THE CXONSIGLIERI COMPANY | CAP.G VENTURES

MEDESTHS

MENA MEDICAL AESTHETICS

The Diagnostic

Eleven mistakes most MENA medical aesthetics brands and distributors are making in 2026.

A self-audit checklist for commercial leaders, extracted from the MEDESTHS Strategic Playbook.

> THE DIAGNOSTIC QUESTION
>
> **Score your brand on the eleven items inside.**
>
> **If more than three describe your commercial model today, the opportunity is bigger than the risk.**
>
> *The full 50-page playbook contains the operational fix for each one.*

By Ghayath Sioufi

Founder, CXOnsiglieri | 25+ Years of MENA Commercial Leadership

Edition 1.0 | Confidential

Strategic Counsel. Executive Impact.

SECTION 09 · DIAGNOSTIC EXTRACT

The eleven mistakes

> *Read each item. Mark the ones that describe your brand. Count them at the end.*

01 **Treating B2C2B as an extension of B2B.**
The two engines need different talent, content, cadence, and measurement. Run them under one legacy structure and you produce weak versions of both.

02 **Over-indexing on symposia and congresses.**
The marginal return on the sixth sponsored congress of the year is far lower than the first properly built influencer architecture.

03 **Ignoring Arabic-language SEO and content.**
The single largest discoverability gap in the category. English-only digital footprints leave meaningful portions of the UAE, KSA, and Egypt markets unreached.

04 **Relying on a single KOL for the whole market.**
Single-KOL dependency is structural weakness. Tiered KOL architecture de-risks the program and expands reach.

05 **Measuring followers instead of branded search.**
Followers are a lagging vanity metric. Branded search is the leading commercial indicator.

06 **Under-equipping practitioners for their personal brand.**
Practitioners who build their own brand will feature the products their partners help them showcase. Brands that provide the tools win the feature.

07 **Confusing in-clinic materials with brand activation.**
Posters and pull-up banners are table stakes. They do not build preference in a patient who arrived having already decided.

08 **Running influencer activity without compliance framework.**
One high-profile compliance incident can set a brand back 12 to 18 months in a regulated market.

09 **Treating the consultation room as outside your control.**
It is the most important commercial surface in the category. Brands that design for it through training, assets, and data win the sale.

10 **Reporting to HQ using global metrics that do not fit MENA.**
The MENA decision journey, channel mix, and regulatory environment are materially different from Europe or North America. Global dashboards obscure local reality.

11 **Falling into a price war.**
The most common, expensive, and avoidable mistake. Once a brand is on the discount treadmill, climbing back to premium is structurally very difficult.

IF YOUR SCORE IS 4 OR HIGHER

The full MEDESTHS Playbook

50 pages. The Patient Pull Architecture, the Pull-Through Rate measurement model, the 90-day activation plan, and the four shifts reshaping the category through 2030.

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$150

GET THE PLAYBOOK →

Credited against any advisory engagement signed within 90 days.