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Melodena Stephens Balakrishnan

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Aramex PJSC is the first company from the Middle East to go public on the NASDAQ Stock Exchange. This case chronicles the entrepreneurial stages Aramex went through looking at it from the lens of entrepreneur Fadi Ghandoor (Founder and CEO of Aramex). It describes the strategies it employed to carve an advantage in a highly competitive industry and looks at how the organizational philosophy has created a unique culture of “social entrepreneurship”.

2. GENERAL ELECTRIC: How GE Worked to Transform Oncology Healthcare in the Kingdom

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This case looks at GE’s sustainability initiative, healthymagination and its efforts in the Kingdom of Saudi Arabia (KSA) to fight breast cancer. The company used among other methods, an unique social media campaign on Facebook to gather momentum for a cause. In the Middle East, women were getting breast cancer almost 10 years younger than in the western countries.

3. LAMMTARA PICTURES: Creating a Cultural Entertainment Organization – the Way Forwards

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Lammtara is the first Middle East company to produce 3D Animation cartoons. The case looks at the entrepreneur Mohammed Saeed Harib and how he brought his dream “Freej” to life.

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This is a thought piece on the importance of market research which highlights how a CMO could utilize his market research spend better by designing his project keeping in the mind some common biases that are prevalent in this marketplace.

4. AMERICANA GROUP: KFC in Mecca (or Makkah)
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This case looks at the Quick Service Industry (QSR) in the context of Mecca and some unique challenges of delivering customer excellence during Umrah and Haj. The Americana Group (Kuwait Food Company), is a diversified company operating in the Middle East and North Africa and is among the largest franchisee of Yum! Brands outside of the United States.

5. PEPSICO AMEA: The Role of Packaging in Brand Activation
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6. IMPRESSION ET ENREGISTREMENT DES RESULTANTS (IER): Cross-Cultural Management
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This case looks at the cross cultural challenges of doing business in the Middle East in the B2B sector. IER is the world’s leading supplier of printing terminals and IT Solutions for the air transportation industry.

7. GEA GROUP AKTIENGESELLSCHAFT: Doing Business In The Middle East
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GEA Group Aktiengesellschaft is one of the largest system providers for food and energy processes. This case studies the B2B market and the challenges of managing projects across teams based in multiple countries. It highlights the importance of building a global company.

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