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Faculty of Economics and Business Studies

MASTER'S THESIS IN INTERNATIONAL BUSINESS

## **Gateway Solutions**

**Creation of a consultancy business for the internationalisation of  
Spanish companies in the Arab markets**

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## **ABSTRACT**

This document shows the business plan of Gateway Solutions S.A., a global consulting company that helps Spanish SMEs to grow in the Middle East, specifically in the United Arab Emirates. The company offers solutions to overcome obstacles and challenges such as linguistic and cultural boundaries, market variety, regulatory compliance and product compatibility and adaptability to the new market. The business plan covers market analysis, strategic recommendations and contingency plans for unforeseen events that may arise during the import or export process, internationalisation or consolidation of Spanish companies in the Middle East. The company's competence, its wide network of local and international contacts, its knowledge of the regional and global market, its flexibility to adapt to company and market requirements, as well as its specialised team and the use of technology provide it with a competitive advantage that allows it to minimise risks and exploit the opportunities of the different companies in a changing and globalised environment.

## **RESUMEN**

En este documento se muestra el plan de negocio de Gateway Solutions S.A., una empresa de consultoría global que ayuda a las PYME españolas a crecer en Oriente Medio, concretamente en los Emiratos Árabes Unidos. La empresa ofrece soluciones para superar obstáculos y desafíos que puedan suponer hechos como las fronteras lingüísticas y culturales, la variedad de mercados, el cumplimiento de la normativa y la compatibilidad y adaptabilidad de productos al nuevo mercado. El plan de empresa abarca el análisis del mercado, recomendaciones estratégicas y planes de contingencia para los imprevistos que puedan surgir a lo largo del procedimiento de importación o exportación, internacionalización o consolidación de las empresas españolas en Oriente Medio. La competencia de la empresa, su amplia red de contactos tanto locales como internacionales, su conocimiento del mercado regional y global, su flexibilidad para adaptarse a las exigencia de empresa y mercado, así como su equipo especializado y la utilización de tecnología le proporcionan una ventaja competitiva que le permite minimizar los riesgos y explotar las oportunidades de las distintas empresas en un entorno cambiante y globalizado.

## **KEYWORDS**

*Internationalization, Market, Arab, Spain, Consulting*

## 1. INTRODUCTION

The selection and development of a business idea with an international consulting focus for market penetration in Arab Middle Eastern countries is the topic of this study. Increasing globalisation offers significant opportunities for Spanish companies seeking to expand internationally in these markets, but it also presents substantial challenges that can hinder success and growth in these markets. These challenges include cultural and linguistic barriers, differences in regulations and laws, diversities in market preferences and needs, political and economic risks, and complexity in human resource management. These factors can lead to misunderstandings, regulatory non-compliance, and inappropriate products for these markets, resulting in failures and financial losses.

Our international consulting firm, Gateway Solutions, aims to offer a comprehensive range of services designed to ensure a successful entry into the Arabian market of Middle Eastern countries. We evaluate a product's potential for success in the market by doing research and analysis while taking cultural preferences, legal requirements, and the level of competition into account. In order to maximize resources, we guarantee regulatory compliance, create effective and personalized export programs, and offer strategic counsel for navigating the difficulties of global trade.

Our innovative approach is based on providing comprehensive support throughout the internationalisation process, offering market research, strategic advice and immediate solutions to unexpected problems. By utilizing our established networks and experience in key worldwide regions, this method enables us to save time and costs, avoid costly mistakes, and adapt products to local cultural and regulatory norms.

The creation of this consulting firm represents a significant business opportunity due to the increasing globalisation of markets and the growing number of Spanish companies looking to expand internationally into these markets. We have strategically located our office in the United Arab Emirates to provide localized support and expertise, which reduces costs and increases the chances of successful market entry.

## 1. CONTEXTUALIZATION

Internationalization has become a very relevant strategy nowadays due to globalization, company relocation, expansion and the need to explore new markets. Specifically, and according to the **Ministry of Industry and SMEs** of the Spanish Government in the 2030 Strategic Agenda: *Small and Medium-sized Enterprises (SMEs) play a fundamental role in economic growth and the promotion of competitiveness at European level. Not in vain, more than 99% of the companies that exist in the European Union are SMEs that employ 94 million people and generate more than half of the added value of the entire business fabric.* " (Ministerio de Industria, Comercio y Turismo).

*In Spain, SMEs account for 99.8% of companies, represent just over 62% of Gross Value Added (GVA) and 66% of total business employment. Specifically, SMEs with employees account for 46% of companies and employ more than eight million workers, which represents 53.30% of total business employment. Their importance means that any policy aimed at improving our country's position in the global economic environment must give priority consideration to SMEs.* (INE, 2023).

Other sources that echo this need, such as **ICEX Spain**, which offers numerous European aids for the internationalization of SMEs, regardless of their current stage of development, can be highlighted.

Regarding information on the business structure in Spain, in the following sources we can find relevant data that affirm that the Spanish fabric is mainly made up of SMEs. (INE, 2023).

We can also highlight other sources such as the **National Statistics Institute (INE)**: *" The number of economically active companies increased by 0.5% during 2022 and stood at 3.20 million. 18.3% of active companies were 20 or more years old and 19.0% were less than two years old"*. According to the same INE, SMEs remain essential to the Spanish business fabric as they represent a significant part of the Spanish economy, both in terms of employment and contribution to GDP.

In 2023 SMEs face challenges and opportunities. On the one hand, digitization and the adoption of new technologies became fundamental for competitiveness and sustainable growth and generated the need for companies to adapt and take advantage of

these tools to expand and improve their efficiency; however, it is more difficult for SMEs to access financing to invest in innovation; therefore, the government is implementing aid to support SMEs with financing programmes, incentives and incentives for innovation. As a result, the government is implementing measures to support SMEs with financing programmes, tax incentives and business training as well as cutting red tape. (Banco de España, 2022).

**Banco de España:** *The Spanish business sector has been affected in recent years by unprecedented shocks: the outbreak of the pandemic, bottlenecks in supply chains and soaring commodity prices. In this context, it is important to understand their economic and financial situation.*

**Academic studies and research articles:** Some academic studies are: "Small and medium-sized enterprises in Spain: Evolution and prospects" by Ramón Tamames and Jesús Palma-Rodríguez (Dialnet). This article provides a detailed analysis of the evolution and prospects of SMEs in Spain, highlighting their importance in the national economy. We also find "Characteristics and evolution of small and medium-sized enterprises in Spain: a review of the literature" by María del Mar Miras-Rodríguez and María del Carmen Díaz-Fernández (CEMAD). This article reviews the characteristics and evolution of SMEs in Spain. In addition, we can find other research articles such as "Determining factors for the growth of industrial SMEs in Spain" by Juan A. Marin-García and Pilar Flores-Bargues where the factors that influence the growth of industrial SMEs in Spain are studied and which allow us to understand the business dynamics (Marin-García & Flores-Bargues, s.f.). Other studies that we can highlight are studies such as the "Annual Report on Small and Medium Enterprises in Spain" prepared by the Ministry of Industry, Trade and Tourism, which offers updated data and analysis on the state and behavior of SMEs in Spain, as well as public policies related to this sector. Finally, we can highlight some press articles such as "99.8% of Spanish companies are SMEs and generate more than two thirds of employment" published in the newspaper El País, which summarizes the importance of SMEs in the Spanish economy, highlighting their contribution to employment and the business fabric.

**Consultancy reports:**

SME Report Spain by PwC (PricewaterhouseCoopers) in their report on SMEs Spain address issues such as their contribution to the economy, the challenges they face and trends in the sector. In addition, other reports support the same fact such as the **Report on the State of SMEs in Spain** prepared by the Spanish Ministry of Industry, Trade and Tourism, through its various agencies on the state and situation of SMEs in the country.

Having said this, it is worth highlighting, therefore, the need for internationalization in a strategic way for Spain and other European countries, as it is a subject widely addressed by international organizations, academic studies and international analyses. Some of the references we can cite are

**Global Competitiveness Report of the World Economic Forum:** In relation to Spanish SMEs, it states that *SMEs and medium-sized enterprises are the backbone of the economies of many countries and we must work together to ensure their success.* (Global Competitiveness Report of the World Economic Forum).

**European Commission Report on Internationalization of Enterprises:** In its 2022 special report on instruments for the internationalization of SMEs it states that *Small and medium-sized enterprises (SMEs) are the backbone of the EU economy. They represent around 99% of all enterprises and account for 65% of jobs in the non-financial business sector and that International trade is a key driver for the EU economy, with more than 90 million jobs dependent on exports. Despite their importance to the economy, SMEs do not contribute to international trade to the same extent as large companies; they generate only 30 % of total exports (by value) to non-EU countries.* (European Commission Report on Internationalization of Enterprises.)

**OECD (Organization for Economic Co-operation and Development) studies:** *The OECD upgrades its growth forecast for Spain to 1.5% this year 2024.* (OECD Economic Survey of Spain)

**Publications of academic institutions:** some that we can list are **ICEX Spain Export and Investment** which is a public institution that offers information and support services for the internationalization of Spanish companies (ICEX). **Chambers of Commerce in Spain** that provide advice and specific services for SMEs interested in expanding internationally. Many of them publish guides and studies related to business

internationalization (Chamber of commerce in Spain). The **Bank of Spain**, which publishes reports on the Spanish economy and international markets with analyses and recommendations for SMEs wishing to internationalize. **Ministry of Industry, Trade and Tourism**, which publishes reports and statistics related to international trade and business internationalization, which can be useful for SMEs seeking to expand abroad (Ministry of Industry, Trade and Tourism). **Spanish Federation of Associations of Exporters of Agricultural and Food Products (FEPEX)** can provide specific resources and publications on exporting and internationalization in this area. **Spanish Confederation of Small and Medium-Sized Enterprises (CEPYME)** which represents the interests of SMEs in Spain and can provide relevant information on internationalization, as well as access to support programmes and services.

#### **Reports by banks and consultancy firms:**

**PwC study:** The consultancy firm PricewaterhouseCoopers (PwC) has carried out studies on the internationalization of Spanish SMEs. These reports analyse the main target markets, the challenges and opportunities faced by companies abroad, as well as successful internationalization strategies. In one of its studies called Spain "geos global" highlights that *Spanish companies, among the most internationalized in the world(Today no one doubts that internationalization has been one of the keys to overcome the crisis. But this is not enough. For Spain and our companies to play a relevant role in the future world economic scenario, going abroad is not an option; it is a matter of life or death).*

**BBVA Report:** Banco Bilbao Vizcaya Argentaria (BBVA) has published analyses on the internationalization of Spanish SMEs, focusing on financial and economic aspects. These reports often provide information on the financial risks associated with international expansion and the financing solutions available.

**Banco Santander Study:** Banco Santander has conducted research on the internationalization of Spanish SMEs, highlighting business opportunities in



different regions of the world and providing guidance on how to address logistical, legal and cultural challenges.

In general, all these reports and studies highlight the importance of internationalization for the growth and competitiveness of Spanish companies, affirming that our companies have a relevant role in the world economy and that going abroad is not an option but is fundamental in the long term and for which Spanish SMEs must be aware and prepare themselves to explore new international markets.

Therefore, as expected, the geo-economic axis of the world is outside Europe today and is expected to remain so in the coming years, as the global axis has undergone significant change due to the rise of new economic powers, changes in the dynamics of international trade and technological advances that have reduced geographical distances. This can be seen in the **World Bank report** which highlights economic growth in regions such as East Asia, South Asia and Sub-Saharan Africa, demonstrating the growing economic importance of these areas outside Europe. **The World Economic Forum's Global Competitiveness Index** assesses the economic competitiveness of countries. In recent editions, countries such as China, India and others in Asia have shown significant growth in their economic competitiveness, indicating a shift in the geo-economic axis towards these regions. **Studies on foreign direct investment (FDI)** highlight the increase in foreign direct investment in emerging and developing countries, particularly in Asia and Africa. This suggests a shift in investment flows contributing to a shift in the geo-economic axis.

## **2. IDENTIFICATION OF THE BUSINESS IDEA**

### **3.1 Description of the Problem to be Solved**

Numerous obstacles stand in the way of a company's growth and success when it attempts to enter new foreign markets. Cultural and linguistic barriers are among these difficulties, as variations in language and norms can cause miscommunication and misconceptions. Furthermore, standards and laws differ greatly throughout nations, making compliance more difficult and perhaps delaying market access. Due to market diversity, different countries may have different needs and preferences, thus a product that is successful in one may not be as well-liked in another. Investment and operations in new regions may also be threatened by political and economic risks, such as unstable

governments or volatile economies. Finally, the complexity of human resource management stems from the need for specialized knowledge in managing a diversified workforce and comprehending local labor regulations. All of these elements frequently lead to goods that are inappropriate for particular markets, which causes failures and monetary losses.

### **3.2 Main Problem:**

To solve these problems, our international consulting firm Gateway Solutions is committed to providing a wide range of services designed to ensure successful market entry and sustainable growth. In order to provide an accurate assessment of possibilities and obstacles, we do extensive research and analysis to determine a product's feasibility in a target market, taking into account cultural preferences, regulatory needs, and the competitive environment. In order to help export departments negotiate the complexity of international trade, create efficient export plans that are customized for each market, ensure regulatory compliance, and maximize resources, we offer strategic guidance. In order to provide a realistic estimate of product performance, we evaluate the overall viability and possible success of bringing a product into a new market, taking into account consumer behavior, market trends, and economic conditions. In order to minimize disruptions and guarantee seamless operations, we provide prompt answers to unforeseen problems that may develop throughout the export or import process. This helps businesses to maintain their efficiency and competitiveness. We locate and assess possible markets for the goods of our clients, offering comprehensive data on the most alluring and feasible growth prospects, assisting businesses in making well-informed and strategic choices.

### **3.3 Solution:**

Our approach is novel in that it offers comprehensive support for the duration of the internationalization process in addition to addressing pressing difficulties. We help businesses effectively enter and expand into new markets by providing a blend of market research, strategic advice, and on-the-spot issue solutions. By recognizing undesirable markets early on, we may avoid costly mistakes, customize products to match local cultural tastes and regulatory norms, and save time and money by utilizing our established networks and knowledge in strategic global locations.

The creation of this consulting firm presents a significant business opportunity due to the increasing globalization of markets and the growing number of companies

looking to expand internationally. For the Middle East, we have strategically placed our subsidiaries in the United Arab Emirates. This allows us to provide localized support and experience, which lowers costs and increases market entrance success. This strategy offers businesses numerous important advantages. By depending on our feasibility and viability evaluations, businesses can steer clear of expensive market entry mistakes. Our professional advice speeds up the internationalization process so businesses can take advantage of opportunities faster. Our assistance to businesses in managing political, economic, and regulatory risks results in more seamless market entry. By identifying the most attractive and viable markets, we enable companies to focus on the most promising opportunities.

### **3.4 Innovative Character of the Solution**

All things considered, our consulting firm provides a beneficial service that meets the essential requirements of businesses wishing to grow globally, making it an alluring and profitable business option. Our business plan's primary goal is to establish an international market entry consulting company that assists businesses in overcoming the obstacles associated with doing business internationally. Businesses looking to enter international markets face numerous challenges, such as difficulties related to language and culture, a variety of laws and regulations, a varied range of markets, political and economic risks, issues with human resource management, and product mismatches in some cases. Our consultancy business will offer complete ways to deal with these problems. We will provide a range of services, including assistance to export departments with tailored plans for individual countries, thorough feasibility studies to evaluate possible success in target markets, and product feasibility analyses to ascertain suitability for new markets. Furthermore, we will search for and assess the most promising markets for investment. We will also offer prompt solutions for any unanticipated problems that might come up throughout the export or import procedure. Our innovative approach provides localized knowledge and support from the beginning, with subsidiaries in strategic regions including the Middle East and the United Arab Emirates. Throughout the internationalization process, we offer thorough support with market research, cultural adaptation strategies, regulatory compliance, and feasibility assessments. Our focus on cost and time efficiency will save companies resources by identifying the most attractive and viable markets, and our risk mitigation tactics will advise them to avoid countries

with high political or economic risks. We will assist companies in tailoring their offerings and marketing strategies to suit local tastes and preferences.

### **3.5 Explanation of the Business Opportunity**

The ongoing globalization trend is creating a substantial income potential for this consulting firm by driving up demand for specialized advice services. By utilizing our experience, businesses can save a lot of money by avoiding costly errors and resource misallocations. Our local offices will give our customers a competitive edge by giving them access to thorough market data. By seeing hazards early on and taking steps to mitigate them, we can safeguard investments and quicken market entrance. Our thorough advice guarantees that businesses expand into new markets in a long-term, profitable manner.

Our implementation strategy calls for setting up subsidiaries in key regions and developing a wide range of services, including market research, cultural adaptation plans, regulatory compliance, and feasibility studies, in order to offer localized knowledge and support. We intend to engage seasoned advisors who are well-versed in local markets, tongues, and business protocols. Through the use of cutting-edge data analysis and market research technology, we will be able to provide useful insights and strategic recommendations. For the purpose of improving our quality of service and market penetration, we will form tactical alliances with government agencies, industry associations, and local enterprises. Online marketing, trade shows, and focused outreach to businesses thinking about going global will all be part of our aggressive marketing plan to draw clients.

### **3.6 Mission, Visions and Values**

**Mission:** Our mission is to empower businesses to successfully navigate international markets by overcoming cultural, linguistic, regulatory, and market diversity challenges. We aim to provide expert guidance and strategic insights that facilitate smooth and effective entry into new markets, ensuring that our clients' products and services are well-received and compliant with local standards.

**Vision:** We envision a world where businesses can seamlessly expand their global footprint, leveraging our expertise to break down barriers and capitalize on

international opportunities. Our goal is to be the leading international consulting firm, renowned for our innovative solutions, comprehensive market analysis, and unwavering commitment to our clients' success in the global marketplace.

**Values:**

1. **Integrity:** We uphold the highest standards of integrity in all our actions, ensuring transparent and ethical practices.
2. **Excellence:** We strive for excellence in every aspect of our work, delivering top-quality solutions that exceed our clients' expectations.
3. **Innovation:** We embrace innovation, constantly seeking creative and effective ways to address the unique challenges of international market entry.
4. **Collaboration:** We believe in the power of collaboration, working closely with our clients to understand their needs and develop tailored strategies.
5. **Cultural Sensitivity:** We respect and value cultural diversity, integrating cultural insights into our consulting processes to ensure relevance and acceptance in new markets.

**3.7 Name of the company**

Name of company: Gateway Solutions S.A

Company logo




*Connecting the Spanish World with the Arab  
Market*

*Figure 1. Source: Own elaboration*

**3. BUSINESS MODEL (CANVAS)**

The Canvas Model is a strategic tool that allows companies to visualize, design and analyze their business model holistically. This model assists in determining how an organization generates, delivers, and captures value. It is based on the value proposition

and other essential components. The following is an introduction based on the essential components of our consulting firm, specializing in Middle Eastern markets.

BUSINESS MODEL CANVAS				
				
<b>Key Partners</b> <ul style="list-style-type: none"> <li>Strategic collaborations with consulting firms.</li> <li>Alliances with chambers of commerce and government organizations.</li> <li>Participation in professional networking.</li> </ul>	<b>Key Activities</b> <ul style="list-style-type: none"> <li>Identifying business opportunities.</li> <li>Advising and developing products/services.</li> <li>Supporting export and internationalization.</li> </ul>	<b>Value Proposition</b> <ul style="list-style-type: none"> <li>Specialize in Middle Eastern markets with tailored internationalization and export strategies.</li> <li>Provide expert knowledge in market analysis, regulatory compliance, and risk management.</li> <li>Offer customized consultancy services to meet the specific needs of each client.</li> </ul>	<b>Customer Relationship</b> <ul style="list-style-type: none"> <li>Personal Assistance.</li> <li>Remote Assistance.</li> <li>Feedback and Co-creation.</li> </ul>	<b>Customer segments</b> <ul style="list-style-type: none"> <li>Spanish Small and Medium-Sized Enterprises (SMEs) looking to export to the Middle East</li> <li>Organisations requiring market research</li> <li>Startups looking to enter new markets in the Middle East</li> <li>Specific customer needs: Market research for companies, long term relationships with companies, ect.</li> </ul>
<b>Key Resources</b> <ul style="list-style-type: none"> <li>Material Resources: Office, technology social media Platforms.</li> <li>Intangible Resources: Expertise, reputation, history.</li> </ul>		<b>Channels</b> <ul style="list-style-type: none"> <li>Website, social media platforms (Facebook, Instagram, Twitter, LinkedIn)</li> <li>In Physical offices</li> </ul>		
<b>Cost Structure</b> <ul style="list-style-type: none"> <li>Payroll expenses.</li> <li>Advertising expenditures.</li> <li>Office leasing.</li> <li>Equipment upkeep.</li> <li>Continuous employee training.</li> </ul>			<b>Revenue Stream</b> <ul style="list-style-type: none"> <li>Consultancy fees.</li> <li>Project fees.</li> <li>Long-term contracts for consulting services.</li> <li>Professional development and training revenue.</li> </ul>	

*Table 1. Note: This table shows the business model Canvas. Source: Own elaboration*

#### 4.1 Value proposition

With a specialization on Middle Eastern markets, our consulting firm provides a customized and all-encompassing strategy to assist firms in their internationalization and export procedures. The following essential components form the basis of our value proposition:

**Expertise and Specialized Knowledge:** By utilizing our professionals' vast expertise and specialized knowledge in international trade and export procedures, we offer in-depth market analysis, regulatory compliance counsel, and risk management solutions.

**Tailored Consultancy Services:** We cater to the individual requirements of every customer, be it individuals seeking to relocate abroad or business-to-business enterprises seeking to enter or grow into new markets. We provide customized solutions that consider the needs of the business and the particular product.

**Complete assistance:** From the first stages of market research to product adaptation for new markets, we provide ongoing training and assistance. Making sure clients are ready to take on new market difficulties successfully is our main objective.

**Strategic Alliances and Partnerships:** We give our clients access to a wider range of

resources and business rules through our partnerships and alliances with government agencies, Chambers of Commerce, and other consulting businesses. This increases their chances of success in global markets.

**Accessibility and Multichannel Communication:** We make sure that customers can readily obtain our assistance and services via a variety of channels, such as our website, social media accounts (Facebook, Instagram, Twitter, LinkedIn, and Insta), and in-person consultations. This multichannel strategy makes our value proposition easier for clients to understand and assess.

**Feedback and Co-creation:** We involve our clients in the process of creating services, soliciting their opinions and suggestions in order to better serve their needs and make ongoing improvements to our offerings. High consumer satisfaction and loyalty are ensured by this cooperative approach.

**Quality and Confidentiality:** Clients entrust us with their sensitive data and vital business processes because of our dedication to providing top-notch services while upholding stringent confidentiality requirements.

## **4.2 Key activities**

We will carry out the following tasks in order to deliver our value proposition, uphold solid client relationships, and make money: identifying business opportunities; advising and developing products and services; supporting export and internationalization to Middle Eastern nations; cultivating client relationships; supervising global initiatives; controlling risk and compliance; and guaranteeing product adaptability to new markets.

## **4.3 Key resources**

**Key resources:** the assets and capabilities that allow us to generate value.

**Material resources:** The location of the office we plan to set up, the office equipment (desks, chairs, cabinets, printers, computers, phones, scanners, and other basic office equipment like material desks), the furniture and décor (sofas, shelves, and decorative elements), the computer systems and technology required to carry out the proper functioning of the Office, as well as the various social networks we will be managing (Facebook, Instagram, etc.) will all be considered material assets. Employee growth and training (constantly upgrading employee training due to changes in laws and regulations) as well as marketing and promotional items like.

Intangible resources: Our specialists' expertise and specialized knowledge, as well as the reputation we build by serving clients, will be our primary resources and set us apart from rivals. a track record of maintaining quality, discretion, and success in assisting and supporting the internationalization and exporting process from start to finish.

#### 4.4 Key partners

First, in order to provide our clients with more comprehensive solutions, we will form strategic collaborations with other regional and global consulting businesses that enhance our services.

In order to gather information about business laws and access to commercial networks, we will also build alliances with chambers of commerce and governmental organizations.

Finally, to find chances to network and share expertise, participate in professional networking.

#### 4.5 Customer segments

The following segment is divided according to the criteria of the specific needs, the size and type of company as well as the objectives of the customer.

- **Specific Needs:** Divide the segments according to the particular needs of each group, such as market research, sales estimates, or assistance with new market entry strategies. This allows me to customise services and solve specific problems for each client.
- **Size and type of company:** SMEs as well as startups. Each type of company has different characteristics and requirements.
- **Client Objectives:** Group clients according to their main objectives such as exporting, conducting detailed market research, or entering new markets in the Middle East in order to tailor services to the specific objectives of each segment.
- **Long-term relationships:** Establish long-term relationships with clients. Some companies may require ongoing research and analysis services to adapt their strategies in this changing market, while others may need ad hoc support for specific projects



#### **4.6 Customer relations**

This is a critical component that will aid in both customer acquisition and retention. Building client loyalty is our primary goal, and we achieve this by answering all of their questions and helping them along the way with ongoing assistance and training. There will be various kinds of customer relationships for our business, including:

**Personal Assistance:** When a client has inquiries, grievances, or uncertainties, they get immediate assistance.

**Personal Assistance Only:** Counseling at work.

**Remote Assistance:** Via the internet or social media platforms, potential queries will be addressed.

**Collective Creation:** We enhance our offerings by incorporating input from the organization. We constantly keep lines of communication open and honest with our global clients by communicating with them via phone conversations, emails, and video conferences. This allows us to keep them informed about the status of the project and any potential changes to the original plan.

**Co-creation** is the practice of generating value with customers by including them in certain business cycle processes and enabling them to develop or alter services associated with their products within reasonable bounds while constantly being supervised by our experts.

**Feedback System:** We gather input on service quality, customer happiness, and areas for improvement from our global clientele. This aids in our ongoing strategy modifications and client experience enhancements.

#### **4.7 Distribution and communication channels**

On the one hand, we will communicate through the website. It contains the models that we carry in our store so that clients may see what kind of services we offer. Put another way, we will help clients learn about our services through the internet before they visit the office. Furthermore, the online service will assist customers in assessing our value proposition (the services we provide and whether or not they are relevant to them). Social media platforms will be another means of communication. In this manner, we will have profiles on LinkedIn, which we view as a vital resource for forming business relationships and advertising consulting services; Through this network, we may establish direct connections with specialists from other businesses and identify companies that

might be interested in our services ( potential customers). Additionally, we have Twitter, Facebook, and Instagram to reach a wide range of audiences, including B2C people who are considering moving abroad and B2B organizations looking to expand or merge in that market. We will provide details about our primary services as well as any updates to the client's requested information, including rules and specifications specific to the destination nations. These will be centered around the product and the business looking to expand internationally by exporting to these markets.

On the other hand, we will disperse our offices so that customers can access the whole range of our offerings and, in a more customized manner, in accordance with their demands, which encompass both company-related and product-specific needs for export. In this manner, we provide the value offered through the office, and we assist them in assessing that essential value proposition using the website.

Lastly, we sell goods to customers directly through our own channels. Additionally, guidance will be another tool available to clients to assess the quality of the services we provide, ensuring that they are as satisfied as possible with our professionals' assistance in bringing their product to this new market. In addition, In order to increase the pool of possible clients, we also engage in strategic alliances by working with businesses that enhance our consulting services.

#### **4.8 Cost structure**

All of the costs associated with running a company model are detailed in the cost structure. It covers, for instance, payroll expenses, advertising expenditures, office leasing, equipment upkeep, and continuous employee training.

#### **4.9 Revenue stream**

There will be a variety of sources of income. On the one hand, the primary source of revenue will come from consultancy fees. On the other side, we can get money through project fees, which are paid for particular tasks like market research that are done for clients, or from long-term contracts with clients that need constant consulting services. Ultimately, professional development and training for the export department of a particular organization might yield revenue by preparing them for the new market. In this respect, having a variety of revenue streams is our primary goal since it will enable us to keep up a steady income stream and so adjust to the shifting demands of the market.

## 4. ANALYSIS OF THE ENVIRONMENT AND COMPETITION

### 5.1 PESTEL analysis

The PESTEL study is a tool for analyzing and keeping an eye on macro-environmental factors, or those that are outside the company's control but nevertheless have an effect on it. Stated differently, its purpose is to detect the risks and possibilities that the company faces (R.D,2021). Its name is an acronym for the initials of all the factors it analyzes, which are the following:

**A).- Political:** The policies of each Middle Eastern nation can have an impact on how international businesses conduct business there. The UAE government carries out measures that support economic expansion and diversification, like establishing free zones with favorable tax and regulatory conditions.

Laws pertaining to foreign trade are another important factor. The import and export of goods are subject to varying restrictions and requirements in the Middle Eastern countries. To guarantee quality and adherence to international standards, foreign trade is heavily regulated in the United Arab Emirates. Companies entering a new market should be aware of the import and export laws, tariffs, and quotas that apply in that nation.

Regulatory obstacles can take the form of certain licenses, permissions, or the requirement to abide by environmental, health, and safety laws. For instance, in Saudi Arabia, international businesses must establish joint ventures with Saudi partners in specific industries, which might make the setup and operation process more difficult.

In numerous Middle Eastern nations, corruption is a problem. Corruption perception indexes from Transparency International are helpful for evaluating risk in various nations. The degree of corruption varies greatly throughout the region, so businesses need to be ready to face these issues and create plans to lessen them.

There are major geopolitical threats in the Middle East. Regional stability and security can be directly impacted by international tensions, such as those between Saudi Arabia and Iran. Furthermore, external involvement and instability in neighboring countries can have a substantial impact on the business environment.

Sanctions from abroad are also significant. Economic sanctions impose restrictions on commerce and foreign investment in certain countries, including Iran.

Businesses must be aware of these penalties, the limitations they place on them, and the possible effects they may have on their business and image.

It is crucial to have the flexibility to adjust to local laws. Businesses need to create strategies that help them deal with the complexity of the political landscape. This could entail investing in adherence to certain laws and regulations, developing contacts with local officials, and employing specialists with local knowledge.

Understanding and adjusting to these political considerations is essential for a Spanish company looking to expand internationally in the Middle East and the United Arab Emirates. The UAE's political stability provides a favorable environment, while other nations in the area have variable political systems, which calls for cautious evaluation and strategic planning to minimize risks and maximize potential. (Hill, 2019; Cavusgil et al., 2020).

**B) Economic:** Companies' profitability and viability may be impacted by a variety of economic risks that come with venturing into new foreign markets, such as the Middle East and the United Arab Emirates (UAE). Exchange rate swings pose a significant risk to organizations operating globally, as they provide one of the major obstacles. These variances may directly affect sales and profit margins in addition to import and export expenses. Gateway Solutions s.a. provides guidance to enterprises about the utilization of financial instruments as a means of mitigating the impact of currency fluctuations and evaluates their possible influence on operational expenses and product prices.

Inflation is another important issue to take into account, particularly in areas where interest rates frequently fluctuate. Consumers' purchasing power and firms' running expenses are both impacted by inflation. Our consultancy carries out market research to predict inflationary tendencies and modify pricing tactics in order to reduce this risk.

Variability in market demand can also be quite problematic because tastes, cultural norms, and purchasing power can vary greatly between international marketplaces. In order to meet this issue, we assist businesses in determining whether their products will be accepted in new countries by conducting consumer and market research and by suggesting changes to product features, packaging, and design that will take into account regional preferences.

The setup, marketing, legal compliance, and logistical costs associated with entering and operating in a new market can also be a limiting factor. Cost-benefit assessments are performed to see whether entering a new market is economically feasible, and suggestions for establishing an effective supply chain to lower operating and logistical expenses are given.

However, due to variations in financial systems and credit availability, securing funding in a foreign market may prove difficult. Working with local experts, our consultancy assists businesses in locating local funding sources in order to overcome this obstacle.

Finally, the overall state of the economy in the host nation, including GDP expansion, jobless rates, and economic stability, can also have an impact on businesses' profitability. Contingency plans are created and ongoing monitoring of the firm and the host nation's economic situation is offered in order to handle future economic downturns and ensure business continuity. (Daniels et al., 2018; Wild et al., 2021).

**C) Social:** Cultural variations can impact every facet of business, ranging from bargaining to customer behavior. Respecting and understanding the cultural norms and values of the place is crucial. A foundation for comprehending how these cultural variations affect business operations and how to modify tactics to enhance communication and cooperation with local partners is provided by models like Hofstede's cultural dimensions.

In order to overcome these cultural obstacles With the help of comprehensive cultural assessments from Gateway Solutions s.a., businesses may recognize and comprehend cultural variances and convergences that could influence their market entry. This entails conducting cultural market research to comprehend regional norms, values, and practices as well as offering cross-cultural training to staff members to enhance their cultural competency and lessen miscommunications and disputes at work.

Language is still another significant hurdle, and success in working with local client partners and staff requires efficient communication. In order to guarantee adherence to regional language requirements and cultural appropriateness, our consultant provides translation and localization services. Additionally, they provide language training courses for staff members, enhancing their ability to interact with local partners and consumers and to speak more fluently in the language.

Adapting products and marketing strategies to local cultural preferences and norms is essential to attract and retain customers in new markets. This entails creating marketing campaigns that are in line with the cultural values and expectations of the target market as well as modifying product features, design, packaging, and labeling to conform to local cultural preferences and legal requirements.

In order to help businesses better meet the needs of their local markets, our consultancy conducts research to identify consumer preferences with regard to products, pricing, distribution, and promotion. We also implement systems to gather and analyze feedback from local customers, allowing for ongoing adjustments to our product offerings. (Hofstede, 2001).

**D) Technological:** It's critical to evaluate the target nation's technology infrastructure and accessible technologies before venturing into a new market. Finding the technological tools and platforms that are approved by the regional market is part of this. A thorough evaluation of the technical infrastructure is carried out by Gateway Solutions s.a., covering internet access, telecommunications networks, and the availability of cutting-edge technologies like artificial intelligence. Finding possible local technology partners that can aid with market entrance and operation is also beneficial.

Success depends on modifying items to fit the demands and technological preferences of the regional market. In order to make software compatible with regional operating systems and languages, localization is required.

One of the main factors influencing competitiveness is technological innovation. Businesses need to keep up with regional and worldwide technological changes in order to provide cutting-edge products that satisfy consumer needs.

The effective functioning of businesses in global marketplaces is contingent upon the utilization of Information and Communication Technologies (ICT). Our consultation may assist in putting into practice customer relationship management (CRM) and enterprise resource planning (ERP) solutions that comply with regional laws. Furthermore, they create and modify e-commerce systems to accommodate the demands and buying habits of regional customers.

Operating in overseas markets requires adherence to local rules and technology security. Consultancies evaluate and improve information security to fend off cyberattacks and adhere to regional data privacy laws. They also ensure that technology

products and services comply with all local laws and regulations, including those related to data privacy and information security. (Porter, 2008; Christensen, 2016).

**E) Ecological :**Compliance with environmental regulations is essential to operate legally in any country. Every country has its own set of rules and legislation. Expert consultancies assist businesses in recognizing and comprehending these rules, offer a thorough examination of the particular specifications, and offer guidance on putting environmental management systems into place to guarantee compliance.

Adopting sustainable practices can boost a company's competitiveness and image in addition to helping it comply with the law. In addition to improving the environment, comprehensive sustainability strategies that address problems like waste reduction, energy efficiency, and the utilization of recyclable materials also help partners and customers see them favorably. In addition to assisting businesses in putting these plans into action, Gateway Solutions s.a. may help them get recognized environmental certifications that show their dedication to sustainable business practices and environmental management.

Reducing the impact of corporate operations on the environment requires innovation and eco-efficiency. The environment and the business can both profit from the use of green technology, which increases energy efficiency, lower emissions, and minimizes the use of natural resources. This consultation offers guidance on streamlining operations and production procedures to cut waste and boost resource efficiency.

Business sustainability is also significantly impacted by corporate social responsibility, or CSR. Creating and executing corporate social responsibility (CSR) initiatives that tackle environmental problems, such lowering carbon emissions and taking part in community projects, can improve a company's standing and draw in customers and partners that share its commitment to sustainability. These programs can be successfully communicated by our consultancy. (Elkington, 1998; Esty & Winston, 2009).

**F) Legal:** Any business looking to enter a new market must first ensure that it complies with local rules and regulations. This covers laws pertaining to labor, trade, taxes, and the environment. Consultancies offer thorough evaluations to guarantee that businesses abide by all applicable local laws and ordinances. In-depth reviews of tax, labor, environmental, and safety requirements are included, along with continuing

guidance on staying abreast of local regulatory changes and adapting business practices accordingly.

Protection of intellectual property is essential for a business to defend its trademarks and developments overseas. Consultancies can be very helpful in assisting with the registration of patents, trademarks, and copyrights in the destination country, ensuring that the company's intellectual assets are safeguarded. They also create plans to stop intellectual property theft, such as market monitoring and taking legal action when infractions occur.

To precisely outline each party's rights and responsibilities, contracts and agreements must be drafted and reviewed. In order to make sure that joint ventures, distribution agreements, commercial contracts, and other legal papers safeguard the company's interests and are compliant with local regulations, consultancies examine and draft these documents. Additionally, they support the negotiation of fair and equitable terms in contracts with suppliers, customers, and local partners.

Selecting the appropriate business structure is essential for streamlining operations and adhering to regional laws. Consultancies help with the registration and establishment procedure and offer advice on how to construct suitable legal entities, such as partnerships, joint ventures, and subsidiaries. Furthermore, they adhere to both worldwide best practices and local requirements by implementing sound corporate governance processes.

Effective conflict resolution is crucial for preserving operational stability and safeguarding the business's interests. In addition to providing legal representation in the event of problems, consultancies offer advice on local dispute resolution procedures including mediation, arbitration, and local courts. This guarantees a solid defense and the protection of the company's interests.

Adherence to regional labor regulations is crucial for averting legal issues and preserving amicable work environments. Consultancies offer guidance on employment contracts, working conditions, pay and benefits, and policies about terminations in accordance with regional labor laws. Additionally, they create human resources policies and processes that support a healthy and productive work environment while also adhering to local standards. (Craig, 2019; Schaffer et al., 2020).



## 5.2 PORTER analysis

Porter analysis, also known as Porter's five forces model, is a management tool developed by Michael E. Porter in 1979 to analyze the structure of an industry and the intensity of competition within it. (Porter, 1979)

The objective of Porter analysis is to help companies understand the dynamics of their industry, identify opportunities and threats in the competitive environment and develop effective strategies to improve their market position.

### 1. Rivalry between Existing Competitors:

Competition between Current Rivals: Competitor rivalry can be important for a variety of reasons. Due to globalization and the UAE market's appeal, businesses in this industry fight for the same clients and resources. However, only businesses with highly experienced teams can compete due to the significant cultural differences between Spain and the Middle East, as well as the training and credentials needed for this field to deal with these disparities. This gives our consulting a competitive edge since it allows us to provide our clients with high-quality services. Many Spanish enterprises are currently deterred by the severe commercial restrictions and lack of cultural expertise, despite the market's attractive potential. (Porter, 2008).

Growth in the market is another important factor. Many Spanish businesses are drawn to the UAE due to its rapid economic growth and expanding potential, which is fueling competition amongst rivals vying for market share and the opportunity to seize these new opportunities. (Porter, 1998).

In this scenario, differentiating products and services is essential. In a highly competitive market, the ability to provide services that are specialized and customized to the Emirati business culture, local laws, and business practices can make a big difference. Through the development of a distinctive value offer that draws in and keeps clients, differentiation can lessen competition. (Porter, 2008).

Another major obstacle is high fixed costs. These include setting up local offices, hiring and keeping specialized personnel in the UAE, customizing services to meet customer demands, and adhering to legal and regulatory regulations. Because they put pressure on profit margins and necessitate more turnover to attain profitability, large fixed expenses can exacerbate rivalry. (Porter, 1979).

There may be significant exit hurdles in the consulting business for internationalization to the United Arab Emirates. These consist of long-term promises made to customers, financial commitments made to expand the market, formal contracts, and cultivated connections with regional partners. Exit barriers that are too high can exacerbate competition by making it difficult to leave the market, especially in cases when performance is below par. This leads to more fierce competition for clients and resources. (Porter, 1979).

## **2. Threat of New Competitors:**

The target market currently has substantial entry obstacles. These include strict laws, expensive entry barriers, and fervent customer brand loyalty. Due to the significant cultural and linguistic barriers, Spanish businesses find it challenging to penetrate the Middle Eastern market because of the stark differences between the two regions. Other significant obstacles are those imposed by regulations, networks and relationships with customers, trust and reputation, experience, and knowledge. (Porter, 2008).

The ease with which new entrants can access key resources is a challenge. Due to local rivalry, the necessity for cultural adjustment, and the difficulty of building contacts with important market players, Spanish consultants may encounter challenges while trying to establish themselves in the United Arab Emirates. Competitors' competitiveness may be influenced by their capacity to get over obstacles and obtain essential resources, as those that do so may find themselves at a competitive advantage over more recent entrants. (Porter, 1998).

Given that the UAE is renowned for encouraging innovation and embracing cutting-edge technology across a range of industries, there is a good chance that technological disruptors or breakthroughs that alter the competitive environment may surface. Spanish consulting firms hoping to grow and survive in the Middle East will need to be able to foresee and adjust to these technology disruptors in order to obtain a competitive edge through utilizing new technologies and changing with the times. (Porter, 1998).

## **3. Threat of Substitute Products or Services:**

When it comes to consulting for the internationalization of Spanish products in the Middle East, one important consideration is the possibility of substitute goods or services. This threat is the potential for target market customers to choose other goods or

services over those that are provided. In this particular instance, a number of factors need to be carefully examined. (Porter, 1979).

There is fierce rivalry both locally and regionally. Customers can favor regional consultants who are more knowledgeable about the industry and commercial procedures.

A significant impact is also played by shifting customer tastes. To be relevant, businesses need to be aware of market trends and be able to quickly adjust to shifts in consumer preferences. (Porter, 1998).

Innovation and technology can provide fresh approaches that rival those provided by conventional consulting firms. To provide cutting-edge and competitive services, businesses need to stay up to date with technological advancements. (Porter, 2008).

Trade restrictions and regulations may have an impact on how competitive Spanish goods are in the Middle East. It's essential to keep up with local laws and regulations in order to prevent legal issues as well as business conflicts. (Porter, 1998).

The need for consulting services may be impacted by the shifting economic climate in the UAE, which is highly reliant on oil. Geopolitical unrest and fluctuations in international financial markets can also have an impact on economic stability and, consequently, service demand. (Porter, 1979).

#### **4. Bargaining Power of Suppliers:**

In the context of international consulting, suppliers' bargaining strength varies. Because consulting services rely heavily on human capital, local experts and specialized staff are the main suppliers. These experts' availability may have an impact on the prices and caliber of services provided. Furthermore, the necessity for cutting-edge technology and tools for market analysis can provide the companies that make these technologies considerable leverage. (Porter, 2008).

#### **5. Bargaining Power of Customers:**

In the consulting market, clients can have a lot of negotiating power, particularly if they have multiple options. Customers might expect specialized, premium services at affordable costs. To draw in and keep clients, the consultant must be able to stand out from the competition and provide something special. The market reputation and long-standing relationships can also affect a client's ability to negotiate. (Porter, 1998).

### 5.3 SWOT analysis

<p style="text-align: center;"><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>- Experience and expertise</li> <li>- Network of contacts</li> <li>- Local market knowledge</li> <li>- Adaptability</li> <li>- Advanced technology and tools</li> </ul>	<p style="text-align: center;"><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>- Cross-Cultural differences of the team</li> <li>- Language barriers</li> <li>- Cost of operations</li> <li>- Regulations and bureaucracy (barriers of entry)</li> </ul>
<p style="text-align: center;"><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>- Market research</li> <li>- Advice on regulations and customs procedures</li> <li>- Identification of local partners</li> <li>- Development of marketing and sales strategies</li> <li>- Logistics and supply chain management</li> <li>- Cultural and business advice</li> <li>- Translation and interpretation services</li> <li>- Risk and opportunity assessment.</li> <li>- Reputation and credibility</li> </ul>	<p style="text-align: center;"><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>- Local competition</li> <li>- Cultural and linguistic barriers</li> <li>- Import regulations</li> <li>- Economic volatility</li> <li>- Changes in trade policies</li> <li>- Technological development</li> <li>- Business relationships</li> <li>- Regulations and bureaucracy (Changes in the industry)</li> </ul>

*Table 2. Note: This diagram shows the principal strengths, weaknesses, threats, and opportunities of Gateway Solutions. Source: Own elaboration*

#### **Strengths**

We have highly skilled consultants from a range of industries and functional areas who also have extensive knowledge of the local culture. Because of our experience and knowledge, we are able to offer specialized advice that is catered to the unique requirements of each client, assisting in their success and adaptation in the business environment of the United Arab Emirates.

Our extensive network of contacts is yet another powerful asset. We can expedite procedures and foster strategic alliances because we have local specialists with a wide range of contacts throughout the nation. In addition to increasing the effectiveness of our operations, this network gives our clients access to commercial opportunities that they might not otherwise have.

One key differentiator that makes us stand out from other consultancies is our extensive understanding of the local market. Our comprehensive comprehension of the corporate culture, rules, and economic developments in the United Arab Emirates empowers us to offer precise and pertinent guidance. Our ability to predict shifts and patterns thanks to this insight gives our clients a tactical edge during the internationalization process.

Another important asset we have is our ability to adapt in a constantly shifting business environment. Market conditions are subject to sudden changes due to the rapid advancements in artificial intelligence and other developing technologies. We provide tailored solutions that adjust to these shifting circumstances, assisting our clients in successfully achieving their objectives.

By using innovative tools and advanced technology, we are able to achieve efficiency and quality in our services. Not only do they increase the accuracy and speed of our tasks, but they also allow us to provide more sophisticated solutions tailored to the particular needs of each customer. In summary, the main strengths that allow us to offer an exceptional consultancy service for Spanish companies in the UAE market are our experience, our network of contacts, knowledge of the local market, adaptability and use of advanced technology.

## **Weaknesses**

Cultural differences between Spain and Arab countries can influence the way they communicate and conduct business. The efficiency of business relationships can be impacted by these cultural variations, even though our team of advisors serves as a guide and mediator. Furthermore, cultural differences within Arab nations themselves may also influence outcomes, therefore it's critical to have a thorough awareness of each nation's cultural standards to prevent miscommunications and disputes.

Language is yet another serious flaw. Although Arabic is the official language and there may occasionally be linguistic obstacles, English is commonly spoken throughout the majority of Arab countries in the Middle East. Translators or staff members who speak Arabic may be required for Spanish businesses in order to enable efficient communication with regional partners and clients. Reliance on linguistic intermediaries can slow down communication and add an additional layer of complexity to operations.

In Arab nations, bureaucracy and regulations can be convoluted and time-consuming. For Spanish enterprises, a lack of understanding with these standards can cause delays and higher operating expenses. For international businesses, navigating the intricate legal and regulatory maze of the United Arab Emirates and other nations in the region can be quite difficult and needs a great deal of experience.

In the Middle East, conducting business can be expensive. Spanish businesses may face difficulties striking a balance between operating expenses and competitive service rates due to the region's high cost of living and business demands. This may have an impact on businesses' capacity to provide competitive pricing without compromising on output or earnings.

### **Opportunities**

Offering a thorough market research that covers consumer trends, regional competition, trade laws, and opportunities unique to Spanish products is one of the key opportunities. For Spanish businesses to make educated decisions and comprehend the environment in which they will operate, this market research is crucial.

Giving guidance on rules and practices related to customs is another essential component. We support and advise Spanish businesses on how to comprehend and adhere to the legal and regulatory requirements including import procedures, required certifications, and

regulatory compliance for exporting to these nations. In order to prevent delays and any legal issues throughout the export process, this support is crucial.

The identification of local partners is another significant opportunity. We act as a bridge between Spanish businesses looking to export their goods and possible local distributors, business partners, or influential individuals in these nations. Building strong commercial ties is essential to long-term success in international marketplaces.

Creating sales and marketing strategies is also essential. We develop marketing plans that take into account the suitable format, advertising messaging, and product adaptability to the local culture. Furthermore, we create focused advertising campaigns and encourage participation in regional trade shows. This strategy aids Spanish businesses in properly positioning their goods in the regional marketplace.

Another crucial service is supply chain management and logistics. For Spanish businesses, we provide export logistics guidance on product distribution, storage, and transportation to guarantee prompt and effective delivery. To stay competitive and satisfy customers, this logistical support is essential.

Furthermore, we offer commercial and cultural advisory services to assist Spanish enterprises in comprehending regional customs and corporate procedures. As a result, businesses are better able to integrate into the market and build enduring relationships with both customers and business partners.

We evaluate opportunities and dangers by doing a thorough analysis of the particular risks in this market and provide suggestions on how to reduce them. It is imperative to conduct this study in order to discover feasible prospects and steer clear of unsuccessful investments, as not all Spanish products are suited for export to these countries.

As we make a name for ourselves in this industry, we develop strong client relationships and networks. This trust and reputation provide us a competitive edge in drawing in new business, solidifying our place in the industry, and enhancing our capacity to supply Spanish enterprises with high-caliber services.

## **Threats**

One of the biggest risks is local competition since it might be harder to enter new markets because local consultancies may have stronger relationships and more in-depth understanding of the industry. Language and cultural limitations also provide a big obstacle; for example, a poor grasp of the customs and business etiquette of the area can make it difficult to forge meaningful connections.

To maintain legal compliance, you must be informed on import requirements, tariffs, and customs laws, as import regulations in these countries can be intricate and constantly evolving. Due to these nations' heavy reliance on oil, economic instability also presents a concern. External variables like geopolitical unrest and changes in the world financial markets can have a detrimental effect.

Spanish goods may not be as competitive in this market if trade rules are altered, including tariffs, regional trade agreements, or government-imposed limitations. Furthermore, as technology develops quickly, client needs and expectations may also shift. For this reason, it's critical for our staff to stay current with new developments in technology to provide our clients with the greatest services possible.

Networking and business contacts are crucial in these markets. It might be challenging for a new consultant to build business relationships and attract new clients if they don't have any established contacts. Lastly, as changes in the sector may affect the consultancy's ability to operate and adapt, rules and bureaucracy are important considerations.

## **5. COMPETITIVE ADVANTAGE**

By addressing the complex obstacles of entering a worldwide market, this international consulting firm gives businesses looking to grow their global footprint a strategic edge. They clear the path for sustainable growth and success in an increasingly cutthroat global industry by utilizing their knowledge and extensive worldwide network.

When expanding into new markets in the networked global economy of today, businesses have many difficulties. International expansion carries a lot of uncertainties, from overcoming linguistic and cultural hurdles to managing intricate legal requirements. Furthermore, political and economic risks are introduced by the diversified topography of global marketplaces, necessitating clever human resource management techniques. Potential product unsuitability for particular markets is a common barrier that might



impede entry and profitability. An inventive response to these problems has surfaced: a global consultancy business devoted to enabling successful market entry.

This innovative consulting organization specializes in offering tailored solutions to businesses looking to enter new markets. Its extensive services encompass many important tasks, such as conducting thorough feasibility studies of market entry projects, providing strategic advice to export departments, and evaluating the viability of products in target countries.

Their ability to react quickly to unforeseen challenges that arise during the export/import process is the foundation of their solution. Through prompt identification of viable markets and thorough analysis, the consulting provides businesses with the knowledge and direction necessary to confidently manage international expansion. By being proactive, it reduces risks and increases chances of success in unfamiliar territory.

This solution's capacity to make it easier for businesses to enter and consolidate in particular markets is an example of its creative nature. By use of a blend of market research, cultural adaption tactics, and regulatory knowledge, the consulting enables businesses to prosper in heterogeneous international settings. Through the process of minimizing cultural effect and customizing products for regional markets, they facilitate a more seamless expansion of businesses worldwide.

There is no denying the business opportunities that this solution presents. Companies can reduce the risks involved with international expansion and realize significant savings by collaborating with the consulting business. The establishment of subsidiaries in strategically important areas, like the United Arab Emirates, improves accessibility and local knowledge, further expediting the process for customers. In the end, there are observable advantages to the consultancy's experience and assistance with internationalization, such as reduced time and expenses, potential for market expansion, and steady growth in new areas.

## **6. FINANCIAL MODEL**

### **7.1 Market research and sales estimation**

Three major factors need to be taken into account when evaluating market levels for a consultancy: Total Addressable Market (TAM), Serviceable Available Market (SAM),

and Serviceable Obtainable Market (SOM). These calculations provide an estimate of the different market levels that the consultancy can target and serve effectively.

**Total Addressable Market (TAM):**

TAM refers to the total market available without any restrictions. It represents the total demand for a specific product or service within a given market. TAM is calculated in terms of estimated annual revenue or unit sales if 100% of the available market is achieved.

**Serviceable Available Market (SAM):**

SAM is the portion of the total market that the consultancy can serve with its current products and services. It represents the target addressable market that can be realistically achieved by the consultancy. SAM is a subset of TAM and takes into account the company's capabilities and ambitions.

**Serviceable Obtainable Market (SOM):**

SOM is the portion of SAM that the consultancy can effectively capture, considering competition and other market factors. It represents the percentage of SAM that can be realistically achieved by the consultancy. SOM is a further refinement of the market level, taking into account the specific circumstances and challenges faced by the consultancy.

### **7.1.1 Market Estimation: Top-Down Method**

In order to determine the market levels for the consultation, a hierarchical method is frequently employed. Using this approach, a comprehensive and wide picture of the entire market is taken, and it is then further refined to find specific, feasible, and business-relevant prospects.

By using a top-down methodology, the consultant is able to evaluate the market's potential as a whole before focusing on niche markets that complement its offerings.

The consultancy can create successful go-to-market strategies and make wise choices regarding resource allocation and expansion prospects by having a solid understanding of the TAM, SAM, and SOM.

It is important to remember that precise data and market research are needed to calculate market levels. The industry, target market, and particulars of the consulting firm can all affect the estimates for TAM, SAM, and SOM.

### **7.1.2 Market research**

Countries	\$
UAE	841000000
Qatar	366000000
Kuwait	283000000
Oman	141000000
Bahrain	129000000
Saudi Arabia	2105000000
Total Market Size for the Middle East ( Potential market opportunity)	<b>2104999799</b>

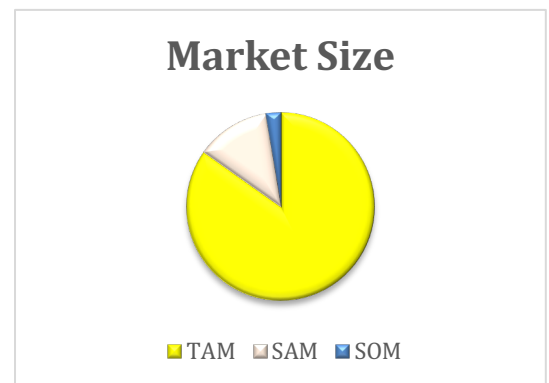
**Table 3.** Source: <https://www.evalueserve.com/wp-content/uploads/2023/12/Middle-East-Management-Consulting-and-Advisory-Market-H1-2023.pdf>

**TAM**=Total Value of Exports from Spain to Arab Market in Middle East \*Percentage of Firms in Need of Consultancy<sup>1</sup>

\*Average Spending on Consultancy

$$\text{TAM} = 2104999799\$ * 15\% * 29\% = \mathbf{91.567.491,25\$}$$

**Figure 2.** Source: Own elaboration



**SAM** = Percentage of TAM within the company's

reach x Total number of potential customers the company can serve.

$$\text{SAM} = \text{TAM} * 15\% = \mathbf{13.735.123,69\$}$$

**SOM** = Percentage of SAM that the company can achieve x Company's target market share.

$$\text{SOM} = 13.735.123,69\$ * 19\% = \mathbf{2.609.673,5\$}$$

The Total Addressable Market (TAM) represents the total revenue opportunity available if the company achieves 100% market share in its specific market. In this scenario. With total exports valued at \$2,104,999,799, 15% of companies requiring consultancy services

<sup>1</sup> <https://www.consultancy-me.com/consulting-industrycountry/esp/partner/are?subnationalTimeSelector=timeYear>

[https://finance.yahoo.com/news/middle-east-africa-management-consulting-112400839.html?guccounter=1&guce\\_referrer=aHR0cHM6Ly93d3cuZ29vZ2xlLmNvbS8&guce\\_referrer\\_sig=AQAAALgI971uPrQTydK0ApJwaKEqKrpas8wanG9thH990djYgC3gSO6PeVWFdmRX9Vjg23nWMr5X2su1yIqKVKFuXPTgOd52MUvMmg8vvzs3BW0J\\_XxlicxxRaiuQEuZkDy5dOIG3SAPECFxprYVPoisekVcJQL9y0G66GWLndd9MBk0](https://finance.yahoo.com/news/middle-east-africa-management-consulting-112400839.html?guccounter=1&guce_referrer=aHR0cHM6Ly93d3cuZ29vZ2xlLmNvbS8&guce_referrer_sig=AQAAALgI971uPrQTydK0ApJwaKEqKrpas8wanG9thH990djYgC3gSO6PeVWFdmRX9Vjg23nWMr5X2su1yIqKVKFuXPTgOd52MUvMmg8vvzs3BW0J_XxlicxxRaiuQEuZkDy5dOIG3SAPECFxprYVPoisekVcJQL9y0G66GWLndd9MBk0)

and an average spend of 29%, the TAM amounts to \$91,567,491.25. This figure represents the total potential market opportunity available to the company.

Next, the Servable Available Market (SAM) takes into account the geographical, regulatory and operational constraints of the TAM. In this case, the company projects to serve 15% of the market size. If the 15% TAM target is achieved, the SAM is calculated as 15% of \$91,567,491.25, which results in \$13,735,123.69. This value represents the realistic portion of the market that the company can target with its services.

Finally, the Servable Obtainable Market (SOM) represents the portion of the MAR that the company can realistically capture, given its resources and competitive positioning. If the company estimates that it can achieve a 19% market share within the MAR, the SOM is calculated as 19% of \$13,735,123.69, resulting in \$2,609,673.00. This figure represents the realistic market share that the company can achieve with its current capabilities and strategies.

#### 7.2.2 Sales estimation

<b>Revenue Per Year</b>	
<b>Employees</b>	3
<b>Each employee/ Services per day</b>	4
<b>Price of each service</b>	70\$
<b>Sales estimation for services office</b>	221760\$/ Year
<b>Market research of company</b>	100000\$
<b>Long Term Relationship with a company</b>	20000\$/Year
<b>Total Sales Estimation</b>	<b>341760\$/ Year</b>

*Table 4. Note: This table shows the revenue per yer of sales esrimation of Gateway Solutions*

*Source: Own elaboration*

#### 7.2 Total initial investments and expenses

Total initial investments, Total initial expenses

#### 7.3 Recurring cost Operating expenses

## Loan Payments <sup>2</sup>

Fee	\$	461,78
APR	\$	0,05
Annual NIR	\$	0,03
Total Cost	\$	1.079,15
Fees	\$	455,00
Interest	\$	624,15
Capital	\$	16.000,00
<b>Total Payments</b>	<b>\$</b>	<b>17.079,15</b>

**Table 5.** Note: This table shows Loan Payment of Gateway Solutions

Source: <https://www.finanlick.es/calculadora-prestamos>

## Staff costs

COSTS						
% of cost over sales		52%	51%	50%		
Gross wage /Person	\$	20.000,00			Initial Investment (VAT Included)	% Amortization per year
Contribution by the firm S. Social 30%	\$	6.000,00			Furniture	\$ 1.500 10% \$ 150,00
Total cost per employee	\$	26.000 €			Computers	\$ 4.500 20% \$ 900,00
# of workers		3			IT software	\$ 12.000 10% \$ 1.200,00
<b>Total personnel cost</b>		<b>78.000 €</b>			<b>Total amortization</b>	<b>\$ 2.250,00</b>
			Year1	3% Year2		5% Year3
Salaries and Wages	\$		78.000,00	\$ 80.340,00	\$	84.357,00
Rent	\$		21.240,00	\$ 21.877,20	\$	22.971,06
Advertising and marketing	\$		4.000,00	\$ 4.120,00	\$	4.326,00
Supplies and external services (IT support)	\$		500,00	\$ 515,00	\$	540,75
Amortization / Depreciation	\$		2.250,00	\$ 2.250,00	\$	2.250,00
Interest for the loan	\$		340,67	\$ 209,16	\$	74,31
<b>Total Costs (Not tax included)</b>	<b>\$</b>		<b>106.330,67</b>	<b>\$ 109.311,36</b>	<b>\$</b>	<b>114.519,12</b>

**Table 6.**Source: Own elaboration

<sup>2</sup> <https://www.finanlick.es/calculadora-prestamos>

INVESTMENT & FUNDING					
		Initial Investment (VAT Included)			
Establishment office	\$	21.240		Initial cash	\$ 3.760
Furniture	\$	1.500		Partners savings (3 people)	\$ 32.000
Computers	\$	4.500		Office rent (monthly)	\$ 1.770
IT works to set up app and web	\$	12.000		Loan	\$ 16.000
Set-Up expenses	\$	5.000			
<b>Total Investment</b>	<b>\$</b>	<b>44.240</b>			
Investment by partners	\$	32.000			
Loans	\$	16.000			
<b>Initial Funding</b>	<b>\$</b>	<b>48.000</b>			

Table 7.Source: Own elaboration

## Profit and loss

REVENUE					
REVENUE Consultancy					
Opening days		264		3%	5%
			Year 1	Year 2	Year 3
Average price per hour	\$	70,00	\$ 70,00	\$ 70,00	\$ 70,00
# services per day		12	12	12,360	13
# services per year		3.168	3.168	3.263	3.426
Annual Revenue of services office	\$	221.760,00	\$ 221.760,00	\$ 228.412,80	\$ 239.833,44
Market Research of company	\$	100.000,00	\$ 100.000,00	\$ 100.000,00	\$ 100.000,00
Long term Relationship with a company	\$	20.000,00	\$ 20.000,00	\$ 20.000,00	\$ 20.000,00
<b>Total Annual Revenue</b>	<b>\$</b>	<b>341.760,00</b>	<b>\$ 341.760,00</b>	<b>\$ 348.412,80</b>	<b>\$ 359.833,44</b>

Table 8.Source: Own elaboration

## P&L

FINANCIAL STATEMENTS					
P&L					
		Year0	Year1	Year2	Year3
Set-up expenses	\$	-5.000			
Revenues			\$ 341.760,00	\$ 348.412,80	\$ 359.833,44
<b>Gross profit</b>	<b>\$</b>		<b>341.760,00</b>	<b>348.412,80</b>	<b>359.833,44</b>
Salaries and wages	\$		-78.000,00	\$ -80.340,00	\$ -84.357,00
Rent	\$		-21.240,00	\$ -21.877,20	\$ -22.971,06
Advertising and Marketing	\$		-4.000,00	\$ -4.120,00	\$ -4.326,00
Supplies and external services (IT support)	\$		-500,00	\$ -515,00	\$ -540,75
-	\$		-	\$ -	\$ -
<b>Operating Profit</b>	<b>\$</b>		<b>238.020,00</b>	<b>\$ 241.560,60</b>	<b>\$ 247.638,63</b>
Interest for the loan	\$		-340,67	\$ -209,16	\$ -74,31
<b>Pre-Tax profit</b>	<b>\$</b>		<b>237.679,33</b>	<b>\$ 241.351,44</b>	<b>\$ 247.564,32</b>
Corporate tax (23%)	\$		-54.666,25	\$ -55.510,83	\$ -56.939,79
<b>Net profit</b>	<b>\$</b>	<b>-5.000,00</b>	<b>\$ 183.013,08</b>	<b>\$ 185.840,61</b>	<b>\$ 190.624,53</b>

Table 9.Source: Own elaboration

## Balance sheet

Balance sheet										
		Year0	Year1	Year2	Year3	Year0	Year1	Year2	Year3	
<b>Non-Current assets</b>						<b>Patrimony</b>				
Invest in rented premises	\$	21.240,00	\$ 21.240,00	\$ 21.240,00	\$ 21.240,00	Equity	\$ 32.000,00	\$ 32.000,00	\$ 32.000,00	\$ 32.000,00
IT works to set up app and web	\$	12.000,00	\$ 12.000,00	\$ 12.000,00	\$ 12.000,00	Reserves	\$ -5.000,00	\$ -5.000,00	\$ -5.000,00	\$ -5.000,00
Furniture	\$	1.500,00	\$ 1.500,00	\$ 1.500,00	\$ 1.500,00	Benefits/Losses	\$ 237.679,33	\$ 479.030,77	\$ 726.595,09	
Computer	\$	4.500,00	\$ 4.500,00	\$ 4.500,00	\$ 4.500,00					
Accumulated Amortization	\$	-	\$ -	\$ -	\$ -					
<b>Current assets</b>						<b>Liabilities</b>				
Cash	\$	3.760,00	\$ 235.897,95	\$ 471.708,00	\$ 713.730,96	Loan	\$ 16.000,00	\$ 10.458,62	\$ 4.917,23	\$ -624,13
<b>Total Assets</b>	<b>\$</b>	<b>43.000,00</b>	<b>\$ 275.137,95</b>	<b>\$ 510.948,00</b>	<b>\$ 752.970,96</b>		<b>\$ 43.000,00</b>	<b>\$ 275.137,95</b>	<b>\$ 510.948,00</b>	<b>\$ 752.970,96</b>

Table 10. Source: Own elaboration

## 7. CONCLUSIONS

The paper emphasizes how crucial it is for SMEs to consult with one another before deciding to expand into new international markets, especially those in the Middle East and the United Arab Emirates. It implies that these companies might gain a great deal from working with a consulting company such as Gateway Solutions. This is mostly because of the company's proficiency in handling the several difficulties that may emerge throughout the internationalization process. The management of political and economic risks, linguistic and cultural obstacles, and the requirement to adhere to foreign laws and standards are a few examples of these difficulties.

In addition to this, the document emphasizes the value of comprehensive market analysis in successful internationalization efforts. It emphasizes the application of methods such as PESTEL, Porter, and SWOT analyses, which are essential for gaining a thorough understanding of the competitive landscape and corporate environment.

The paper underlines the importance of PESTEL analysis in understanding the business environment in the Middle East, particularly in the United Arab Emirates. This analysis is vital to identify potential opportunities and threats, enabling Spanish SMEs to make informed decisions on market entry and strategy.

The paper also suggests that importing from the Middle East to Spain could be an attractive proposition, given the region's rich resources and the potential to diversify Spain's import portfolio. The complexity of the import process, including cultural variations and legal compliance, must be addressed, nevertheless. Gateway Solutions S.A. is well equipped to handle these complexities, and its experience and extensive network in the region position it as a valuable partner for Spanish SMEs looking to expand their operations in the Middle East.

Finally, the document underscores the complexity of internationalization. It emphasizes the need of professional advice in overcoming these obstacles and the function of Gateway answers in offering timely answers to unforeseen issues that arise throughout the export or import process. Thus, the company's services are not only advantageous but also might be essential for Spanish SMEs wishing to grow into the Middle East and United Arab Emirates.

## 8. REFERENCES

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## 9. TABLES AND ANEXES

1. Datos del préstamo		2. Indicadores financieros	
Importe	16.000,00 €	Cuota	461,78 €
Plazo (años)	3	TAE	4,50%
Comisión de apertura	0,50%	TIN anual	2,53%
Otros gastos	375	Coste total	1.079,15 €
Tipo de interés nominal	2,50%	Comisiones	455,00 €
Periodicidad	Mensual	Intereses	624,15 €
Tipo de préstamo	Cuotas Constantes	Capital	16.000,00 €
Carencia (meses)	0	<b>Total Pagos</b>	<b>17.079,15 €</b>

Note: This is the Amortization table of the loan

Period	Total Cuota	Capital	Interests	Pending Capital			
1	461,78	428,45	33,33	15.571,55			
2	461,78	429,34	32,44	15.142,21			
3	461,78	430,24	31,55	14.711,97			
4	461,78	431,13	30,65	14.280,84			
5	461,78	432,03	29,75	13.848,81			
6	461,78	432,93	28,85	13.415,88			
7	461,78	433,83	27,95	12.982,05			
8	461,78	434,74	27,05	12.547,31			
9	461,78	435,64	26,14	12.111,67			
10	461,78	436,55	25,23	11.675,12			
11	461,78	437,46	24,32	11.237,66			
12	461,78	438,37	23,41	10.799,29	340,67		
13	461,78	439,28	22,50	10.360,01	5.200,71	Capital and interests	
14	461,78	440,20	21,58	9.919,81	5.541,38		
15	461,78	441,12	20,67	9.478,70			
16	461,78	442,03	19,75	9.036,66			
17	461,78	442,96	18,83	8.593,70			
18	461,78	443,88	17,90	8.149,83			
19	461,78	444,80	16,98	7.705,02			
20	461,78	445,73	16,05	7.259,29			
21	461,78	446,66	15,12	6.812,63			
22	461,78	447,59	14,19	6.365,05			
23	461,78	448,52	13,26	5.916,52			
24	461,78	449,46	12,33	5.467,07	209,16		
25	461,78	450,39	11,39	5.016,68	5.332,23	Capital and interests	
26	461,78	451,33	10,45	4.565,35	5.541,39		
27	461,78	452,27	9,51	4.113,07			
28	461,78	453,21	8,57	3.659,86			
29	461,78	454,16	7,62	3.205,70			
30	461,78	455,10	6,68	2.750,60			
31	461,78	456,05	5,73	2.294,55			
32	461,78	457,00	4,78	1.837,55			
33	461,78	457,95	3,83	1.379,59			
34	461,78	458,91	2,87	920,69			
35	461,78	459,86	1,92	460,82			
36	461,78	460,82	0,96	0,00	74,31		
					5.467,05	Capital and interests	
					5.541,36		

**Table 11.** Note: This is the Amortization table of the loan  
Source: <https://www.finanlick.es/calculadora-prestamos>