

Quicktake

 FTIDELTA™



Building a World-class Performing Arts Institution

**Market overview and opportunities
in the Middle East**

Investing in cultural and creative industries offers significant social and economic benefits

CULTURAL AND CREATIVE INDUSTRIES BENEFITS



Social benefits



Better quality of life and living standards



Creation of distinct cultural identity



Increase in “soft power” and reputation



Development of attractive real estate destinations



Economic benefits



Provision of employment opportunities



More direct foreign investment



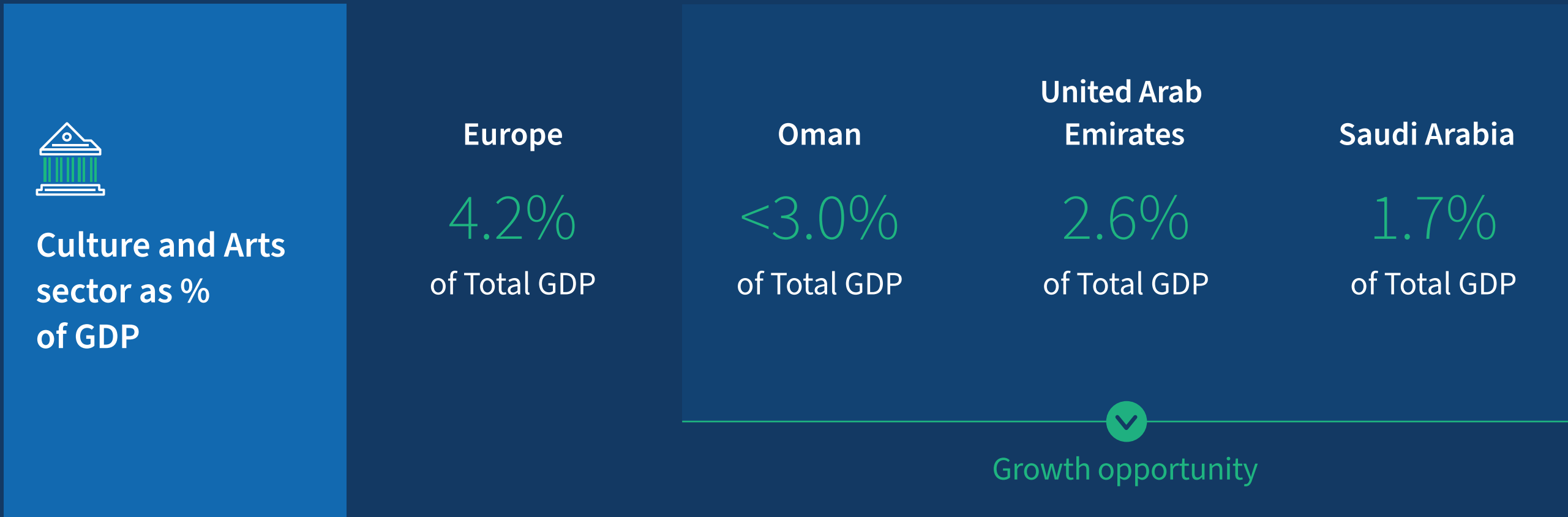
Creation of an ecosystem around cultural attractions



Build-up of ancillary and supporting industries

GCC states have recognized these benefits and have undertaken activities and investments to align more closely with leading markets

CULTURAL AND CREATIVE INDUSTRIES CONTRIBUTION



Recent initiatives and investments in GCC	Oman	United Arab Emirates	Saudi Arabia
	<p>Announced Oman Cultural Complex, seeking to promote cultural, literary, theatrical and research activities with a \$385 million investment</p> <p>Announced “Film City” with a projected investment of \$31.2 million</p>	<p>Abu Dhabi to invest AED 6 billion by 2026 for CCI</p> <p>With an ambition to reach 140k jobs by 2026, Dubai’s strategy attracted FDI of AED 11.8 billion in 2023</p>	<p>Investing in projects to increase CCI’s1 revenue generation to USD20 billion by 2030</p> <p>Allocated SAR 879 million for the movie sector</p>

Notes: 1) Cultural and creative industries.
Sources: FTI Delta analysis, news clippings

Recently, there has been a surge of interest in the performing arts scene within the region

PERFORMING ARTS – AN AREA OF FOCUS IN THE GCC



Recent activities to foster performing arts

Oman

Oman Culture Complex to include a National Theater with a 1,000-seat capacity auditorium

Hosts international theater festivals, e.g., in the Al Din Theater with over 20 participating countries

United Arab Emirates

Announced construction of two new theaters

Establishment of Sharjah Performing Arts Academy
Launched “Create Theater” initiative, with financial grant programs

Saudi Arabia

Announced construction of eight new theaters

Launched Saudi Theater Festival

Hosted first grand opera, “Zarqa Al Yamama”, in the King Fahad cultural center



Desired impact



Revitalization of communities

Can serve as centerpiece for development and cultural renewal due to its roots in the community



Creation of vibrant public spaces

Integrates into the urban setting, improving the quality of life for residents



Significant source of employment

E.g., 24% of all cultural jobs within the EU can be allocated to performing arts (or related) activities

Notes: 1) Definition for U.S. “Arts, Design, Entertainment, Sports & Media, definition for Europe and UK “Creative, Arts and Entertainment”

Sources: FTI Delta analysis, news clippings, Eurostat, Data USA

However, the level of maturity and sophistication in the performing arts scene varies significantly between countries

Kuwait

Maturity: High ↗
Current Effort: Mid →

Historically a performing arts powerhouse with plenty of talent

Bahrain

Maturity: Low ↘
Current Effort: Low ↘

Performing arts mainly imported for an expat audience

Egypt

Maturity: High ↗
Current Effort: Mid →

Important producing position within the Arabic-speaking world

UAE

Maturity: Mid →
Current Effort: High ↗

Possesses landmark buildings and has an activated “grassroots” scene of former artists

KSA

Maturity: Low ↘
Current Effort: High ↗

Nascent market that is gaining momentum with its Vision 2030

Qatar

Maturity: Low ↘
Current Effort: Mid ↗

Limited support to the performing arts ecosystem

Oman

Maturity: High ↗
Current Effort: Mid →

Pursued a strategy to become internationally recognized for elite performing arts

To advance the performing arts scene, overcoming challenges is essential, with the establishment of institutions being a key priority

PERFORMING ARTS AS LANDSCAPE CHALLENGES



Establishing these institutions requires a thorough, strategic approach addressing key questions

KEY QUESTIONS FOR INSTITUTIONS STRATEGY

WHY	WHAT	HOW Producing and commissioning model	HOW Operating model
<ul style="list-style-type: none"> Artistic value Socio-economic impact Reputation / Soft power Sector development Commercial focus 	<ul style="list-style-type: none"> Target audience Genre focus Philosophy Application of R&D Programme and use of spaces 	<ul style="list-style-type: none"> Leadership Content model Talent development Community engagement 	<ul style="list-style-type: none"> Main revenue source Facilities model Distribution channels Operational model
 <p>Defines the purpose of the institution</p>	 <p>Defines the programming of the institution</p>	 <p>Defines producing and commissioning model of the institution</p>	 <p>Defines the modus operandi of the institution</p>

How can FTI Delta support an institution's strategy definition and execution?



Frame the opportunity

Understand market insights and trends

Assess peer institutions

Understand target audiences

Identify gaps and opportunities



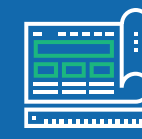
Defining the strategy

Create strategic positioning options of institution(s)

Identify unique programming focus areas and define relevant formats

Develop target audiences' activation approach

Build business case



Creating an activation plan

Define operating model

Develop incubation approaches

Create short-term action plan to get going right away

Draft implementation road map including key actions and milestones

To learn more, connect with our key leaders in the Sports, Media, and Entertainment practice across EMEA



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