
-
market validation

The goal of this phase is to acquire the first customers. Using the customers from phase 1 and the processes set up in phase 2 everything is set to land the first deal.

At the end of this phase Revolt evaluates whether the new market is attractive enough. By comparing the actual sales, conversion and contract value against the goals set at the start you can make a substantiated decision on whether to continue in or exit this market.

First hires

Once all processes are set up your goal is to acquire the first customers. By now, a local sales partner is signed, and the operational parnters are (almost) signed. At this point, you - the expansion manager - are still responsible for managing the sales, operational and marketing processes.
Once Revolt is gaining significant traction in the new market this is not sustainable. It is therefore necessary to start looking for your first hires. This section describes their role and when you should start the hiring process for these functions.

Sales representative

The sales representative will be your first hire - without sales there is no need for operations.
At first the local sales partner will be in charge of generating leads and converting them into customers. With this structure however the level of control and customer feedback is limited.
When it becomes clear that the sales partner is able to make sales, it is time to hire your first sales representative. This representative can either start with managing the sales partner or replace the partner itself.
This representative should speak the native language, know the market and has the necessary connections to quickly scale the sales process in the new market. See chapter FIX for more information

Operations lead

The operations lead is responsible for the planning, installation and maintenance of the charge points. They make sure the technical requirements for charging are met, all infrastructure is properly laid out and the errors at the charge points minimised.
Depending on the installation partner and customer needs it might not be necessary to hire an operational lead at the start of phase 3. When entering e.g. Belgium or Germany the opertations team from the Dutch office can do the technical review and installation planning, or do it remotely.
When it becomes evident that a local in-house operations lead is necessary, either because of the workload of managing the installation partners or because of partner and customer needs, Revolt should start the hiring process for this position.

Marketing lead

The marketing lead is responsible for building brand awareness and authority. Initally the Dutch office can take care of all marketing efforts, as long as these are localised to the new market.
However, knowledge about the new market will help in creating a better tailored and efficient marketing strategy, so hiring a local marketing lead will eventually be more effective.

Evaluation

This evaluation moment is probably the hardest of them all. You have invested considerable time and resources in entering the market. It is therefore also the most important evaluation. To properly guide the decision process this evaluation not only provides critical KPIs but also supportive indicators that help understand the current state of business.

This phase is still about validating the fit between your value proposition and the market, now by making actual sales. It is crucial that you keep this in mind when evaluating the results from this phase.
For example, you would rather have ten customers that all need one charge point instead of one customer that needs ten. With ten customers, you have validated the need for your service ten times as opposed to once. That is more valuable than the average contract value.
In addition, it will be impossible to set the target for amount of charge points based on profitability in the short term. It is inherent to the subscription-based business model that you will not reach profitability in the first two years. Investments in the market entry add to that.

Again, the template provided on the next page is a tool for collecting and analysing the most critical results of this phase and provides a solid ground for the decision whether to continue in this market or to pull back

And similar to the previous evaluation moments, the KPIs should not provide the only ground for the decision. It is important to consider the context in which these numbers are achieved. What is in the pipeline? Are there any promising potential customers you are in touch with? Did setbacks occur which prevented you from reaching targets?

With this knowledge you are able to make a substantiated decision on whether or not to continue in the new market.

Critical factors
- # of leads
- Conversion
- # of deals
- less critical in validation but more in eventual profitability: amount of CP/deal value

Other factors to include

- Lead time
- Time till live
- All lead times in sales process
- Conversion rate between all phases
- Network coverage
- Up/downtime
- CAC

phase 3

critical	target	actual	check
# of leads			☐
# of deals closed			☐
conversion from lead to deal closed (%)			☐

all check? → congratulations, you have succesfully entered a new market!

supportive	target	actual
total lead time (days)		
lead time in contact (days)		
lead time first meeting (days)		
lead time technical review (days)		
conversion from reached out to in contact (%)		
conversion from in contact to first meeting (%)		
conversion from meeting to technical review (%)		
conversion from technical review to deal(%)		
network coverage (%)		
downtime		
customer acquisition costs		

Evaluation

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Appendix A - Test card

test name	deadline
owner	duration

We assume that

To verify that, we will

And measure

We are right if

Appendix B - Learning card

test name

deadline

owner

duration

We assumed that

We observed

From that we learned

Therefore, we will

Appendix C - buyer personas

Kees

Role - SMB furniture store owner

Jobs to be done

- Install one or two charging points to provide charging to customers.
- Increase level of service and customer engagement time
- Increase sales

Activities

- Daily operations of business
- Contact with customers
- Management of business and responsible for strategic decisions

Pains

- Charge points are expensive
- No idea where to start
- No budget to invest in CP
- No time and knowledge to properly research different CPs
- Afraid of wasting time and money on malfunctioning CPs

Gains

- Growing business
- Known for excelent service
- Personal brand

Current solutions

None

Needs

- Low effort, low risk solution for CP

Jeffrey

Role - Facility manager at large office

Jobs to be done

- Install CP for employees and visitors.
- Expand amount of CP at current location
- Provide reliable charging to employees and visitors

Activities

- responsible for the security, maintenance and services of the office to ensure that they meet the needs of the organisation, its employees and its visitors

Pains

- Current CPs are unreliable and getting them working again takes a lot of time
- No time to monitor or maintain CP

Gains

- Happy employees and visitors
- Being able to focus on relevant tasks instead of CP maintenancea

Current solutions

- Most installed CP, giving a lot of errors and not capable of smart charging

Needs

- As much as possible is taken off its hands.
- Quick response in case of errors or malfunctions

Chantal

Commercial director at wellness center

Jobs to be done

- Provide premium, easy to use, future proof CP to customers
- Stand out from (indirect) competition.
- Attract more customers.

Activities

- planning, developing and implementing commercial strategies based on company goals and objectives to support and accelerate growth.

Pains

- Malfunctioning CP impacts customer experience
- No knowledge on CP and its infrastructure

Gains

- Investing in a future proof solution will enable growth
- A premium solution will attract customers
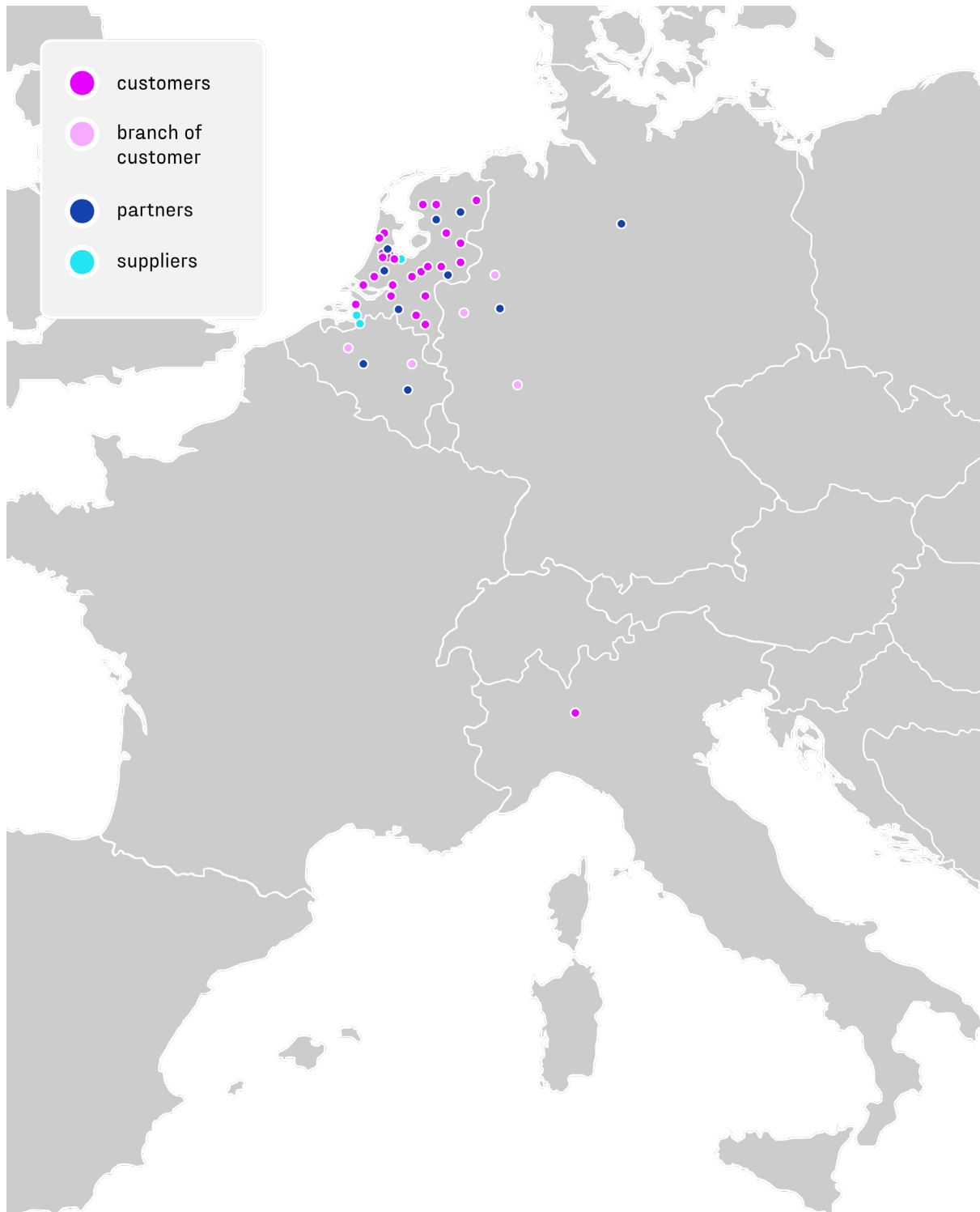- Enabling EV charging is good for companies sustainability goals

Current solutions

- None
- Off the shelve CP

Needs

- A premium, attractive and future proof EV charging solution

Appendix D - Interactive network map (mockup)

Appendix E - customer research topic guide

Short introduction
- Introduce yourself
- The goal of this interview: researching EV mobility and charging infrastructure needs

Introduction by customer
- Could you introduce yourself?
- Could you describe your role within [COMPANY]?

- How do you travel to the office?
- Why?

- What is the most common way to travel to the office?
- Why?

- Do employees and/or visitors have electric vehicles?
- Do you have EV charging stations at the office/location?
- Why (not)?

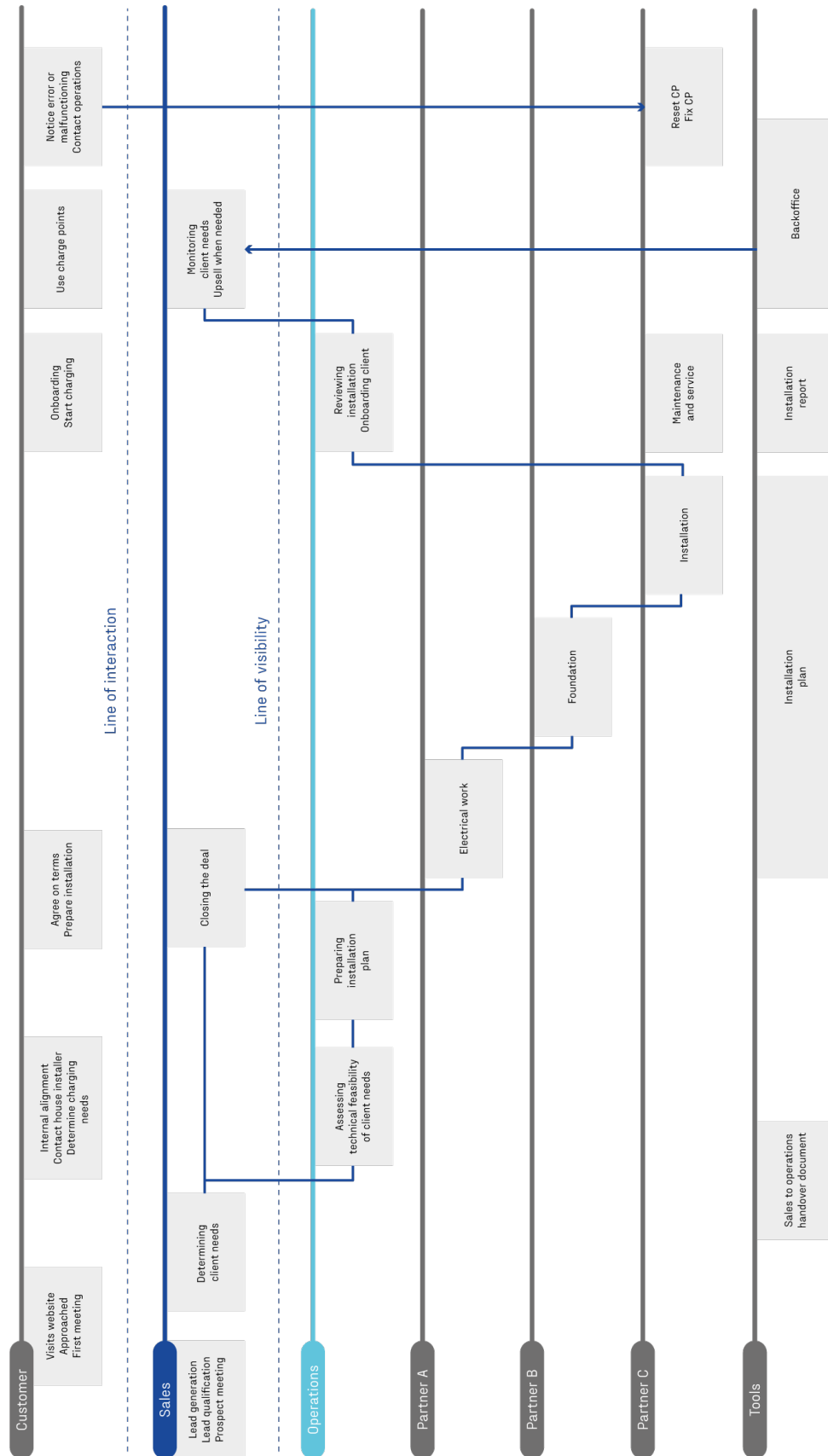**If they do have charging infrastructure:**
- How did you acquire these charging stations?
- Could you describe the process of acquiring these stations? Starting from the moment the need for them was apparent.
- What did you like about the process? What did you dislike?
- Are you looking to expand the capacity or the number of charging stations?

If they do not have charging infrastructure:
- Are you currently using alternative solutions?
- Are you looking to acquire charging stations, and why (not)?
- What is keeping you from acquiring charging stations at your office/location?
- Why are these factors obstructing?
- What options are available to you?
- How do you evaluate these options?
- Could you describe your ideal solution?

Appendix F - service blueprint

Customer
Visits website
Approached
First meeting

| Internal alignment Contact house installer Determine charging needs | Agree on terms Prepare installation | Onboarding Start charging | Use charge points | Notice error or malfunctioning Contact operations |

Sales
Lead generation
Lead qualification
Prospect meeting

Determining client needs

Closing the deal

Monitoring client needs
Upsell when needed

Operations

Assessing technical feasibility of client needs

Preparing installation plan

Reviewing installation
Onboarding client

Partner A

Electrical work

Partner B

Foundation

Partner C

Installation

Maintenance and service

Reset CP
Fix CP

Tools

Sales to operations handover document

Installation plan

Installation report
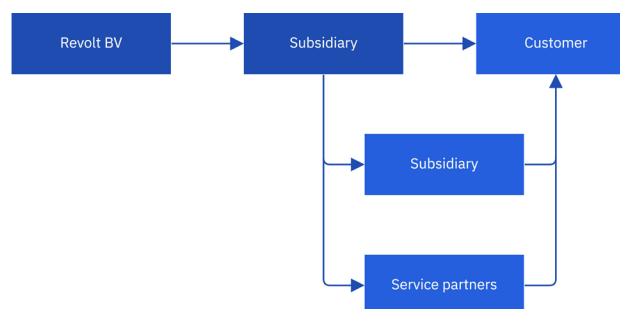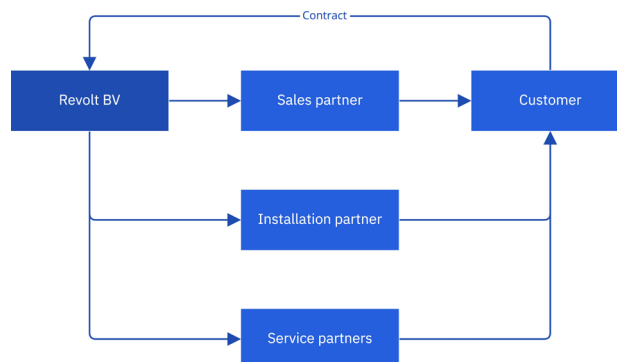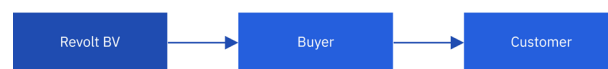
Backoffice

Line of interaction

Line of visibility

Appendix F - company structure

Entering a new market should happen as lean as possible to reduce risk; if it turns out it is not the right market or the right moment the losses are as small as possible.
There are three scenarios for market entry, increasing in level of investment and control.
1. Exporting. Revolt sells its charge points to a third party in the new market. Once this transaction is done Revolt is not involved in the installation and exploitation of the charge points.
2. Partnering. Everything happens through the Dutch legal entity. Revolt B.V. hires sales representatives and enters into contracts with partners and customers. Business activities are subject to the Dutch law and tax system.
3. Subsidiary. This is similar to setting up a 'B.V.' in the Netherlands. This entity is allowed to enter contracts that generate revenue and thus can invoice local customers. It allows for more control in all the processes and less administrative work.
   It does however often require a minimum paid up capital and takes two months to set up on average.