



# MIDDLE EAST OVERVIEW



At Oliver Wyman, we firmly believe that the MEA region has a competitive edge and that it will maintain that edge far into the future. We are engaged and interested partners with both top corporations and with government agencies in the region in addressing the complex issues they face. With our offices in Riyadh, Abu Dhabi, Dubai, Kuwait City, Doha and most recently, Johannesburg - Oliver Wyman is more equipped to readily bring the full breadth of our experience and depth of expertise to our clients in the region. We continue to invest in the Middle East and Africa and remain committed to helping clients across the regions to develop, strengthen, and grow their businesses.

**SCOTT MCDONALD**

*Chief Executive Officer, Oliver Wyman*



Oliver Wyman offers a broad and deep multi-sector expertise to the region; whether in the public sector, financial services, transportation, energy, health & life sciences, communication or media & technology — our aim is always to add value and industry focus. We pride ourselves in a holistic approach that allows us to help our clients find and implement state-of-the-art solutions to address a wide array of opportunities.

**PEDRO OLIVEIRA**

*Managing Partner MEA Region, Oliver Wyman*



## A GLOBAL OVERVIEW

Oliver Wyman is a global leader in management consulting. With offices in 60 cities across 29 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation.

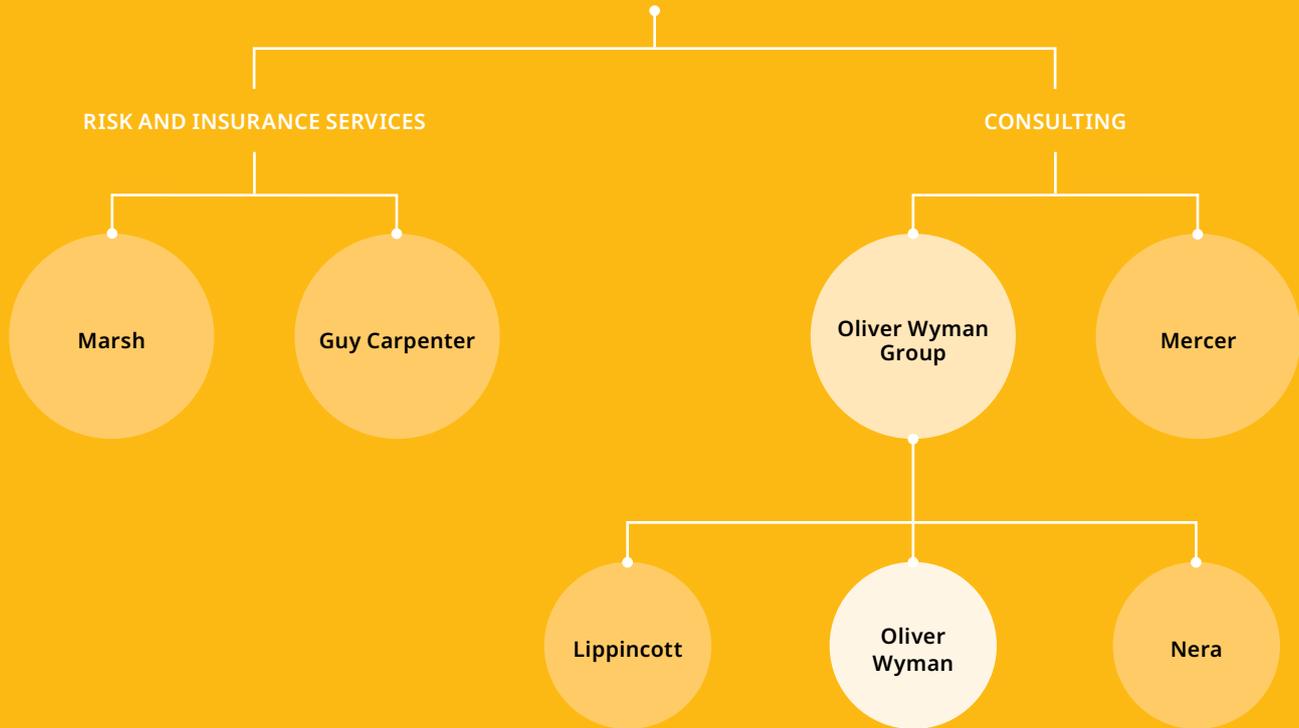
The firm's 5,000+ professionals help clients optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities.

# OUR IMPACT



Clients turn to us for help solving their most pressing issues. Whether their challenge is to find new avenues of growth, optimize operations, improve their risk profile, or inspire the organization to act in different ways, clients look to us for insight and tangible results. They value our deep industry knowledge and our specialized expertise. They appreciate that we go beyond recommendations to accelerate execution. They look to us to have a major impact on both their top and bottom lines.

# PART OF MARSH McLENNAN COMPANIES



We leverage our sister firms for client needs involving brand identity management, microeconomics, human capital strategies, risk, and insurance.

# OUR APPROACH

Oliver Wyman brings a number of distinct advantages to client engagements.

## **Agenda-setting research**

Our professionals challenge conventional thinking. We continually invest in applied research, with a body of work that includes many books, our own suite of periodicals, and frequent contributions to leading business publications. We publish flagship reports annually based on proprietary research.

## **Rigorous, proven methodologies**

A hallmark of our work is rigorous, fact-based analysis, grounded in proven methodologies. Our approaches to strategic and operational analysis, such as Value-Driven Business Design™, have delivered outstanding results over three decades. We have also developed the most robust framework for risk and financial management in use globally today. And through a blend of management and behavioral approaches, we give clients proven tools with which to transform organizational performance.

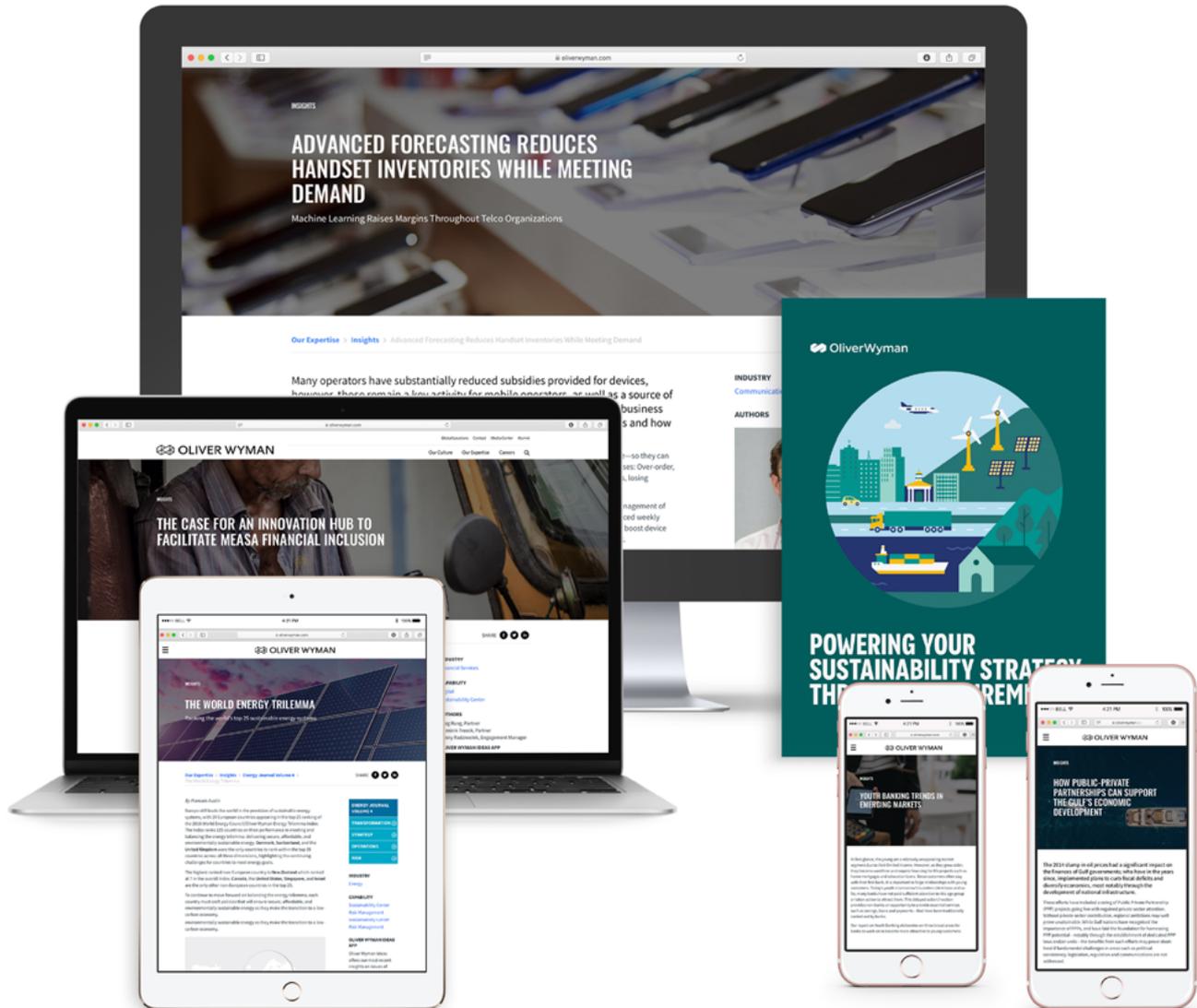
## **Specialized industry and functional expertise**

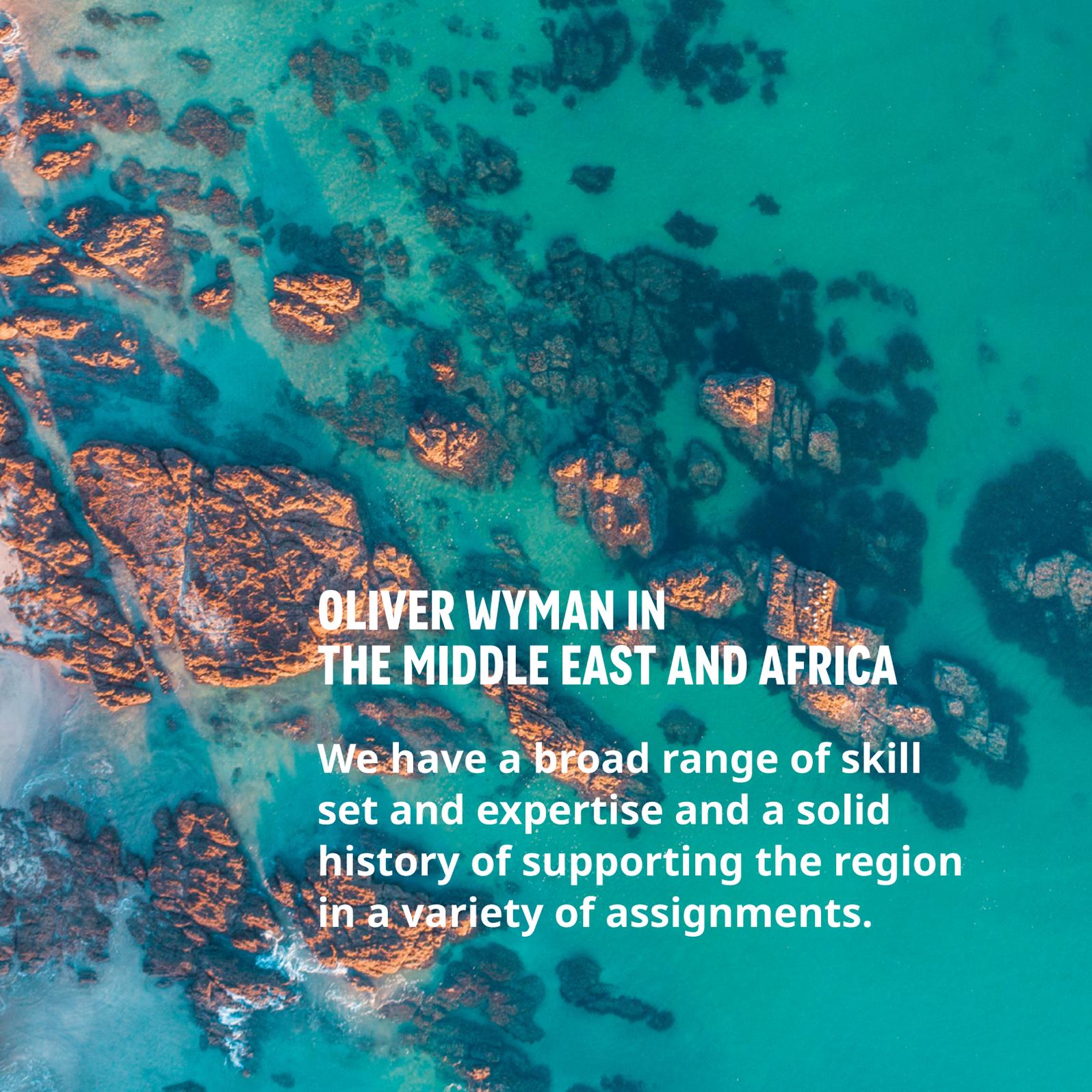
We have dedicated experts working with clients in a broad range of industries and functional areas. Each industry practice draws on many years of focused work around the competitive dynamics, customer issues, and management disciplines particular to that industry. So we know your business and tailor solutions accordingly.

## **Collaborative working style**

We deliver results, not reports. To that end, we work side by side with our clients to create and implement practical solutions. Most of all, we work as our clients expect us to work — with commitment to excellence in project delivery and a clear focus on helping them to achieve tangible results. Our first-class references across multiple industry sectors emphasize this commitment.

# RECENT PUBLICATIONS



An aerial photograph of a rugged coastline. The water is a vibrant turquoise color, and the rocks are dark brown and golden-brown, creating a complex, textured pattern. The text is overlaid on the lower right portion of the image.

## **OLIVER WYMAN IN THE MIDDLE EAST AND AFRICA**

**We have a broad range of skill  
set and expertise and a solid  
history of supporting the region  
in a variety of assignments.**

Oliver Wyman helps leading enterprises throughout the Middle East and Africa regions to develop, build, and operate strong businesses that deliver sustained shareholder value growth. We have five offices in the Middle East, located in Dubai, Abu Dhabi, Riyadh, Doha and Kuwait City. Our South African office is located in Johannesburg. Our current industry focus in these regions includes, financial services, health & life sciences, communications, media & technology, transportation, energy, and the public sector. We have a broad range of skill set and expertise and a solid history of supporting the region in a variety of assignments, including growth development, reorganization, turnaround strategies & most recently Implementation.

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## THE UNITED ARAB EMIRATES

Our office in Dubai was established in 2005 to better serve our clients in the region. To meet the UAE's demand for consulting services we opened a second office in Abu Dhabi in 2010.

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## SAUDI ARABIA

The Kingdom's continued growth and its unique business and economic environment led us to establish an office in Riyadh in 2010, to better cater to our clients' needs within the Kingdom.

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## SOUTH AFRICA

Oliver Wyman has supported clients across the African continent for over 20 years, including many social impact engagements. With the opening of a local office in Johannesburg in 2020, we have deepened our commitment to the continent.

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## KUWAIT

Oliver Wyman operates in Kuwait as Tri International Consulting Group (TICG). TICG was founded in 2013, as a joint venture between the Kuwait Investment Authority (KIA), the first sovereign wealth fund in the world, the Kuwait Fund for Arab Economic Development (KFAED), the first Arab international development institution and Oliver Wyman.

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## QATAR

Qatar's rapid growth has presented multiple business opportunities. Oliver Wyman's Doha office was established in 2019, to provide advice and solutions in all aspects of strategy consulting, across industries. We offer these services to a number of clients across public and private sectors.



## **INDUSTRY COVERAGE**

**We are committed to industry specialization because we know you don't have time for a learning curve.**

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## **PUBLIC SECTOR AND POLICY**

Oliver Wyman has assisted governments globally, with engagements in more than 30 countries on 5 continents. Our partners are focused on public sector and policy as well as, global advisory board of ex-government officials. The breadth of our offering is unrivaled, making us the top public sector advisor in the region.

We understand the intricacies of policy design and formulation, and of implementing change in the public sector. We have practical experience making a difference at the centre of prominent governments, in agencies and ministries, and other public-sector organizations for whom we have delivered more than 400 projects, in the following areas.

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## **Government Excellence**

Identification of functional, institutional and capability gaps at CoGs, and assessment of key effectiveness and efficiency drivers to enhance government outcomes: vision, laws, policies, programs

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## **Labour & Education**

Development of the full suite of active programs for the labor market to tackle unemployment / underemployment challenges while mitigating structural challenges in the market

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## **National Security & Risk**

Built-up a national risk center for a GCC country

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## **Fiscal & Financial Sustainability**

Build, Operate, Transfer of VAT in a number of GCC countries

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## **Sectorial Development**

Built investment plans and strategies to develop new sectors and new economic activities (i.e. Tourism, Manufacturing, Services)

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## **Strategic Transformation**

Formulated a holistic national digital transformation strategy including sector strategy, sector operating system and open data; supporting the delivery of digital use cases across mobility, logistics, environment, healthcare and sports

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## **Culture & Urban Rejuvenation**

Developed an International Cultural Relations Strategy for a GCC country

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## FINANCIAL SERVICES

We have an unparalleled understanding of the evolving market structures, economics, and strategic and regulatory trends across all segments of the financial services sector through our six practice areas.

We work for over 75 of the top 100 financial institutions globally and our clients in the region include leading commercial and investment banks, insurers, regulators, ministries of finance, tax authorities, central banks, sovereign funds, and pension funds.

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Investment Banking strategy, international strategy design and End-to-end corporate credit operating model redesign for a Top-3 UAE bank*

*Market data strategy design for a GCC exchange*

*IFRS 9 engine design for a Tier 1 KSA bank*

*Greenfield bank setup in a new GCC market*

*Privatization of a MEA stock exchange*

*Setup of economic studies unit and running behavioral economics research for a GCC Ministry of Finance*

*Supporting sovereign debt management program for a GCC Ministry of Finance*

*Digital strategy and digital transformation for a Tier 1 Kuwait bank and a South African bank*

*Designed and built-up an end-to-end digital trade finance solution for a Pan-African bank*

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## COMMUNICATIONS, MEDIA, TECHNOLOGY

Oliver Wyman is the leading advisor for companies and institutions in the Communications, Media, and Technology industries for developing growth strategies for commercial transformation, improving operations, transitioning to digital, and maximizing operational efficiency. We work closely as trusted partners for the region's most successful companies and institutions: telecommunications providers, regulators, ministries, smart city leaders, consumer electronics companies, broadcasters, publishers, platform operators, and online and entertainment companies.

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Multi-year commercial turnaround programs for telecom operators across the Middle East*

*Customer Value Management 2.0*

*Channel modernization and end-to-end digital transformation strategy*

*Smart city programs design and execution*

*Advanced analytics data science unit set-up for leading operator in the Levant (Build-Operate-Transfer model)*

*Agile at Scale transformation for a large Telecom Operator in the GCC*

*Redesigned the organizational structure of a Middle Eastern telecom to align for multi-product/region growth*

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## ENERGY

Oliver Wyman advises clients along the end-to-end Energy and Mining value chain as well as Metals and Mining. We work closely with large NOCs and IOCs, Petrochemical Companies, Utilities and Mining companies across the public and private sector. Our Energy Practice has been working at the forefront of Energy topics, shaping the Energy transition and driving the most recent global multilateral G2G energy agenda. With offices across the Middle East and in South Africa, we offer our clients a unique set of capabilities ranging from developing growth and sector strategies, operating model transformation, M&A and Post Merger Integration supply chain and operational excellence, local content development, trading capabilities build-up, sales and marketing strategies, risk management and large scale transformation management.

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Developed an alternative energy agenda and supported its implementation*

*Supported a regional NOC develop trading capabilities and setup a Trading Joint Venture with leading global entities*

*Supported the development of the national energy agenda for head-of-state level global discussions*

*Supported the establishment and implementation of local content programs across Chemicals, Oil and Gas, Heavy Industries and others*

*Led the clean team for regional-global chemicals M&A transaction and supported in the PMI process*

*SmartGrid and AI transformation for a large utility in the GCC*

*Helped the establishment of regulators and sector governance across the energy value chain*

*Supported a GCC government refresh the national mining strategy, develop an action-oriented implementation roadmap and launch the execution of selected initiatives*

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## HEALTH & LIFE SCIENCES

Oliver Wyman's Health & Life Sciences practice has been founded on the ambition of innovating and transforming health systems around the world. Our clients range from hospital providers and pharmaceutical companies to Ministries of Health. Our consulting approach is evidence-based and outcome-focused: We help deliver both clinical improvements and financial sustainability in an industry environment that often regards those objectives as trade-offs. The majority of our clients are repeat clients. We advise them on topics like strategy development, operational improvement and implementation support, and we often work in non-traditional work arrangements (e.g. BOT models).

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Developed national health strategy  
for GCC country*

*Conducted due diligence on hospital acquisition  
for private equity investor*

*Supported national health system with  
operating cost reduction*

*Identified PPP-opportunities in health care  
for GCC country*

*Developed "plan B" for health transformation  
of GCC country*

*Helped global health insurer identify new business  
opportunities in a GCC country*

*Conceptualized and originated biotech hub  
for GCC country*

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## TRANSPORTATION

Oliver Wyman is a leading advisor for the MEA transportation & services industries. We offer our corporate clients deep expertise in aviation, rail, maritime and logistics services as well as in tourism and today's mobility sectors. Equally, we address the challenges of managing the strong sector growth for and together with government organizations and regulators in the region. We provide advice in strategy development, growth planning, pricing and revenue management as well as organizational transformation, efficiency improvement and M&A.

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Revenue enhancement for national airline in the GCC*

*Strategy development and implementation for one of the largest airports in the region*

*Strategy and business plan for the aviation sector of a large infrastructural development in the region*

*Strategic review for the national rail company of a GCC country*

*Reorganization of a national maritime company*

*Restructuring of the largest container shipping company in the Middle East*

*Market entry strategy for a global aerospace company*

*Reorganization of a large national hotel company*

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## IMPLEMENTATION UNIT

The Implementation Unit complements Oliver Wyman's traditional strategy value proposition with comprehensive implementation expertise. It comprises a high-impact and diverse team of specialized professionals. The team consists of a mix of consultants and industry practitioners, with a relentless focus on driving measurable and sustainable impact.

### REPRESENTATIVE REGIONAL PROJECTS INCLUDE

*Drive the launch process of VAT in two GCC countries' respective jurisdictions, involving set-up VAT operation within the tax authority and all key functions, drive awareness and education of businesses as well as collaborate with other government entities to ensure data and process integration*

*Build and operate the Enterprise PMO of a Development Company ("DevCo") incorporated under a GCC Investment Fund established to curate and deliver an ultra-ambitious development project*

*Corporate strategy delivery & technology execution for a privatized GCC Airport Operator, including development of a Strategy Management Office and PMO, building KPIs/dashboards as well as supporting the delivery of the IT projects roadmap and ramp-up capabilities*

Oliver Wyman is a global leader in management consulting that combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation.

For more information please contact us at [marketing.mea@oliverwyman.com](mailto:marketing.mea@oliverwyman.com) or by phone at one of the following locations:

Middle East and Africa  
+971 4 425 7000

Europe  
+44 20 7333 8333

Americas  
+1 212 541 8100

Asia Pacific  
+65 6510 9700

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