



# MARKETING MANAGEMENT

## SBS MBA/MSc

### Assignment – Dubai 2020

STUDENT ID

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UNIT TITLE / CODE: MARKETING MANAGEMENT

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### GENERAL INSTRUCTIONS

- All assignments are to be submitted **9<sup>th</sup> April 2020** on to [examinationboard@atmsedu.org](mailto:examinationboard@atmsedu.org) and cc to [azrafatima@atmsedu.org](mailto:azrafatima@atmsedu.org), [assignmentsubmission2019@gmail.com](mailto:assignmentsubmission2019@gmail.com)
- If assignment is not submitted on date, will follow with penalty of 10% deduction of marks for every day.
- Similarity between students work is strictly not accepted, any student found with similar work will be graded Zero and fail for the course. However, Plagiarism is an academic offence and will not be tolerated under SBS
- Assignment once submitted to exam board is final for marking.
- Total 100 marks

### GUIDELINES FOR ASSIGNMENT

1. If assignment is Question & Answer based then.
  - Introduction is needed for each question.
  - Question has to be answered based on the mark allotted for each question with references if any idea or information is taken from other source.
2. If assignment is case based then,
  - Executive summary
  - Table of content
  - Body of assignment (questions related to case need to be answered)
  - Conclusion / Recommendation if any
  - References (in-text + citation) to be used

## **PLAGIARISM**

Plagiarism is a form of **cheating**, by representing someone else's work as your own or using someone else's work (another student or author) without acknowledging it with a reference. This is a serious breach of the Academic Regulations and will be dealt with accordingly. Students found to have plagiarised can be **excluded from the program**.

Plagiarism occurs whenever you do any of the following things without acknowledging the original source:

- ✓ Copy information from any source (including the **study guide**, books, newspapers, the internet)
- ✓ Use another person's concepts or ideas
- ✓ Summarise or paraphrase another person's work.

### **How do I avoid plagiarism?**

To ensure you are not plagiarising, you must acknowledge with a reference whenever you:

- ✓ use another person's ideas, opinions or theory
- ✓ include any statistics, graphs or images that have been compiled or created by another person or organization
- ✓ Paraphrase another's written or spoken word.

### **What are the penalties?**

The penalties for plagiarism are:

- ✓ Deduction of marks,
- ✓ A mark of zero for the assignment or the unit, or
- ✓ Exclusion from the program.

Plagiarism is dealt with on a case-by-case basis and the penalties will reflect the seriousness of the breach.

**Please note: claiming that you were not aware of need to reference is no excuse.**

## **Marketing Management Assignment Structure –**

### **Marketing Strategy (Brand)**

For your brand of choice please prepare a marketing strategy on the below guidelines. This should clearly reflect the marketing mix – product, place, price, promotion and packaging as discussed in the class. The learnings on Brand Equity in the class should be the emphasis of the assignment.

Please note the brand should have linkage in the UAE – must be an existing brand or a brand that intends to be introduced in the UAE.

1. Executive Summary – summarizing points 2-8.
2. Brand Overview – describe the current status of the brand with a brief historical background. Also define the brand's current state on the Product Life Cycle.
3. Competition Overview – Define competition
4. Target Market – Define who is being targeted
5. Segmentation – Demographic, Behavior, Psychographic
6. SWOT – on brand or industry
7. Market Research if any carried out – if no research carried out then suggest a need if any
  - 7.1 Product – BCG matrix. Also include packaging plans if any.
  - 7.2 Place – Choice of retail strategy
  - 7.3 Price – penetrative or skimming or competitive
  - 7.4 Promotion – pull or push strategy including choice of medium – digital or traditional
8. Conclusions and Recommendations – suggestions for change in current practices if any to make it more effective should be discussed.
9. Appendix – Any other information you may provide.

Calibri font, size 11, one-inch margin all four sides, single spacing, MS Word. 10-12 pages.

# MARKETING STRATEGY

## GAIT ANALYSIS LAB

UNITED ARAB EMIRATES

CONFIDENTIAL

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## **Disclaimer**

Thank you very much for your effort in delivering high quality online lectures to support our learning outcomes. I thoroughly enjoyed them and I only wish that I had the marketing lesson before the business plan lesson and assignment.

I chose the idea (Gait Analysis Lab in the United Arab Emirates) that I proposed in my business plan to be the brand that I will design my Marketing Strategy around.

### 1. Executive Summary

#### *Brand Overview*

Gait (walking) abnormalities are common health problems that face healthcare providers on daily basis. They require a very careful assessment and analysis to provide adequate and successful remedies. Unfortunately, there is no comprehensive gait analysis lab in the UAE or the neighbouring regions. Most patients with gait (walking) disorders are either treated sub-optimally or travel abroad. Therefore, we propose investing in opening a comprehensive gait lab within Al Jalila Children's Specialty Hospital (AJCH). This will fit neatly with vision and mission of the UAE, the hospital and the identified healthcare team in providing high quality of patients care and booming the healthcare tourism to become number 1 choice in the middle east.

#### *Market & Competition*

There are several groups of patients (and healthy people) that the gait lab could cater for. These include but not limited to the followings:

1. Children with neuromuscular conditions such as cerebral palsy, spastic para-paresis, Hereditary sensory motor neuron diseases.
2. Children with specific musculoskeletal (MSK) conditions such as in-toeing, out-toeing, joints contractures, some feet abnormalities and unexplained falls.
3. Healthy people who wants to enhance their performance.
4. Patients and healthy volunteers as research subjects.
5. Elderly people who have stroke, recurrent falls, joints replacement.

To the best of our knowledge, there is no comprehensive gait lab in the Arabic Gulf Countries. There are some clinics and centres which have some basic equipment that does some aspects of gait analysis and they claim that they have a gait lab!

#### *Market Research*

Thorough market research exploring the 4 Ps (Product, Place, Price and Promotion) as well as SWOT and PESTEL analyses were performed and they are favourable and support progressing with the project before other competitors seize the opportunity. The project is expected to be a Star in our BCG matrix and it would swiftly move to be a cash cow within a couple of years.

## 2. Brand Overview

### *The Brand Current State*

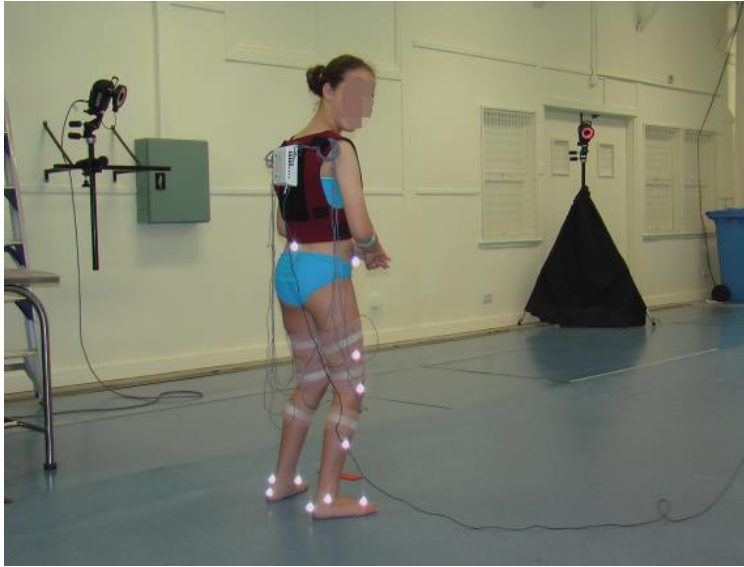
I recently put a business case to build a comprehensive Gait Analysis Lab in the United Arab Emirates; a very much needed services that is lacking. Gait is the scientific name for walking; one of the greatest skill that humans had acquired long time ago. Most people; including healthcare providers who are not experts in walking, do not appreciate the complexity of walking. To be able to walk an individual must have a normal and functioning brain, spinal cord, peripheral nerves, muscles, bones and joints. Any problem in any of these organs could lead to abnormal walking. There are thousands of diseases that could cause such problems and consequent gait (walking) abnormalities.

For decades, patients with gait abnormalities are assessed by observation and bedside clinical assessment; a completely sub-optimal and outdated method of assessment for such a vital and complex human body skill. Technology has advanced substantially in the last 3 decades. Electronic equipment is getting better in quality and smaller in size allowing better assessment for many health problems including gait.

During the gait analysis, various parts of patient are connected to optical or digital sensors. Surface electrode or needles are placed over or inside particular muscles. (Figure 1) Then patient is asked to walk on a pressure sensitive floor. The sensors and electrodes transmit information to a computerized system which produce vital information in form of arrays and graphic charts about how well patient walks and whether walking is normal or abnormal. It also identifies abnormalities and the magnitude of theses abnormalities. (1, 2)

As a surgeon who is expert in gait problems in children, I never worked in any children hospital that lack a gait analysis lab; therefore, it was an unpleasant surprise for me to discover that there is no comprehensive gait analysis lab in the UAE and this is how the idea was born.





*Figure 1 A photograph showing a girl undergoing a comprehensive gait analysis. The photograph was taken from a book called “Gait Analysis in Cerebral Palsy” (1)*

I chose Al Jalila Children’s Specialty Hospital (AJCH) as the best place to host the gait lab because it possesses several advantages that put it in a very competitive position. These advantages are further explored in section 7.2 (Market research - Place).

### ***The Product Life Cycle***

The Gait Analysis Lab provides services to consumers. The service involved assessing and producing gait analysis reports for each referred patient. Depends on the reasons for which a patient is referred, the assessment and subsequent report details are. Based on our experience in the UK, a report can take between one hour to three hours.

The revenue that is generated by each patient varies depending on the exact test (or tests) that s/he undergoes. Table 1 summarises the codes, the description and the insurance-based tariff.

It is expected that most patients will attract at least three codes (CPT 95834, CPT 96000 + CPT 96004) which generate 3777.34 AED. This can be increased to 4117.34 AED if we add the foot pressure and muscle analysis (EMG).

*Table 1 Coding and pricing of gait lab activities*

No	BILL ITEM DESCRIPTION	CPT codes	AJCH prices
1	Range of motion measurements and report (separate procedure); each extremity (excluding hand) or each trunk section (spine)	95851	164.18
2	Muscle testing, manual (separate procedure) with report; total evaluation of body, including hands	95834	876.54
3	Motion test w/foot press measure	96001	1,376.40
4	Dynamic surface EMG	96002	303.40
5	Dynamic fine wire EMG	96003	273.80
6	Physical review of motion tests	96004	1,561.40
7	Motion analysis video/3d	96000	1,339.40

### 3. Competition Overview

#### *Competitors*

A competitor can be defined as any entity (person, company, corporate, etc.) that produces or provides similar products or services in full or part to another entity. The presence of a competitor poses threat to the service and its future growth. Competitors can reduce the volume of patients, reduce prices of the service and threat its existence.(3, 4)

However, to the best of our knowledge, there is no comprehensive gait lab in the UAE or the countries of the Gulf Cooperation Council (GCC). Some patients go abroad if they can afford it or if the government pay for them and the rest do not get such beneficial service.

Two clinics (ESM & UoS) have claimed that they do provide gait analysis. These clinics were approached for the services and it became obvious that they do not. They have some basic equipment that does some aspects of gait analysis but they are not a comprehensive gait lab.

Table 2 shows Competitive Profile Matrix (CPM) analysis of our competitors in comparison to the AJCH.

*Table 2 Competitive Profile Matrix (CPM)*

		AJCH		ESM		UoS	
Critical factors	Weight	Rating	Score	Rating	Score	Rating	Score
Brand reputation	0.15	4	0.6	2	0.3	2	0.3
Quality of Personnel	0.15	3	0.45	1	0.15	1	0.15
Level of integration	0.05	3	0.15	2	0.1	1	0.05
Successful new introductions	0.05	3	0.15	1	0.05	1	0.05
Superior IT capabilities	0.05	3	0.15	2	0.1	3	0.15
Market shares	0.25	4	1	3	0.75	2	0.5
Customer retention	0.1	3	0.3	2	0.2	2	0.2
Successful promotion	0.2	2	0.4	2	0.4	2	0.4
Total	1	25	3.2	15	2.05	14	1.8
<p>Weight ranges from 0.0 (low importance) to 1.0 (high importance).                      Rating ranges from 4 to 1, where 4 means a major strength, 3 – minor strength, 2 – minor weakness and 1 – major weakness.                      Score &amp; Total Score: the sum of all individual scores. The highest total score is relatively stronger than its competitors. AJCH has the highest score at 3.2 points, a comfortably higher than the two other competitor's ESM and UoS at 2.05 and 1.8 points respectively.</p>							

### 4. Target Market

There are two types of consumers that would benefit from the newly proposed service. These are divided into two groups as they will be targeted differently.

#### *A- Primary consumers:*

These are patients with gait problems that would benefit from the gait analysis lab service. The followings are some examples:

1. Patients with neuromuscular conditions such as:
  - a. Cerebral palsy
  - b. Spastic para-paresis
  - c. Hereditary sensory motor neuron diseases.
2. Patients with other musculoskeletal (MSK) conditions such as:
  - a. In-toeing
  - b. Out-toeing
  - c. Joints contractures
  - d. Feet abnormalities
  - e. Abnormal walking
  - f. Unexplained falls.

#### *B- Secondary consumers:*

These are healthcare providers whose patients would benefit from the gait analysis lab. We would want these providers to send their patients to us for gait analysis. The followings are examples:

1. Doctors
2. Physiotherapist
3. Orthotists
4. Researchers
5. Hospitals
6. Sport clubs
7. Military and police institutes
8. Universities

### 5. Market Segmentation

Potential primary consumers can be divided into several segments depending on their age, their health status and their primary aim of getting the service. The following groups are well perceived as separate segments although overlaps may present:

1. Children with neuromuscular conditions such as cerebral palsy, spastic para-paresis, Hereditary sensory motor neuron diseases.  
The number of children with neuromuscular conditions in the UAE is not available; however, inference can be made from official birth statistics which shows an average of 307 live births per day in the UAE ([UAE facts](#)). (5) It is expected that 2 per 1000 would develop cerebral palsy (CP). (6, 7) This would be projected as 3500 children with CP who were born in the UAE and are under 16 year of age. The number is likely to be much bigger if we consider those who are older than 16-year-old, the international patients and patients with other neuromuscular conditions and not just CP. We anticipate that 50% of these children would benefit from gait analysis. This is currently the main market segment where gait analyses lab is accepted and supported with published evidence and most insurance companies would cover the cost.
2. Children with specific musculoskeletal (MSK) conditions such as in-toeing, out-toeing, joints contractures, some feet abnormalities and unexplained falls. The size of this segment of patients is difficult to ascertain at this stage. Many children that I see on daily basis would benefit from gait analysis but I do not think their health insurance would cover their gait analysis at this stage. This is because the lack of familiarity with the potential benefit of the gait analysis. A few patients had self-paid for gait analysis when their insurance rejected their application.
3. Healthy and sporty people who wants to enhance their performance.  
The rise in healthy life style and sport activates have brought a new dimension for gait analysis technology when other activities such as running, jumping, throwing techniques can be assessed and analysed with view to enhance performance. There are 41 football club in the UAE and all players would benefit from gait analysis to prevent sport injuries such as anterior cruciate ligament rupture. (8, 9) The AJCH has recently signed an agreement with Al-Ahli football club with over 600 players that could potentially benefit from the gait lab to enhance their performance or to optimise their skills to avoid injuries. Other clubs, schools or even individual could get a benefit of this service. It is not possible to predict how many of these would actually use the gait lab but the potential is huge.

4. Patients and healthy volunteers that have agreed to be research subjects. Gait lab is a well recognised place for academic activities including research and training. There is a potential of extra revenue comes from academic service provision whether for training or research purposes. This is yet to be explored at a later stage.
5. Elderly people who have stroke, recurrent falls, joints replacement.  
Nowadays, people live longer and many would develop problems with their walking. Falls are a major health problem in elderly. Some may develop stroke or joint diseases. Gait lab can play a major role in their assessment and treatment. However, this market segment requires further licensing if the lab is to be built within AJCH.

Secondary consumers can also be grouped into distinctive segments that allow selective targeting. We anticipate the service will be beneficial for some specialties such as orthopaedic surgeons and neurologists more than plastic surgeons or gastroenterologists. Therefore, secondary consumers can be put into 3 segments as shown in table 3:

*Table 3 Secondary consumers segments*

Group	Segments
High yield	<ol style="list-style-type: none"><li>1. Orthopaedic surgeons</li><li>2. Neurologists</li><li>3. General practitioners</li><li>4. Rehabilitation</li><li>5. Physiotherapist (Musculoskeletal)</li><li>6. Orthotists</li><li>7. Football clubs, basketball clubs, runners.</li></ol>
Medium yield	<ol style="list-style-type: none"><li>1. Neurosurgeons</li><li>2. Vascular surgeons</li><li>3. Medical schools</li><li>4. Other sports clubs</li></ol>
Low yield	<ol style="list-style-type: none"><li>1. Gastroenterologists, endocrinologists, hematologists</li><li>2. Dentists</li><li>3. Military and police institutes.</li></ol>

## 6. SWOT and PESTEL analyses

Strength, Weakness, Opportunity and Threat (SWOT) analysis has been conducted for our brand to help us position ourselves well in the market and create a developmental plan. Table 4 summarises our SWOT analysis.

Table 4 SWOT analysis

	Helpful	Harmful
Internal	<b>Strength</b> <ol style="list-style-type: none"> <li>1. A new but well established high quality service</li> <li>2. Cost-effective</li> <li>3. Covered by most insurance companies</li> <li>4. The benefit is easily conceivable by patients and other healthcare providers</li> <li>5. Fit with the government strategy in reducing the cost of sending patients abroad</li> </ol>	<b>Weakness</b> <ol style="list-style-type: none"> <li>1. Not all insurance covers the service</li> <li>2. If hosted by the AJCH, needs special licensing to provide the service for adults</li> </ol>
External	<b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Not available in the UAE</li> <li>2. A newly opened children hospital</li> <li>3. Trained staff availability</li> </ol>	<b>Threat</b> <ol style="list-style-type: none"> <li>1. The relative low cost and profitability mean competition will develop soon and may become very fierce.</li> <li>2. Staff retention (may be poached by other competitors or open their own lab)</li> <li>3. See PESTEL analysis for other threats,</li> </ol>

PESTLE analysis of our services has also been performed as it safeguards our services from external forces that we cannot influence easily (Table 5) .(10, 11)

*Table 5 PESTAL analysis*

Political	Economical	Social	Technological	Environmental	Legal
<ol style="list-style-type: none"> <li>1. Government's spending on overseas treatment.</li> <li>2. The push for health tourism industry</li> </ol>	<ol style="list-style-type: none"> <li>1. The local economy fluctuation because of the oil prices, seasonal tourism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Young girls may not agree to have the test as it requires some body exposure.</li> <li>2. Culture of non-fair play where competitors promote their service by undermining others.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of portable gait lab that can be installed within very short time in various hospital.</li> <li>2. Depreciations of equipment</li> <li>3. Advancement of equipment</li> </ol>	<ol style="list-style-type: none"> <li>1. Viral pandemic like Corona virus</li> </ol>	<ol style="list-style-type: none"> <li>1. Monopoly of service law.</li> <li>2. Medical insurance law</li> </ol>

## 7. Market Research

Market research is defined as the systemic and objective process of generating information to aid in making marketing decision. In our business, this has been done on several stages; beginning with the realization of Dubai government that there was no dedicated children hospital in the UAE. This had led to the development of Al Jalila Children's Specialty Hospital as the first and only dedicated children hospital in the country. The hospital was opened in November 2017 by HRH Sheikh Mohammed bin Rashid Al Maktoum. The orthopaedic service was started on 1 April 2018 and quickly develop to be one of the most profitable service in the hospital.





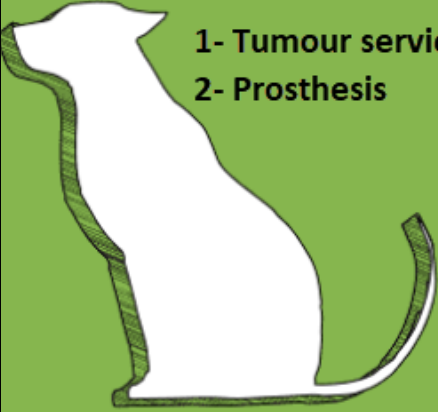
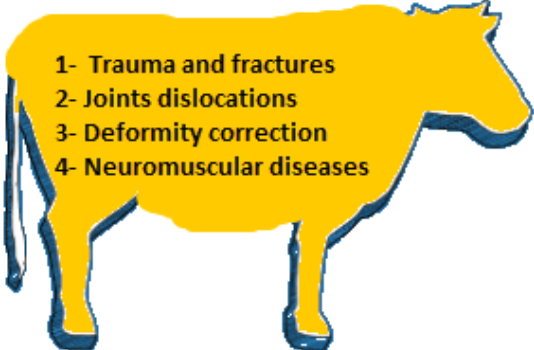
### *7.1 Product – BCG matrix.*

The department of orthopaedic has developed several services (products) since the establishment such as baby hip clinic, club foot services, deformity correction services, neuromuscular services and musculoskeletal infections. Several other services are being evaluated such as the gait analysis lab, spinal services and bone tumour services.

Our BCG matrix (Boston Consulting Group matrix) showed that the gait analysis lab is likely to be one of the rising stars in comparison to other services (Table 6). It requires a substantive investment (about 750 000 AEDs) but it is anticipated to generate cash very quickly and very soon would turn into a cash cow.

The project requires an initial investment of about 750 000 AEDs to purchase and install the gait lab. We plan to start the service on 6 October 2020 (the Cerebral Palsy Day – a worldwide celebrated day). We anticipate that the lab will function at 10% capacity in the year 2021, then 25%, 45%, 60% in the years 2022, 2023 and 2024 respectively. A net loss in 2021 is anticipated; however, a net profit in the following years (Figure 2).

Table 6 BCG Matrix for the orthopaedic services

		Cash generation	
		Low	High
Cash usage	High	 <ul style="list-style-type: none"> <li>1- Normal variants</li> <li>2- Non orthopaedic conditions</li> <li>3- Screening services</li> </ul>	 <ul style="list-style-type: none"> <li>1- Spinal services</li> <li>2- Gait analysis lab</li> <li>3- Sport medicine</li> </ul>
	Low	 <ul style="list-style-type: none"> <li>1- Tumour services</li> <li>2- Prosthesis</li> </ul>	 <ul style="list-style-type: none"> <li>1- Trauma and fractures</li> <li>2- Joints dislocations</li> <li>3- Deformity correction</li> <li>4- Neuromuscular diseases</li> </ul>

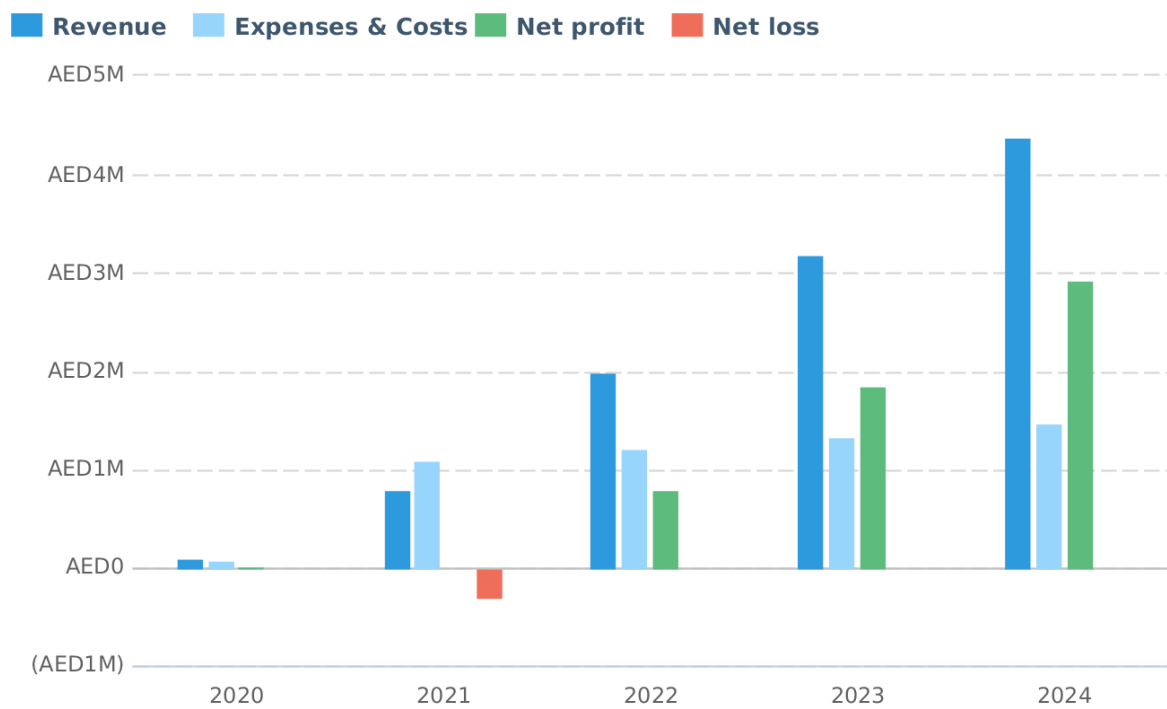


Figure 2 Financial Forecast by years

### *7.2 Place – Choice of retail strategy*

The place where the Gait Analysis Lab is extremely essential for success. My first was Al Jalila Children's Specialty Hospital (AJCH) because it possesses several advantages that put it in a very competitive position. These advantages can be summarised as follow:

1. Most gait lab centres in the world are linked to a children hospital. The technology was developed by paediatric orthopaedic surgeons and neurologists in the beginning of the century.
2. The opening of AJCH 3 years ago and being the only children hospital in the UAE gives substantive credibility and marketing value to the project.
3. AJCH has most of the required staffing in-house. There are two keen and trained physiotherapists, two keen surgeons and one neurorehabilitation consultant). These are already paid and have the capacity in their schedules to operate the lab.
4. AJCH has already a pool of patients who would benefit from the service.
5. The access to Al Jalila Foundation Charity who could potentially fund the project or individual patients who would benefit from the lab but cannot afford it.
6. AJCH is run by an extremely dynamic and visionary team that aspire to make it one of the top 10 children hospital in the world. They managed to hire top healthcare providers from all over the world and provide them the ideal environment to excel.

### *7.3 Price – penetrative or skimming or competitive*

It has been explained earlier in the product life cycles that the price of service has been agreed between healthcare providers and insurance company based on healthcare coding system (Table 1). It is anticipated most patients will attract at least three codes (CPT 95834, CPT 96000 + CPT 96004) which generate almost 3777.34 AED – may be increased to 4117.34 AED if we add the foot pressure and muscle analysis (EMG).

As there is little competition at current state, the agreed prices will be maintained; however, this recommendation must be reviewed if service does not do as well as we anticipated or when strong competitors come to the market.

It is important to start negotiations with insurance companies that do not cover the service to bring awareness of the potential benefits that this would bring for patients. A discounted price or reduction of the co-payments will be options.

Patients who do not have insurance or if their insurance company rejects funding are asked to either to pay the cost at a discounted rate or to apply for charities to fund it for them.

Free slots may be offered for loyal customers as good will and this also helps promote the service, enhance our hospital image and keep our staff training and experience.

### *7.4 Promotion – pull or push strategy including choice of medium – digital or traditional*

In a country where the service does not exist, marketing plan is extremely important to accelerate the success of the service. We planned 3 facets of marketing based on the teams and mode of delivery.

#### Marketing team

The marketing team at AJCH is extremely effective. They consist of 16 members of staff that come from different background and possess various and complementary skills. They have developed several platform for marketing such as the ([PaedsX](#)) for healthcare professionals; parents and children groups; social media venues such as [facebook](#); [Instagram](#) and [tweeter](#). These will be invaluable venues to reach our customers.

The planned day of opening is on the day when all people celebrate the Cerebral Palsy. This brings immediate worldwide recognition. There is a plan to invite HRH Sheikh Mohammed bin Rashid Al Maktoum to open the lab as he did recently open our Genomic Centre.

#### Orthopaedic team

The orthopaedic team at AJCH is very well recognised and respected locally and globally. They developed a highly rated service and the reputation of being patient centered (and not financially driven - rightly and proudly so).

Market survey by an independent Press Ganey Associate has shown that patients and parent gave our service 4.9/5 stars (Figure 3). Details are available on the following link:

<https://aljalilchildrens.ae/centers-services/orthopaedic/ratings>



Figure 3 Independent Press-Ganey Patients Satisfaction Stars Rating of the Orthopedic Department

They are in leading position of several local and global clubs such as (Emirate orthopaedic Society, British Society of Children Orthopaedic Surgeons, Middle East Paediatric Orthopedic Surgeons etc.). They are also part of several local WhatsApp groups that host professionals in the field. This provides easy and immediate access to thousands of colleagues whose patients would benefit from the service.

They also created orthopaedic [youtube channel](#) which we would use to target wider audience.

### *The Neurosciences Centre of Excellence*

AJCH boasts one of the best Neuroscience centre of excellence in the region. A gait lab analysis will strengthen this vision and brings mutual benefit for both. There are already 100s of patients with neuromuscular problems that attend the Neuroscience Centre of Excellence at AJCH and these patients will have access to the lab.

### *Our patients*

A word of mouth travel further than many would think. Since we started the orthopaedic service at AJCH, patients on daily basis tell us that we had been recommended to them by another user. This will be one of our main channels.

## 8. Conclusions and Recommendations

The Gait lab analysis is a potentially successful and profitable business project. It will bring quality, value and innovation to the current health market.

It is advisable to link to an established hospital, ideally a children hospital such as AL Jalila Children's Specialty Hospital. It is relatively cheap to open and will break even within two years. Initial investment value of 750 000 AEDs is required to buy the equipment and for installation. The first year will incur a net loss but subsequent years will bring a net profit.

Active marketing is extremely essential for success. The lack of competitors at this stage is a great advantage to penetrate the market and own it. We are very well position to do so; however, there is no place for complacency; the UAE market is very competitive and strong rivals are expected to emerge soon and we should continue to evaluate our position by conducting a thorough SWOT and PESTEL analysis to develop stronger.

## 9. Appendix – References:

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