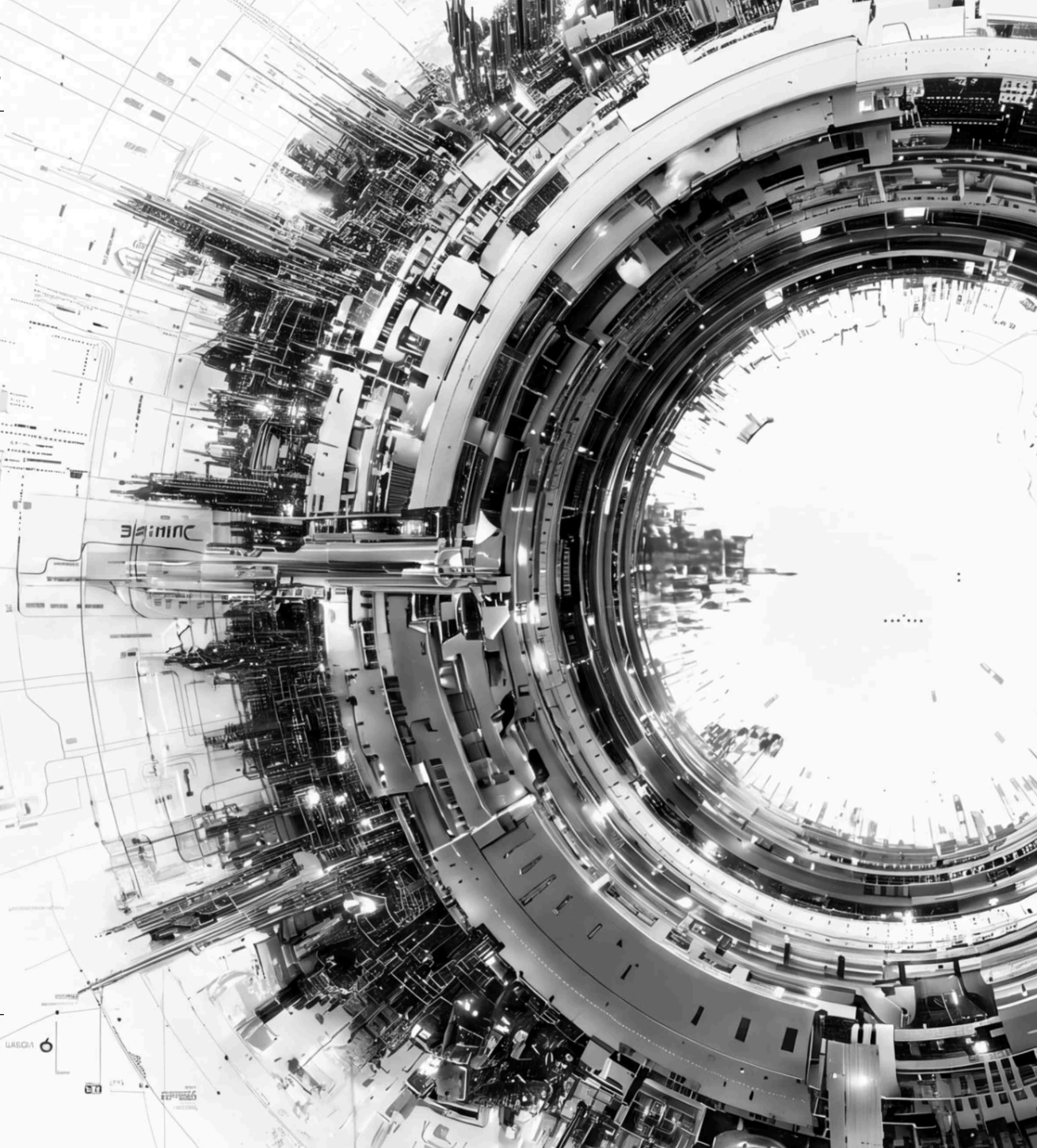
Zenith commerce

# Validate the market before you commit capital.

Market entry and go-to-market for the UAE and KSA.



01 AT A GLANCE

# We prove demand before you spend

Product companies entering the UAE and KSA test the market with us first.
We name the buyers, line up partners and lead to the first order.

01 / 03 TEST BEFORE YOU COMMIT

**GO**

entry decision taken on study evidence

■ VERIFIED · Celplast, June 2026

02 / 03 NAME THE BUYERS

**1,401**

projects mapped for one entry plan

■ VERIFIED · Celplast study, June 2026

03 / 03 KNOW WHO DECIDES

**82**

stakeholders named for one entry plan

■ VERIFIED · Celplast study, June 2026

02 TWO WAYS IN

# Most companies commit first and learn later

**The usual route**

| 01 | 02 | 03 |
|---|---|---|
| Commit | Spend | Learn |

**The Zenith& route**

| 01 | 02 | 03 |
|---|---|---|
| Learn | Prove | Commit |

Commit moves from first to last.

03 HOW WE THINK

# The question behind the question

| THEY SAY | THE OBVIOUS QUESTION | OUR QUESTION |
| --- | --- | --- |
| “We want to enter Saudi Arabia.” | ~~Which distributor should we sign?~~ | **Who specifies the product before a distributor ever sees it?** |
| “Consultants never shortlist us.” | ~~How do we get in front of them?~~ | **What does their prequalification ask for that we cannot show yet?** |

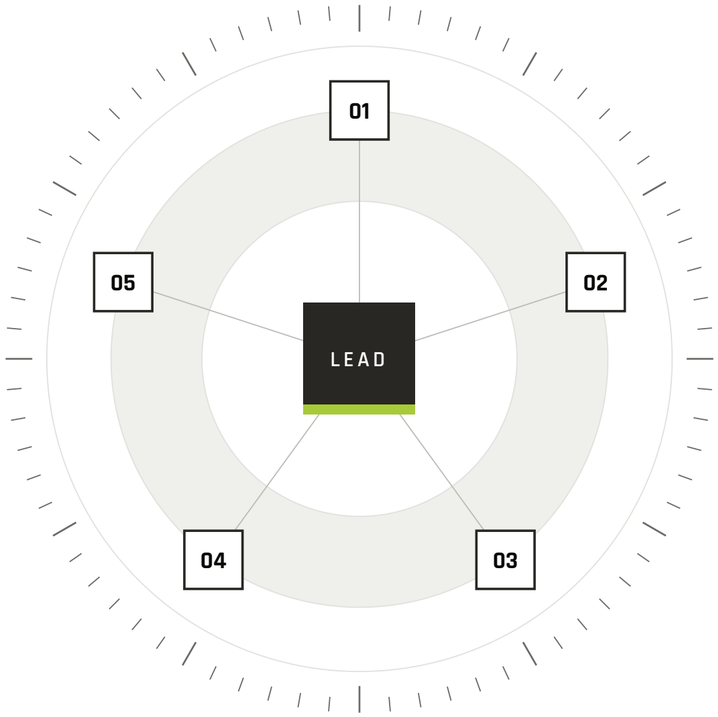
04 THE COMPARISON

# Four costly bets, placed in the right order

| THE BET | USUAL ROUTE: WHEN YOU FIND OUT | ZENITH& ROUTE: WHEN YOU FIND OUT | PROOF FROM OUR WORK |
|---|---|---|---|
| Entity and team | ☒ After fixed costs are running | ☑ **Before you sign a lease** | Celplast GO decision, on study evidence<br>■ VERIFIED · Celplast, June 2026 |
| Trade show | ☒ Weeks later, from a few cold leads | ☑ **In the first meeting** | 1,401 projects mapped, 82 stakeholders named<br>■ VERIFIED · Celplast study, June 2026 |
| Distributor | ☒ After exclusivity is signed | ☑ **Before anything is exclusive** | MST partner benchmark, in progress |
| Campaign | ☒ When enquiries cannot be closed | ☑ **Before the first enquiry** | MST social media; prequalification first |

05 SERVICES

# Market entry leads. Five services support it




LEAD

## Market entry and go-to-market

To test demand and set the route for the UAE and KSA, so you commit capital one decision at a time.

01 **Route to market and partners**

02 **Sales and specification readiness**

03 **Partner introductions and deal facilitation**

04 **Regional advisory**

05 **Analytics and technology, built in**

Legal, licensing and company formation come from vetted partners; we coordinate.

06 HOW WE WORK

# Four phases. A decision after each

You commit capital one phase at a time.

PHASE 01 / 04

## Market and product intelligence

Market study, readiness score

DECISION
**Go, adjust or stop**

PROOF

Celplast: 1,401 projects mapped, 82 stakeholders named, 27 accounts prioritised for the first 90 days

■ **VERIFIED** · Celplast, June 2026

PHASE 02 / 04

## Go-to-market design and launch planning

Route, partners, launch roadmap

DECISION
**Approve the plan**

PROOF

Celplast: GO on study evidence, entering through a UAE hub and serving KSA cross-border

PHASE 03 / 04

## Commitment and execution alignment

Execution contract, 3 months or longer

DECISION
**Sign**

PROOF

MST: 8 workstreams with weekly reporting

■ **DELIVERED** · MST, 2026 to 2027

PHASE 04 / 04

## Market engagement and on-ground enablement

Meetings, pilots, weekly pipeline

DECISION
**Scale or hand over**

PROOF

Celplast: introducing the full range to converters and packaging companies

07 WHO IT IS FOR

# Three buyers. One question: will it sell?

BUYER 01

## Manufacturers entering the GCC

THEY ASK

Is there a market, and through whom?

WE DELIVER

Market study, route to market, named targets

PROOF

Celplast, Toronto

BUYER 02

## Suppliers selling into KSA projects

THEY ASK

How do we get specified?

WE DELIVER

Brand, catalogue, prequalification, partner benchmark

PROOF

MST, Jeddah

BUYER 03

## GCC distributors adding lines

THEY ASK

Which lines should we add next?

WE DELIVER

Expansion study with a live 5-year model

PROOF

Groundwork study: building materials, UAE and KSA

08 REGIONAL READINESS

# One region, six rulebooks

The study tells you whether UAE or KSA comes first for your product, or whether one hub can serve both.

| | UAE | KSA | Qatar | Kuwait | Bahrain | Oman |
|---|---|---|---|---|---|---|
| DECISIONS | **Founder-direct and fast** | **Procurement-led, with committees and formal stages** | Relationship-led, with formal tenders for public projects | Tender-led, with formal stages and committees | Owner-direct, with shorter cycles | Procurement-led, with approved-vendor lists |
| ROUTE | **Speed to market, quick partner mapping** | **Channel-first, built around approvals and specification** | Local partner or agent, then specification | Local agent or distributor first | Direct entry or served from a regional hub | Local partner and vendor registration |
| PROOF EXPECTED | **Results and speed to launch** | **Evidence, certifications and compliance (Saudisation, SASO, ZATCA)** | References, approvals and local registration | Track record, approvals and registration | Results, references and licensing | Approvals, references and local content |

CASE 01 KSA

# Brand, catalogue and website in 2 months

COMMERCE Mighty Solution Tech Co. (MST) · Jeddah · 2026 to 2027

CHALLENGE

Get specified by KSA consultants and contractors.

IN THE FIRST 2 MONTHS

01 **Brand guidelines**

02 **Business stationery**

03 **Electronic credit application**

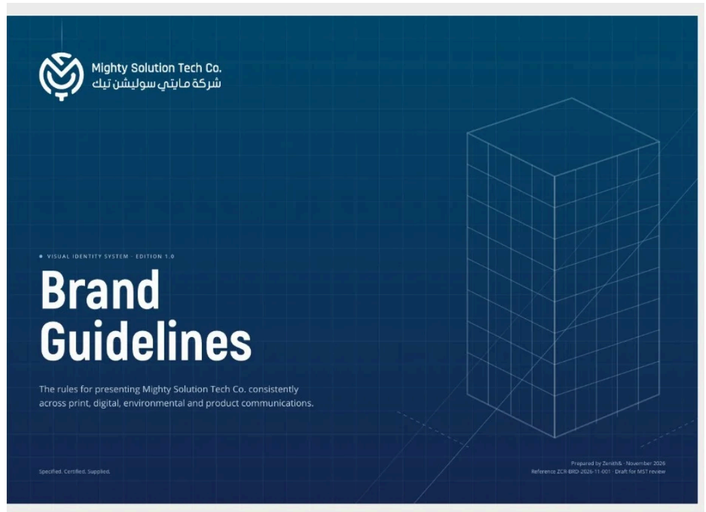
04 **Product catalogue**

05 **The bilingual website mst-ksa.com**

A 12-month retainer across 8 workstreams, with the business structured around 6 solutions. In progress: a prequalification system and a partner benchmark of 11 manufacturers.

“Zenith& gave MST a brand system, a clear product structure, and an honest audit of our catalogues. Every recommendation came with the evidence behind it.”

Rami Tellawi, Partner, MST, Jeddah




MST BRAND GUIDELINES, AS DELIVERED

CASE 02 GCC

# From blueprint to GO. Then a second market

COMMERCE Celplast Metallized Products · Toronto · 2025 to 2026

CHALLENGE

Get a reflective insulation film specified in GCC roofs.

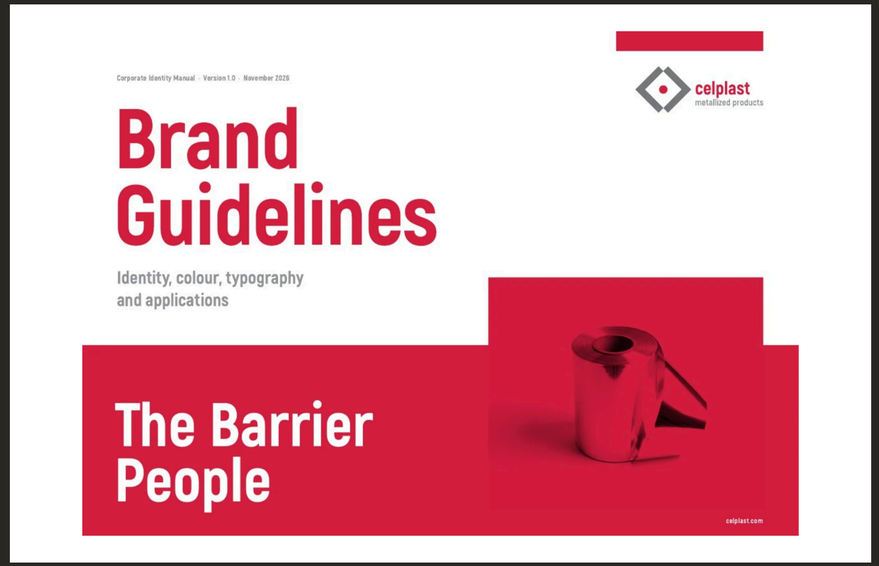
# GO

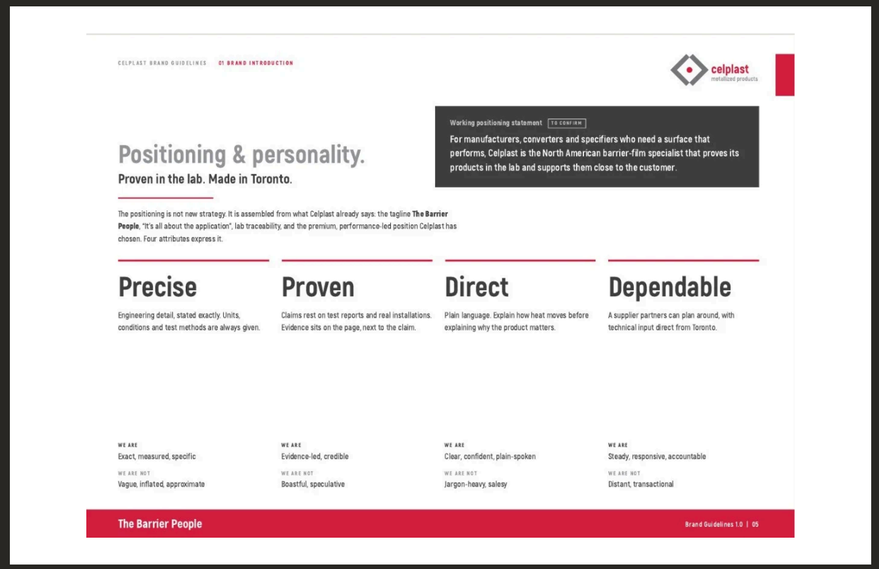
enter through a UAE hub, KSA
served cross-border

■ VERIFIED · Celplast, June 2026

| PHASE 1 | PHASE 2 | PHASE 3 | PHASE 4 |
|---|---|---|---|
| Introduction | Detailed market study; GO, June 2026 | Market entry evaluation | **Full range to converters and packaging** |

Also built: brand guidelines, a contractor installation guide and mena.celplast.com.



THE EVIDENCE

# Wide research. Narrow focus

Each Celplast study maps the whole field, then names the few accounts worth meeting first.

THERMAL INSULATION · JUNE 2026

**1,401** projects mapped

**82** stakeholders named

**27** prioritised for the first 90 days

**16** channel targets

**22** risks registered

GCC PACKAGING · NOVEMBER 2026

**42** grades mapped

**77** companies profiled

**32** priority accounts

**14** A-tier accounts

**USD 1.36 bn** Saudi flexible packaging, 2025

THIRD-PARTY ESTIMATE · IMARC, 2025

VERIFIED · Figures from Zenith& deliverables. Bars to scale within each study.

CASE 03 ENTRY DOSSIER · KSA

# 3 gates to clear within 45 days

## Media-façade supplier

COMMERCE An Asian LED and control maker · KSA landmark tower · 2026

CHALLENGE

The façade contract was already awarded. A late supplier had to fit inside another firm's panels, schedule and approval chain.

**3**

gates to clear within 45 days before committing

■ DELIVERED · Client report, 2026

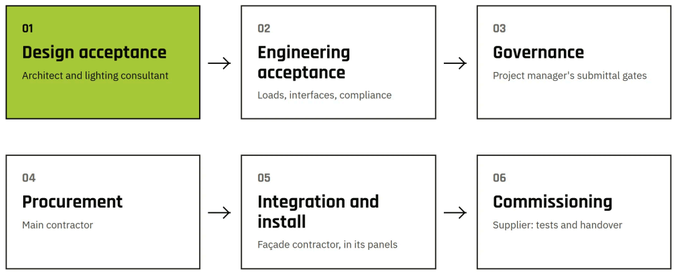
01 **Sponsor access**

02 **A scope that can still be bought**

03 **Space in the façade drawings**

THE APPROVAL CHAIN ON A LANDMARK TOWER

### Six sign-offs between a sample and the site




Lime: where the entry plan starts. Mapped from the project's published delivery chain, Jan 2026. Parties shown by role.

DECISION MAP · BY ROLE

### Who decides, who influences, who approves

| Decides | Influences | Approves |
|---|---|---|
| Owner and developer<br>Budget, scope and brand intent | Project manager<br>Submittal routing and gates | Building code<br>Electrical, fire and structural interfaces |
| Main contractor<br>Procurement and site access | Engineering consultant<br>Technical acceptance | Product conformity<br>Registration and certificates |
| Façade contractor<br>Whether a system can be built into the panels | Architect and lighting consultant<br>Design intent and mock-up criteria | Civil defence and municipality<br>Fire safety and external permits |

Lime: the party that controls whether a supplier's system goes into the façade at all. Entry dossier, Jan 2026.

CASE 04 FOUNDER-LED · KSA

# A 14-day lead time, cut to 6.5

## Cable-tray manufacturer

COMMERCE KSA · Founder-led operations study · 2015

**6.5 days**

Lead time cut from 14 days to 6.5 (achieved), for an order of 1,000 pieces

RECORD · Founder-led operations study, KSA, 2015

**27%**

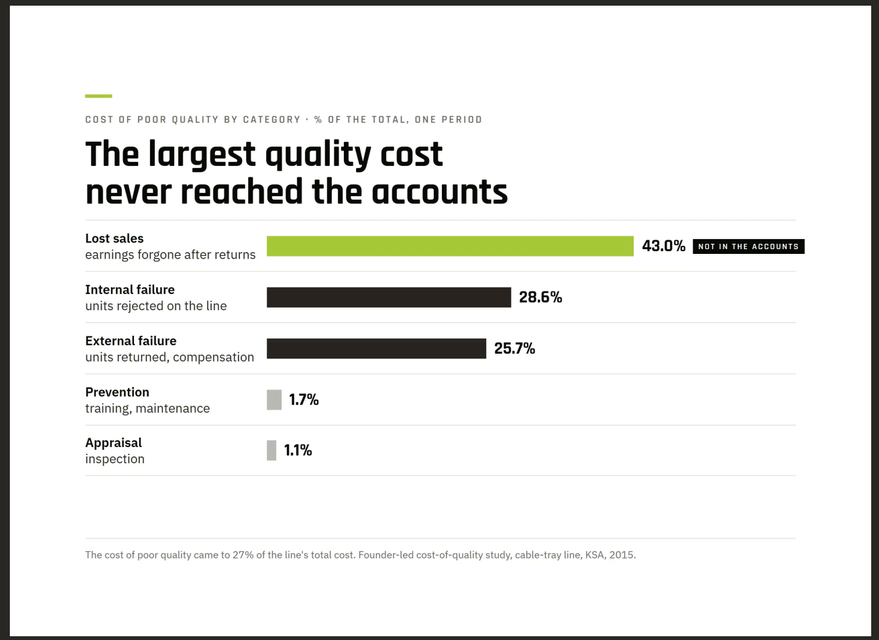
of the line's total cost was the cost of poor quality

RECORD · Founder-led study, 2015

**43%**

lost sales: the biggest single cost, never in the accounts

RECORD · Founder-led study, 2015



09 MARKET READS

# Every recommendation comes with the evidence




MARKET STUDY

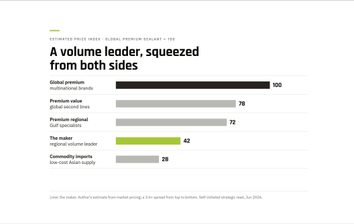
## DOOH investor

UAE and GCC · 2025

**2×**

overstated profit per screen in a widely shared model

■ DELIVERED
Client report, 2025




MARKET STUDY

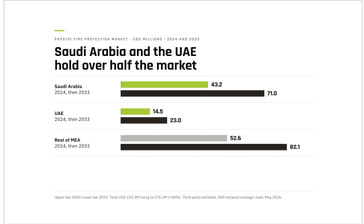
## Sealants manufacturer

Groundwork study · UAE and KSA · 2025

**3.6×**

estimated price spread, global premium sealants to imported commodity

□ ESTIMATED
Groundwork study, 2025




MARKET STUDY

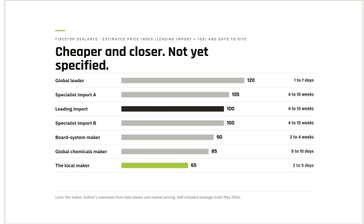
## Firestop manufacturer

Groundwork study · MENA · May 2026

**60%**

growth in MEA passive fire protection to 2033

□ THIRD-PARTY ESTIMATE
Grand View Research




MARKET STUDY

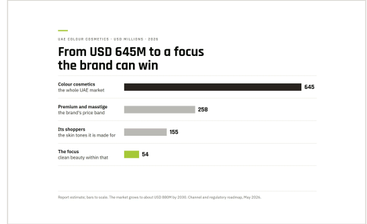
## Firestop sealant maker

Groundwork study · UAE and KSA · May 2026

**35%**

price advantage over the leading imported firestop sealant

□ ESTIMATED
Groundwork study, May 2026




MARKET STUDY

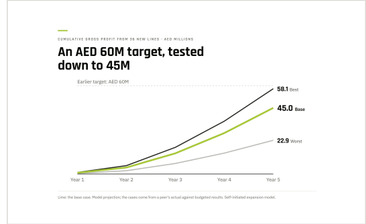
## Colour-cosmetics brand

UAE · May 2026

**USD 54M**

focused market, from a USD 645M UAE colour-cosmetics market

□ REPORT ESTIMATE
May 2026




MARKET STUDY

## Building-materials trader

Groundwork study · UAE and KSA · 2026

**AED 45M**

cumulative five-year gross profit in the base case

□ MODEL PROJECTION
Base case, 2026

10 SELECTED WORK

# More market work, in brief

| YEAR · MARKET | COMPANY | SECTOR | WHAT |
|---|---|---|---|
| 2026 · KSA | **BGS Contracting Est.** | Industrial construction and maintenance | Prequalification system: master PQ pack, electronic and print, with brand, profile and website |
| 2026 · UAE · KSA | **Building-materials trader** MARKET STUDY Groundwork | Building materials trading | 5-year expansion study: 36 product lines, 5 categories |
| 2026 · UAE · KSA | **Firestop sealant maker** MARKET STUDY Groundwork | Firestop systems | Strategic intelligence brief with a 24-month roadmap |
| 2026 · GCC | **Dessert39** | Desserts and cafe | GCC entry blueprint |
| 2026 · MENA | **Firestop manufacturer** MARKET STUDY Groundwork | Passive fire protection | Market read for passive fire protection |
| 2025 · UAE · KSA | **Sealants manufacturer** MARKET STUDY Groundwork | Sealants and construction chemicals | Market read for sealants and construction chemicals |

Groundwork studies are built from our own database: 20 years of GCC building and construction data and a live project pipeline, updated every month through business intelligence providers across the region, read by founders with more than 40 years of combined experience in GCC construction.

Market work, 2025 to 2026 · Counts as listed on zenithand.com

11 WAYS TO WORK

# Choose how deep we go

Six ways to work, from one call to shared upside. No rates are published; pricing is set in each proposal.

DEPTH 1 OF 6

## Advisory

ON DEMAND

Senior input without a full project

DEPTH 2 OF 6

## Project

FIXED SCOPE

A defined initiative, such as a GCC entry blueprint or a new identity

DEPTH 3 OF 6

## Programme

PHASED DELIVERY

Market entry, a group brand or a full rebrand

DEPTH 4 OF 6

## Retained partnership

MONTHLY CADENCE

Continuity across strategy and delivery

DEPTH 5 OF 6

## Continuous improvement

GOVERNED OPTIMISATION

Results that compound over time

DEPTH 6 OF 6

## Performance-linked

SELECTIVE

Measurable, controllable outcomes, with success terms agreed up front

LIGHTER TOUCH — DEEPER COMMITMENT

# Start with a discovery call.

A 30 to 45 minute call to understand your objectives, market and priorities. A tailored proposal follows. Approved engagements typically begin within 7 days.

BOOK A DISCOVERY CALL

CONTACT

MOBILE +971 52 585 9425 · WHATSAPP +971 58 938 0820

EMAIL team@zenithand.com · WEB zenithand.com

Zenithand FZC · The Ampersand House, Sharjah Publishing City Free Zone, Sharjah, UAE

Zenith& commerce

