

**Case Study Example:** *This case is a real life example, although the identity of the client has been removed to protect client confidentiality.*

---

### **A Case for Information**

During a strategy rethink, ABC decided that markets in the Middle East represented a good opportunity for their B2B agri-products organisation: Less demand for supplier corporate IT infrastructure, a healthy appreciation for personalised service, and the lack of Middle East exposure for ABC's competitors convinced the board that the Middle East was the best next move.

Despite agreement on the broad strategic direction at ABC, much debate centred on whether ABC should develop new products to existing customers outside the Middle East, or supply the current product portfolio to this new geographical market.

ABC approached Near East Services with a view to availing themselves of additional information about the markets. From there, they planned to use this information to provide clarity in their strategic direction planning.

Further to some client meetings, Near East offered a portfolio of bespoke, up-to-date reports on three sub-sections of the Middle East that were identified as being the most promising to ABC's commercial activities. Standard business tools were used to highlight the environmental, internal, competitor, and scenario planning aspects of ABC's possible future interaction with the region. In addition, specific details on sales culture, taste preferences and key financial risk factors were included by combining the consultant's personal experience of the region with information gathered from Near East's network of associates.

Pursuant to analysing this data, ABC was able to identify segments of the Middle East where demand targeted products in which ABC was highly specialised. These markets were then tabled for development with existing products. Remaining areas contained differing tastes, and

customers with which ABC had a pre-existing relationship in other areas of the world. In these areas, ABC decided to develop differentiated products in concert with those clients.

In summary, information which took only ten days from date of first enquiry provided significant marketing cost savings to ABC from the outset of its strategic expansion into the Middle East.