

OTHER – GOVERNMENT



CLIENT STORY | EXPORT STRATEGY FOR NON OIL COMMODITIES FOR A QATAR GOVERNMENT EXPORT PROMOTION ENTITY

Region :
MIDDLE EAST

Consulting Services :
GROWTH STRATEGY, EXPORT STRATEGY

CLIENT SITUATION

- The client is a fully owned government financial entity set up to invest in and develop local industries by supporting Small and Medium Enterprises (SME's) in Qatar
- In accordance with the key principles of Qatar's National Development Strategy 2011-2016, the client wanted to develop its Export Strategy with a focus on increasing private sector space and market share in non-oil exports, which accounted for only 8% of the total exports in the previous year
- The focus of the export strategy was on Qatari Manufacturers who are manufacturing products that are amenable to exports

OUR APPROACH

- A two-pronged approach was adopted to lend focus to the export strategy
- At first, Avalon identified key product categories, which contributed to a significant share of the non-oil non-QP exports, based on detailed analysis of past trends in non-oil exports. Overall, 34 product categories were identified
- As part of the Export Strategy, the intent was also to diversify the markets. Based on intensive trade related analysis, specific new focus markets like Lebanon, Oman, Libya, Egypt, Tunisia etc for several product categories were identified
- Next, Avalon identified a core group of over a hundred current and potential exporters after researching c.800 Qatari companies across various sectors
- On the basis of detailed interaction with these exporters, a comprehensive understanding of their macro and sector specific issues was developed. This was used as the basis of the overall export strategy and to identify and detail specific services, initiatives and support to be provided by the client. The companies were analysed using Avalon proprietary Export Readiness Assessment (ERA) framework that evaluates the companies on 14 parameters related to their product, market and business
- The export strategy also developed detailed bottom up exporter-wise projections of potential exports in the future if adequate support is available from client and other stakeholders. These have been used to derive the Medium (2016) and Long Term (2020) export targets for Qatar to be monitored
- Thus, the export strategy of the client was formulated consisting of two main platform initiatives and a number of products and services offered through these initiatives targeted at specific segments of the export community

OUR RECOMMENDATION/ IMPACT

- The roll out and implementation of the Export Strategy is already underway. Many of the initiatives formulated as part of the export strategy are in the process of getting implemented