

Choose where to learn next

Compare specific country, segment and buying-route options before committing a larger market-entry budget.

SESSION	TEAM	OUTPUT
120 minutes + research	Founder + commercial lead	A bounded learning plan

01 DEFINE THE OPTION PRECISELY

Country	Segment	Workflow	Route
Eligibility	Contracting / data / delivery / cash exposure		
Evidence profile	Problem / buyer access / fit / economics / transfer		
Learning option	Action / cost ceiling / owner / stop or reopen		

Keep unknowns visible. Do not total the ordinal profile.

NEXT DECISION

Fund the next informative activity.

Separate public and private buying routes. MENA is not one uniform market.

Choose a learning investment, not a universal country ranking. Sources: page 5.

OPTIONS AND ELIGIBILITY

Define the routes you are comparing

An option combines country, segment, workflow and route. Record the actual selling entity because it affects which requirements apply.

SELLER ENTITY / LOCATION / DECISION OWNER

Option	Country + segment + buyer type	Workflow + route
A		
B		

01 ELIGIBILITY FOR THE PROPOSED ACTIVITY

Condition	A	B	Evidence / source date / open question
Contracting route			
Data access / use			
Deliverability			
Cash exposure			

Unresolved is not a pass. Desk research can continue only where it does not depend on the missing permission. Confirm country and route conditions before a live commitment.

EVIDENCE AND LEARNING BUDGET

Choose the next learning investment

Use 0, 1, 2 or U with explicit local anchors. These are ordinal judgments. Do not add the columns into a country score.

Option	Problem	Buyer access	Delivery fit	Economics	Transfer
A					
B					

0: adverse evidence or absent capability. 1: plausible, materially untested. 2: direct evidence adequate for this next decision. U: not assessed.

SELECTED ACTIVITY / UNCERTAINTY IT RESOLVES / EVIDENCE NEEDED

CASH / STAFF-TIME CEILING

OWNER / REVIEW DATE

STOPPING CONDITION / DEFERRED OPTION / REOPENING TRIGGER

TIME-SENSITIVE SOURCE / EXPIRY / AUTHORITY QUESTION TO RECHECK

ILLUSTRATIVE EXAMPLE

Choose access you can investigate

Assume one six-week learning budget. These account-access facts are invented and do not describe dotSuper's relationships or country attractiveness.

A / UAE private packaging

Three accepted introductions, two work episodes and a manageable sample route.

Investigate this defined option first.

B / Saudi private distributors

Partner interest exists, but no direct customer access is confirmed.

Check partner access before a larger commitment.

C / Saudi public procurement

Supplier eligibility is unresolved and there is no qualified tender.

Keep the route on a verification list.

Reopen the sequence if A's volume is too low or B obtains direct buyer access. Six contrasting accounts may guide the next experiment; they cannot estimate national demand.

No aggregate country score is calculated.

FACILITATION AND SOURCES

Run the session

Prepare the inputs in the research companion. Retain evidence, unknowns and counterexamples with the decision record.

15 MIN	Define comparable options Separate country, buyer type, workflow and selling route.
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20 MIN	Apply eligibility gates Pass, fail and unresolved remain distinct states.
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25 MIN	Build evidence profiles Attach source, date and local anchors to each judgment.
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20 MIN	Check economic exposure Include staff time, travel, language and payment assumptions.
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15 MIN	Challenge the provisional choice Remove the strongest warm introduction and reconsider.
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15 MIN	Design the learning programme Choose activities that could change the decision.
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10 MIN	Set budget and review Record the owner, cost ceiling and stopping condition.
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SELECTED SOURCES / ACCESSED 16 SEP 2026

ITA / UAE market entry strategy / 25 August 2025

ITA / Saudi market entry strategy / 12 May 2026

ITA / Saudi public-sector selling / 19 May 2026

A proposed market-learning protocol, not a country-attractiveness ranking or legal clearance. ITA guidance is written for US exporters. Confirm the actual entity and route. UAE and Saudi examples do not establish validity across MENA.

Full ledger and access limits: companion.html. Original dotSuper artwork. Reference links identify the underlying sources, not endorsement.