EUROPE ↔ GCC

BUSINESS DEVELOPMENT

MARKET ENTRY

STRATEGIC PARTNERSHIPS

ITALY / EUROPE		GCC
Commercial origination	→	OMAN • SAUDI • UAE • KUWAIT • QATAR • BAHRAIN

FROM MARKET SIGNALS TO REAL COMMERCIAL OPPORTUNITIES.

A relationship-driven approach connecting European capabilities with qualified needs and decision-makers across the Gulf.

DAVIDE STUTO

Italy • International Business Development

01 / POSITIONING

A practical bridge between Europe and the Gulf

Commercial development built around real needs, qualified counterparts and consistent follow-through.

The Gulf Cooperation Council (GCC) comprises Bahrain, Kuwait, Oman, Qatar, Saudi Arabia and the United Arab Emirates. These markets share regional links, but each requires a distinct commercial approach.

6	2-WAY	1
GCC markets	Europe ↔ Gulf	commercial coordination point

Find the need. Identify the right company. Reach the right counterpart. Develop the opportunity.

, Davide Stuto focuses on business origination, market-entry support, partner search, strategic introductions and commercial follow-up between European companies and Gulf counterparts.

One region. Six commercial environments.

Oman is the anchor market; the broader positioning covers the full GCC.

OMAN Relationship-led anchor market. Strong themes include manufacturing, food security, logistics, water, mining and industrial efficiency.	SAUDI ARABIA Scale and localization. Relevant themes include manufacturing, food processing, logistics, technology, healthcare and environmental services.
UNITED ARAB EMIRATES Regional hub for trade, distribution, headquarters, hospitality, technology and B2B services.	KUWAIT Selective opportunities in imported food, retail, healthcare, industrial solutions and services.
QATAR Premium, concentrated market with opportunities in hospitality, food, technology, services and selected supply chains.	BAHRAIN Smaller, connected market suited to selective services, technology, food and industrial partnerships.

These are commercial starting lenses, not sector guarantees. Every opportunity should be validated country by country and company by company.

03 / SERVICES

A modular business-development offer

The engagement can start with one opportunity or develop into an ongoing GCC mandate.

OPPORTUNITY SCOUTING Identify documented needs, investments, expansions and commercially reachable opportunities.	MARKET ENTRY & COMMERCIAL DEVELOPMENT Define target segments, route-to-market hypotheses and practical first actions.
PARTNER & DISTRIBUTOR SEARCH Identify and qualify importers, agents, distributors, local partners and industrial counterparts.	STRATEGIC INTRODUCTIONS Create focused introductions when there is a clear commercial fit.
BUSINESS ORIGINATION Match a Gulf need with the right European product, technology, capability or company.	B2B MEETING DEVELOPMENT Prepare qualified meetings, agendas, key questions and follow-up actions.
COMMERCIAL FOLLOW-UP Maintain momentum after introductions and coordinate the next commercial steps.	EXTERNAL GCC BUSINESS DEVELOPMENT Act as an external commercial point of contact, with travel to the Gulf when needed.
GULF → EUROPE Support Gulf companies seeking European suppliers, technologies, partners or commercial relationships.	TRADE MISSIONS & BUSINESS EVENTS Develop focused B2B visits, company meetings and market-presentation events.

Possible commercial structures: project fee • monthly retainer • success fee / commission • hybrid mandate

04 / METHOD

Six steps from signal to commercial development

The objective is not to sell a contact database. It is to build a qualified commercial path.

01	SCOUT Document the need, investment, expansion or market signal.
02	QUALIFY Separate confirmed demand from hypotheses.
03	MATCH Select the best-fit company, product or technology.
04	MAP Identify the relevant buyer, owner, GM, distributor or stakeholder.
05	INTRODUCE Structure a focused B2B conversation around a real commercial reason.
06	DEVELOP Support follow-up, information flow, relationships and next steps.

Where specialized European SMEs can compete

The initial focus is deliberately below mega-project scale: operational needs a specialized company can realistically solve.

FOOD & PACKAGING Gluten-free and specialty food • processing • filling • labelling • packaging • inspection • traceability	AGRI & DAIRY Feeding • cooling • herd management • irrigation • processing • cleaning • automation
COLD CHAIN & DISTRIBUTION Temperature monitoring • refrigeration • warehouse control • tracking • handling	INDUSTRIAL AUTOMATION RFID / IoT • conveyors • PLC • pallet handling • end-of-line • small warehouse automation
STONE & MARBLE Cutting • polishing • water recovery • handling • packaging • value-added processing	WATER & CIRCULARITY Treatment • reuse • filtration • waste recovery • compact recycling systems
HOSPITALITY & PREMIUM SUPPLY Italian food • design • equipment • specialist services • premium retail	SPORT & BUSINESS Sponsorship • academies • corporate experiences • business-networking activations

FIND THE NEED FIRST. THEN FIND THE SUPPLIER.

06 / ANCHOR MARKET

Oman

A strong starting point for a relationship-led GCC strategy.

Oman Vision 2040 and current investment promotion activity emphasize diversification, productivity and private-sector participation. Official 2026 material highlights logistics, renewable energy, advanced manufacturing, tourism, mining, food security and the digital economy.

INVESTMENT MOMENTUM Invest Oman reported FDI stock of USD 78.78bn at end-Q2 2025, up 12.8% versus 2024.	ECONOMIC ZONES OPAZ reported OMR 22.4bn in total committed investment across supervised economic, free and industrial zones by end-2025.
SME ANGLE Factory upgrades, packaging, cold chain, distribution automation, water efficiency and specialized processing.	TRADE / PRODUCTION ANGLE Oman can be evaluated as a manufacturing or assembly base. U.S. preferential treatment is possible only for goods that meet the applicable U.S.-Oman FTA rules of origin.

Commercial implication: Oman is worth assessing both as a sales market and, for selected products, as a potential regional or export-oriented operating base. Incentives and origin treatment must be verified for the specific project.

07 / SCALE MARKET

Saudi Arabia

Large opportunity pool — best approached with a clear sector fit and local commercial logic.

Saudi Arabia's National Investment Strategy seeks to increase the quality and scale of investment, strengthen private-sector participation, develop strategic sectors and improve the investment ecosystem, including local-content development.

ADVANCED MANUFACTURING Specialist machinery, industrial technology, components and localization support.	AGRICULTURE & FOOD PROCESSING Processing, packaging, traceability, cold chain and specialized products.
TRANSPORT & LOGISTICS Automation, tracking, handling, warehousing and distribution solutions.	HEALTHCARE & LIFE SCIENCES Selected equipment, technologies and B2B services where there is a clear fit.
ENVIRONMENT SERVICES Water efficiency, treatment, reuse and environmental technologies.	ICT & TECHNOLOGY Targeted B2B partnerships with a clear operational use case.

Invest Saudi identifies 15 priority sectors, including advanced manufacturing, agriculture & food processing, transport & logistics, ICT, healthcare, environment services, mining and tourism.

08 / WHY DAVIDE

Commercial relationships, not generic consultancy

The value proposition is qualification + access + follow-through.

RELATIONSHIP-DRIVEN The work starts with people, trust and relevant introductions — not mass outreach.	OPPORTUNITY-LED A concrete market signal comes before the pitch.
CROSS-SECTOR Food, automation, industrial technology, logistics, sport and other sectors when there is a genuine fit.	EUROPE ↔ GCC European solutions into the Gulf and Gulf opportunities into Europe.
Lean base in Italy with physical presence in the Gulf when a qualified opportunity requires it.	SELECTIVE EXECUTION Fewer, better-qualified opportunities instead of treating every contact as a potential deal.

Davide's international background includes scouting, academy development and relationship-building across different countries, combined with business-development activity focused on Europe and the Gulf.

09 / EXAMPLES

What a real opportunity can look like

Specific enough to qualify. Practical enough to execute.

01 • SPECIALTY / GLUTEN-FREE FOOD A Gulf supermarket or distributor requests a product category. Qualify products, volumes, import requirements and commercial terms; match the producer and manage follow-up.	02 • DISTRIBUTION AUTOMATION An operator wants loading/off-loading automation and tray or pallet tracking. Translate the workflow into a supplier brief and introduce suitable automation companies.
03 • DAIRY / AGRI TECHNOLOGY A dairy operator needs feeding, cooling, herd-management or processing improvements. Match the need with specialized technology providers.	04 • LOCAL MANUFACTURING Recurring GCC demand creates a case for assembly, licensing, JV or production. Validate the commercial thesis before capital is committed.
05 • SPORT AS BUSINESS PLATFORM A club or academy seeks commercial partners. Match sponsorship with companies that have a genuine market-entry, networking or brand objective.	06 • GULF → EUROPE A Gulf counterpart needs a European supplier, technology or strategic partner. Originate and qualify the European side.

Ways to work together

The commercial model should match the maturity and scope of the opportunity.

OPPORTUNITY REVIEW Short diagnostic: market fit, target counterpart and next action. | Fixed project fee	MARKET ENTRY SPRINT Focused mapping, target list, outreach strategy and first qualified conversations. | Project fee
EXTERNAL GCC BUSINESS DEVELOPMENT Ongoing commercial development and relationship management. | Monthly retainer	ORIGINATION / INTRODUCTIONS Development of a specific qualified commercial opportunity. | Success fee / commission
HYBRID DEVELOPMENT MANDATE Ongoing activity plus performance-linked compensation. | Retainer + success fee	TRADE MISSION / BUSINESS EVENT Curated meetings, company visits or focused market event. | Project / event fee

Before introductions, the parties should agree scope, lead ownership, confidentiality where appropriate, success-fee mechanics and the duration of commercial protection.

The first call should answer six questions

The objective is to decide quickly whether there is a credible commercial thesis worth pursuing.

01	**What do you sell — and who normally buys it?**
02	**What operational or commercial problem does it solve?**
03	**Which GCC country is relevant — and why?**
04	**Do you need a distributor, buyer, partner, investor, client or representative?**
05	**Can you support international pricing, documentation, logistics and after-sales?**
06	**Are you prepared to travel when a qualified opportunity requires an in-person meeting?**

The first conversation is not about promising a market. It is about deciding whether the opportunity is worth developing.

Start with one qualified opportunity

A focused first project is often the best way to test the market and the working relationship.

DAVIDE STUTO

International Business Development
Europe ↔ GCC

Available for international travel

Scan to connect on LinkedIn

FROM MARKET INTEREST
TO A REAL OPPORTUNITY.

Identify the need. Qualify the fit. Build the right commercial conversation.

APPENDIX

Sources & verification notes

The factual market claims in this document are based primarily on official institutional sources. Commercial positioning outside those claims is a business-development framework and should be validated for each client and opportunity.

GCC
Gulf Cooperation Council Secretariat — GCC membership and institutional scope.

OMAN
Invest Oman — 2026 Investment Landscape; OPAZ — 2026 investment updates and zone information; U.S. International Trade Administration — U.S.-Oman FTA.

SAUDI ARABIA
Ministry of Investment / Invest Saudi — National Investment Strategy and priority sectors.

IMPORTANT
Tax, customs, ownership, licensing, localization and tariff eligibility can change and depend on the company, product, HS classification, activity and legal structure.

DOCUMENT PURPOSE
Business-development and informational material only. It is not legal, tax, customs or investment advice.

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