

The Metaverse's Growing Pains — Where Do We Go From Here?

FTI Consulting: Metaverse Credentials and POV Discussion



The metaverse has gone through a massive hype cycle, both consumer- and investment-led, in the last 18 months

This is not unique when considering transformative concepts and is arguably a good way to apply technological Darwinism

Now is a good time to get REAL and assess the next stage of the evolution of the metaverse



While the initial hype has died down...

- The shift in consumer behavior has begun
- Businesses continue to experiment and are already identifying where value can be created
- Tech funding and venture investment on substantive projects remain high

To identify true opportunities, we need a datadriven approach to separate myths from realities





Part 1: Getting Real — What's the State of Play?

Insight #1: Customer Perspectives



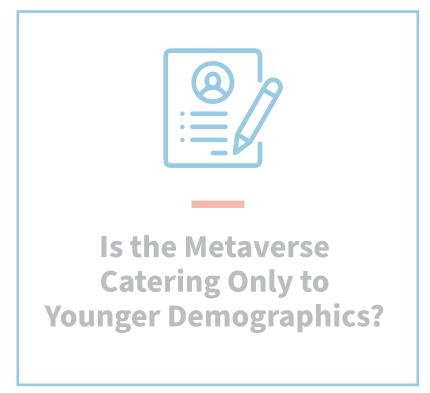
PART 1: GETTING REAL — WHAT'S THE STATE OF PLAY?



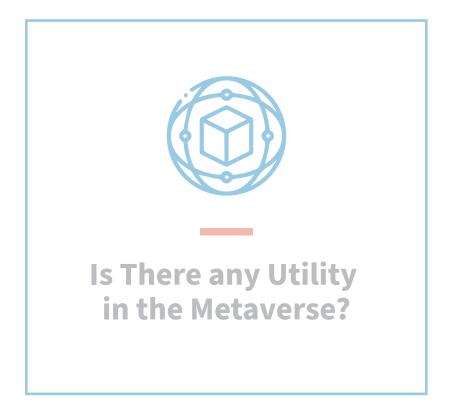




PART 2: WHAT IS REAL, WHAT IS NOT — WHAT DOES THE DATA TELL US?

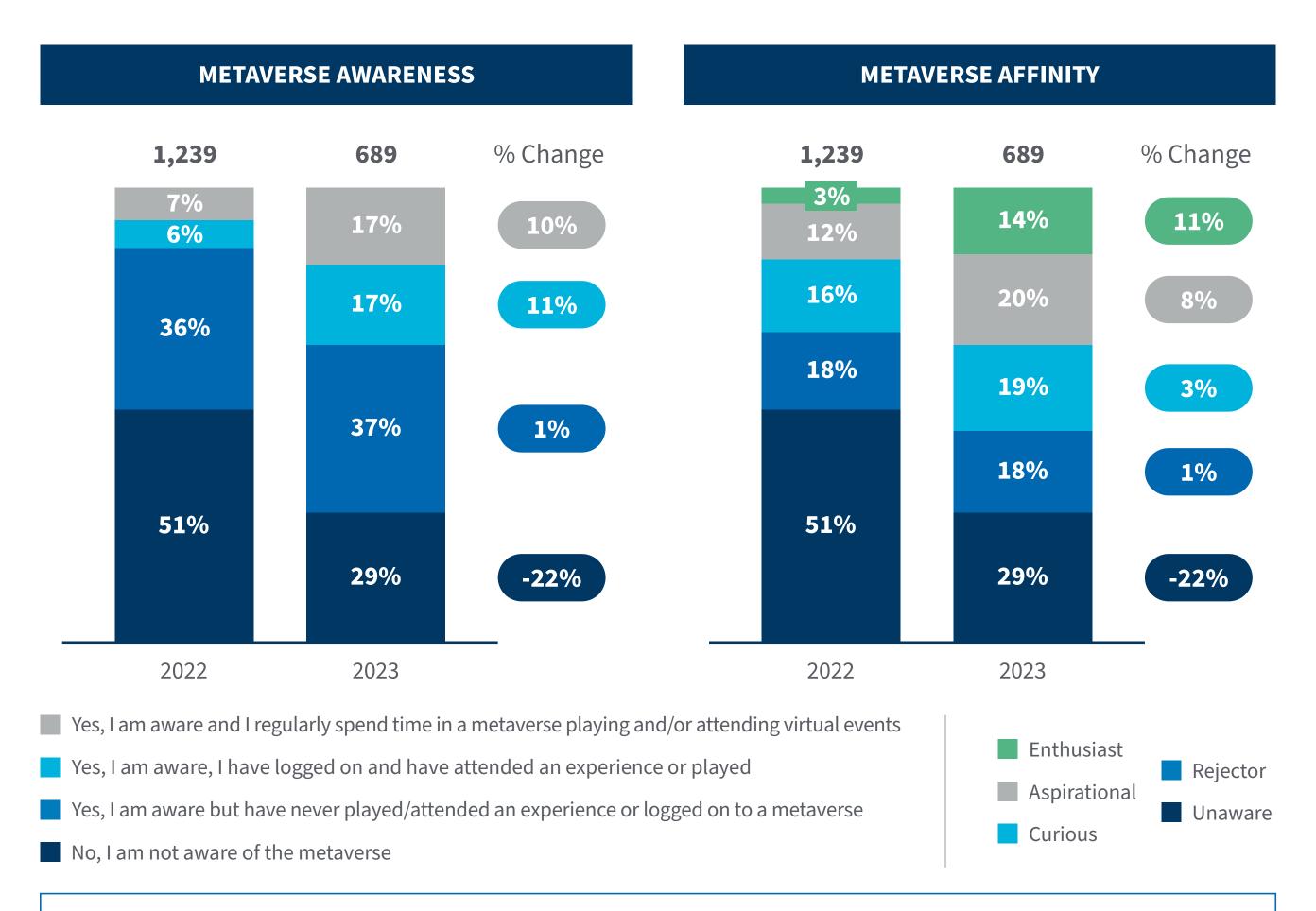








Although Metaverse Awareness is Increasing, Enthusiasts Remain a Small Portion of the Population



Metaverse Awareness Survey Question: Are you aware of the concept for a new set of digital experiences called the metaverse? **Segment Definitions:** *Curious* individuals have little participation currently in the metaverse, but will probably engage in the future either through NFTs or experiences; *Aspirational* individuals currently participate in some metaverse experiences and are likely to continue participating in the future; *Enthusiasts* currently participate in a variety of metaverse experiences, have purchased NFTs and are very likely to engage in metaverse activities in the future.



New Consumer Use Cases and Paradigms are Some of the Fundamental Shifts that are Taking Place as a Result of the Metaverse

VIRTUAL IDENTITY & PRESENCE

Meaning of personal identity is changing as people spend more time in virtual worlds. Money spent on in-game cosmetics shows users value virtual appearance.

DIGITAL PARTICIPATION

Nature of interactions is evolving, becoming more persistent and perpetual. Connections to others are made across multiple devices.

DIGITAL OWNERSHIP

Economics of acquisition and value creation with digital objects is changing. NFTs and similar technology allow consumers to own and transact digital goods.

VIRTUAL TRIBES & SOCIETIES

Nature of social relationships, norms and group behavior changing and adapting to virtual spaces.

CREATOR-CONSUMER CONVERGENCE

Blurring of creation and consumption paterns. Users creating experiences as part of the experience itself.

BEHAVIORAL TWINNING

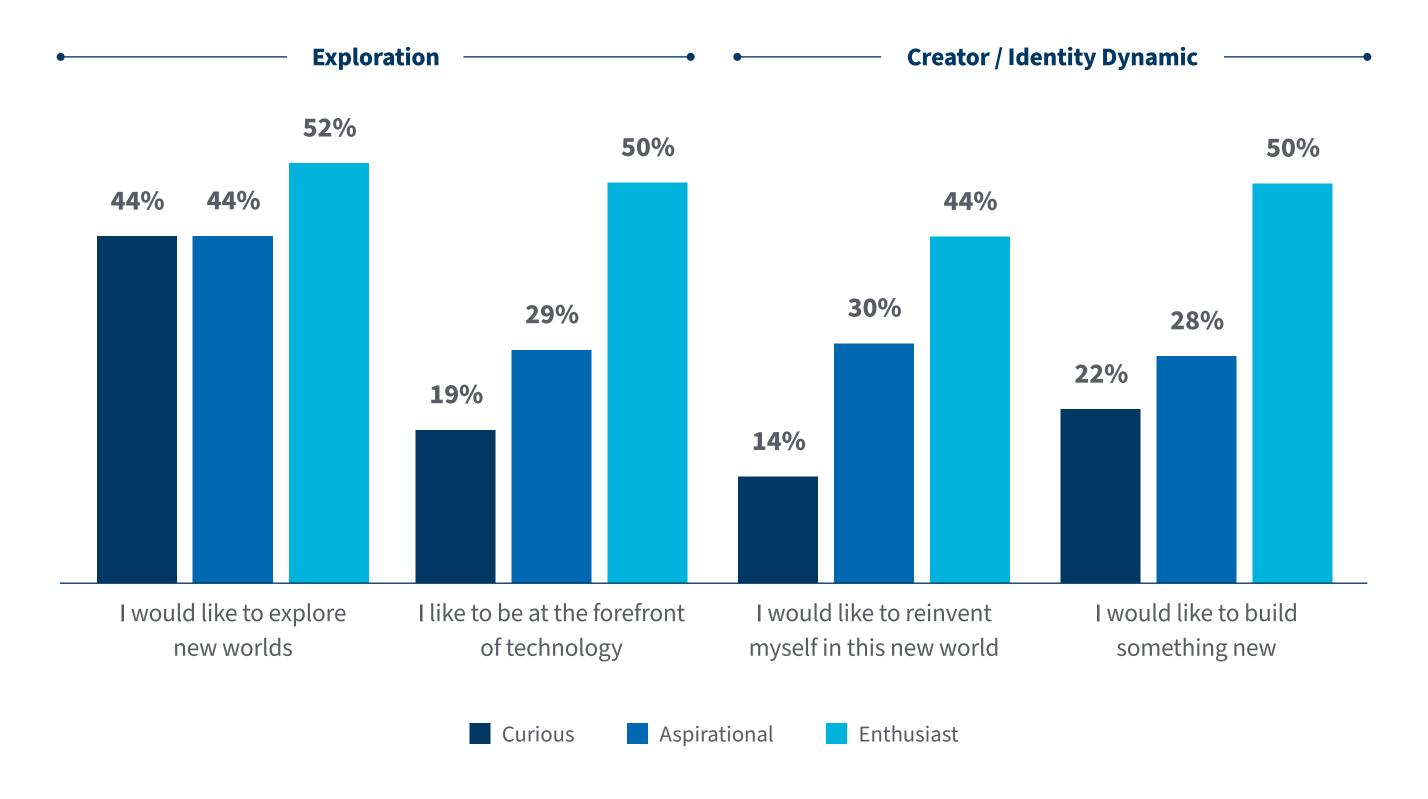
Crossover emulation between physical and digital behavior. Concerts, events, hangouts going digital.



Exploration and the Ability to Create are Key Drivers of Consumer Interest in the Metaverse...

WHY ARE YOU INTERESTED IN PARTICIPATING IN THE METAVERSE?

(% of respondents, n=780)



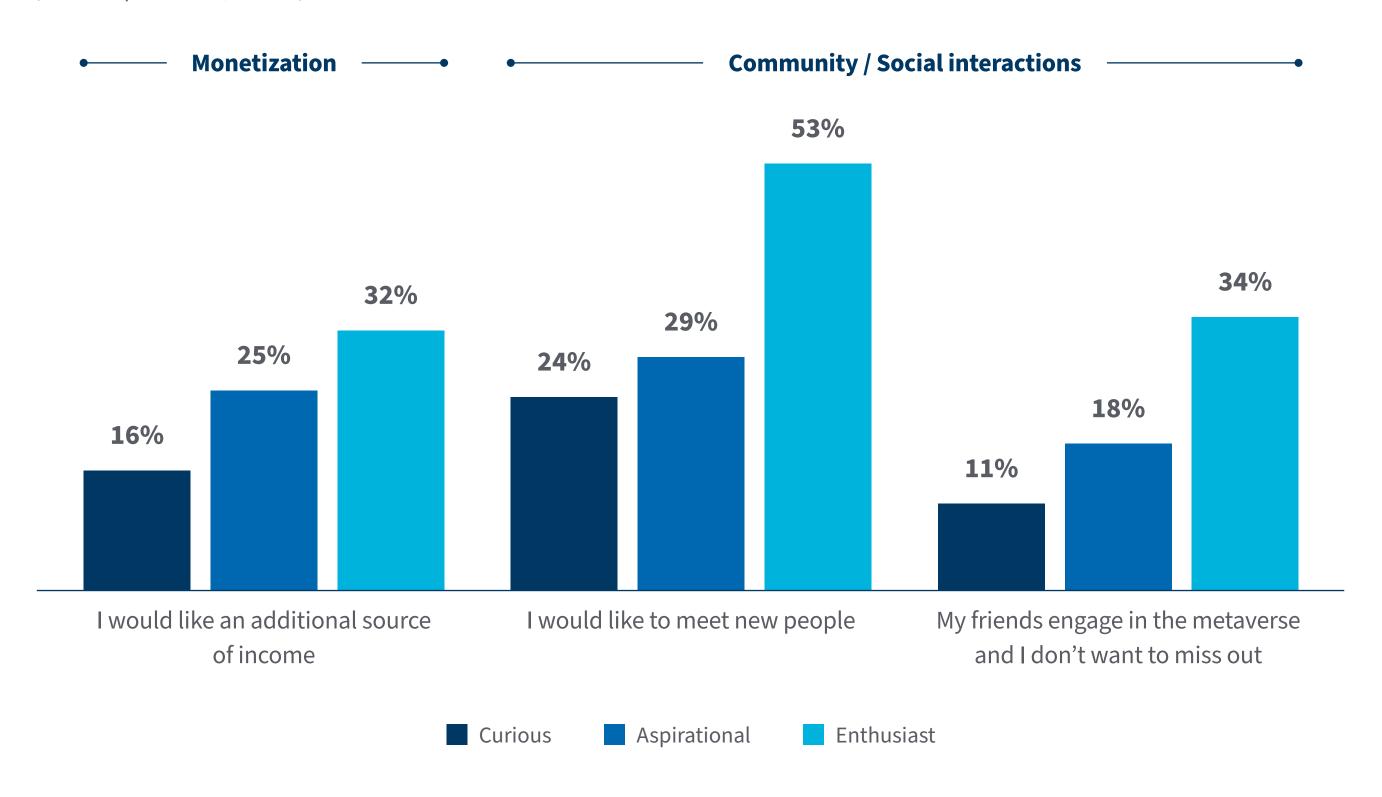
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... While Monetization Ranks Lower in Terms of Importance; Social Interactions Remain Relevant, Especially for Metaverse Enthusiasts

WHY ARE YOU INTERESTED IN PARTICIPATING IN THE METAVERSE?

(% of respondents, n=780)



Segment Definitions: *Curious* individuals have little participation currently in the metaverse, but will probably engage in the future either through NFTs or experiences; *Aspirational* individuals currently participate in some metaverse experiences and are likely to continue participating in the future; *Enthusiasts* currently participate in a variety of metaverse experiences, have purchased NFTs and are very likely to engage in metaverse activities in the future.

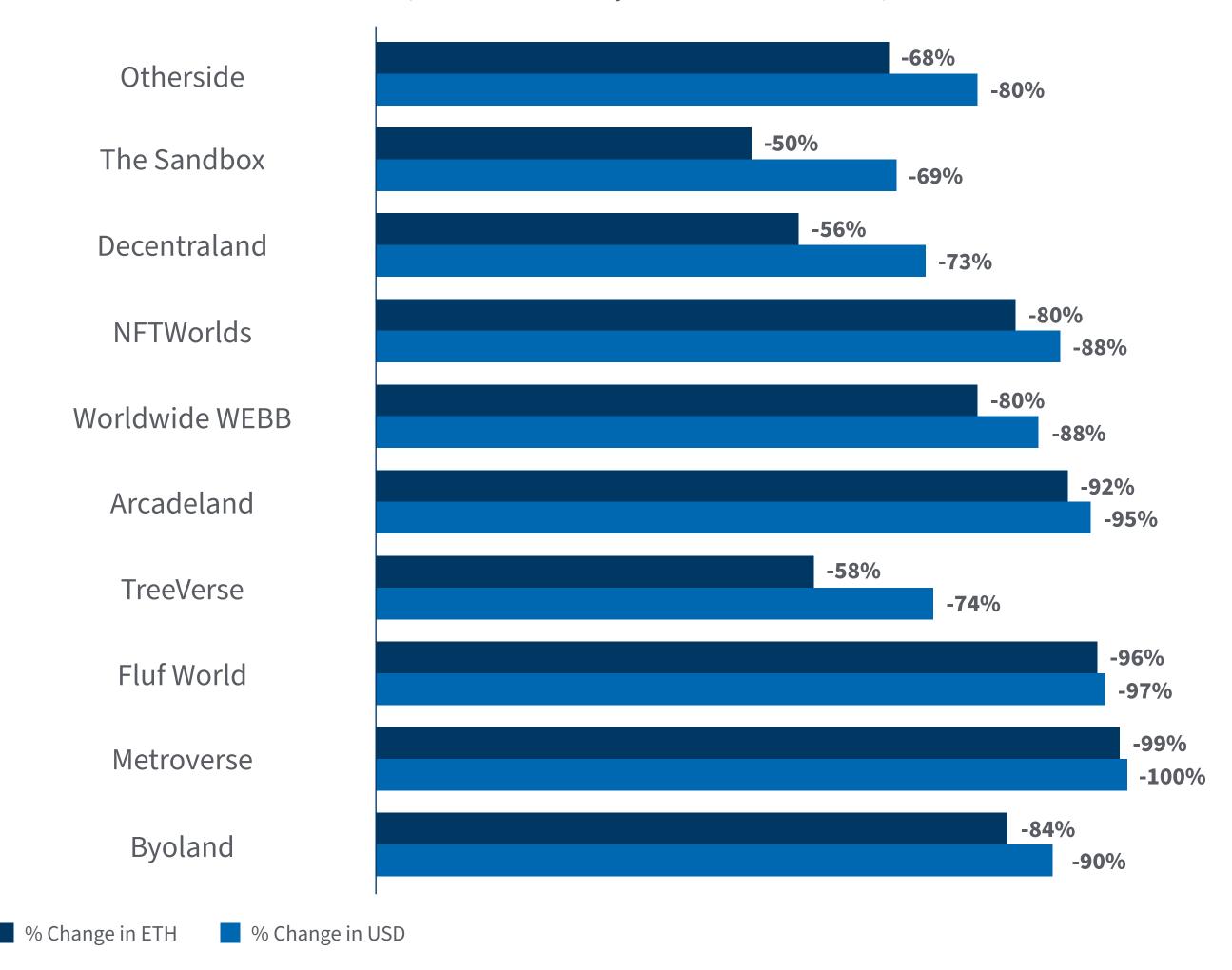


Consumer intent has not yet fully translated to sustained commercial activity



Despite Virtual Land Sales as an Early Indicator of Potential Consumer Interest, all Major Projects Have Seen Steep Declines in Value

METAVERSE LAND FLOOR PRICES (% decrease from May 1, 2022 to March 17, 2023)

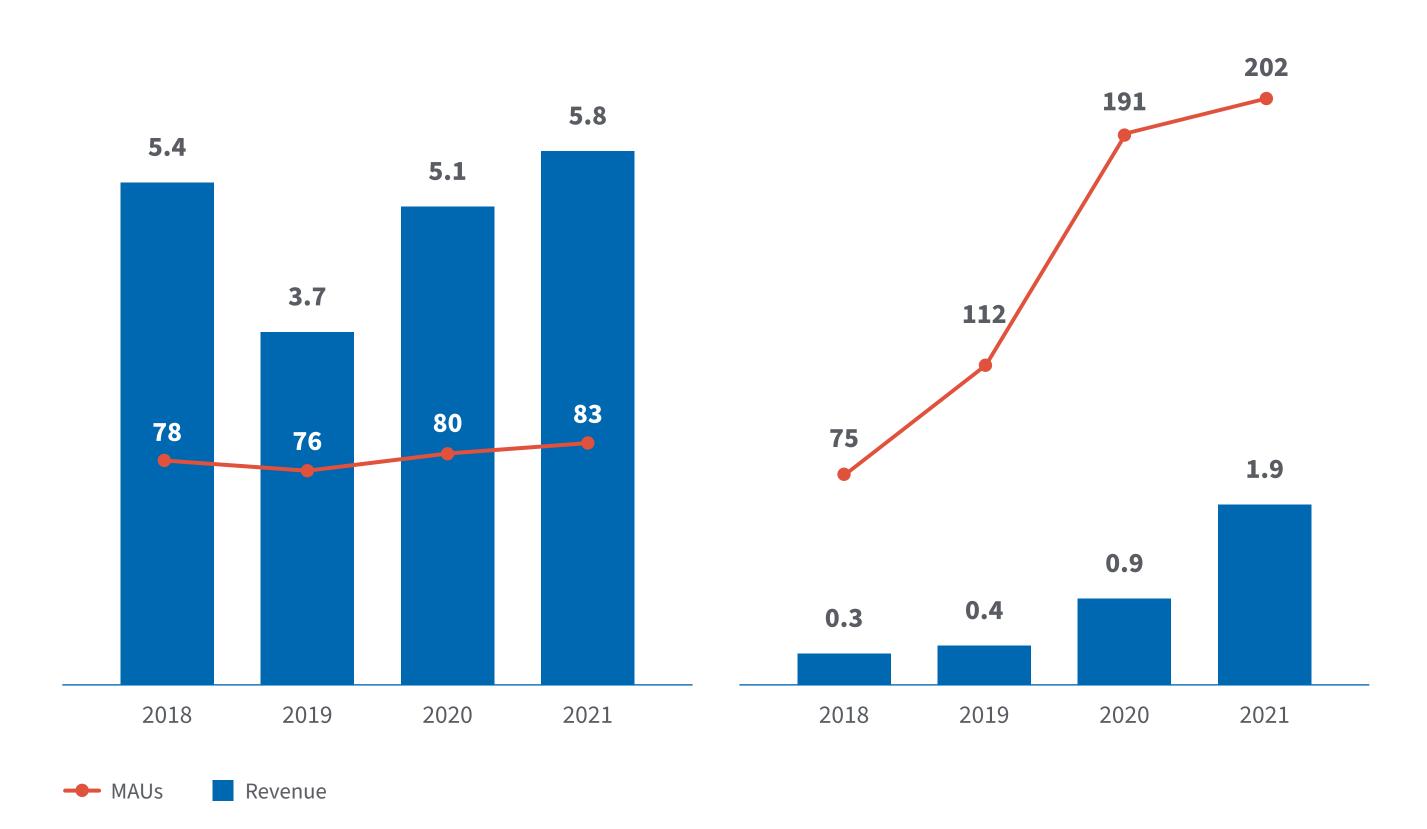




... and Growth in MAUs, and Revenue for Fortnite and Roblox, Have Been Positive but Slowing as Consumer Interest Matures After the Initial Hype



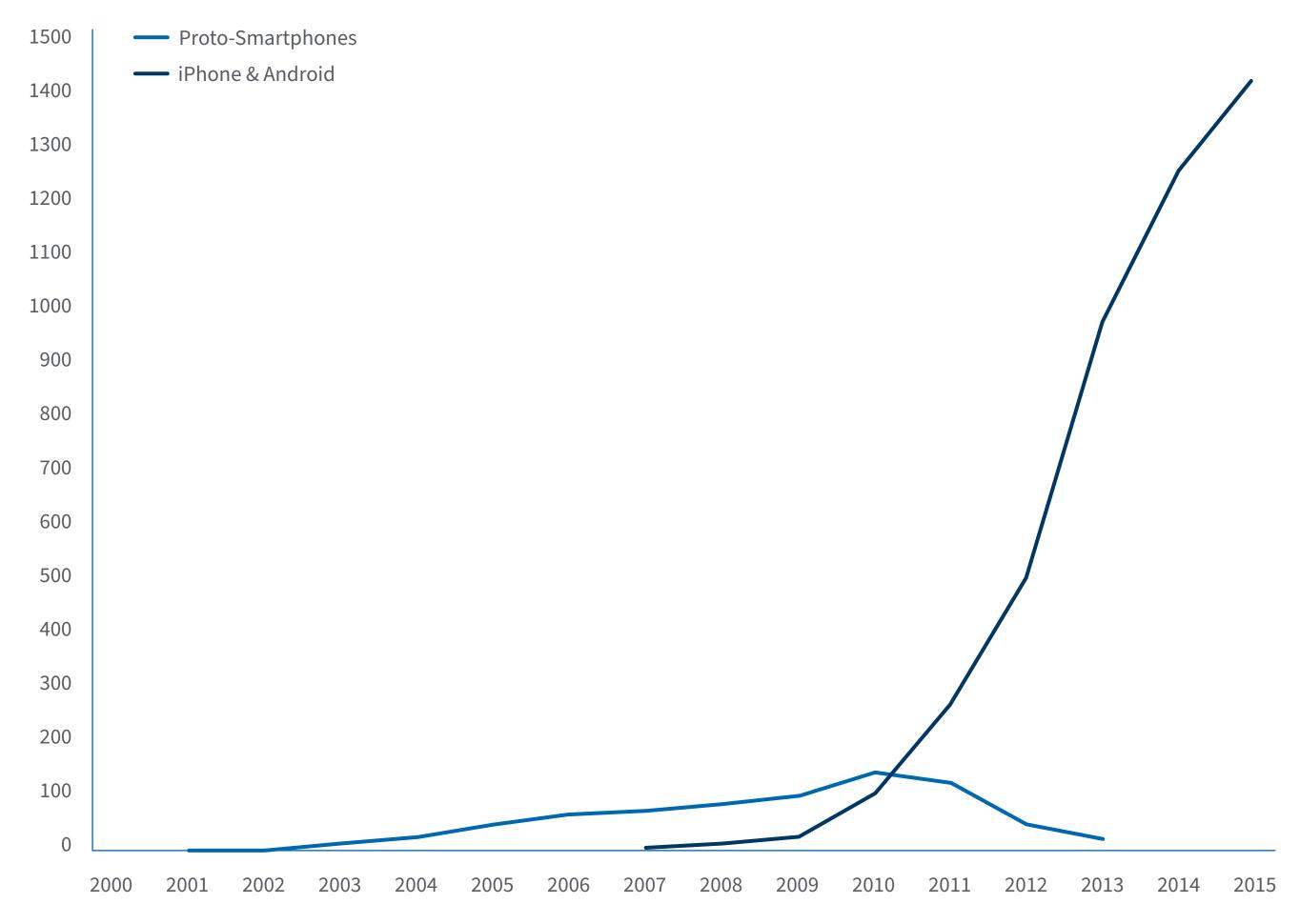
ROBLOX REVENUE (BILLIONS) AND MONTHLY ACTIVE USERS (MILLIONS)





The Future Can Take a Long Time to Arrive: Smartphone Sales Growth may Foreshadow the Adoption Trajectory of the Metaverse

SMARTPHONE UNIT SALES (Millions)







The metaverse is still in a nascent stage, especially in terms of consumer adoption

Continued technological development and corporate investment are likely to drive an increase in the number of use cases and therefore consumer involvement and participation





Part 1: Getting real — What's the State of Play?

Insight #2: Corporate Perspectives



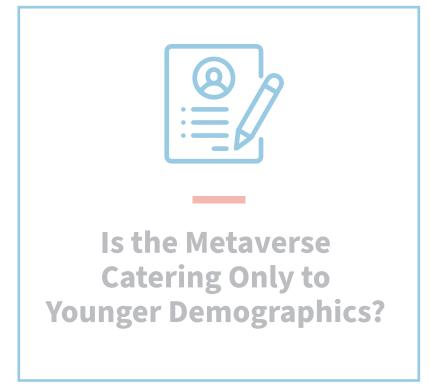
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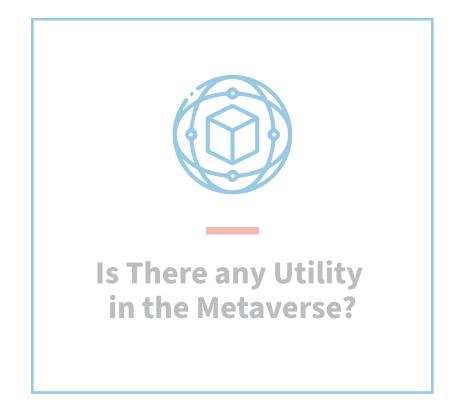




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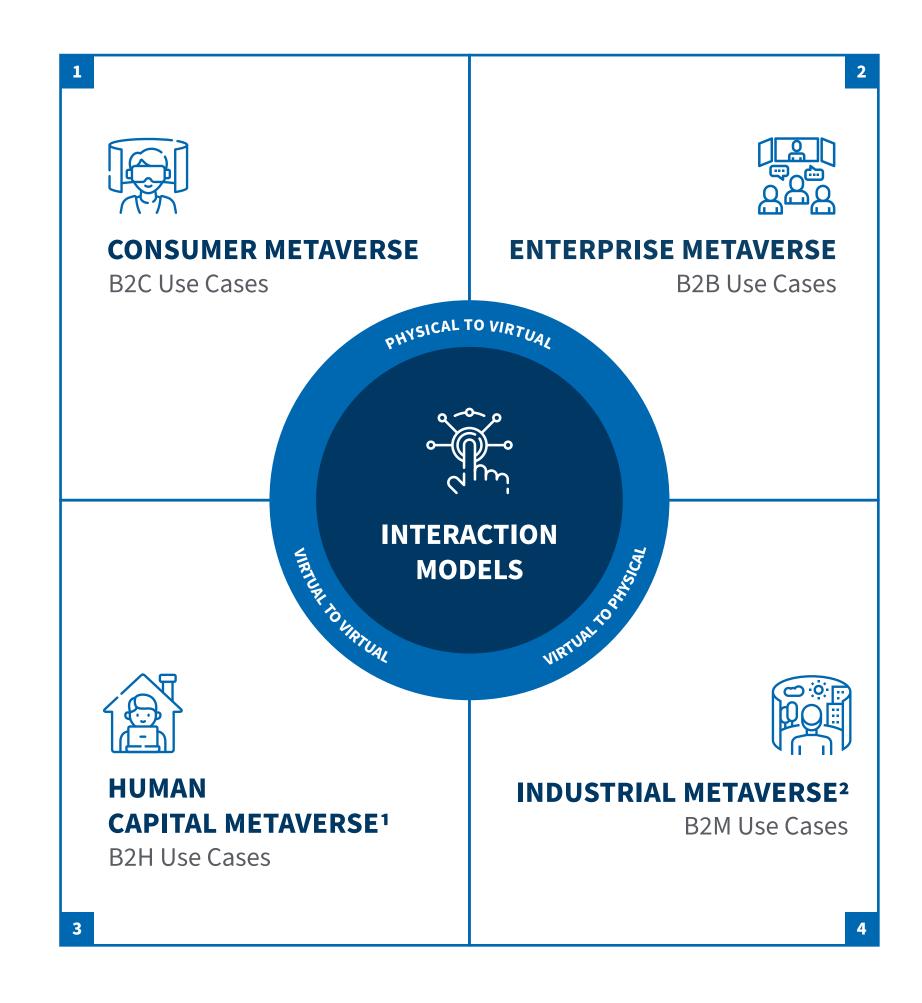


Corporations are Beginning to Explore the Metaverse with Four Key Domains in Mind

What customer value is enabled through the new business models?

How is this value delivered through new interaction models?

How is this value created through new ways of working with human and machine capital?

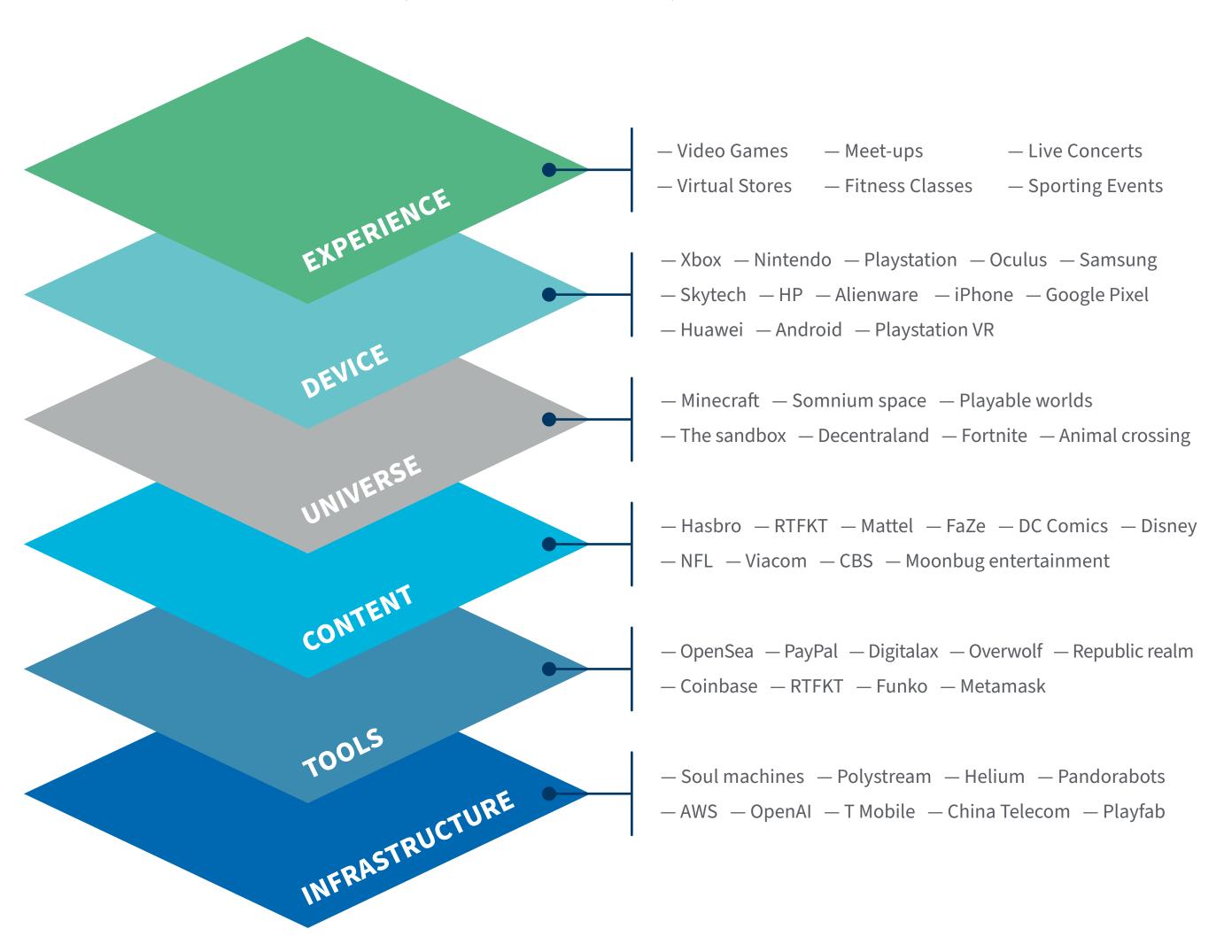


Notes: ¹Human capital metaverse refers to the opportunity to teach and develop individuals through specialized training opportunities in the metaverse; ²Industrial metaverse refers to the development, testing and organization of industrial processes in a simulated world to assess and improve productivity **Source:** FTI Consulting Research and Analysis



In Charting Their Paths in the Metaverse, Corporations are Making Strategic Choices on Where to Participate

THE METAVERSE "LAYER CAKE" (Illustrative / Non-exhaustive)





Tech Companies Have Been Approaching the Metaverse from a Variety of Angles, Ranging from Investment to Development Tools to Filing Patents for Future Growth

SOME SUCCESS STORIES / PROMINENT CASE STUDIES

AR & MR Studio

UNITY

- Launched MARS, a mixed & augmented reality studio
- Most powerful tool on the market to create mixed-reality experiences

APPLE

Augmented Reality SDK

- ARKit 5 Apple's Augmented Reality
- Software Development Kit
- The SDK comes with a library full of AR code

GOOGLE

Metaverse Funds

Google has invested \$39.5 million in a PE fund for all metaverse projects

AMAZON

Al Patents

- Amazon has filed two patent applications with the USPTO
 - Robots featuring Al
 - Robots for security
 - Retail stores for robots

REQUIREMENTS / CHALLENGES



Upfront costs and complexity of the projects



Required digital literacy



Interoperability between platforms



High cost of devices



Retailers and Brands Have Been Early Adopters of the Metaverse, but to Extract Maximum Value, a Holistic Metaverse Strategy is Required

SOME SUCCESS STORIES / PROMINENT CASE STUDIES

Metaverse Experiences

NIKE

- Roblox 2021
- 20+ million total visitors
- Games, events, gear

GAP

NFTs with Physical Products

- GAP NFT Website 2022
- Collection of NFT hoodies; collectors receive real sweatshirts

CHARLOTTE TILBURY

Virtual Store with Video Chat

- CT virtual store 2021
- Live events, video chat for shared shopping experiences

FENDI, LEDGER

Physical Accessories

- Fashion Week 2022
- Accessories for crypto hardware wallets

REQUIREMENTS / CHALLENGES







Reimagine brick-andmortar

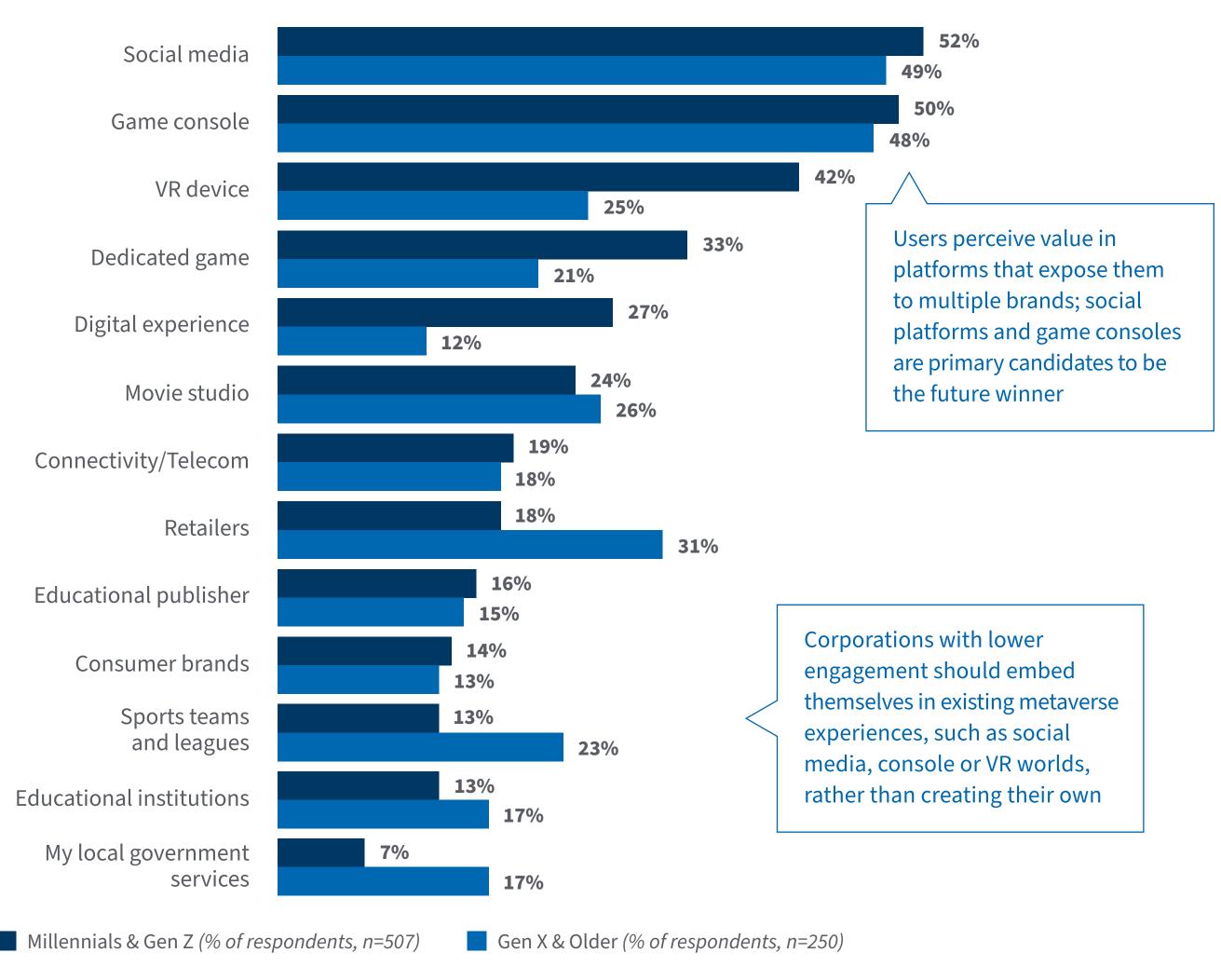


Embrace Al



Consumers Want a Cohesive Experience on Mature Platforms Vs. a Fragmented Set of Walled Gardens

If each of the following types of organizations offered its dedicated version of the metaverse with associated experiences and content, which would you consider using?



Building the right experiences and tools to realize the ultimate vision of the metaverse and consumer adoption will require significant investment

Both strategic and financial sponsors are deploying capital to accompany the development of various components of the metaverse value chain





Part 1: Getting real — What's the State of Play?

Insight #3: Investment Perspectives



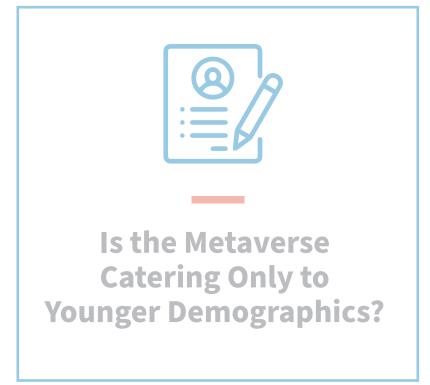
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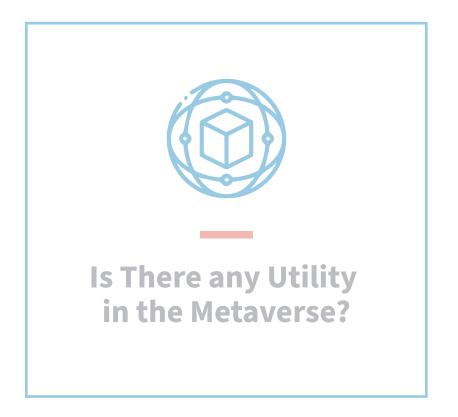




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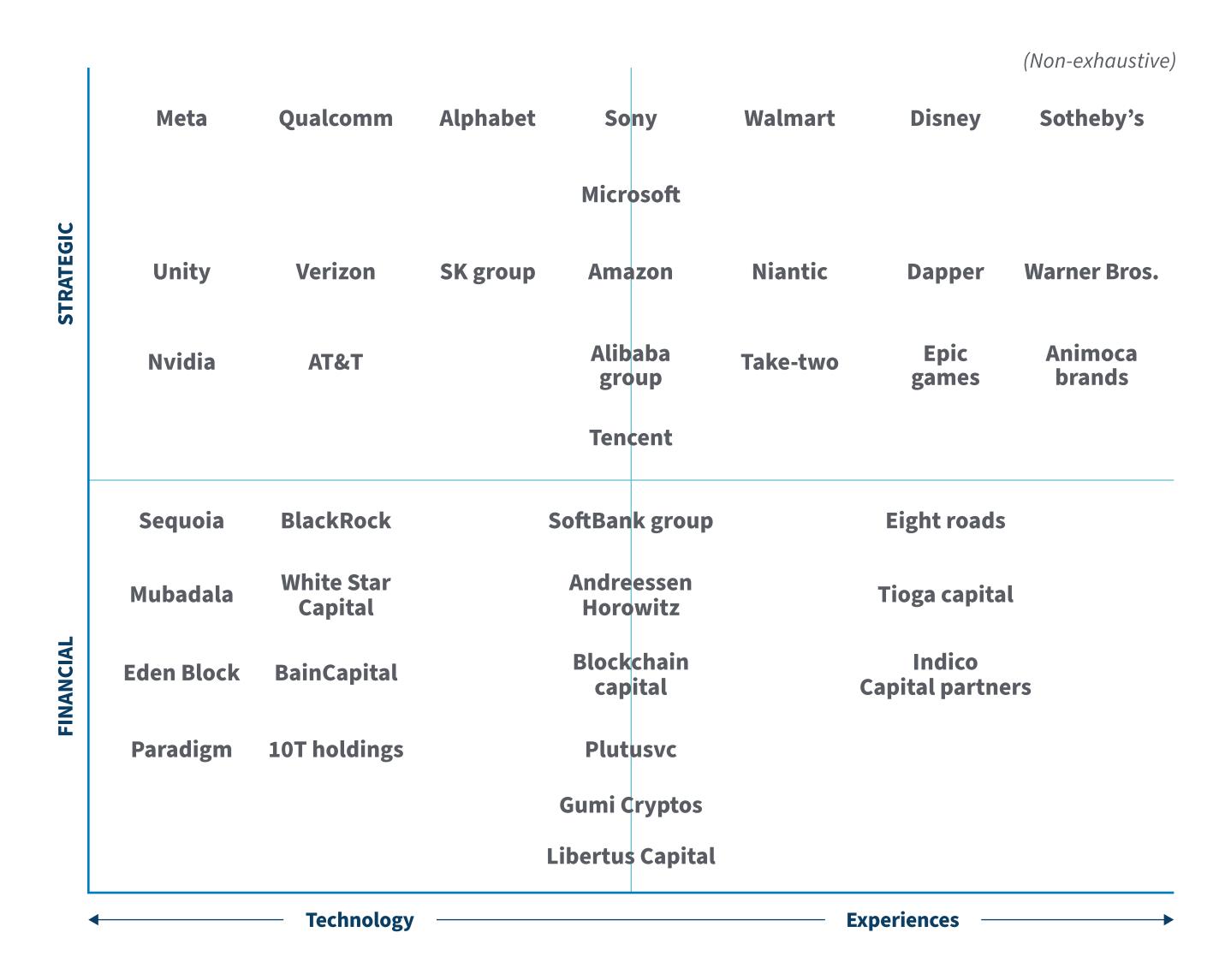








Investment Started with the VC and Tech Communities and Has Now Spread to Blue Chips and Consumer Goods Brands





The Metaverse Has Seen Significant Investment Since 2016 Across all Layers, with Outsized Investment in the Experience and Technology Layers





112 companies



454 deals



\$8.4 billions deal volume

Immersive hardware used by customers to engage with the metaverse





1,572 companies



4,561 deals



\$41.2 billions deal volume

Content
developed for the
metaverse,
targeting
individuals and
enterprises





1,420 companies



3,012 deals

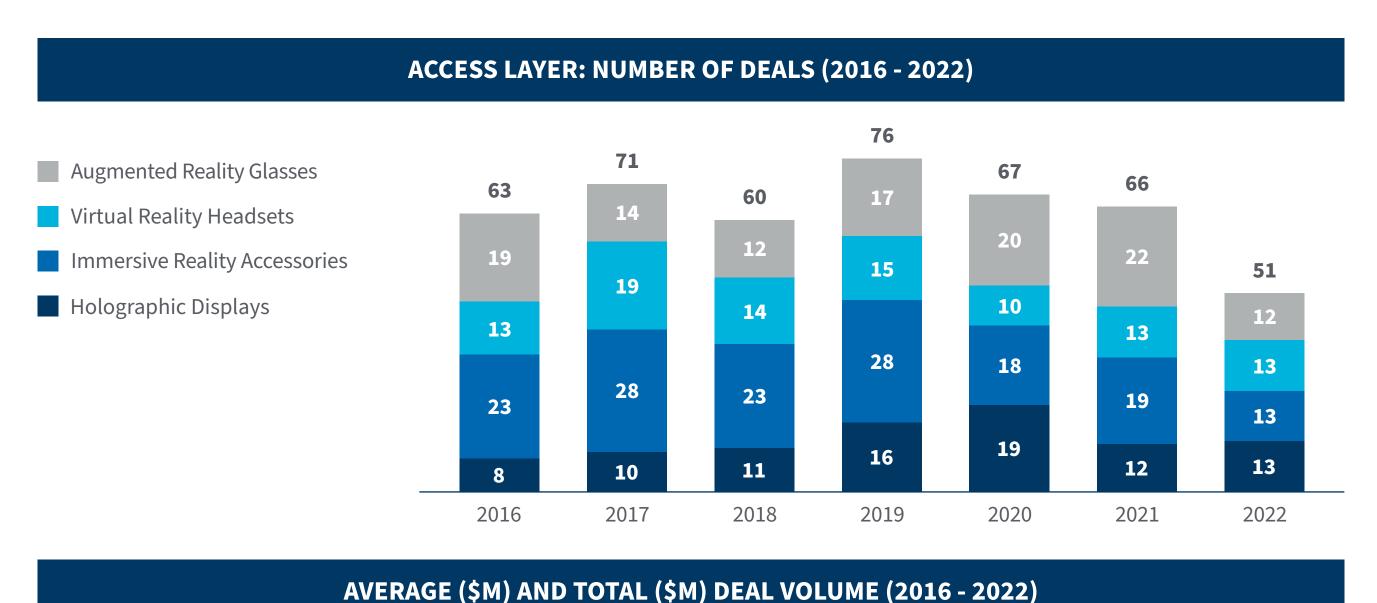


\$41.0 billions deal volume

Infrastructure technologies to power the metaverse



Access Layer: While Deal Count in the Access Layer Has Been Steadily Low Over the Past 7 Years, Deal Volume is Driven by a Few Large Transactions





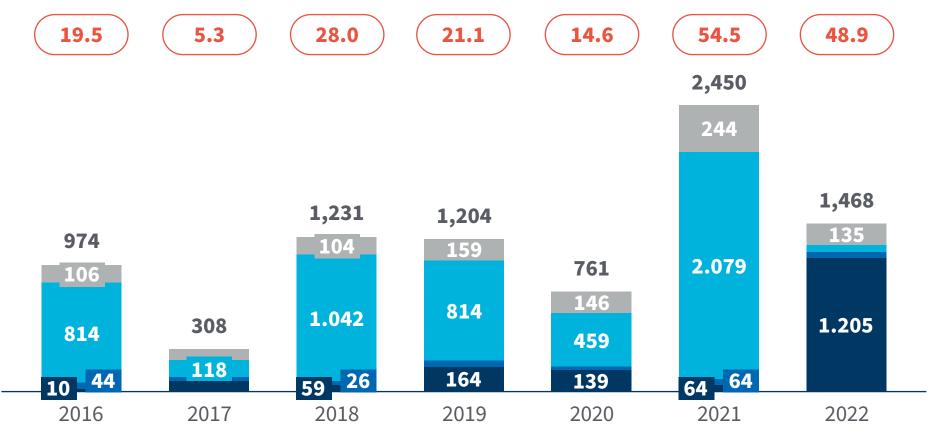


Augmented Reality Glasses

Virtual Reality Headsets

Immersive Reality Accessories

Holographic Displays



Note: Information displayed based on closed deals in the metaverse space **Source:** Pitchbook, FTI Consulting Research and Analysis



Experience Layer: Historically, IoT Has Shown the Highest Funding Activity in Terms of Both Deal Number and Value

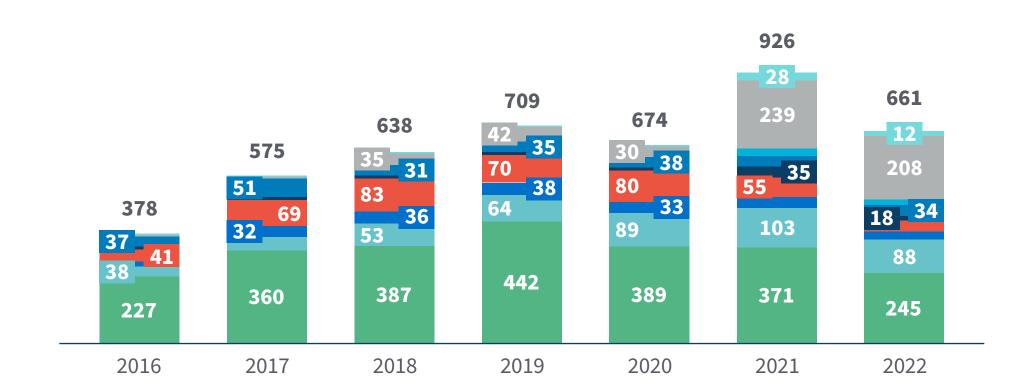
EXPERIENCE LAYER: NUMBER OF DEALS (2016 - 2022)

Entertainment

- Art & Collectibles
- Blockchain Gaming
- Decentralized Social Media
- Immersive Gaming
- Music & Events

Enterprise

- Collaboration & Prod.
- Industrial Immersive
- Industrial Digital Twins
- Industrial IoT



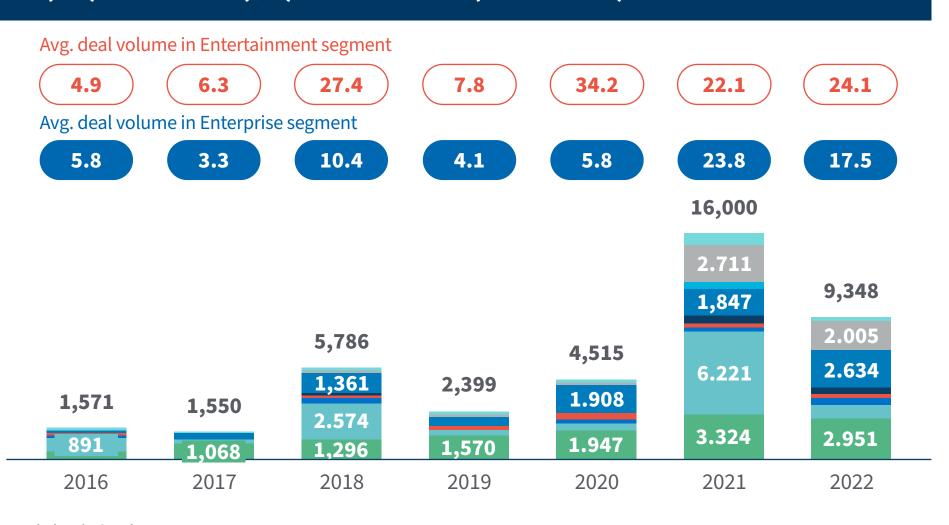
AVERAGE (\$M) AND TOTAL (\$M) DEAL VOLUME (2016 - 2022)

Entertainment

- Art & Collectibles
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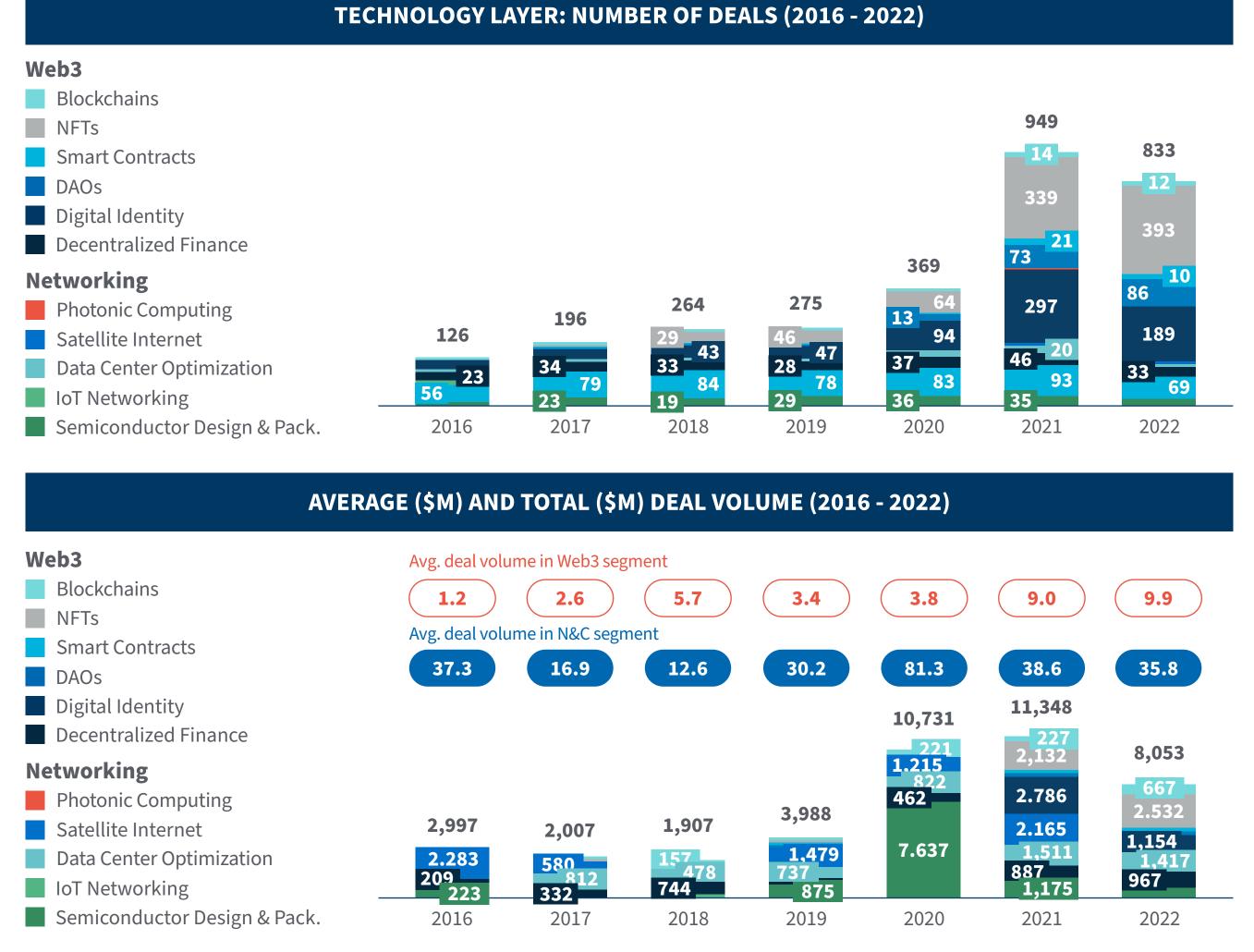
- Collaboration & Prod.
- Industrial Immersive
- Industrial Digital Twins
- Industrial IoT



Note: Information displayed based on closed deals in the metaverse space **Source:** Pitchbook, FTI Consulting Research and Analysis



Technology Layer: Driven by the Exponential Rise of Interest in NFT and DeFi, Technology Has Attracted Significantly Larger Investments Since 2020

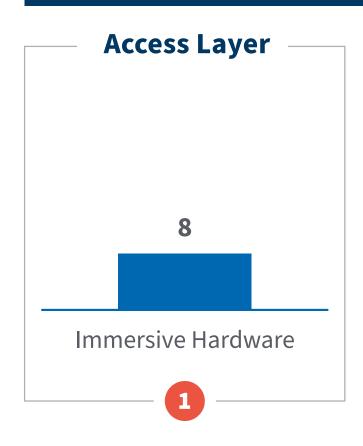


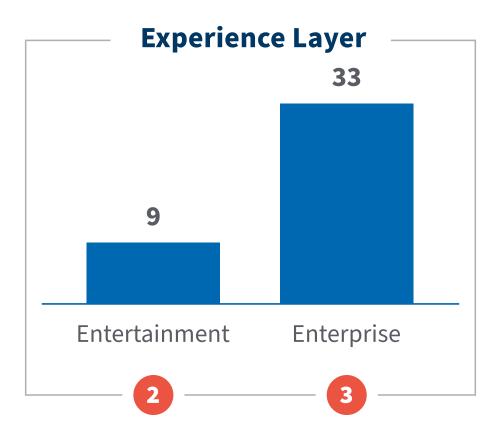
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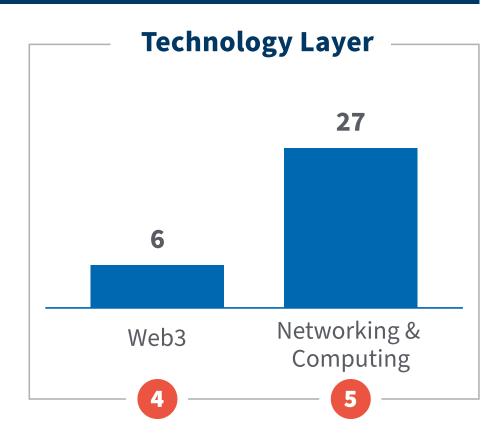


There is a Direct Correlation Between the Stage of Development of a Metaverse Layer and the Potential Risk and Returns of Investment in it

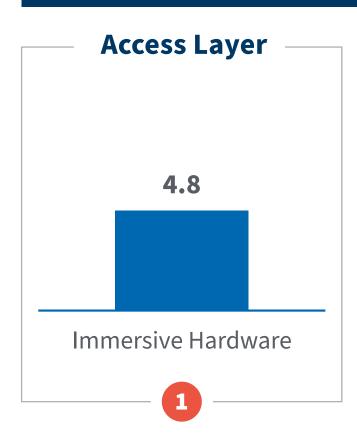
NUMBER OF COMPANIES WITH 3+ DEALS FROM 2016 to 20221

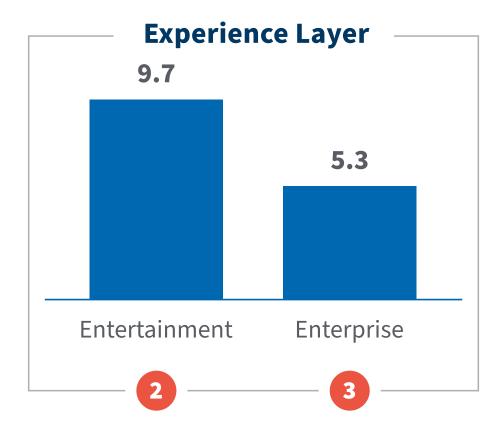


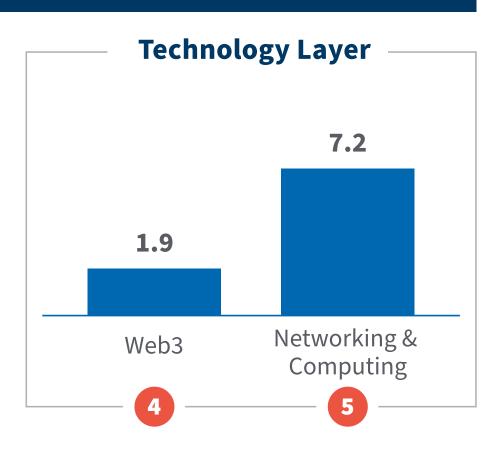




TOTAL RAISED (\$BN) BY COMPANIES WITH 3+ DEALS FROM 2016 to 2022







Note: Information displayed based on closed deals in the metaverse space.

1) Analysing companies with pre-money valuation >\$10m **Source:** Pitchbook, FTI Consulting Research and Analysis



The Enterprise and Network & Computing Segments are the Most Mature Layers with the Least Investment Risk and Shortest Investment Horizon

	Low / Short High / Long	Layer Maturity	Investment Horizon	Investment Risk
1	ACCESS: IMMERSIVE HARDWARE Immersive Hardware is a challenging vertical due to advanced technological requirements, high capex needs and tough competition			
2	EXPERIENCE: ENTERTAINMENT The Entertainment segment can potentially exploit a large, still-untapped customer demand, pending stronger infrastructure and access hardware			
3	EXPERIENCE: ENTERPRISE The Enterprise segment is driven by companies craving to implement new solutions to boost productivity and efficiency and improve working conditions (e.g. WFH)			
4	TECHNOLOGY: WEB3 Web3 is a volatile segment with outsized participation, but with a low survivability rate in the medium to long term			
5	TECHNOLOGY: NETWORKING & COMPUTE Networking & Computing segment is mainly driven by strong demand for better infrastructure and is perceived as having safer returns in the medium to long term by investors			



As the Metaverse is Still in its Early Stage, Investors with a Long-term View and an Eye to Building "Segment Champions" are Likely to Drive M&A Activity

M&A MARKET DEVELOPMENT

The Enterprise segment is driven by companies craving to implement new solutions to boost productivity and efficiency and improve working conditions (e.g., WFH)

WIN-ALL CHAMPION ON THE STAGE

Consolidation around single players within certain sub-verticals to create a win-all champion at early industry development stage

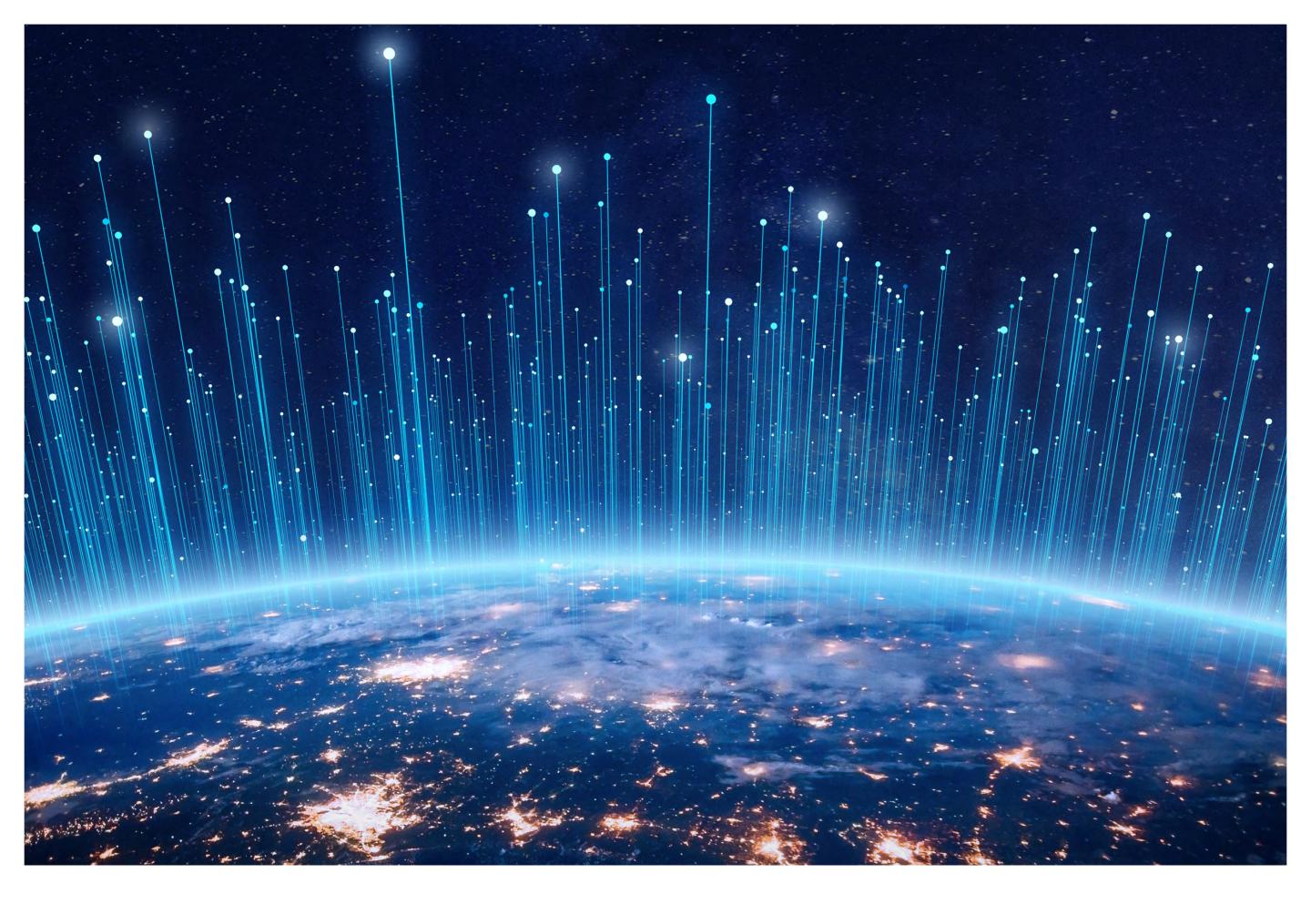
INCREASING FOCUS ON RISK, RETURN & MATURITY

The M&A track record shows increasing investor focus on sub-verticals with a visible customer base, more tangible use cases and a well-defined positioning within the current and future metaverse ecosystem

INVESTOR TYPE & EXITS

Acquisition by a strategic investor is currently the most common exit path





Part 2: What Is Real, What Is not — What Does The Data Tell Us?

Insight #4: Is the Metaverse catering Only to younger demographics?



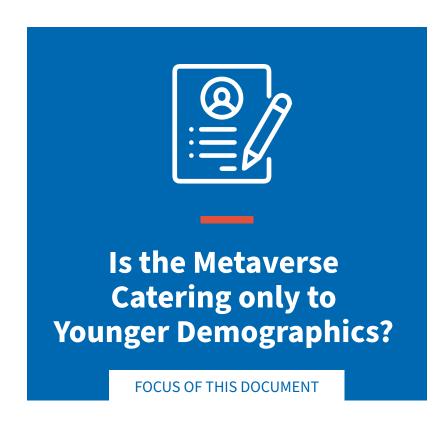
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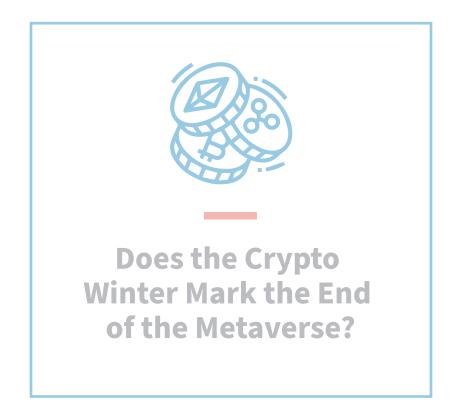


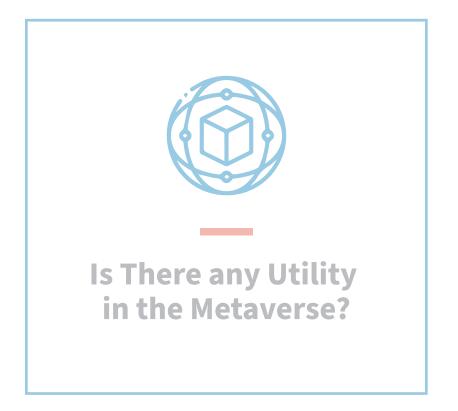




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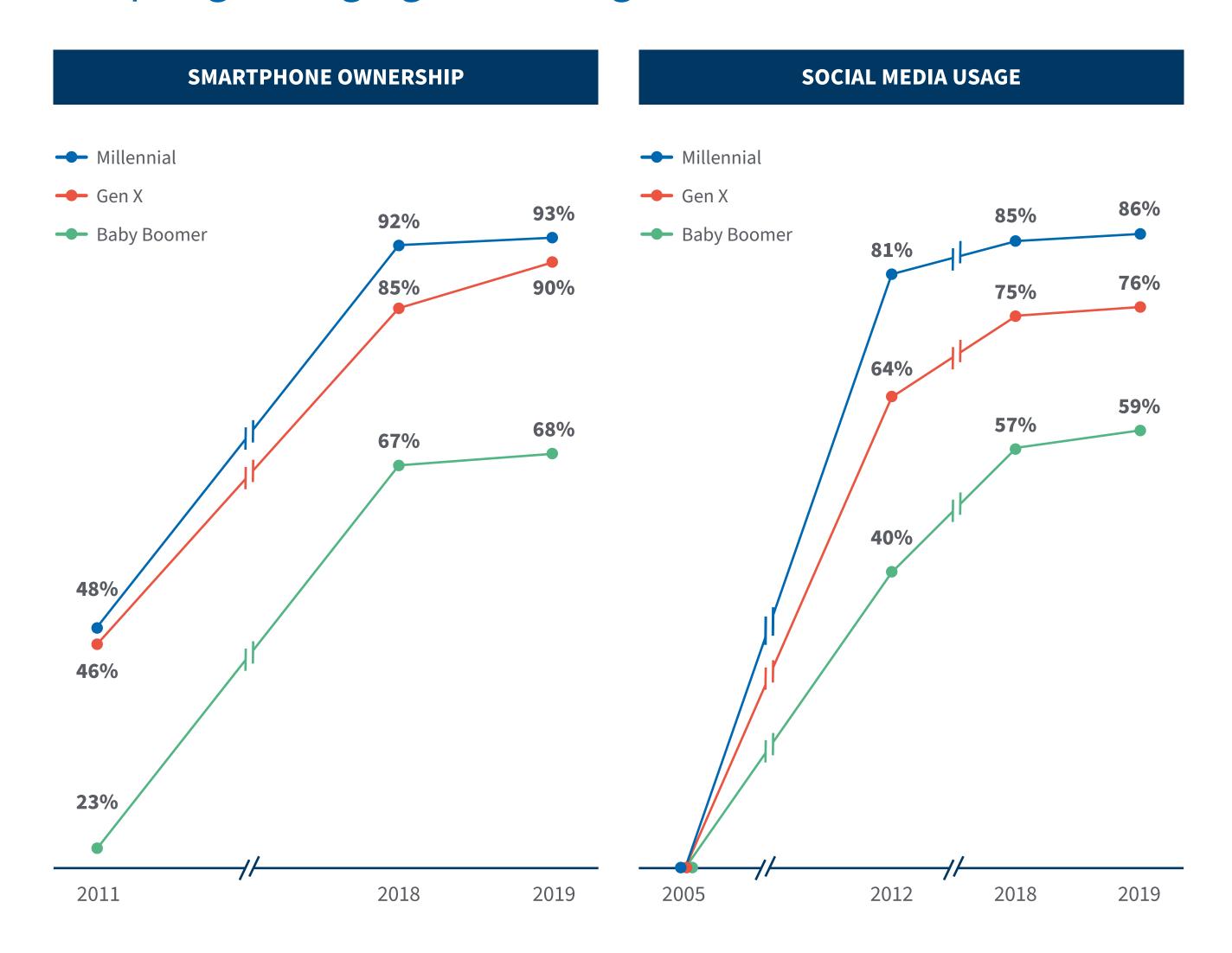


Historically, the adoption of emerging technologies has been spearheaded by the younger, more tech-savvy generations

But data suggests that older generations are likely to engage with the metaverse at higher rates than initially anticipated

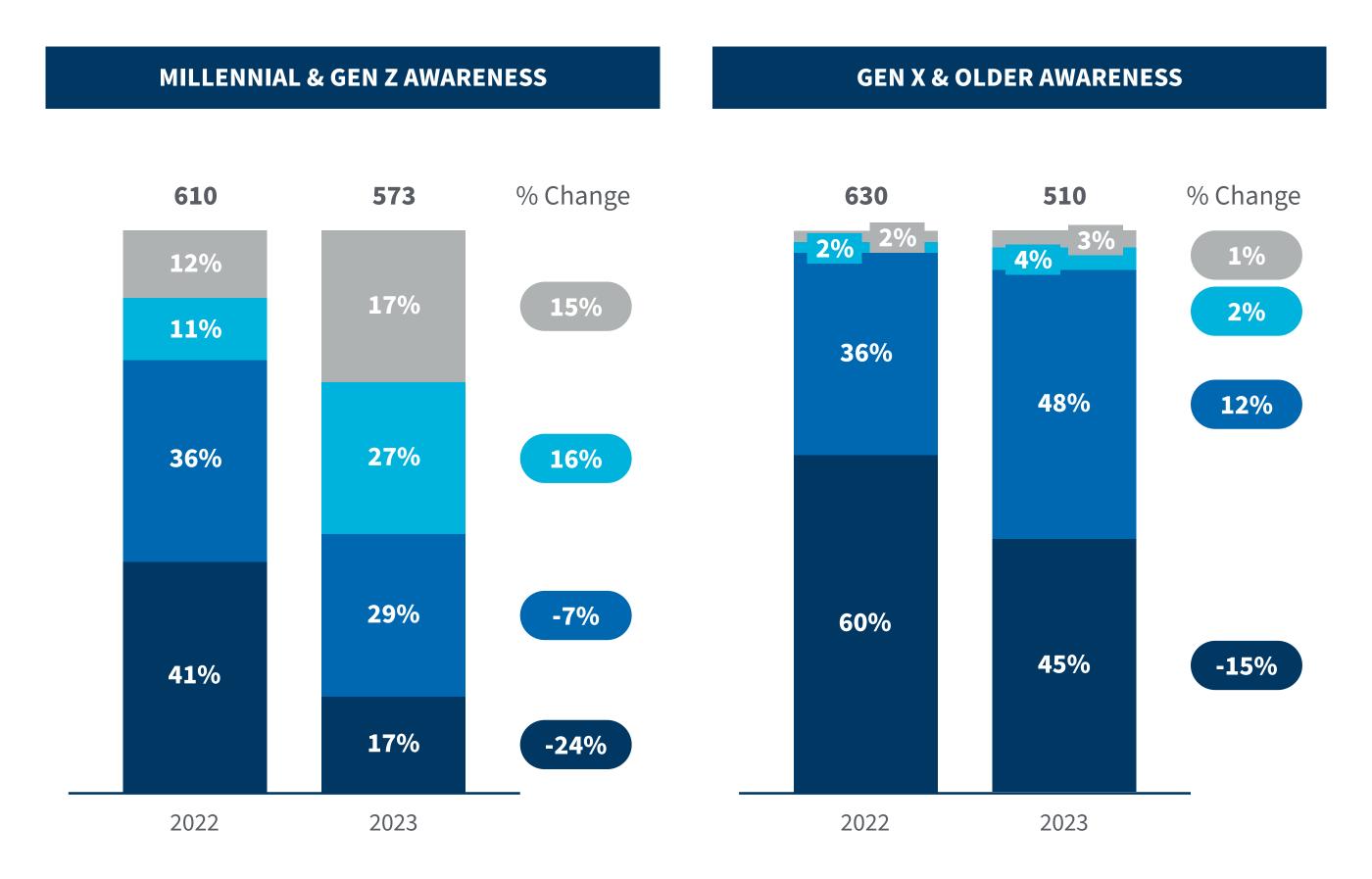


Historically, Older Generations Have Been Fast Followers in Adopting Emerging Technologies





Metaverse Awareness and Participation Across all Generations Have Increased Significantly Year-Over-Year

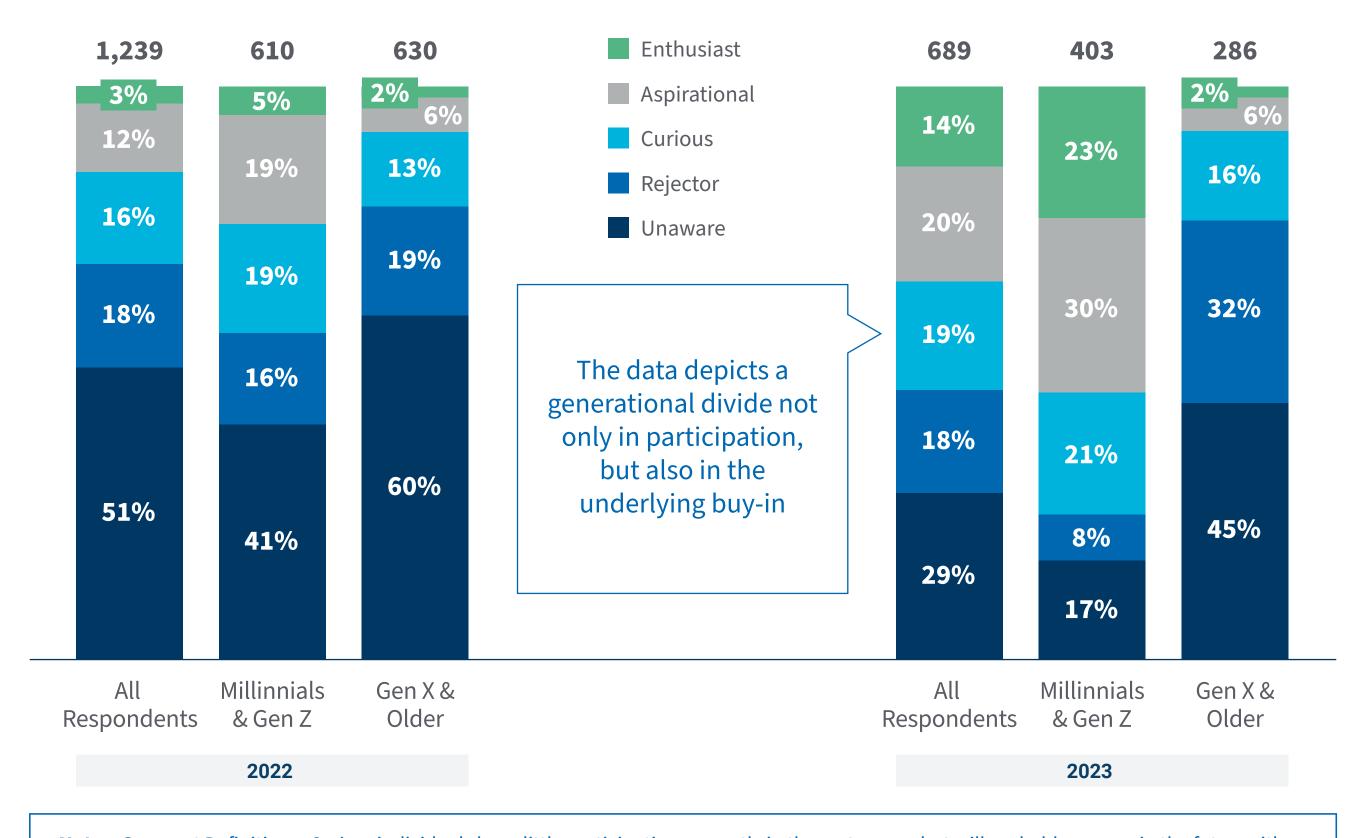


- Yes, I am aware and I regularly spend time in a metaverse playing and/or attending virtual events
- Yes, I am aware, I have logged on and have attended an experience or played
- Yes, I am aware but have never played/attended an experience or logged on to a metaverse
- No, I am not aware of the metaverse



Interest in and Understanding of the Metaverse is Increasing Across All Generations, Even Among Gen X and Older Individuals

METAVERSE AFFINITY BY GENERATION

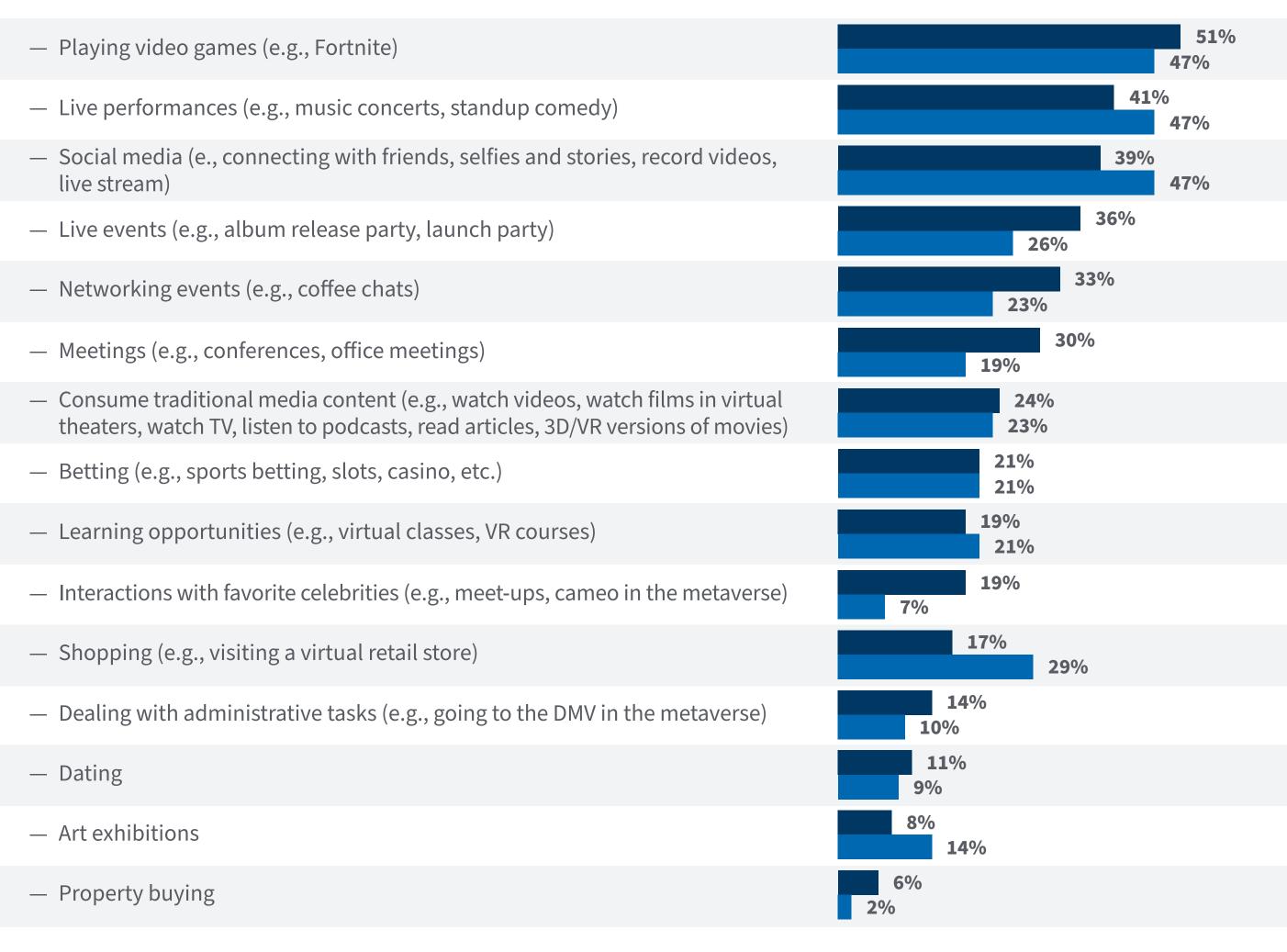


Notes: Segment Definitions: *Curious* individuals have little participation currently in the metaverse, but will probably engage in the future either through NFTs or experiences; *Aspirational* individuals currently participate in some metaverse experiences and are likely to continue participating in the future; *Enthusiasts* currently participate in a variety of metaverse experiences, have purchased NFTs and are very likely to engage in metaverse activities in the future, *Rejectors* are aware of the metaverse but don't participate and don't plan to in the future, *Unaware* individuals are unaware of the metaverse, although they may participate in some facet (e.g., have bought cryptocurrency or have played a P2E game.



Across Generations, the Metaverse's Social and Leisure Experiences Draw Similar Interest

Which of the following activities would you be interested in experiencing in the metaverse?



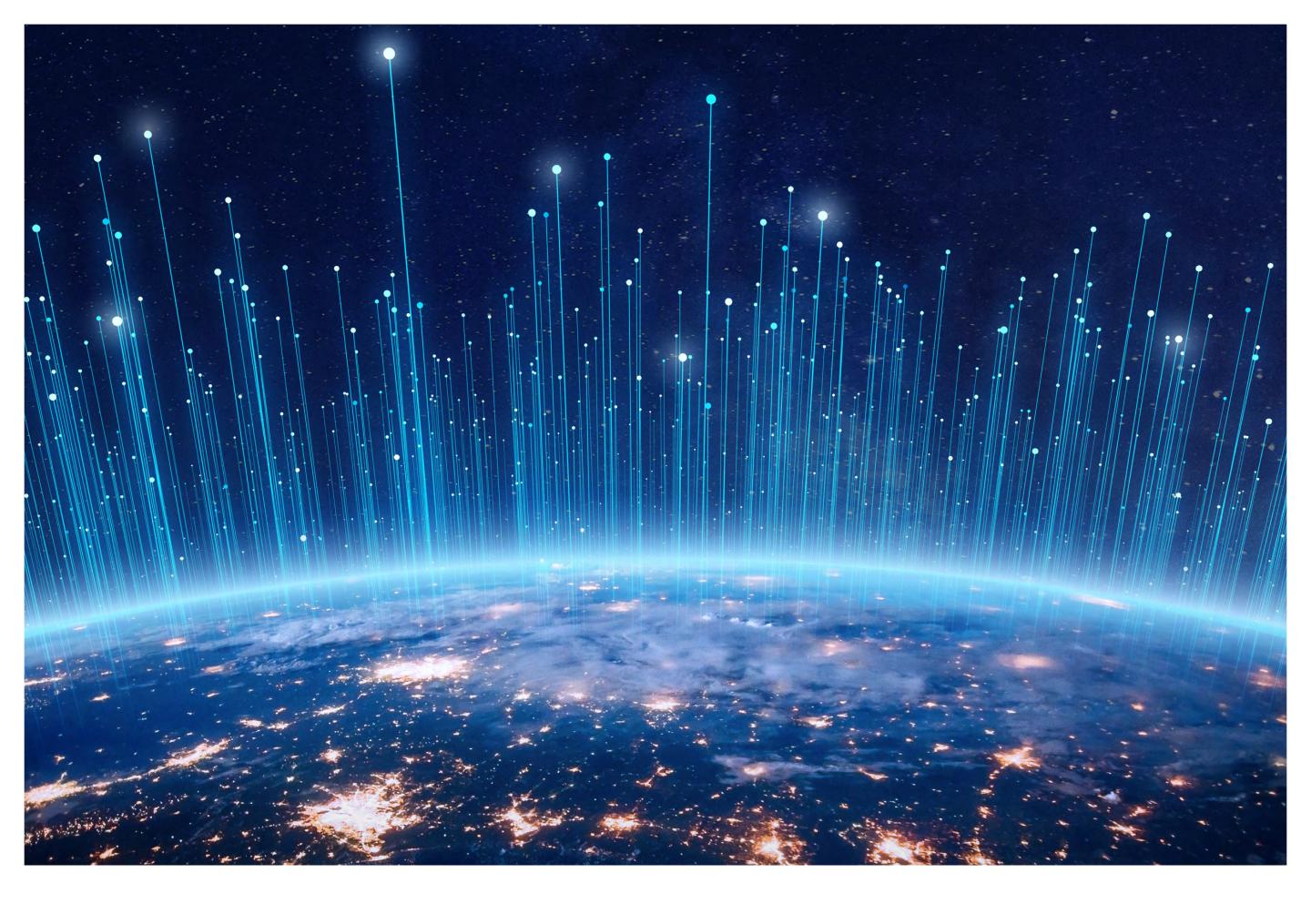
Gen X & Older (% of respondents, n=757)

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Millennials & Gen Z (% of respondents, n=757)

Metaverse affinity and participation display similar characteristics to other emerging tech, with younger demographics adopting early and older demographics increasing engagement over time





Part 2: What Is Real, What Is not — What Does The Data Tell Us?

Insight #5: Does the Crypto Winter Marks the End of the Metaverse?



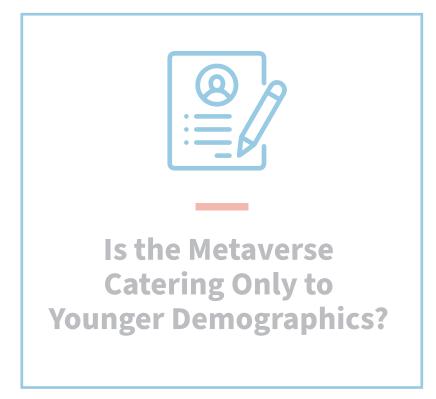
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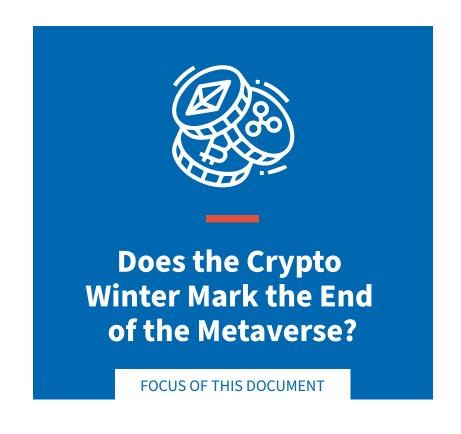


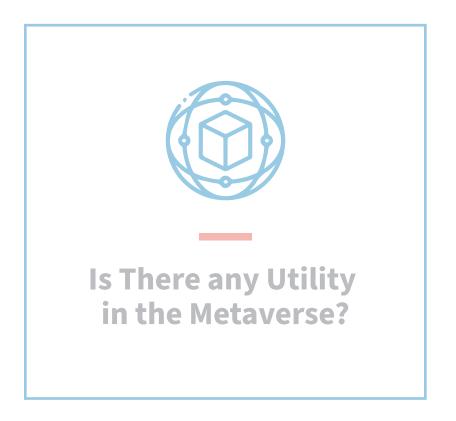




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Metaverse-adjacent innovations such as cryptocurrency and NFT projects have experienced declines in demand and price, exacerbated by recent scandals.

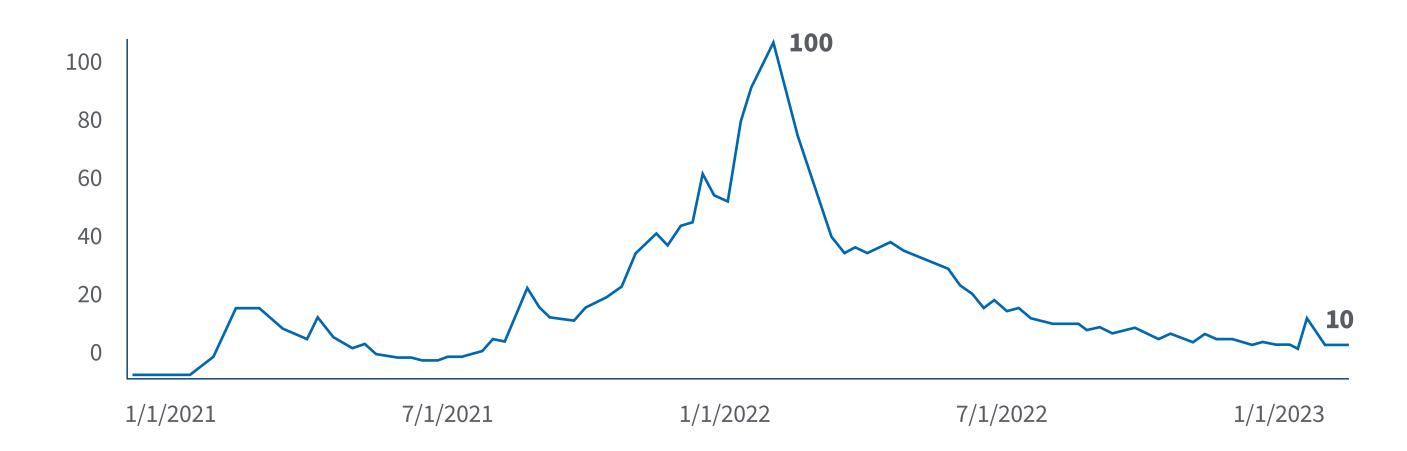
But, even through these headwinds, interest and participation in the metaverse remain.



Popularity of Crypto and NFTs Has Decreased from All-time Highs, but that Does not Mean the Metaverse is Over

5,000 4,000 3,000 1,000 0 1/1/2021 7/1/2021 1/1/2022 7/1/2022 1/1/2023

WORLDWIDE GOOGLE SEARCH INTEREST FOR THE TERM "NFT"



Notes: 1) Calculated using historical weekly data

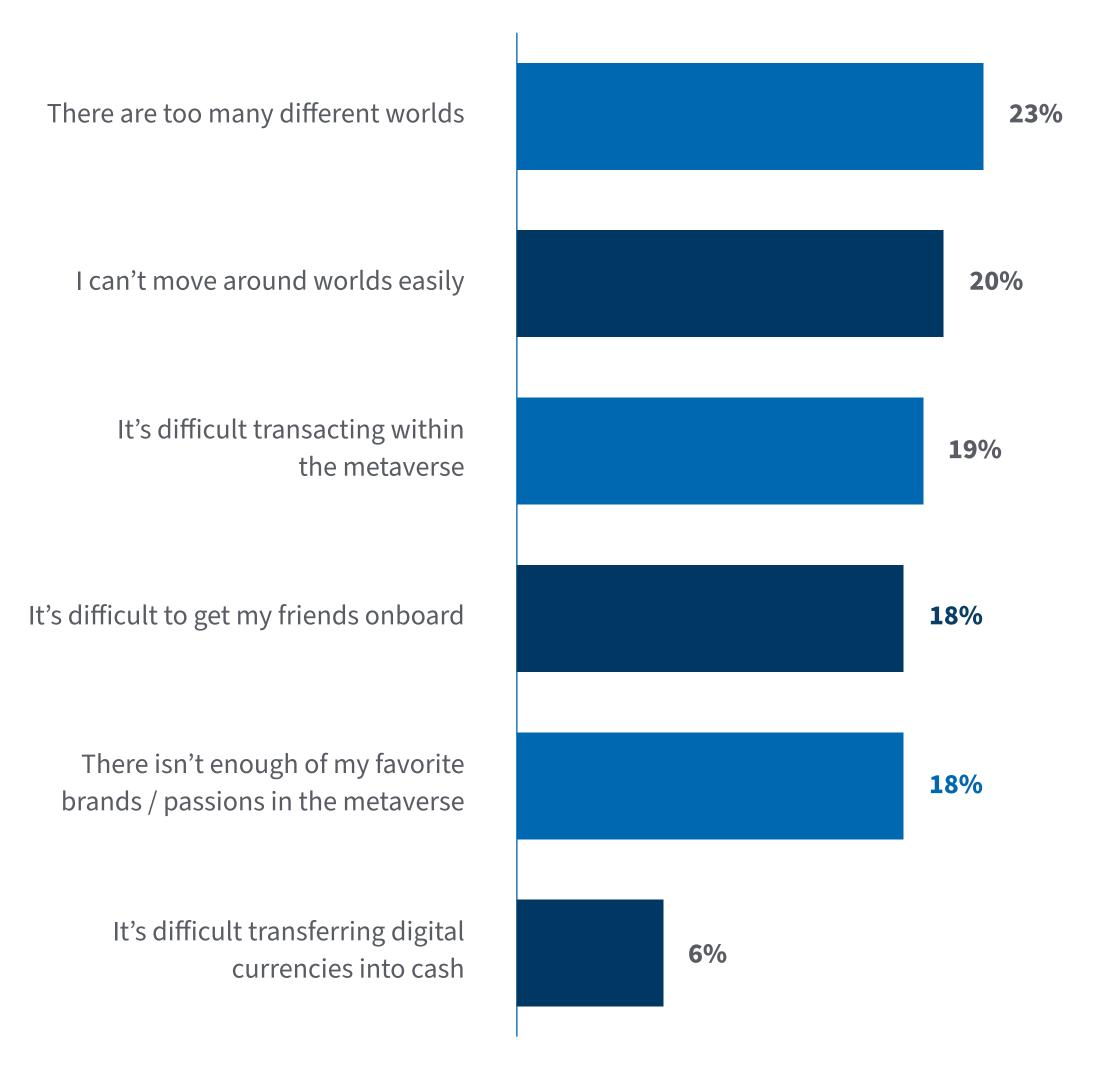
Source: Yahoo Finance, Google



There are Clearly Still Many Challenges from an Experiential Standpoint Across the Metaverse Ecosystem

WHAT ARE SOME CHALLENGES YOU ARE FACING IN USING THE METAVERSE?

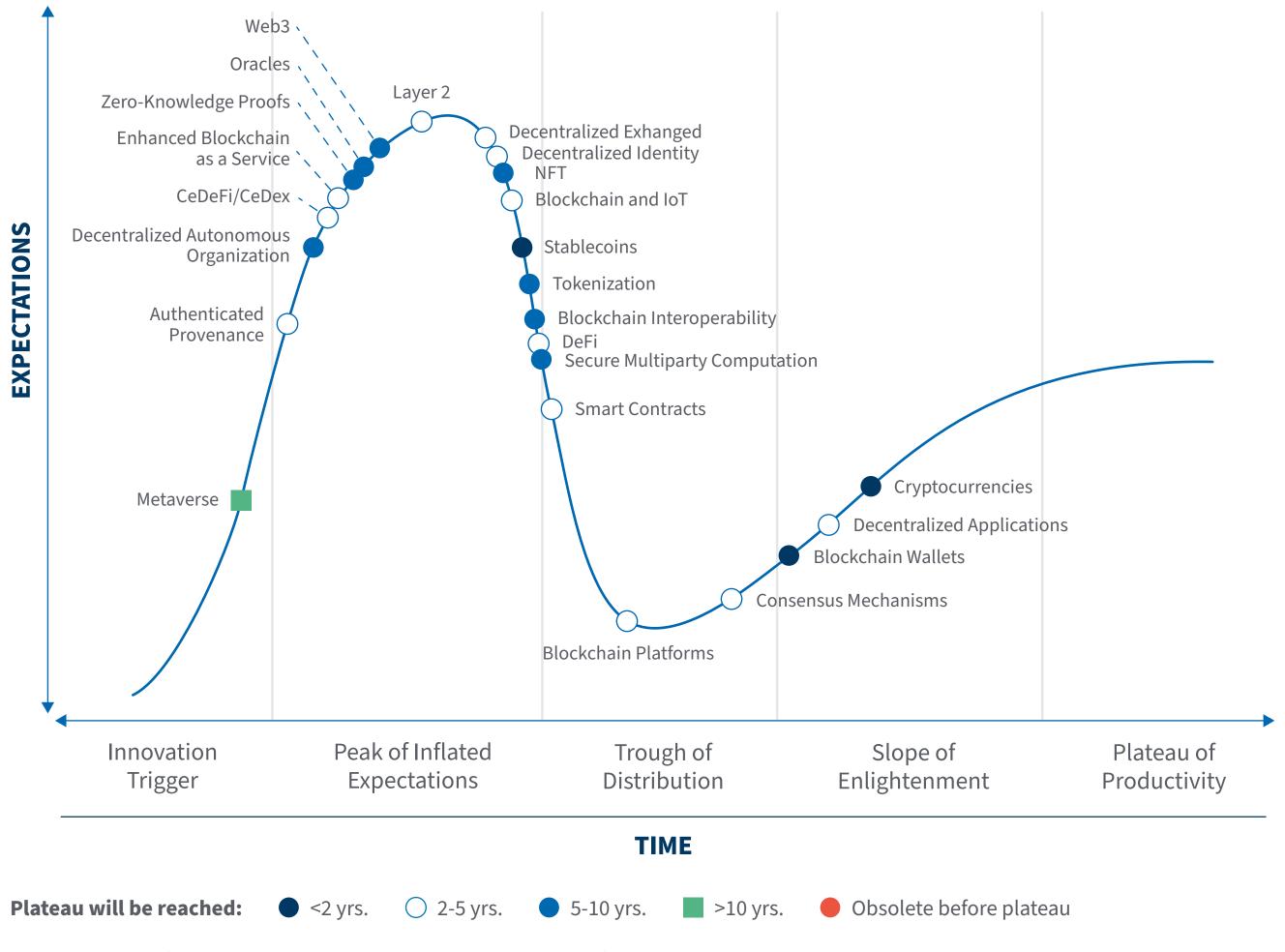
(% of respondents, n=364)



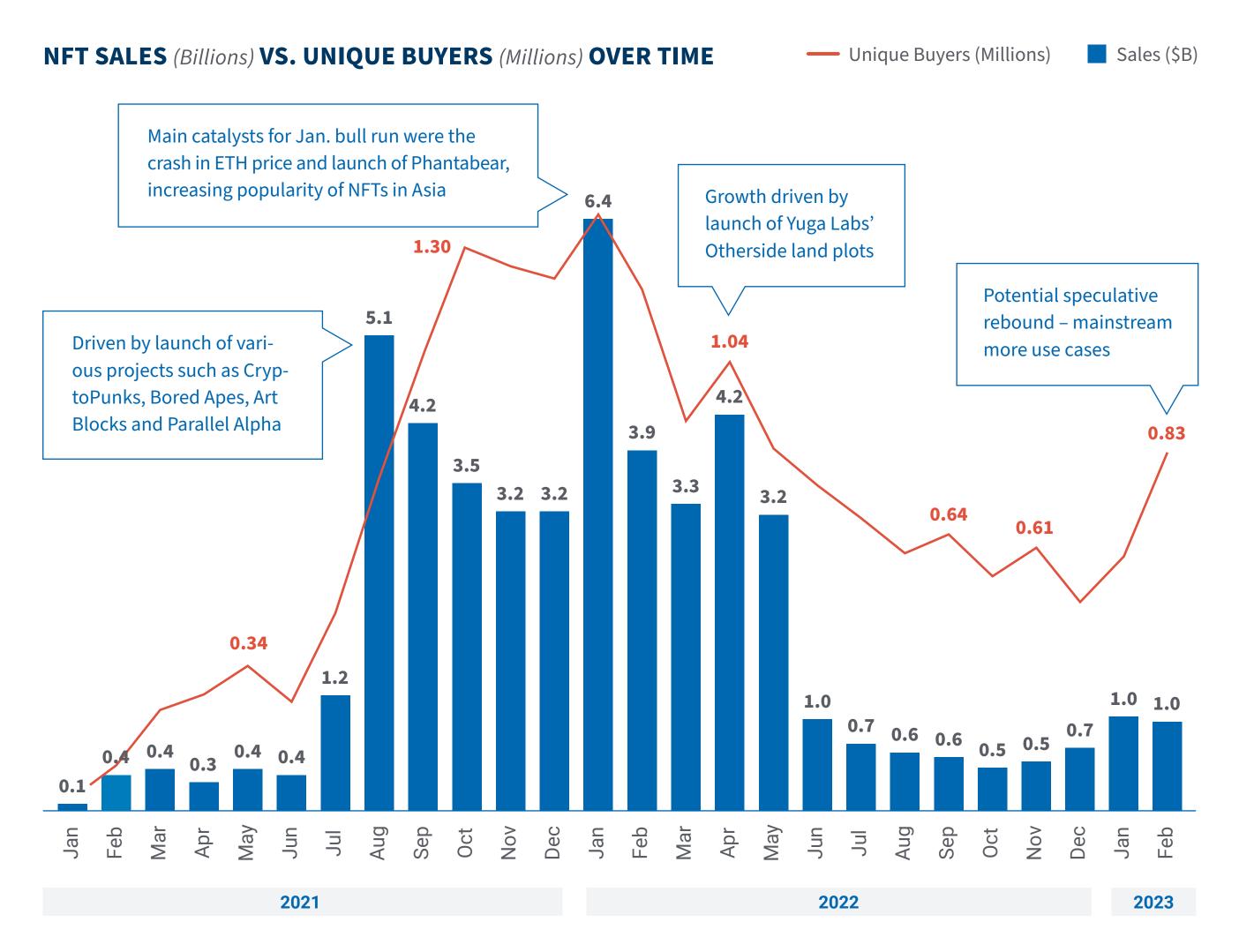


Like all Emerging-technology Hype Cycles, the Initial Frenzy is Followed by a Phase of Maturity, Productivity and Improvements in Technology and Experience

BLOCKCHAIN & WEB3 HYPE CYCLE



Interest is Resurging Despite Negative Recent Developments in Metaverse-adjacent Industries, Such as the FTX Scandal and Crypto Winter

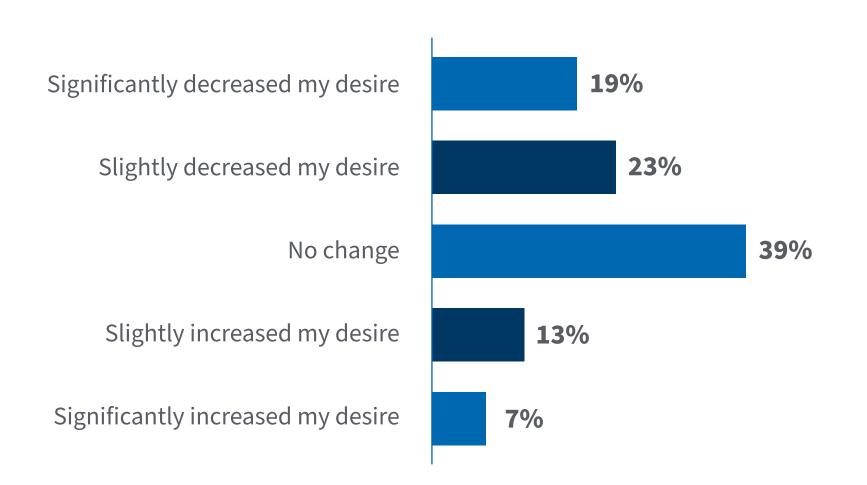




Although Pessimism Has Followed Publicized Sector Missteps, There are Signs of Longevity in Consumer Interest

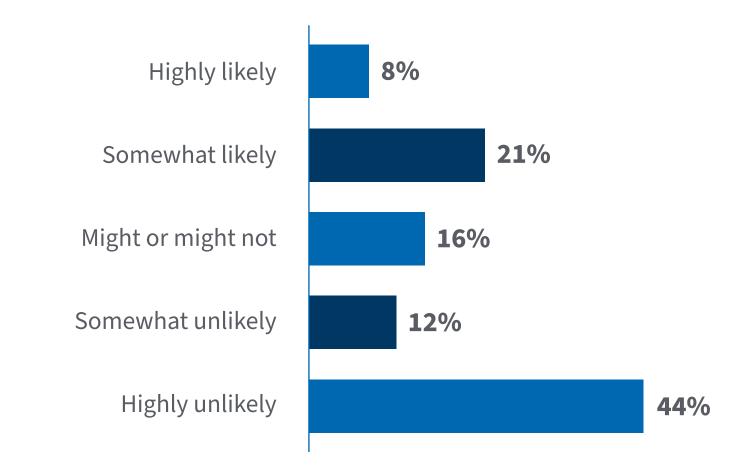
How have the recent cryptocurrency missteps (e.g., FTX) affected your desire to play Web 3.0 / P2E games (e.g., Splinterlands)?

(% of respondents, n=907)



Among respondents that have not purchased an NFT in the last 12 months, what is the likelihood you purchase an NFT in the next 12 months?

(% of respondents, n=239)





We are Entering the Part of the Life Cycle Where "Scammy" Projects are Dying Down and Interest is Growing in More Substantive and Robust Experiences

CALVARIA

- Calvaria is a P2E card game where players assemble 3D NFT battle cards to compete against others
- To start, users buy RIA, the game's native cryptocurrency, which allows them to purchase an initial set of cards
 - As players win, they can earn eRIA game tokens that can be used to upgrade a player's deck or convert to RIA
- Expected to release in Q2 2023, the game has already raised \$3 million in presale for the \$RIA token

THE SANDBOX

- The Sandbox is a platform where users can own land, build games and 3D creations, and share with others in the metaverse
 - Users have complete ownership of their creations as NFTs which can be traded on the various marketplaces
- Despite 2022 crypto headwinds, The Sandbox had high usage with over one million unique users and an average of 56k MAUs
 - In addition, almost 10,000 digital LAND parcels were sold for an average return of 109%, with prices only dropping to ~\$2,000/parcel during the crypto crash in November 2022



Next-gen NFT Initiatives Will Prioritize Consumer Value and Utility, Unlike Previous Ones that Mainly Attracted Speculators

FIRST-GENERATION NFT INITIATIVES

Paramount Star Trek NFTs

There has been backlash in the Star Trek community as NFTs launched by Paramount have not gained traction with the fan community

 Many of these NFTs were purchased by speculators as financial investments rather than fans purchasing as memorabilia

NEXT-GENERATION NFT INITIATIVES

Clinique Smart Rewards

Clinique Smart Rewards members had a chance to enter an NFT raffle by sharing inspirational stories on Instagram, TikTok and Twitter

The top three would be rewarded
 with two of the brand's products and
 color-changing NFT art that symbolizes
 the theme of those items

Porsche NFT Collection

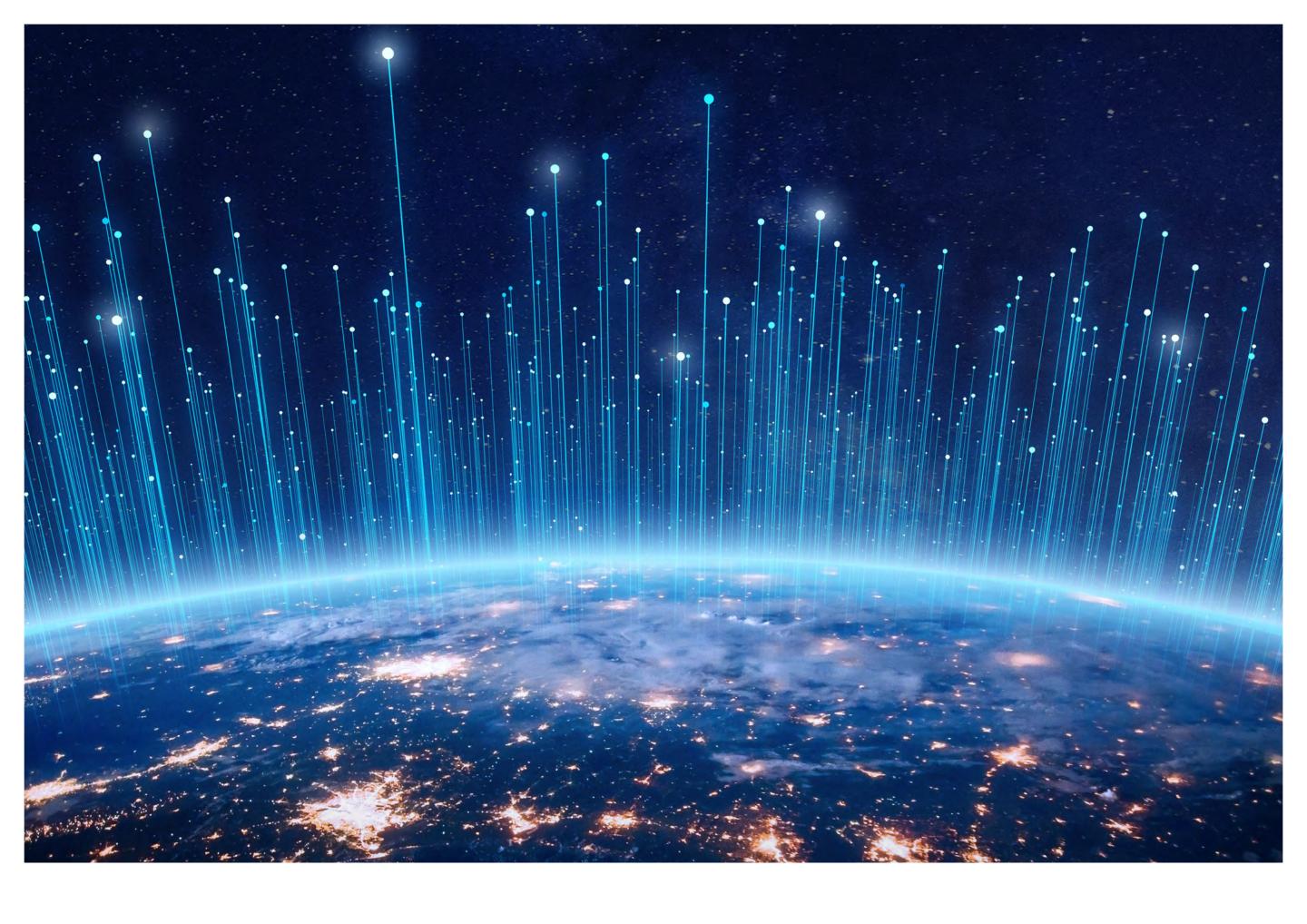
Porsche halted minting and reduced the supply of NFTs after a failed launch due to customer complaints

 Fans complained about high mint prices and lack of utility for the NFTs during launch; Porsche is trying to remedy the latter

Starbucks launches Starbucks Odyssey

Starbucks Odyssey is a loyalty program that allows its members to earn and buy NFTs through activities such as playing interactive games or taking on fun challenges related to their knowledge of coffee and Starbucks





Part 2: What Is Real, What Is not — What Does The Data Tell Us?

Insight #6: The Metaverse is More Than a Sales Channel



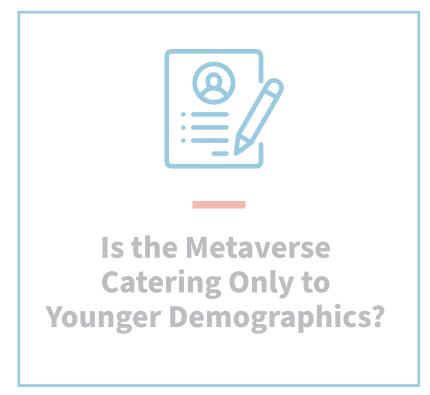
PART 1: GETTING REAL — WHAT'S THE STATE OF PLAY?

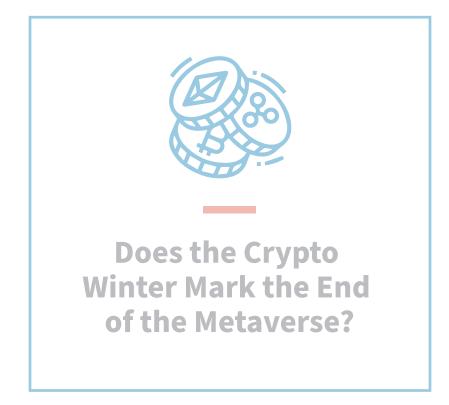


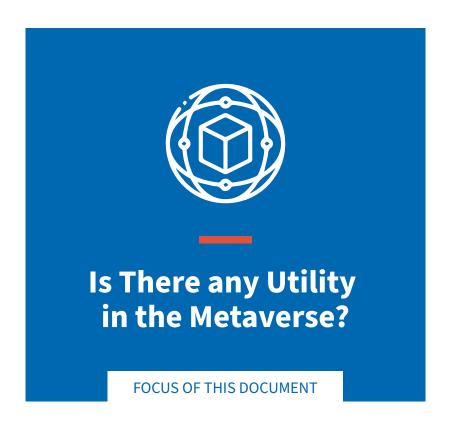




PART 2: WHAT IS REAL, WHAT IS NOT — WHAT DOES THE DATA TELL US?



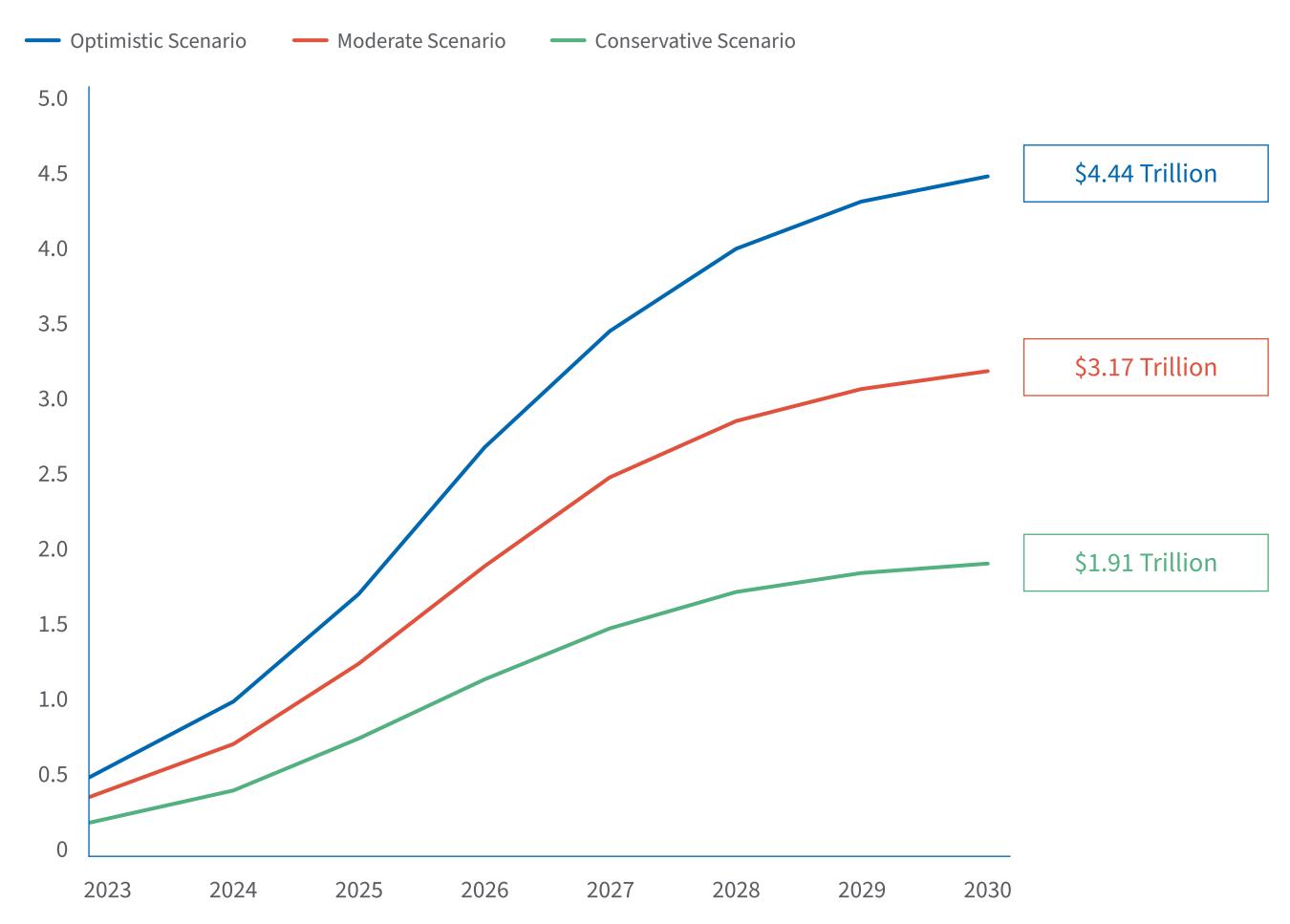






Third-Party Estimates Expect the Metaverse to Generate Material Value (Growing at ~37% p.a., Reaching ~\$3.17 Trillion in 2030) Through a Variety of Applications.

METAVERSE MARKET SIZE SCENARIOS



Note: Includes virtual assets, advertising, AR & VR hardware, digital media, live entertainment **Source:** Statista, World Economic Forum https://www.weforum.org/agenda/2023/02/chart-metaverse-market-growth-digital-economy/



Metaverse Use Cases are Quickly Surfacing Across a Broad Range of Industries



HEALTHCARE

AR/VR market in healthcare is poised to reach nearly **\$9.6 Billion** in value in the next five years due to increase in telehealth services and technological advancement



EDUCATION

Rising internet penetration and COVID-19 escalated global E-learning, with the market reaching \$305

Billion in 2022 and expected to grow



FINANCE

Financial services organizations are **exploring a**variety of applications, including virtual branches,
new loyalty models and subscriptions, banking
marketplaces and more



Healthcare Oroviders Have Quickly Adopted AR/VR Technologies as a Means of Advancing Patient Care, but Challenges Remain

SOME SUCCESS STORIES / PROMINENT CASE STUDIES

THIRDEYE

- Share live video/audio with remote physicians
- Over 40% reduction in unnecessary emergency transports

AR Glasses for first responders

BIODIGITAL

XR for healthcare education

- Fail-safe immersive anatomy education
- Used by +4 million students and clinicians

BEHAVR

VR for mental/behavioral health

- Immersive VR environments
- Practice coping skills and anxiety management

AIMEDIS

NFT medical records

- In-house NFT marketplace
- Patients to process their data as NFTs, send to providers and be monetized

REQUIREMENTS / CHALLENGES



Upfront costs and complexity of the projects



Privacy and security maintenance



High costs of wearables and other metaverse gear



Interoperability



Virtual Learning is Starting to Include AR, VR and MR Experiences Across Environments, from Both "direct-to-learner" and In-house Enterprise Perspectives

SOME SUCCESS STORIES / PROMINENT CASE STUDIES

LABSTER

Interactive Learning

- Virtual lab experiments with developmental feedback
- Used by 1,000+ institutions

FLAIM

Hands-on training

- Multisensory VR fire training
- 100+ fire associations across 30 countries

ROYBI

Immersive learning edutainment Metaverse

 During CES 2023, Roybi released the digital platform RoybiVerse, which creates experiences in which users fulfill learning needs for each other

"The Metaverse offers endless opportunities to educate children, from teaching kids piano to learning about the different part of a human body in a safe environment."

Head of Strategy, Roybi

REQUIREMENTS / CHALLENGES



Privacy & cybersecurity



Required digital literacy



High cost of devices



Socialization & "softskill" development







Financial Services Organizations are Exploring the Metaverse by Expanding Services, Customer Interactions and Offerings Related to Crypto and Web3

SOME SUCCESS STORIES / PROMINENT CASE STUDIES

REQUIREMENTS / CHALLENGES

HSBC

Virtual office space

 Developing a virtual office in the blockchain-based platform The Sandbox

J.P.MORGAN

Virtual office space

 Launched its first virtual office in the Metajuku district in the blockchain-based platform Decentraland

STANDARD CHARTERED

Virtual office space

 Developing a virtual office in MegaCity in the blockchain-based platform The Sandbox





Privacy and cyber security



Upfront costs and complexity

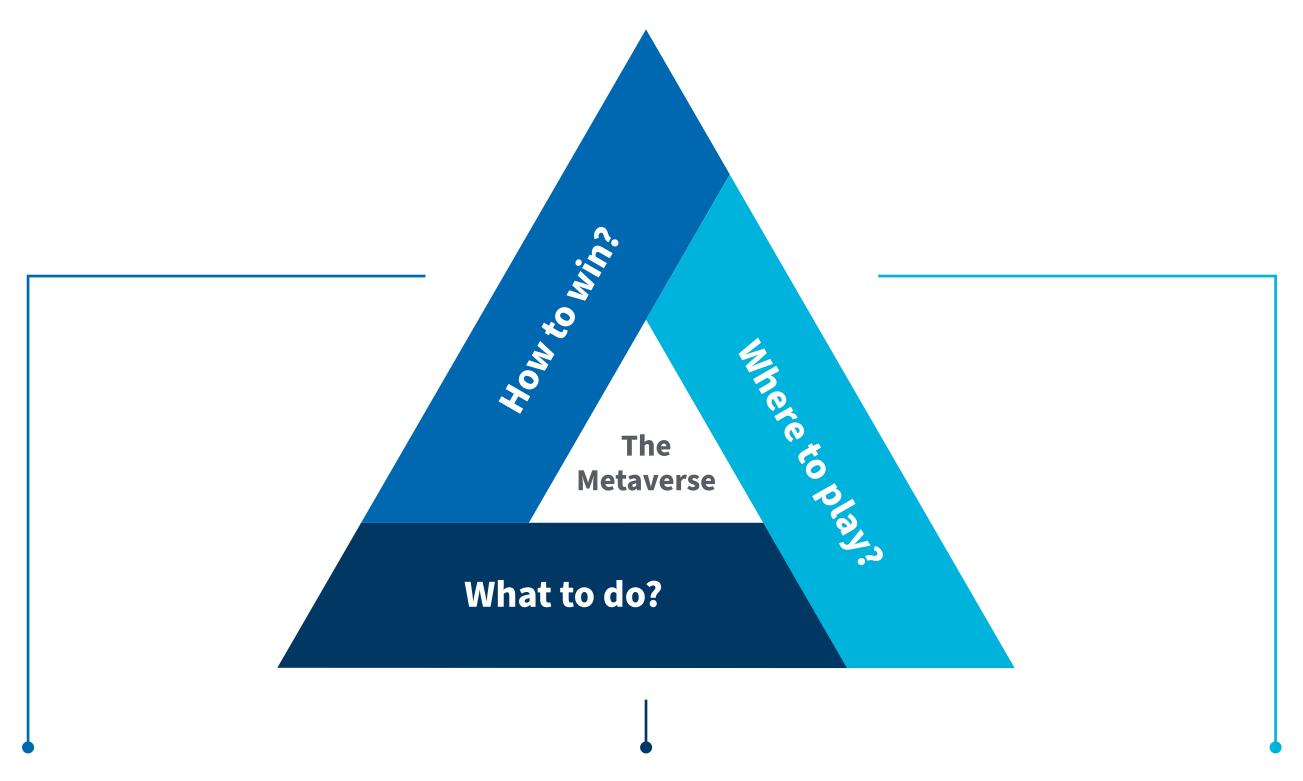


Connectivity



Charting the Metaverse: Assessing if you Fit in and How

FTI Consulting can support you by assessing your metaverse readiness through the exploration of near-term options and long-term strategies to identify paths to success.



Develop near-term and long-term initiatives to capture opportunities with a detailed execution roadmap and support from FTI Consulting's network of metaverse partners

Identify and prioritize
opportunities based on trends
and scenarios leveraging a
scorecard approach

Evaluate your company's metaverse value chain footprint and review possible metaverse scenarios



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