



MIDDLE EAST OVERVIEW



At Oliver Wyman, we firmly believe that the Middle East region has a competitive edge, which it will maintain far into the future. We are engaged as partners with our clients across a broad set of industries to collaboratively solve their most complex problems. With our offices in Riyadh, Abu Dhabi, Dubai, Kuwait City and Doha – we are 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 remain committed to helping clients and communities achieve not just long-term, but also sustainable, development and growth.

NICK STUDER

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 & natural resources, 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 IMEA Region, Oliver Wyman

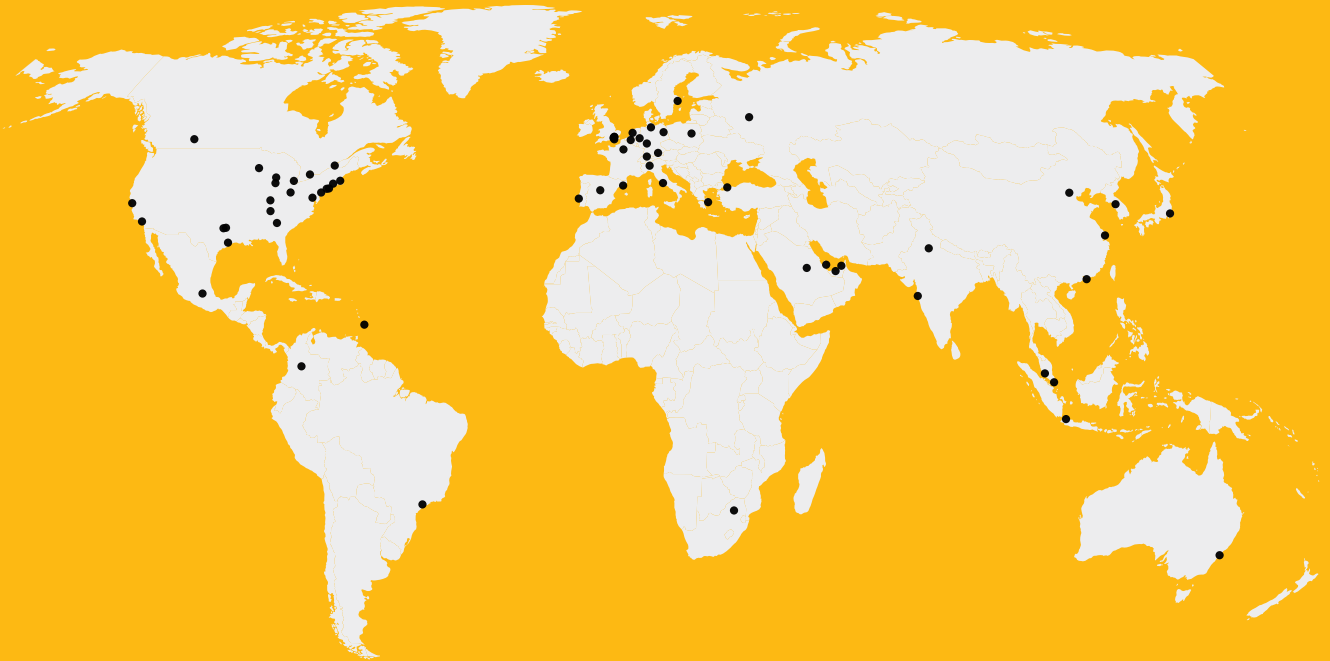


A GLOBAL OVERVIEW

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.

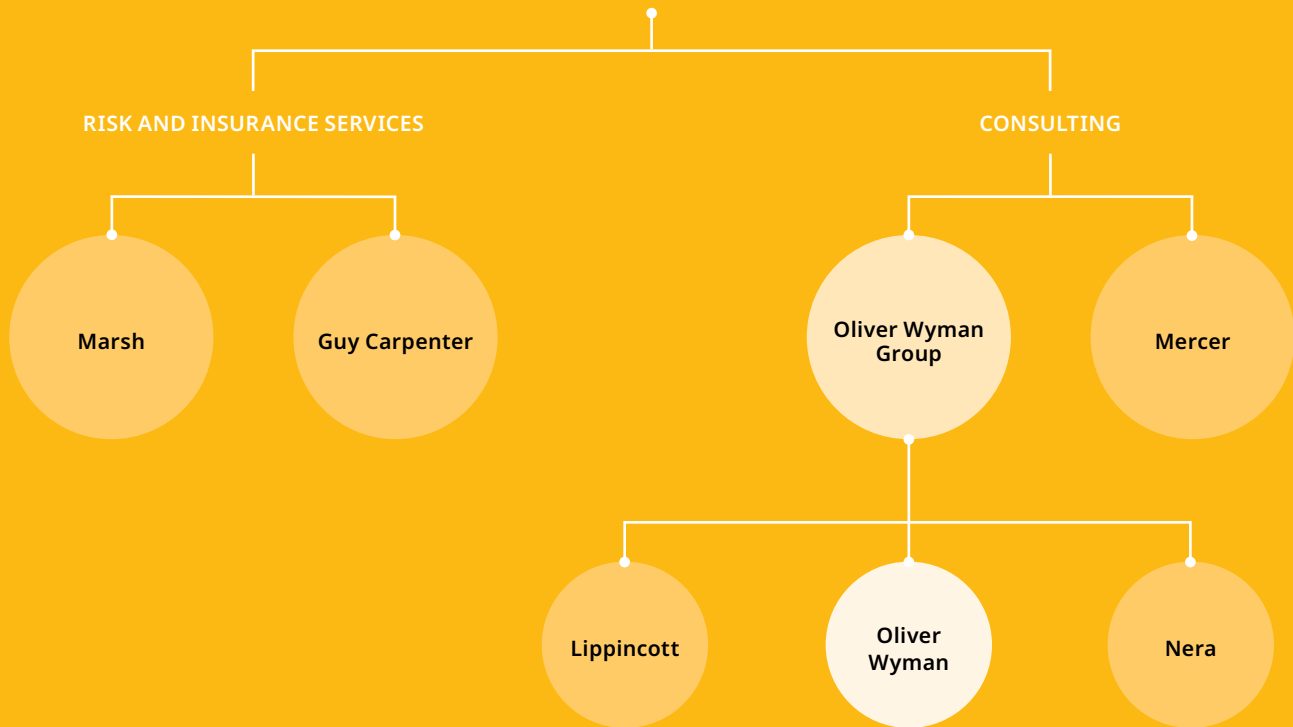
The firm's 5,000+ professionals help clients optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities.

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



As part of Marsh McLennan, Oliver Wyman Group is able to draw on experts from our operating businesses in the areas of human capital (Mercer) and insurance (Marsh and Guy Carpenter). The Group also contains Lippincott, a leading brand strategy and design consultancy, and NERA, a leading provider of economic analysis regarding highly complex business and legal issues.

VALUE PROPOSITION

Our value proposition is focused on breakthrough impact for our clients.

OUR ANALYTICS

Experience and expertise to **manage, master, and apply data and analytics**

Embedded and codified solutions that connect to your data and solve your problems

Faster time-to-impact with rapid prototyping and production-quality solutions

OUR RELATIONSHIPS

Impact at the core of our relationship

Trusted advisors who challenge and support

Draw from **extended networks** that include advisory boards, alumni, and academics

Bring the strength of Marsh McLennan businesses, people and expertise

OUR PEOPLE

Highly collaborative: working with you, not on you

Diverse teams: top talent and broad range of skills

Expertise at the core: best in-class industry specialists, not an army of generalists

Global approach: the right people for the right issues

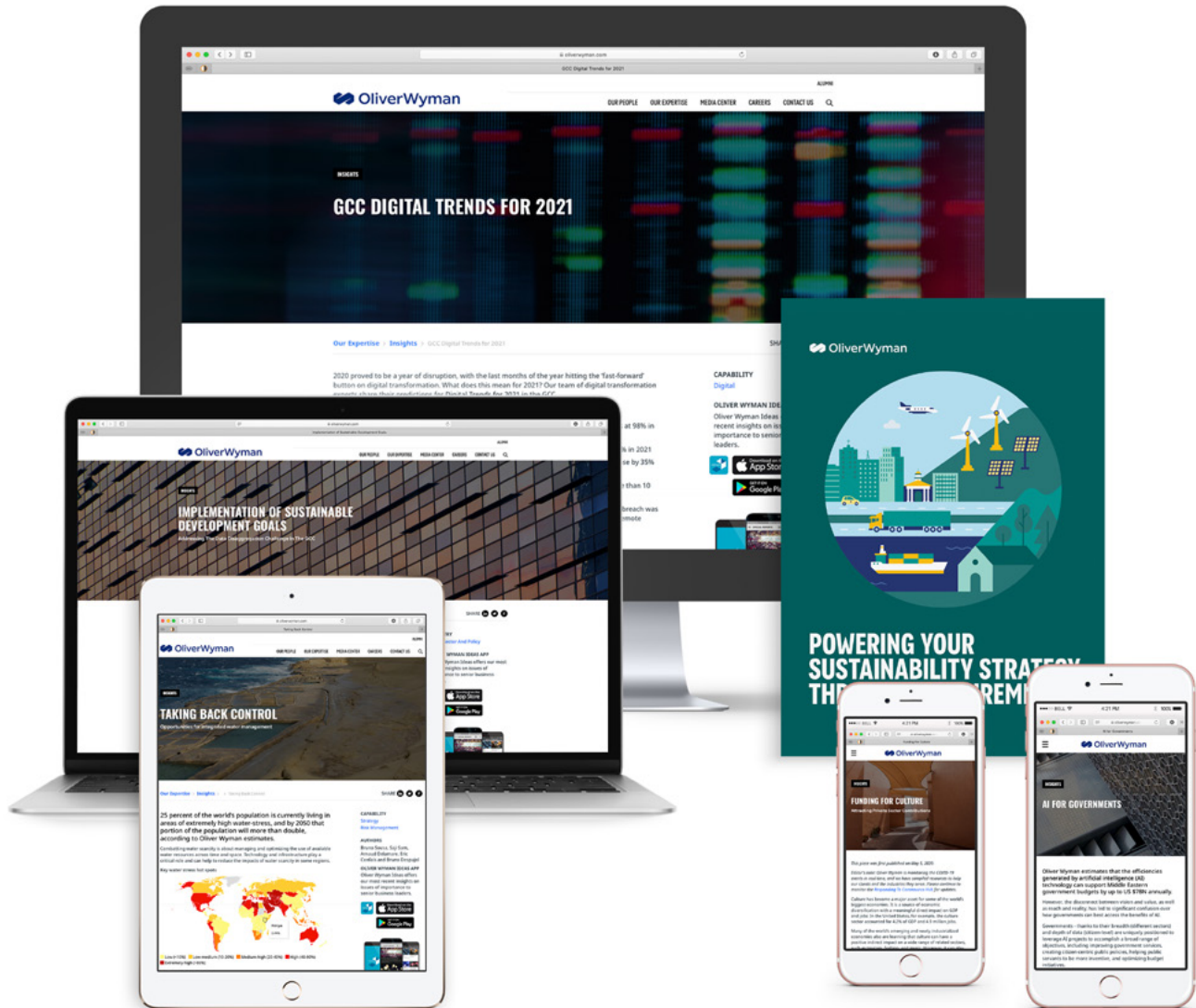
OUR IDEAS

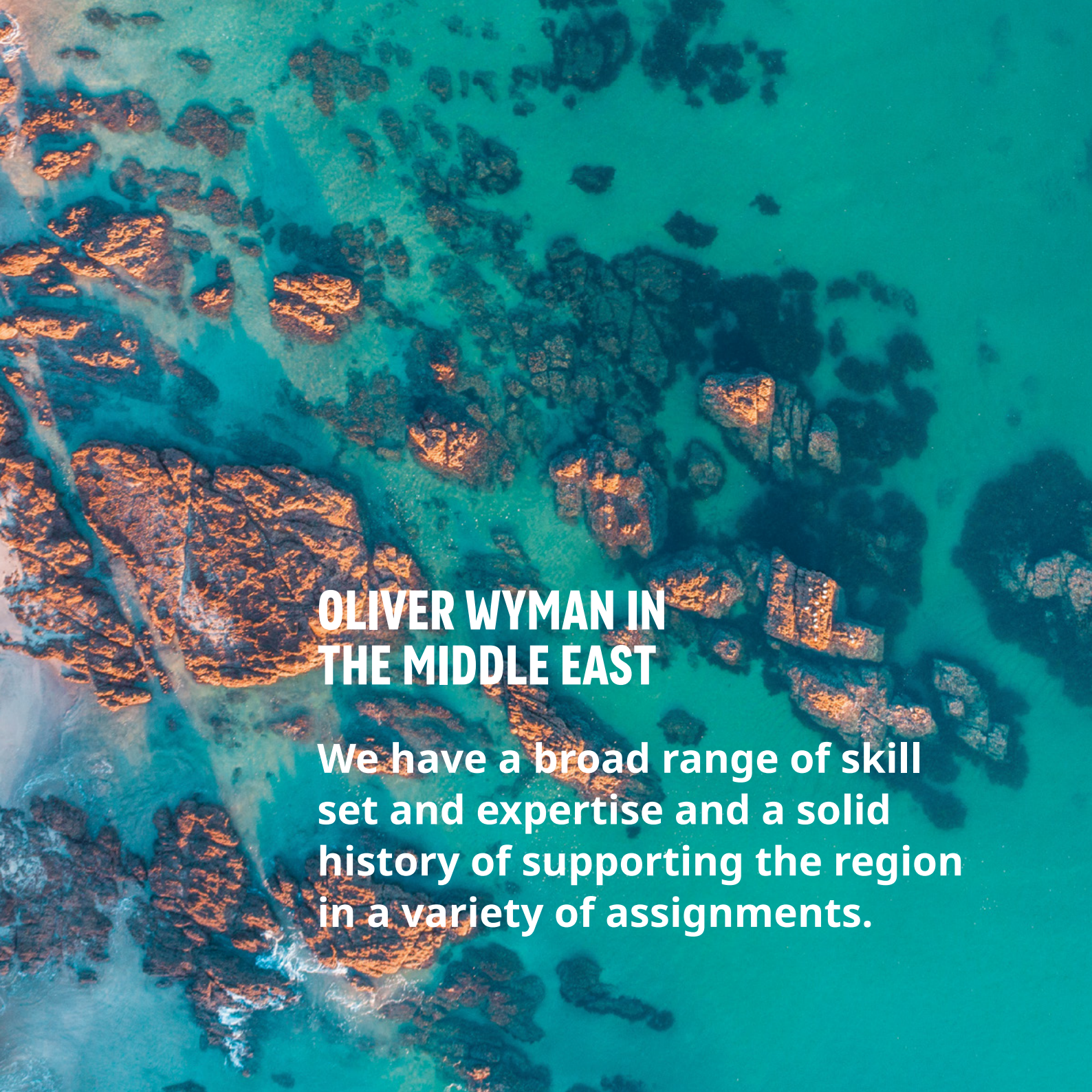
Deep industry expertise to create **industry shaping insights**

The best thinkers and ideas to generate breakthrough ideas that move the dial

Co-creation and learning opportunities via tight linkage to our experts

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

**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 region 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 current industry focus in the region includes the public sector, financial services, communications, media & technology, energy & natural resources, health & life sciences, transportation, digital and organizational effectiveness. 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.

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.

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.

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.

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.

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.

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

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

National Security & Risk

Built-up a national risk center for a GCC country

Fiscal & Financial Sustainability

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

Sectorial Development

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

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

Culture & Urban Rejuvenation

Developed an International Cultural Relations Strategy for a GCC country

FINANCIAL SERVICES

We have unparalleled understanding of the evolving market structures and strategic trends in financial services, across both public and private sectors, working with over 75 of the top 100 financial institutions and policy makers globally. In the region, our clients include leading commercial and investment banks, insurers, regulators, ministries of finance, tax authorities, central banks, sovereign wealth funds, pension funds, fintechs and investor groups.

Banking

Working with the largest regional banks on topics redefining the banking landscape including greenfield digital launches, digital transformations, fintech partnerships, modular banking, advanced data analytics capabilities as well as core banking subjects such as treasury and risk management

Fiscal

Working with regional finance ministries and tax authorities on their fiscal agendas including delivering end to end tax programs, diversifying non-oil revenue sources and implementing cost optimization programs

Asset and Wealth Management

Helping regional asset managers, sovereign wealth funds and pensions funds achieve their strategic ambitions; working on topics including investment or divestment strategies, improving operational efficiency and supporting M&A activities

Market Infrastructure

Supporting leading exchanges, clearing houses and payment providers on strategy design, improving market integrity support and privatization efforts; apart from established players we work with digital start-ups bringing best in class capabilities to the market infrastructure space

Insurance

Supporting regional insurers and reinsurers on strategy design and digital transformation topics; working closely with both established businesses looking to transform as well as new entrants pushing cutting-edge digital plays

Regulatory

Helping regional regulators deliver on both prudential and market development mandates; strengthening financial soundness and designing long term sector strategies

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

ENERGY AND NATURAL RESOURCES

Oliver Wyman advises clients along the end-to-end Energy 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, 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

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*

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

DIGITAL

We partner with clients to deliver breakthrough outcomes for their toughest digital challenges.

We blend the power of digital with deep industry expertise to tackle disruption and create impact. By building strong capabilities and culture, we accelerate and embed digital transformation.

Our people co-create and grow customer-focused solutions that win. We modernize technology and harness value from data and analytics. We build resilience so our clients are ready for tomorrow's risks and optimize operations for the future. Above all, we work collaboratively with our clients' leaders, employees, stakeholders, and customers to jointly define, design, and achieve lasting results.

REPRESENTATIVE REGIONAL PROJECTS INCLUDE

Digital Operations revamp for a large utility company in the GCC, including all meter-to-cash underlying technology and processes, improving service quality, throughput, cost-to-serve and customer experience

Artificial Intelligence/Machine Learning center of excellence design, build, operate and transfer for a big Islamic bank, over 18 months and more than 21 use cases

E-Invoice model definition, roadmap, architecture assessment, vendor selection and PMO

Develop a refreshed Smart Sector Strategy, PMO, and launch support of multiple digital solutions for a GCC national digital transformation program

ORGANIZATIONAL EFFECTIVENESS

We help our clients quickly adapt to address their most critical business challenges to achieve the outcomes that matter most. We use co-creation to unite your business experts with our global expertise so they can make breakthroughs on difficult organizational challenges with a more aligned and committed team to deliver on it.

Partnering with industry colleagues and client teams, we design organizations that can thrive in uncertainty and bring behavioural science to accelerate achieving people and business performance goals. Using techniques such as co-creation and design thinking, we unlock wisdom, create agility, and equip our clients to engage and get the best out of their people. We are partners on the journey to successful implementation, meaningful change, and lasting business results.

REPRESENTATIVE REGIONAL PROJECTS INCLUDE

Jobs roles, cadre and compensation system redesign for the entire Civil Service of a GCC country

Using co-design to build conviction and commitment in a Middle East Bank's pivoted strategy

Management team strategy and structure redesign for a leading MEA FS provider

Help the new leadership of a recently merged organization align around the new strategy and activate the integration plan

IMPLEMENTATION

We support our clients in translating their strategies from ideas into groundbreaking impact. We have deep understanding of strategy as well as the expertise and experience to transform it into material and sustainable results. Our approach is focused on enabling our clients to execute their strategies successfully over the long term, by working closely with their teams and by building their internal capabilities. We cater to each client's situation and tailor our approach to meet their specific needs.

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

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

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

Support the set up a new trading unit and development of an end-to-end trading operating and commercial model for the business of a GCC national oil company

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.

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