Dubai Inc.
The Ultimate Public Private Partnership?
Dubai’s Population

Population 2007: 1.53 million (+35% 2005)

- UAE: 17.0%
- Other Countries: 5.6%
- USA: 0.2%
- Europe: 0.9%
- Arab: 9.1%
- Sri Lanka: 1.5%
- Philippines: 2.5%
- Bangladesh: 7.5%
- Pakistan: 13.3%
- India: 42.3%

Dubai’s Tourism Success

Number of guests more than tripled in 10 years from:
1.9 million in 1996 to
7 million in 2007
Dubai’s Tourism Success

- Americas: 7%
- UAE: 5%
- Other AGCC: 16%
- Non-AGCC Arab: 9%
- Asia: 22%
- Australasia & the Pacific: 3%
- Europe: 32%
- Africa (excl. Arab): 6%

Dubai’s Future Tourism Success


Author processed data including listing of planned projects by UniGlobe Dubai

Author processed data
Dubai World Central airport will cater to 120 million passengers

11/11/’07: Emirates signed a historic civil aviation aircraft order for 120 Airbus A350s, 11 A380s and 12 Boeing 777-300ERs worth an estimated $34.9bn in list prices.

Emirates' total order book now stands at 246 aircraft, all wide body, and worth over $60bn.
Dubai Shopping Festival: 3.3 million visitors in 2005 (US$1.8 Billion)

Sporting Events:
- Dubai World Cup: World’s Richest Horse Race
- Dubai Duty Free Tennis Open
- Dubai Desert Classic Golf Tournament
- Dubai A1 Grand Prix

Heritage Festivals:
- Ramadan festival and Eid celebrations
- National day
Attractions

- **US$5.7 Billion 'Dubailand'**
- **Including US$2 Billion Sports City:**
  - To add to water sports
  - Golf, cricket, tennis, and soccer schools
- **Shopping:**
  - Mega malls
  - Gold Souk
- **Heritage sites**
  - Dubai Museum, Sheikh Saeed’s House, The Bastakia, Hatta Heritage Village, Dubai Heritage and Diving Village, Old Souks, Majlis Um-Al Sheif
Dubai Inc.: The Ultimate Public Private Partnership?  ROBERT GOVERS

Latest Developments

Mixed-use projects which include:
● Hotel accommodation
● Apartments
● Second home ownership by foreigners
● Retail
● Entertainment
● Sports and health spa facilities
Adding 1500 km of coastline
Dubai’s Financescape

“Over the last 25 years, roughly 85,000 ‘high-net-worth’ Saudis invested a staggering $860 billion in American companies – an average of more than $10 million a person and a sum that is roughly equivalent to the gross domestic product of Spain.”

Dubai’s Financescape

Top emerging-market FDI recipients, 2006
(US$ bn)

Sources: National statistics; Economist Intelligence Unit; IMF; UNCTAD.


Dubai’s Financescape

### FDI inflows in relation to population, GDP and fixed investment (2007-11 average)

<table>
<thead>
<tr>
<th>Country</th>
<th>FDI inflows per head (US$)</th>
<th>Rank</th>
<th>FDI inflows/ GDP (%)</th>
<th>Rank</th>
<th>FDI inflows/ fixed investment (%)</th>
<th>Rank</th>
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<tbody>
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<td>6,883</td>
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</tbody>
</table>

Dubai’s Landscape

- 2007 land deals worth + US$ 30 billion
- 2,159 buildings completed at US$ 4 billion

Success Factors

- Leadership that is visionary, inspirational and embraces risks, that is demanding but supportive, and that builds confidence;
- A leaness of organisational structure and bureaucracy, which helps to speed things up;
- Openness to outside influence and competition, and to the views of all stakeholders;
- Good communication channels and access to decision-makers;
- A business culture founded on trust - but not without regulation where it is necessary to reinforce trust and confidence in the system.

In *Sand to Silicon* Sampler and Eigner (2003)
Success Factors

- Entrepreneurial ruling family
- Integrated development
- Public Private Partnership
- International standards
- Iconic projects
- Local and Foreign investment
- Tolerant

Kit Jenkins @ Tourism: State of the Art conference, Glasgow, June 27-30, 2004
Effects on Marine ecosystem unknown

There has been a crack-down on prostitution

Inflation and competition?

Five-star hotels in Dubai using up to 225 per cent more energy than their counterparts in Europe*

Along with North America and Australia, the Arabian Gulf has one of the world’s highest CO2 emissions on a per capita basis*

“Think of Dubai as a corporation and Mohammed its chief executive--without a board of directors getting in his way”

Public-Private?