



JABi Consulting

Blueprint for Conducting Business in
the Gulf Cooperation Council (GCC)



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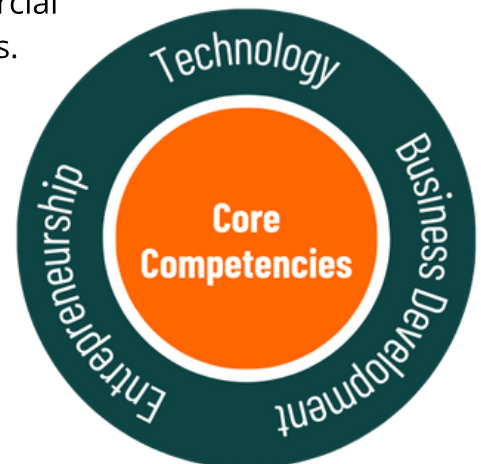


Gulf Cooperation Council (GCC) Client Blueprint

This blueprint is designed to assist American small and mid-sized firms in navigating and entering high-potential markets across the Gulf Cooperation Council (GCC). The target countries—Oman, Bahrain, Qatar, the United Arab Emirates, and the Kingdom of Saudi Arabia—are characterized by their substantial oil and gas revenues, ambitious national development plans, and increasing demand for high-quality U.S. expertise across key sectors. This playbook offers practical guidance to help firms assess market entry risks, understand regulatory environments, build strategic local partnerships, and position their services to align with national priorities: economic diversification, digital transformation, and infrastructure modernization. By equipping U.S. firms with the insights and tools necessary to compete and succeed in these complex but rewarding markets, this playbook aims to strengthen U.S. commercial engagement in one of the world's most dynamic economic regions.

About Jabi Consulting

Jabi Consulting is a Washington, D.C.-based advisory firm that supports U.S. private and government contractors in navigating, competing, and growing across emerging and frontier markets, with a particular focus on the GCC and Middle East and North Africa (MENA) regions. Jabi Consulting offers a unique blend of strategic advisory, market intelligence, and partnership facilitation.



We are proud to serve as a **responsive, agile, and trusted partner for clients** seeking strategic results in complex environments:

- Established in 2022
- Small and minority-owned business registered in Virginia
- **Our work spans across critical sectors:** infrastructure, defense, public administration, business consulting, and digital transformation
- **We specialize in high-impact services:** capture and proposal development, market research and analysis, public sector advisory, technology integration, and project implementation.
- **We operate under a range of NAICS and PCS codes** aligned with technical assistance, training, digital services, and public sector consulting.
- Rapid deployment capabilities—mobilizing field teams within 7 to 10 days
- Cost-effective solutions, averaging 10–15% below industry pricing benchmarks
- 65% proposal success rate while supporting over 12 prime contractors
- CAGE code 9NJF9, UEI GLVNQ7783YC8, and SAM registration

Ideal Client Profile

Ideal clients are mid-sized government contracting firms based in the United States and are actively seeking growth opportunities in the following sectors: technology services, infrastructure and construction, or defense. Ideal clients should also be privately owned (not publicly traded or partnership-based), allowing for faster decision-making by the CEO and quicker resource mobilization. Firms that have been impacted by recent U.S. government budget cuts and are now looking to pivot and explore new markets, particularly in oil-rich countries across the GCC, are encourage to email info@jabiconsulting.com to learn more.

While ideal clients have business development and sales teams, they often lack:

- In-depth market knowledge of the MENA region
- Regional networks and trusted connections
- Arabic language and cultural fluency
- A nuanced understanding of doing business in the Middle East

Entering GCC Markets: A Step-by-Step Guide for American Companies

Why work with Jabi Consulting? Our Value Proposition.

1. We know how business is done in the Middle East (MENA and GCC regions).
2. We help American firms connect with the right people, understand local expectations, and move faster in markets that are usually slow to open.
3. We save our clients time and money.
4. We don't just advise—we act. Jabi Consulting can represent your firm directly on the ground and open doors to real business deals.

What U.S. Firms Need to Know Before Entering GCC Markets

The Gulf region (Saudi Arabia, UAE, Qatar, Bahrain, Oman and Kuwait) offers huge opportunities—but conducting business works very differently from the U.S. market. Business is based more on personal relationships than contracts and pricing. Understanding and respecting that difference gives a competitive edge and is key to success.



Image Credits: <https://www.istockphoto.com/photos/gcc-map>

Key Factors for Success in the GCC Markets and How to Navigate Them

Understand Tribal and Family Ties

In the GCC, many companies are owned by powerful families or people with strong tribal backgrounds. These personal ties influence who is trusted, who gets hired, and which deals move forward. It's important to know who holds real influence—even if they're not the person with the official title. We help our clients navigate relationship-based markets with a clear understanding of the legal and compliance frameworks that govern U.S. trade regulations. Our support ensures that U.S. firms can operate confidently and lawfully, while aligning client activities with local cultural, labor and trade laws in the markets they seek to enter.

How Jabi Consulting Helps: We identify the key decision-makers and the real power players so you don't waste time talking to the wrong people.

Build Real Personal Relationships

People from the GCC often want to know you before they do business with you. One or two Zoom calls are not enough. You need to show up in person—often more than once. A lot of business happens over coffee, lunch, or dinner—not in formal boardrooms. In the West, we often approach business with a highly mechanical mindset—focused on optimizing inputs and processes to achieve the best outcomes. This approach extends to meetings and negotiations, where we come prepared with clear objectives, defined strategies, and a plan to secure the best possible deal.

While effective in many settings, this approach doesn't always translate well to countries like Japan, Turkey, Germany, or in the Middle East, where Jabi Consulting's CEO began his professional journey. In these cultures, immediately jumping into the agenda or business objectives can be seen as abrupt or even disrespectful.

Instead, it's more appropriate—and often expected—to begin by building rapport: asking about the country's culture, the food, the company's history and meaning behind its logo, where the team goes for retreats, or what their products or services mean to them. These seemingly small details, which we might dismiss as irrelevant in the West, are often essential to establishing trust and mutual respect before discussing business.

How Jabi Consulting Helps: We arrange meetings, accompany you to build trust, and maintain relationships between visits.

Respect Social and Business Hierarchies

In the GCC, decision-making is typically top-down, often resting with the CEO or a senior family leader. Even if you're meeting with a team, final approval usually comes from the top—so it's essential to show respect to senior figures and elders. Avoid challenging or rushing them, especially in early conversations. Email communication can be sensitive and show less respect. When addressing important matters or engaging with senior decision-makers, it's best to request a face-to-face meeting rather than presenting detailed offers or product information via email. Use email to initiate contact—not to negotiate. In these markets, people want to know who you are before considering what you offer. Building personal trust with senior clients is often a prerequisite before they will consider the quality of your services or products.

How Jabi Consulting Helps: We guide you on who to talk to, when to follow up, and how to approach people respectfully.

Be Patient and Consistent

Doing business in the GCC requires patience, cultural sensitivity, and long-term commitment. Deals in the region often take significantly more time than in Western markets. Many companies and decision-makers will observe your intentions over time before moving forward. Rushing the process or appearing overly transactional can quickly erode trust. Business relationships in the GCC are built on personal connection, mutual respect, and social trust, not just commercial value. It's important to show that you're not there to make a quick profit and leave, but that you're committed to long-term engagement and shared success. Friendship, a deep cultural understanding, and sensitivity to political, religious, and social dynamics are essential. What might take three months in a Western business environment could easily require six or more in a GCC context. Time, effort, and even upfront investment are often needed to establish credibility and nurture partnerships. Ultimately, business is not just about the deal—it's about the relationship behind it.

To succeed, it is crucial to:

- Invest in face-to-face meetings, especially at the beginning
- Show genuine interest in your counterpart's background, values, and business journey
- Be prepared for informal conversations before business is even mentioned
- Avoid pressing for quick decisions—relationship comes before contract
- Demonstrate consistency and reliability over time

How Jabi Consulting Helps: We stay connected with your prospects even between your visits and keep the conversation going at the right pace.

Learn the Local Culture

Understanding and respecting cultural norms is essential when doing business in the GCC. Even simple gestures, such as greeting someone with “Salaam Alaikum,” dressing modestly, or showing awareness of local holidays and prayer times, can make a strong impression and build meaningful rapport. These small actions signal that you care and that you’re approaching the relationship with humility and respect. It’s important to avoid scheduling meetings during prayer times or Ramadan without first checking with your local



counterparts. If the call to prayer occurs during a meeting, it is customary to pause and allow time for participants to pray. As a guest, remaining quietly seated and showing respect during this time is both appropriate and appreciated. People greatly appreciate when visitors are mindful of religious observances and willing to adjust accordingly.

The interaction between men and women can also differ significantly from Western norms. For instance, in more conservative or religious contexts, some women may refrain from handshakes or direct physical contact. The respectful approach is to wait and follow the other person’s lead. Dress code is another important factor to keep in mind, particularly for Western women. Revealing attire, such as short skirts or sleeveless tops, is generally considered inappropriate in professional or official meetings. Dressing modestly is not only expected but seen as a sign of cultural respect.

Hierarchy and age play a critical role in business etiquette. Meetings should begin by acknowledging the most senior or elder individuals first, as failing to do so may come across as dismissive or disrespectful. Taking the lead in discussions or speaking before senior figures—especially as a guest—can be perceived as culturally inappropriate. Greetings and first impressions are formal and meaningful. Approaching leaders or high-ranking individuals without a proper introduction, or skipping customary greetings, can negatively impact the relationship from the outset. Similarly, when invited to share a meal, be aware that it usually begins with the phrase, “In the name of God, the Merciful.” Meals are not just for nourishment—they serve as important social settings where personal connections are built. Business matters are generally discussed only after a comfortable, informal exchange.

Doing business in the GCC requires more than just a strong proposal or product—it demands cultural awareness, emotional intelligence, and the ability to build trust through respect and patience. These principles are not only foundational for long-term success but are also seen as signs of integrity and professionalism.

How Jabi Consulting Helps: We prepare you before every visit, so you understand local customs, greetings, and business etiquette.

Give Before You Take

In the GCC, trust precedes transactions. Offering value before asking for anything in return is one of the most effective ways to build credibility and long-term relationships. As a subject matter expert, sharing your knowledge, offering advice, or making technical presentations without immediate expectations demonstrates professionalism, generosity, and commitment.

One practical approach is to offer a complimentary workshop or strategy session—for example, a 1- to 2-hour session focused on the client’s specific area of interest. During this session, we often provide high-quality handouts, recent insights, and tailored recommendations, helping the client navigate their challenges even before we formalize any potential engagement. This not only showcases technical expertise but also fosters goodwill.

While personal connections and networks—commonly referred to as “Wasta”—still play a role in how business is conducted, it is crucial to use them ethically and legally. Connections should serve to facilitate access to knowledge, build trust, and support mutual success, not to bypass fair process or compromise standards. For example, if a client reaches out with a question about a specific training program or workshop available in the U.S., use that opportunity to genuinely support their inquiry. Offer helpful guidance, suggest trusted providers, or even curate relevant content. Let the support stand on its own, without attaching it to a sales pitch or expecting immediate reciprocation.



Relationships built this way—through value, integrity, and consistency—are the ones that last and often open more meaningful and sustainable business opportunities over time in the GCC.

How Jabi Consulting Helps: We help you give the right kind of value early on so your business relationships start strong.

Step-by-Step Approach for U.S. Firms Entering the GCC

Step 1: Know Where to Start

Objective: Define a focused, strategic entry point

- **Market Assessment:** Conduct a comprehensive analysis of physical, financial, and reputational risks, alongside an evaluation of in-country and regional political dynamics, economic conditions, legal frameworks, and sector-specific demand. Prioritize countries with strong demand in sectors such as defense, technology, and infrastructure—particularly those that align with your firm’s technical capabilities, including in Saudi Arabia, the UAE, Qatar, Bahrain, and Kuwait.
- **Sector Mapping:** Identify sectors with strong growth and demand—such as defense, infrastructure, technology, supply chain, and healthcare—that align with your firm’s core strengths.
 - Analyze each sector to pinpoint specific gaps or priorities your offerings can address.
 - Highlight your firm’s differentiators. For example, if you specialize in applying large language models (LLMs) to support public or private sector transformation, identify where this aligns with local digital strategies.
 - Connect your past performance to sector needs. Reference successful projects in health, education, or other relevant fields to establish credibility and position your firm as a value-added partner.
- **Identify Prospects:** Focus on sectors that align with your offerings and identify three key prospects of high-potential clients.
 - Conduct a deep-dive analysis to understand each client’s pain points and challenges.
 - Define how your solutions can help them save money, improve performance, or grow their business.
 - Use tools like SWOT or gap analysis to assess client needs and identify where your capabilities add measurable value.
 - Remember: CEOs in the GCC receive many offers from U.S. firms. They respond to partners who can translate services into clear business value.
 - For each prospect, develop a tailored profile and outreach strategy. Customize your approach based on the client’s sector (e.g., commercial vs. public) and market norms. What works for the private sector in the UAE may not apply in the public sector—adapt accordingly.
- **Scoping Visit:** Plan a market reconnaissance trip or set up virtual roundtables to validate your assumptions, engage with key stakeholders, and refine your market entry strategy.
 - Avoid relying on cold calls—this approach is rarely effective in the GCC and MENA regions.
 - Referrals and warm introductions are the most trusted and effective sales entry points in GCC markets.

- Building trust takes time, consistency, and patience—invest in relationships before expecting results.
- Leverage your existing networks and work with local advisors or regional business development consultants who know the decision-makers and understand the landscape.

Jabi Consulting Support: We conduct detailed market opportunity assessments, introduce you to sector-specific experts, and design your entry strategy for the right market with the right fit.

Step 2: Map the Right People

Objective: Identify and engage the stakeholders who influence decisions

- **Power and Influence Analysis:** Conduct a power and influence mapping exercise for each prospective client. Distinguish clearly between those who make final decisions and those who influence or prepare the groundwork for those decisions.
 - Never underestimate the role of mid-level personnel; they often shape internal narratives and build buy-in behind the scenes. Their owner and family connections can be instrumental.
 - Pay close attention to subtle cultural cues that may be easy to overlook but are critical in this context. For example, observe who takes notes during meetings—this often indicates someone who influences execution, but listed low in the management hierarchy.
 - Note that in GCC culture, those who arrive late to meetings are often the true power holders, while early attendees may play logistical or support roles. Use these signals to understand the real hierarchy and navigate it effectively.
- **Stakeholder Analysis:** Identify decision-makers, influencers, hidden gatekeepers, and family/tribal networks.
- **Relationship Mapping:** Understand how influence flows between ministries, business leaders, fund managers, and royal courts.
- **Entry Pathways:** Assess whether a direct approach, intermediary, or partnership route is most viable.
 - Conduct a network mapping analysis to understand the decision-making process, particularly for large firms or government entities involved in major public sector funding.
 - Some clients are best engaged directly, while others may respond more effectively to introductions facilitated through governmental or official entities



such as sector associations, business councils, chambers of commerce, or economic development bodies. Determining the right approach is critical to achieving a breakthrough with each client.

Jabi Consulting Support: We leverage our in-country and regional network to facilitate warm introductions, set up discovery meetings, and help you build the trust required to access high-level decision-making circles.

Step 3: Train Your Team

Objective: Ensure your BD and technical teams are culturally competent and strategically aligned

- **Cultural Sensitization Workshops:** Educate your sales teams on religious, political, and gender norms, business etiquette, and negotiation styles.
- **Localized Sales Strategy:** Teach your team how to adapt pitches for emotional nuance and hierarchy-sensitive contexts.
- **“Do’s and Don’ts” Training:** Provide critical insights on what to avoid in meetings, how to communicate respect, and how to build credibility.

Jabi Consulting Support: We deliver custom training programs, role-playing sessions, and region-specific BD coaching to make sure your team doesn’t just enter the room—but connects with clients.

Step 4: Develop a Localized Strategy

Objective: Tailor your offer and positioning to local priorities and decision-making structures

- **Messaging Localization:** Frame your value proposition around national development goals (e.g., Vision 2030 in KSA).
- **Narrative Building:** Tell a story that reflects your commitment to the region, shared values, and long-term investment.
- **Document Customization:** Translate and adapt technical decks, proposals, and marketing materials into Arabic with localized cultural tone.

Jabi Consulting Support: We help you craft sector-specific, culturally aligned communications that resonate with both technical and senior audiences.

Step 5: Show Up and Follow Up

Objective: Build consistency, visibility, and trust

- **Market Presence:** Plan regular visits, regional attendance at industry events, and hosted receptions.
- **Relationship Management:** Assign a dedicated point person to follow up consistently between visits.
- **Content Flow:** Share regular updates, thought leadership, and project insights that keep your firm relevant.

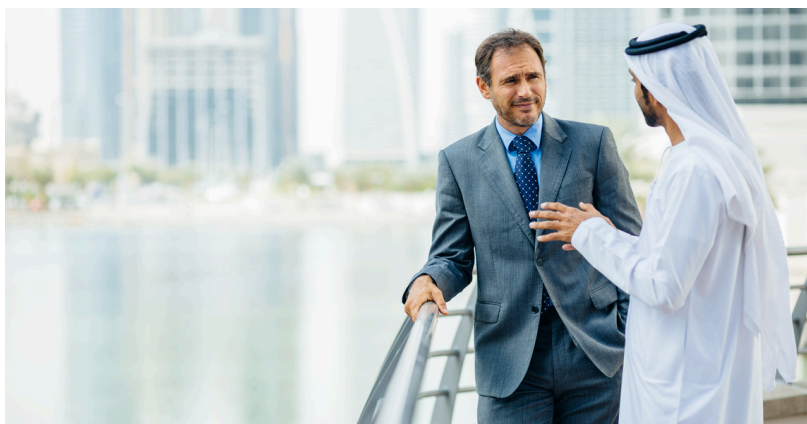
Jabi Consulting Support: We maintain your local presence, manage meeting follow-ups, and monitor evolving market sentiment.

Step 6: Close the Right Way

Objective: Navigate the final stretch of negotiations with cultural intelligence and strategic finesse

- **Negotiation Planning:** Prepare for indirect messaging, multiple stakeholders, and extended timelines.
- **Legal & Compliance Review:** Ensure your deal structure meets both U.S. and host country regulations.
- **Face-Saving Closure:** Finalize business deals with flexibility, ensuring that all sides can claim success.

Jabi Consulting Support: We offer on-the-ground negotiation support, compliance vetting, and real-time strategic guidance to help close with confidence and credibility.



Step 7: Prioritize Responsiveness

Objective: Build trust through consistency and accessibility

- **Timely Communication:** Respond promptly to client calls, emails, and meeting requests.
- **Needs Monitoring:** Track emerging needs and adapt offerings quickly.
- **Relationship Sensitivity:** Demonstrate reliability by consistently following through on requests and being present when it matters.

Jabi Consulting Support: We help you stay on top of communications and ensure your brand is seen as responsive, committed, and client centered.

Step 8: Deliver with Quality

Objective: Establish a reputation based on excellence

- **High-Standards Execution:** Ensure all deliverables meet or exceed client expectations.
- **Cultural Alignment in Delivery:** Adapt work products to fit local norms, formats, and expectations.
- **Feedback Integration:** Gather feedback regularly and adjust delivery as needed.

Jabi Consulting Support: We guide you in delivering high-impact, quality-assured outputs that reinforce your credibility and lay the groundwork for future referrals.



Differences in Business Culture: Middle East (GCC) vs. U.S.

Business Culture Differences	Middle East (GCC)	United States
Trust	Based on personal connection and shared values	Based on contracts and performance data
Decisions	Made by one or two top leaders	Made by multiple departments or committees
Speed	Business takes longer to develop	Speed and deadlines are more important
Communications	Indirect and polite; people avoid saying “no”	Direct, clear, and fast
Meetings	Social and informal—often over meals	Structured and task-focused
Loyalty	High if trust is built - people stick with you	Depends on performance, pricing, and convenience



Get In Touch:

Interested in jumpstarting the success of your business in the Gulf Cooperation Council (GCC) or in the Middle East? Email Jabi Consulting at info@jabiconsulting.com to learn more about what we can do for you! You can also learn more about our services by visiting our website at www.jabiconsulting.com.



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GCC Market Readiness Assessment Tool

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
A	Leadership Support: How supportive and convinced is the senior leadership about the firm's GCC growth strategy?	1	The leadership has a written strategy to penetrate the GCC market.			The leadership does not have a written strategy, but occasionally expresses interest in expanding into the GCC during internal meetings	
		2	Senior leadership has conducted a scoping visit to the GCC.			Leadership has not conducted any visits to the region.	
		3	The firm has in-house Arabic-speaking business development professionals.			The company relies entirely on external consultants and local advisors to explore growth opportunities in the GCC.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
B	Market Credibility: Are the firm's services and products credible and tested in similar markets, with strong client testimonials?	4	The firm has established clients with positive experiences in the GCC and broader MENA region.			The firm has not yet acquired clients in the GCC region.	
		5	Its products and services meet high demand within the GCC market.			The market is mature and difficult to penetrate with new products or services.	
		6	Regional clients are willing to offer testimonials and referrals, reflecting their strong satisfaction with the firm's solutions and support.			There are no available clients who can provide referrals or testimonials regarding the effectiveness of the firm's offerings in the GCC context.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
C	Sales Force Alignment: How supportive are the sales and business development teams of the firm's growth vision in the GCC?	7	The Salesforce team is supportive of the client leadership's expansion vision into the GCC.			The sales force is understaffed and lacks motivation to pursue growth in a difficult-to-penetrate market like the GCC.	
		8	The sales team has international experience in driving growth in new markets.			The team prefers to focus on domestic markets, with limited exposure to or experience in international business development.	
		9	The sales force is flexible and adaptable, with the ability to acquire new skills and navigate culturally sensitive markets.			The sales approach is largely traditional, relying on personal connections, with minimal interest in adopting new skills or modern sales techniques.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
D	Competitive Advantage: Does the firm have a clear competitive advantage over other players offering similar solutions in the GCC?	10	The innovation in the firm's offerings is unique and difficult to replicate, making it well-positioned to serve the GCC market.			The firm's offering is generic and lacks innovation that would attract new clients in the GCC.	
		11	The firm has solid marketing materials that are tested and proven effective in communicating its value proposition—especially in culturally distinct			The firm does not have marketing materials tailored for international markets—particularly those with culturally specific sensitivities like the GCC.	
		12	However, the firm does not prioritize innovation and instead focuses on a cash-cow strategy, placing more value on existing clients than on acquiring new ones.			The firm is not currently growth-oriented, and its innovation efforts are not aligned with exploring new markets or supporting an expansion strategy.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
E	Operational Readiness: How easily can the firm articulate its value proposition and deliver products or services in the GCC business environment?	13	The firm is prepared to offer market-driven services and products, supported by ready-to-launch marketing materials.			The firm still requires time to conduct market research and adjust its positioning and services to better fit the GCC market.	
		14	Its offerings have already been tested in the GCC business environment, with satisfied clients willing to provide testimonials.			Its products and services have not yet been tested in the GCC or in similar markets, so their effectiveness in addressing specific client pain points remains unproven.	
		15	The firm's flexible structure allows it to scale and adapt, making it well-positioned to expand into new markets with cultural sensitivity and responsiveness.			Additionally, the firm maintains a traditional approach, with a business culture that focuses primarily on serving existing clients and familiar markets, rather than exploring new or dynamic opportunities.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
F	Internal Alignment: Is there collective internal support within the firm to pursue market penetration in the GCC?	16	<p>The senior leadership team is in full alignment with the sales force and business development units on the importance of expanding into the GCC market.</p>			<p>While leadership appears aligned with the need for growth, the strategy has not yet been clearly articulated to the sales force and business development units.</p>	
		17	<p>The sales team is working closely with other departments—such as strategy, operations, and delivery—to evaluate the best approach for growth. This includes exploring options such as franchising, direct expansion, establishing a local office, or forming strategic partnerships.</p>			<p>The broader sales remain heavily focused on maintaining existing markets and is not yet aligned with the senior leadership's vision for expansion into the GCC. Significant effort is needed to build internal understanding, secure buy-in, and educate teams on the growth strategy—this will take both time and sustained investment.</p>	
		18	<p>Leadership has been actively collaborating across all units to ensure internal readiness for the GCC growth strategy, demonstrating a strong commitment and full preparedness to seize the opportunity when the time is right.</p>			<p>Currently, the company is not fully prepared for expansion, with limited coordination and support across units. Internal communication around the vision and next steps remains weak, which hinders momentum and collective readiness.</p>	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
G	Client Fit: How well do the firm's services and products align with the needs and pain points of clients in the GCC?	19	The firm's offerings are highly relevant, with a clearly defined value proposition that aligns closely with client needs.			The offering is somewhat related to the client's desired solution but is not fully aligned with their specific needs, requiring significant customization.	
		20	Extensive research has been conducted to identify prospective clients who not only match the service profile but also recognize the value these offerings bring.			The firm has not yet conducted in-depth research into client requirements and has not completed a thorough analysis of prospective clients. While there is a general idea of what the firm can offer, it lacks detailed alignment with GCC market expectations.	
		21	The product or service is easy to explain, seamlessly integrated, and can be quickly adopted by clients in the GCC market without requiring extensive communication or training.			The technical and service components currently offered do not exactly match client needs, but they hold potential to evolve and meet expectations over time—with proper adjustments and refinement.	

	Category		Positive +	# of Pluses	Neutral	Negative -	# of Minuses
H	BD Capacity: Does the firm have sufficient business development resources to enter and sustain engagement in the GCC market?	22	Senior leadership has allocated significant funding to the sales force and business development teams with a clear commitment to expanding into the GCC, despite the long-term nature of the strategy.			Senior leadership has access to some resources, but they are limited and insufficient to sustain the long-term engagement required to succeed in the GCC market.	
		23	The sales and BD teams are strategically aligned with the growth vision, fully aware of the cultural sensitivity required to enter the GCC market and are equipped with in-house Arabic-speaking staff to support these efforts.			The sales and business development teams are experienced in the domestic market, primarily focused on maintaining relationships with existing clients, and are not yet familiar with the dynamics of international markets.	
		24	Both units have demonstrated flexibility and adaptability by investing in reskilling and targeted training to prepare for new market exploration and long-term success in the region.			Moreover, the sales team tends to resist change and, based on prior attempts, has not effectively implemented structured or adaptable sales strategies—limiting their ability to engage confidently with decision-makers in new markets.	
TOTAL POINTS							