

STRATEGY



PROTOCOL | بروتوكول  
— الحل الأمثل —  
— BUSINESS SOLUTIONS —

# Protocol for Business Solutions

Bright Solutions... Profitable Results

CORPORATE PROFILE  
AMMAN · JORDAN

2015  
ESTABLISHED

## OPENING STATEMENT

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# From opportunity to market. From decision to execution.

Protocol works at the point where market knowledge meets strategy, strategy meets relationships, and a decision meets execution.

We assess opportunities and establish what they are commercially worth, build the approach that fits, develop the capability of the teams who will carry it out, open the supply, partnership and market-entry relationships it depends on, and stay with the client until the plan becomes a business that can grow.

# A strategic business partner, working since 2015.

Protocol for Business Solutions is a Jordanian company working with businesses, investors and institutions across the Middle East and international markets – assessing opportunities, developing strategy and capability, opening markets, building partnerships, and turning opportunity into commercial results.

Since 2015 Protocol has built accumulated knowledge of the regional markets, a practical understanding of how trade and business actually work, and a commercial network that supports its ability to connect opportunities to the right parties and turn them into executable routes.

The firm works from a practical commercial mindset that combines analysis, decision making, opportunity development, capability building and execution. Its work runs from strategy and feasibility, through business development and market access, into international trade and supply solutions, and on to project development and implementation support.

We work in Arabic and English, to the documentation standards international counterparties expect, and treat every commercial relationship as confidential.

2015

ESTABLISHED IN  
AMMAN

05

BUSINESS  
PILLARS

07

SPECIALISED  
PRACTICES

MENA

REGIONAL  
COVERAGE

## A perspective built on business, markets and execution.

Over the years, we have learned that a good opportunity alone is not enough. What makes the difference is the right decision, the right partner and the capability to execute.

At Protocol, we see every business opportunity as the beginning of a journey that requires a clear understanding of the market, sound decisions and the capability to execute.

Since the company was established in 2015, our aim has been to build a business model that brings together strategy, market intelligence, capability development, commercial relationships and execution — giving our clients a partner that understands their objectives and works alongside them to turn those objectives into practical steps and scalable results.

We believe that real value lies in building the right solution for the client's business reality and market conditions, and in ensuring that it can be implemented effectively. This is why every Protocol engagement combines objective analysis, commercial judgement, trusted relationships and practical follow-through.

As our work and relationships continue to expand across the region and international markets, our commitment remains the same: to help our clients make better decisions, identify clearer opportunities and build businesses grounded in trust, professionalism and sustainable value.

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**Mohammad Ibrahim Al Abdallat**

General Manager

Protocol for Business Solutions

#### VISION

**To be the trusted business partner for companies and investors in the region – connecting opportunities, markets, capability and execution to build businesses that are sustainable and able to grow.**

We measure ourselves by what our clients' businesses achieve: sharper decisions, new markets, dependable partnerships, and growth that holds.

#### MISSION

**We help companies and investors make better commercial decisions, develop their capability, enter markets efficiently, build dependable partnerships, and turn growth opportunities into plans that can be executed and measured.**

Strategy, capability development, market intelligence, business development, international trade and execution support – brought together in one route.

#### OUR PROMISE

**From insight to decision.  
From opportunity to market.  
From strategy to results.**

# Six ideas that carry the whole firm.

We turn business opportunities into structured, executable and scalable ventures. These six ideas are the thread that runs through every service on the pages that follow.

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01

## Insight

We understand the market and the opportunity, and establish what is commercially real before commitment.

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02

## Strategy

We set the route: the business model, the commercial approach and the order of priorities.

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03

## Capability

We build the organisation's and the team's ability to carry out what has been chosen, and sustain it.

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04

## Connection

We connect the client to the parties, markets and channels that fit the opportunity.

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05

## Execution

We support the move from decision to operating business, with clear owners and timelines.

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06

## Growth

We track performance, identify where it can improve, and build the next stage.

# Four capabilities. One route.

The strength of Protocol's model lies in bringing a set of capabilities together along a single route, focused on a defined commercial outcome.

01

## Market Intelligence

Market evidence, feasibility, sizing, competitive and financial assessment – the basis for every decision that follows.

02

## Strategy & Capability

The commercial approach and business model, and the capability of the teams who will run it.

03

## Connections

Suppliers, manufacturers, buyers, distributors and partners – identified, verified and formally engaged.

04

## Execution

Roadmaps, coordination, negotiation and commercial follow-through until the business is operating.

Insight produces a decision, a decision needs capability, capability needs relationships,  
**and relationships are completed by execution.**

# Six commitments that govern how we work.

These values show up in the detail of daily work: how a recommendation is built, how counterparties are chosen, and what the relationship with a client looks like.

**01**

## **Integrity**

We give an objective assessment of opportunities and decisions, and place the client's interest and the durability of their business at the centre of our recommendations.

**02**

## **Commercial Mindset**

Every recommendation is tied to clear commercial logic covering revenue, cost, margin, risk and growth potential.

**03**

## **Partnership**

We work close to the client's business and objectives, in a relationship built on understanding and shared responsibility.

**04**

## **Verification**

Our recommendations rest on data, evidence and methodical verification of parties, assumptions and figures.

**05**

## **Agility**

We review and develop the approach as market conditions and business priorities change.

**06**

## **Confidentiality**

Opportunities, counterparties and commercial information are handled as a standing professional obligation in every relationship.

# One team. Multiple disciplines.

Protocol's work is built around the integration of expertise. Each engagement begins with a clear understanding of the client's commercial objective, then brings together the capabilities the assignment requires across strategy, market intelligence, business development, trade, capability development and implementation management.

Our team works collaboratively, connecting analysis to decision-making and commercial relationships to execution, with clear responsibilities and direct client engagement throughout the assignment.

The composition of the team is shaped by the nature of each engagement. A mandate may require strategic and commercial expertise, sector or market knowledge, or specialist technical and implementation support. This model allows Protocol to build the right team around the needs of the project and, where required, engage specialist expertise and professional partners within clearly defined scopes of responsibility.

WHAT BRINGS OUR PEOPLE TOGETHER IS ONE MINDSET

**Understand the business, make evidence-based decisions, and work towards outcomes that can be executed and measured.**



01

**Strategic &  
Commercial Thinking**

02

**Market & Sector  
Knowledge**

03

**Relationships &  
Business  
Development**

04

**Execution &  
Coordination**

# Five business pillars.

Engagements usually draw on more than one. A market entry mandate will normally combine intelligence, strategy, relationships and execution support in a single programme of work.

- 
- |    |                                                        |                                                                                                                                                              |
|----|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 | <b>Strategy, Advisory &amp; Capability Development</b> | Corporate and commercial strategy, business and operating models, performance development, and capability programmes for leadership and teams.               |
| 02 | <b>Market Intelligence &amp; Feasibility</b>           | Feasibility studies, market research, sizing, demand and competitor analysis, financial modelling and investment assessment.                                 |
| 03 | <b>Business Development &amp; Market Access</b>        | Business, sales, channel and partnership development; market entry and expansion; distributor and partner identification; commercial introductions.          |
| 04 | <b>International Trade &amp; Supply Solutions</b>      | Sourcing, manufacturer and supplier identification and verification, buyer identification, commercial representation, private label, trade documentation.    |
| 05 | <b>Investment, Projects &amp; Execution</b>            | Opportunity and investment structuring, project development and implementation management, commercial coordination, performance tracking and launch support. |
- 

**Specialised practices sit under each pillar.** They are set out on the pages that follow: capability development; food and commodities; tea; agricultural inputs; private label; project development; energy solutions; and business technology.

# Strategy, Advisory & Capability Development

A strategy becomes sustainable when the organisation has the capability to execute it. We build the strategy and the capability together, along one route.

## STRATEGY & ADVISORY

- Corporate and commercial strategy
- Growth strategy and strategic planning
- Business models and operating models
- Organisational development and process improvement
- Business transformation and performance management
- Sales and customer experience strategy
- Governance and board advisory

## CAPABILITY DEVELOPMENT

- Leadership and management development
- Strategic planning workshops
- Business development and sales training
- Commercial excellence and negotiation skills
- Customer experience, service excellence and contact centre programmes
- Product knowledge and train-the-trainer
- Programmes designed to the organisation's need

## WHAT YOU GET

A clear strategy with priorities, owners and deliverables — and a team that holds the capability to apply it and measure its effect.



PILLAR 01 · SPECIALISED PRACTICE

# Capability Development & Corporate Training

Protocol designs capability programmes from real business needs, so that training objectives connect to the roles, skills and performance the organisation requires — and can be built into strategy, sales development, customer experience and transformation projects.

## HOW THE WORK RUNS

### 01 · Assess

Analyse the gap between current and required performance

### 02 · Design

Build the programme around roles and competencies

### 03 · Deliver

Interactive programmes in the language of the business

### 04 · Apply

Tools and assignments used inside the workplace

### 05 · Measure

Impact indicators tied to business objectives

### Focus areas

Leadership, sales, negotiation, customer experience

### Formats

Executive programmes, workshops, business simulation, train-the-trainer

### Integration

Standalone, or inside a wider strategic programme

**How we work** — We connect training to real business objectives, so that knowledge becomes organisational capability that supports performance, execution and growth. Programmes are built on business objectives, organisational need, employee roles, performance gaps, required competencies and implementation priorities.

# Market Intelligence & Feasibility

We build decisions on evidence. This pillar establishes what is commercially real and delivers a clear decision framework together with a roadmap for execution.

- Feasibility studies
- Market research and analysis
- Market sizing and demand analysis
- Competitor and landscape analysis
- Pricing analysis
- Market entry studies
- Commercial feasibility
- Financial feasibility and modelling
- Investment opportunity assessment
- Market opportunity assessment
- Business case development
- Execution plan attached

## WHAT YOU GET

An evidence-based decision framework — stated methodology, tested assumptions and reviewable figures — with a commercially actionable roadmap attached.

# Business Development & Market Access

Market access is central to what Protocol does. We connect market knowledge to the parties, channels and partnerships that entry and growth depend on.

## BUSINESS DEVELOPMENT

- Business development and growth strategy
- Sales development and structure
- Channel and distribution development
- Partnership and alliance development
- Key account development
- Go-to-market strategy

## MARKET ACCESS

- Market entry and regional expansion
- Route to market
- Distributor and local partner identification
- Market validation
- Commercial introductions and business matching
- Commercial negotiation support

## WHAT YOU GET

A defined growth route with named targets — channels, partners and accounts identified, prioritised and approached, with Protocol involved in the approach and the negotiation.

# International Trade & Supply Solutions

We build commercial relationships that hold: they begin with identifying and verifying the right counterparty, and end with a shipment that arrives exactly as specified.

## SOURCING & VERIFICATION

- Product and commodity sourcing
- Manufacturer and supplier identification
- Supplier verification and capacity assessment
- Buyer identification and qualification
- Buyer-seller matching
- Private label and contract manufacturing

## CONTRACTING & DELIVERY

- Commercial representation
- Commercial negotiation support
- Contract, specification and Incoterms support
- Trade documentation coordination
- Import and export support
- Supply chain and compliance coordination

## WHAT YOU GET

A counterparty you can rely on, on commercial terms negotiated to protect the interests of both parties and support a durable relationship — with specification, documentation and delivery followed through.

# Food & Agricultural Commodities

Food is a low-margin, high-trust business, where the right supplier, an exact specification and complete documentation are what protect the margin. Protocol verifies before it recommends — and stays on the transaction until delivery.

## PRODUCT CATEGORIES

### Grains & Rice

Rice, wheat, maize, barley

### Pulses & Legumes

Lentils, chickpeas, beans

### Edible Oils

Sunflower, palm, olive, corn

### Sugar & Sweeteners

Refined sugar, syrups, sweeteners

### Confectionery

Chocolate, sugar confectionery

### Dairy & Inputs

Powders, fats, dairy ingredients

### Packaged & Dried Foods

Retail and bulk formats

### Food Ingredients

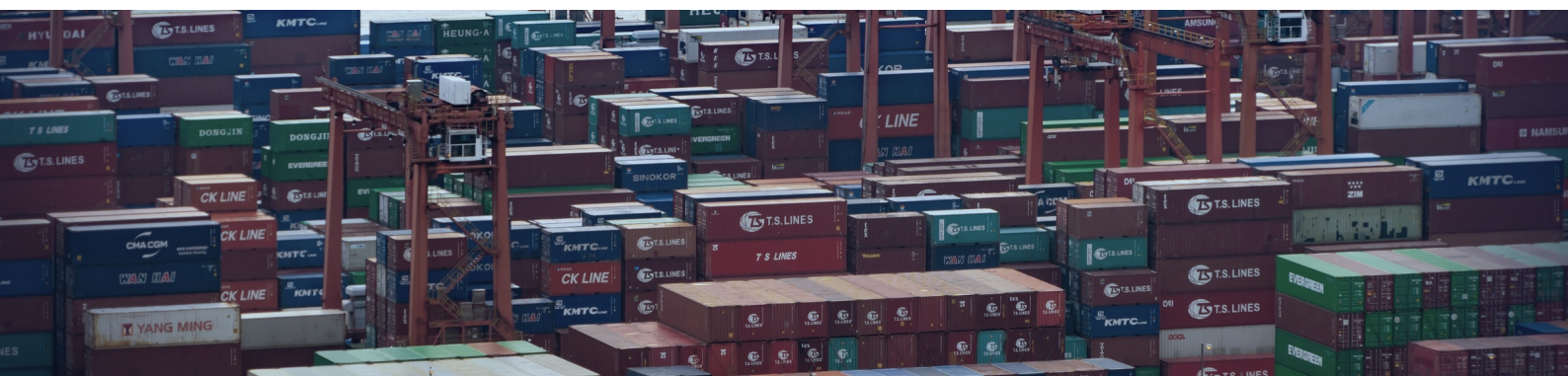
Industrial and processing inputs

**Who we work with** — Food producers and manufacturers seeking regional demand; importers, distributors, wholesalers and retail chains seeking verified supply; brand owners seeking private label and contract manufacturing capacity; and industrial food users seeking consistent ingredient supply.

# Six steps between a requirement and a delivery.

Every step is documented. The client sees the supplier file, the specification and the terms before anything is committed.

| 01                                                                                       | 02                                                                                                                                  | 03                                                                                               | 04                                                                                            | 05                                                                                                     | 06                                                                                       |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Define</b>                                                                            | <b>Source</b>                                                                                                                       | <b>Verify</b>                                                                                    | <b>Negotiate</b>                                                                              | <b>Document</b>                                                                                        | <b>Deliver</b>                                                                           |
| Product specification, volume, quality standard, target landed cost and delivery window. | Producers, manufacturers and suppliers are identified against specification, capacity, quality, compliance and commercial standing. | Certification, quality systems, references and operating capacity are checked before commitment. | Price, Incoterms, payment terms, quality specification, inspection and settlement mechanisms. | Certificates of origin, halal and health certification, labelling, shelf life and import registration. | Shipment planning, inspection arrangement and follow-through to delivery and acceptance. |



From requirement to delivery – one accountable process, documented at every step.

## Sourcing markets in. Regional markets out.

### SOURCING

Asia — rice, sugar, oils, ingredients  
Europe — dairy, confectionery,  
processed foods  
Black Sea & Americas — grains,  
pulses, oils

### HUB

Amman — sourcing, supplier  
verification,  
contracting and documentation

### DESTINATION

GCC & Saudi Arabia — importers,  
distributors, retail  
Levant & Iraq — wholesale and  
industrial users  
North Africa — distribution and  
processing

Corridors shown reflect the sourcing and destination markets Protocol works across. Specific supplier and buyer relationships are confidential.



PILLAR 04 · SPECIALISED PRACTICE

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# Tea Sourcing & Trade

The Middle East buys tea on grade, cup profile and consistency as much as on price. A blend that holds steady between shipments is what keeps a brand its customers. Protocol buys at origin, maintains the agreed cup profile, and delivers to blenders, packers and distributors across the region.

## GRADES & FORMATS

### Black Tea – CTC

Kenya, Uganda, Rwanda · BP1, PFI, PD, dust

### Black Tea – Orthodox

India, Sri Lanka · whole leaf and broken

### Green Tea

China, Vietnam · gunpowder, chunmee, sencha

### Single Origin

Ceylon, Assam, Darjeeling, Nilgiri

### Blends

House and private-label blends to a defined cup

### Packing Formats

Bulk, sacks, retail packs, tea bags

### Certification

Rainforest Alliance, organic, halal, ISO

### Value Addition

Blending, flavouring, packing, brand development

**How we work** – Buying at origin through auction and direct estate purchase; cupping and specification control before shipment; blending to an agreed cup profile; private label and packing; certification and documentation; and delivery into the region's blending, retail and HORECA channels.

# Fertilizers & Agricultural Inputs



Fertilizer supply is seasonal and specification-driven. A shipment that lands on time protects a growing season, and an analysis that matches specification protects the yield.

## PRODUCT CATEGORIES

### Nitrogen

Urea, ammonium sulphate, nitrogen solutions

### Phosphates

DAP, MAP, TSP and phosphate grades

### Potash

MOP and SOP grades

### NPK Compounds

Blended and granulated formulations

### Micronutrients

Zinc, iron, boron, manganese

### Water-Soluble & Foliar

Fertigation and foliar-feed grades

### Soil Conditioners

Organic amendments and humic products

### Raw Materials

Phosphate rock, sulphur, potash and ammonia

**How we work** — This practice is built on strategic supply relationships with producers, blending plants and regional distributors, supporting continuity of supply, seasonal planning and efficient commercial terms. Registration and import licensing for agricultural inputs is coordinated with the relevant national authorities before commitment.



PILLAR 04 · SPECIALISED PRACTICE

# Private Label & Contract Manufacturing

A brand owner with demand, and a factory with capacity – two halves of one opportunity. Protocol matches them, writes the specification, and holds the standard steady across every production run.

## SCOPE OF WORK

### Manufacturer Matching

Capacity, certification, category fit

### Specification & Recipe

Formulation, ingredients, shelf life

### Packaging Development

Formats, materials, artwork coordination

### Samples & Trial Runs

Pilot batches and approval cycles

### Quality Systems

HACCP, ISO, halal, audit readiness

### Labelling & Compliance

Regional labelling and product registration

### Cost Engineering

Unit cost, minimum order, batch economics

### Supply Continuity

Scheduling, capacity reservation, reorder cycles

**How we work** – The specification, the artwork and the approvals belong to the brand owner. That arrangement is what allows a brand to move production, add a second source or scale a line while keeping the product its customers know.

# Investment, Projects & Execution

This is where a decision becomes an operating business. We structure opportunities, develop projects, and coordinate delivery alongside the owner until results appear.

## INVESTMENT & OPPORTUNITY

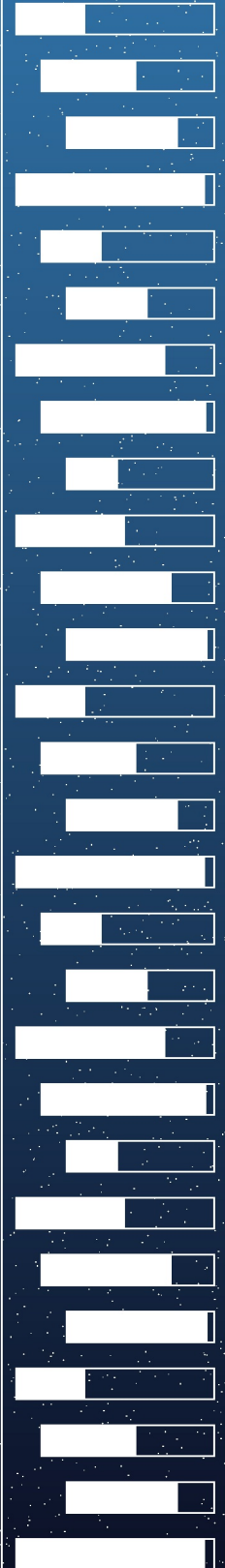
- Opportunity development and structuring
- Investment opportunity structuring
- Investor-business matching
- Partnership structuring
- Investment feasibility
- Independent commercial assessment

## PROJECTS & EXECUTION

- Project development and implementation roadmaps
- Implementation management and coordination
- Stakeholder coordination
- Commercial project management
- Performance tracking and commercial follow-up
- Launch support

### WHAT YOU GET

A structured opportunity that can be assessed and financed, a project moving to a clear schedule and set of responsibilities, and one party following the commercial side through to close-out.



# Project Development & Implementation Management

Projects are delivered in the space between the owner, the consultancy and the contractor – where scope, cost and schedule are held together. Protocol works in that space, on the owner's side of it.

## SCOPE OF WORK

### Project Scoping

Requirement, constraint and commercial objective

### Consultant Identification

Design and engineering consultancies

### Contractor Identification

Execution firms and specialist suppliers

### Qualification

Capacity, references, standing, compliance

### Tender Support

Tender preparation and offer evaluation

### Commercial Evaluation

Technical and financial comparison of offers

### Contract Coordination

Terms, payments, variations and dispute resolution

### Progress Follow-up

Cost, schedule, progress and handover

**Scope of our role** – Engineering design, technical supervision and specialist execution are carried out by the relevant licensed parties. Protocol works as a project development, commercial coordination and implementation management partner alongside the owner – covering qualification, commercial structuring, and cost and schedule follow-up to close-out.



PILLAR 05 · SPECIALISED PRACTICE

## Energy Solutions Advisory & Project Coordination

Sunlight is the one input this region has in abundance. Turning it into a lower cost base takes a system sized to the actual load, a contractor able to build it, and equipment that performs as specified across the life of the project.

### SCOPE OF WORK

#### Feasibility Assessment

Load, consumption and economic case

#### System Scoping

Solar, hybrid and storage configurations

#### Specification Review

Technical conformity and performance criteria

#### Contractor Qualification

EPC, installation and maintenance firms

#### Procurement Coordination

Modules, inverters, mounting, storage

#### Tender Support

Tender preparation and offer comparison

#### Commercial Structuring

Terms, warranties and performance indicators

#### Implementation Coordination

Schedule, connection, permitting, handover

**Clarity of roles** – Protocol maintains clarity of roles and commercial interests on every project. Solutions, suppliers and contractors are evaluated against project requirements, technical specification and economic feasibility, with disclosure of Protocol's role in any supply or contracting arrangement.

# Business Technology Advisory & Implementation Management

Systems earn their cost when they match how the business actually runs. Protocol defines the business need, structures the solution, selects the right partners and coordinates implementation — so the specification stays with the client.

## SCOPE OF WORK

### Transformation Roadmaps

Priorities, sequence and absorption capacity

### ERP & CRM Advisory

Need definition and solution fit

### Requirements Definition

Process mapping and written specification

### Vendor Selection

Shortlisting and evidence-based evaluation

### Web & E-Commerce

Project coordination through to launch

### Infrastructure

Procurement and managed-service coordination

### Negotiation & Contracting

Terms, service levels and support

### Data & Reporting

Reporting requirements and dashboards

**Scope of our role** — Protocol defines the business need, structures the solution, selects the partners and manages implementation through coordination and follow-up. Software development and technical delivery are carried out by specialist providers, while the specification, documentation and approvals remain with the client.

# Cross-industry expertise. Concentrated in five.

The commercial questions repeat across sectors: the right channel, the right partner, the assumption worth testing. What changes is the market structure – and that is what we research for each engagement.

## CORE SECTOR EXPERTISE

|                     |                                |                               |
|---------------------|--------------------------------|-------------------------------|
| Food & Agribusiness | Agricultural Inputs            | Construction & Infrastructure |
| Energy              | Technology & Digital Solutions |                               |

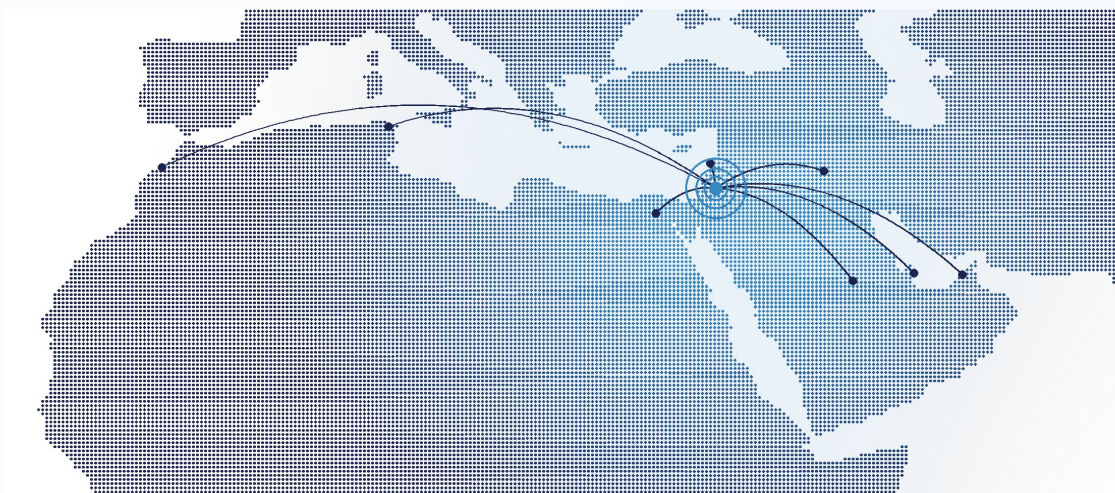
## ADDITIONAL SECTORS WE SUPPORT

|                          |                        |                            |
|--------------------------|------------------------|----------------------------|
| FMCG                     | Trading & Distribution | Industrial & Manufacturing |
| Logistics & Supply Chain | Retail & E-Commerce    | Healthcare                 |
| Real Estate              | Professional Services  |                            |



# Based in Jordan. Working across the region.

From Jordan, Protocol supports clients' businesses and opportunities across selected markets in the Gulf, the Levant, Iraq and North Africa, and connects the region to international sourcing markets.



## BASE

Jordan

## GULF

Saudi Arabia · UAE  
Qatar · Kuwait

## LEVANT & IRAQ

Iraq · Syria  
Lebanon · Palestine

## NORTH AFRICA

Egypt · Tunisia  
Morocco · Algeria

## INTERNATIONAL

Europe · Asia  
Americas

**How we work across these markets.** We combine market knowledge, commercial relationships and direct engagement, coordinated from Amman, so that a client entering a new market deals with one accountable party following the file from assessment through to execution.



# The Protocol Method

Six stages, applied to every engagement and scaled to its size. Each stage has defined work, a clear value to the client, and a stated deliverable.

|    |                 |                                                                                                                                                                   |                                                                                |                                                                           |
|----|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 01 | <b>Discover</b> | <p>What we do</p> <p>Understand the business, the objective and the real constraint, and set the scope.</p>                                                       | <p>Client value</p> <p>Clarity on the question before effort is spent.</p>     | <p>Deliverable</p> <p>Engagement brief and scope</p>                      |
| 02 | <b>Validate</b> | <p>What we do</p> <p>Test the opportunity against market evidence, commercial logic and feasibility.</p>                                                          | <p>Client value</p> <p>A decision built on reviewable evidence.</p>            | <p>Deliverable</p> <p>Feasibility or assessment report</p>                |
| 03 | <b>Design</b>   | <p>What we do</p> <p>Build the strategy, business model, route to market and the capability required.</p>                                                         | <p>Client value</p> <p>An approach designed to the client's real capacity.</p> | <p>Deliverable</p> <p>Strategy and commercial plan</p>                    |
| 04 | <b>Connect</b>  | <p>What we do</p> <p>Turn market knowledge into workable commercial relationships: identify the right parties, verify them and open channels for cooperation.</p> | <p>Client value</p> <p>Real access to markets and partners.</p>                | <p>Deliverable</p> <p>Verified counterparties and introductions</p>       |
| 05 | <b>Execute</b>  | <p>What we do</p> <p>Support implementation, coordinate stakeholders, develop team capability and follow through commercially.</p>                                | <p>Client value</p> <p>Organised progress with owners and timelines.</p>       | <p>Deliverable</p> <p>Implementation roadmap and coordination reports</p> |
| 06 | <b>Grow</b>     | <p>What we do</p> <p>Review performance, identify improvement opportunities and set the priorities for the next stage.</p>                                        | <p>Client value</p> <p>A clear basis for the next decision.</p>                | <p>Deliverable</p> <p>Performance review and next-stage plan</p>          |

Discover · **Validate** · Design · **Connect** · Execute · Grow

# Eight reasons an engagement works.

These are the capabilities we bring to every engagement, and what makes the route from idea to result shorter and clearer.

## Strategy Designed for Execution

We build strategies with clear responsibilities, priorities and deliverables that support application.

## Market Access

We connect market knowledge to the parties, channels and partnerships that entry and growth require.

## Practical Commercial Experience

We combine strategic analysis with a working understanding of trade and business development.

## Capability Development

We help organisations develop the capability of their leadership and teams to support execution and continuity.

## Regional Market Understanding

Accumulated experience in Jordan and the markets of the Middle East and North Africa since 2015.

## Evidence-Based Decisions

Decisions and recommendations are built on research, verification and commercial feasibility.

## Tailored Engagement

Each engagement is scoped to the client's objectives, situation and capacity to execute.

## End-to-End Coordination

Strategy, capability, relationships and execution are held together along one route.

# How we treat the relationship.

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## **We take a clear position**

Where we have a view we state it and explain what it rests on, and where we are still testing something we say that too. Clarity of view is part of the value of the engagement.

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## **The client's interest is central to the decision**

Our recommendations are built on what delivers the best outcome for the client in quality, reliability, commercial terms and durability, and we stay transparent about the nature of our role and interests in every engagement.

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## **Confidentiality is a professional obligation**

Opportunities, counterparties, pricing and commercial information are treated as protected information, and clients and relationships are named only with written permission.

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## **A long-term relationship**

We stay reachable after delivery, follow the effect of what was implemented together, and work to make the next engagement quicker and easier than the last.

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# Seven ways to work with Protocol.

Scope, deliverables and commercial terms are agreed in writing before work begins, and the shape of the engagement is designed around the objective and its duration.

## Advisory Engagement

Ongoing strategic and commercial counsel on a retained basis, for clients who need judgment available continuously.

## Project-Based Engagement

A defined scope, deliverable and timeline — feasibility studies, market research, strategy development, business planning.

## Market Entry Engagement

A structured programme from market assessment through partner identification to first commercial activity.

## Business Development Engagement

Protocol works as an extension of the client's commercial team to develop channels, partners and accounts.

## Capability Development Engagement

Training and capability programmes designed to the organisational need, delivered standalone or inside transformation and strategy projects.

## Commercial Representation

Formal, documented representation of a producer, manufacturer or brand in the region under a defined mandate.

## Trade Transaction Support

Engagement on a specific sourcing or supply requirement — from specification through verification and negotiation to delivery.

LET'S BEGIN

# Have an opportunity? Let's map the route to its value.

Start with an initial discussion with the Protocol team about the market, the project or the growth opportunity. We begin by understanding the context and the objective, then define the right route for assessment, development and execution.

Discuss a Business Opportunity

Explore a Market

## STRATEGY & CAPABILITY

Feasibility, market intelligence, strategy and capability development

## MARKET ACCESS

Market entry, partner and distributor identification, business development

## TRADE & PROJECTS

Sourcing, verification, commercial representation, project development and execution support

# Protocol for Business Solutions

## CONTACT

### Address

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Jordan

### Telephone

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+966 50 300 0290 · Saudi Arabia

### Email

info@intelligent-protocol.com

### Website

intelligent-protocol.com

## CORPORATE

### Registered name

شركة بروتوكول لحلول الأعمال  
Protocol for Business Solutions

### Legal form

Limited Liability Company  
Companies Law No. 22 of 1997

### Registration No.

39833

### National No.

200146759

### Registered

10 March 2015 · Amman, Jordan

### General Manager

Mohammad Ibrahim Al Abdallat

Legal, registration and signing-authority documents, and related corporate records, are available on request.



بروتوكول | PROTOCOL  
لحلول الأعمال  
BUSINESS SOLUTIONS

Bright Solutions... Profitable Results