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

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### **A Case for Information**

ABC is a medium sized multi-national manufacturer of home security equipment, quoted on the London Stock exchange. In 2002, the board of ABC made a strategic decision to establish an office in the Middle East to provide a base from which to market their (S E Asian made) products. It was intended that this office include customer service / call centre facilities to cover the region.

In their analysis of exactly where to locate in the Middle East, 9/10<sup>th</sup> of the information that ABC had gathered referred to the Emirate of Dubai – the place where most multi-nationals tend to establish. ABC felt that as such a large region, they would be best served by an appraisal of as many countries as possible in the region prior to making the investment decision in Dubai.

Near East Services was instructed to prepare a number of presentations to the board of ABC, using macro and environment analysis to assess the relative attractiveness of a range of Middle East states relative to ABC's operational and marketing issues.

In the event, the power-point presentations to ABC's board contained not only PESTLE macro environmental information on each state, but also useful insight into the culture, legal HR issues, safety, and critical success factors associated with ABC's specific business investment remit.

The presentations were designed to put the benefit of Near East's regional experience and access to unique information at ABC's disposal, with the very minimum of pre-presentation time required on ABC's part.

The presentations helped ABC to understand that according to their particular remit of activity, Abu Dhabi was in fact the most appropriate venue for their new direct investment. However, on the strength of Near East's cost indications, the call centre was designated for outsourcing to India.