



# Dabke Classes

## High-Level Feasibility Study

Submitted to:

The Ministry of Digital Economy and Entrepreneurship

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A National Entrepreneurship Policy Project



Ministry of Digital Economy  
and Entrepreneurship



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# Executive Summary

The Dabkeh Classes business aims to boost cultural tourism by offering authentic dance classes and cultural experiences year-round. Targeting tourists, locals, educational institutions, and corporate groups, the business provides unique opportunities to learn and enjoy dabkeh dance. By leveraging a booking platform, flexible scheduling, and engaging programs, it enhances user experience and attracts diverse participants. Revenue is generated through class fees, workshop registrations, ticket sales for cultural events, and corporate bookings. This initiative enriches cultural tourism, supports local heritage, and ensures sustainable growth, contributing to positioning Jordan as a vibrant cultural destination.

The tourism industry in Jordan is set for significant growth, fueled by strategic investments in infrastructure, marketing, and the development of new tourism products and experiences. The sector features a mix of well-established cultural centers and emerging enterprises, with a more favorable regulatory environment due to reforms aimed at streamlining processes and attracting investment. Technological advancements like online booking platforms and virtual tourism are opening new avenues for innovation.

Market research shows a strong interest in cultural and experiential tourism, with both tourists and locals seeking authentic cultural experiences. Tourists are often willing to pay a premium for unique experiences, while locals tend to be more price-sensitive. The growing trend toward online bookings and digital engagement further supports this market. The Dabkeh Classes business is well-positioned for success in this vibrant cultural tourism sector, supported by a favorable economic climate and a growing tourism industry.

Financial analysis shows viable feasibility indicators, with a net present value of JOD 22,761, a profitability index of 2.36, and an internal rate of return (IRR) of 47.87%, indicating robust viability and resilience to market changes.

## I. Introduction

The Dabkeh Classes venture aims at contributing to enriching the touristic experience across the various seasons. Especially that western visitors often have difficulty finding immersive cultural activities to participate in to feel the "real" Jordanian culture. This startup addresses the gap in the market for authentic Jordanian cultural activities.

The Dabkeh Classes business offers authentic Dabkeh Dance classes and cultural experiences during various times of the year, optimizing participation rates and generating consistent revenue. By leveraging a booking platform for classes and events, flexible scheduling, and unique cultural offerings, the business enhances user experience and attracts tourists, locals, educational institutions, and corporate groups. This innovative approach benefits participants with enriching cultural experiences and supports the cultural tourism sector in maintaining profitability and sustainability year-round.

The Dabkeh Classes business can distinguish itself by offering unique cultural experiences and high-quality instruction, strategically utilizing technology for seamless booking and enhanced learning. The offerings include dabkeh dance classes, comprehensive workshops covering

techniques, history, and cultural significance, as well as cultural events and performances. Additionally, the business provides customized programs tailored for schools, corporate groups, and special events.

## 2. Market Analysis

Jordan's economic climate is showing strong recovery post-COVID, with the tourism sector experiencing significant growth beyond pre-pandemic levels. In 2023, Jordan welcomed 6.35 million tourist arrivals, a 16% increase compared to 2019. This growth is supported by Jordan's diverse tourism offerings, including UNESCO World Heritage sites, cultural and adventure tourism, and a welcoming and safe environment. The government's Economic Modernization Vision (2022-2033) places a significant emphasis on tourism, allocating 12% of its immediate action plan budget to tourism-centric initiatives, aiming to double tourism revenues and create 100,000 new jobs by 2033<sup>1</sup>.

The tourism industry in Jordan is poised for substantial growth, driven by strategic investments in infrastructure, marketing, and the development of new tourism products and experiences. The sector is competitive, with a mix of well-established cultural centers and emerging enterprises. The regulatory environment is becoming more favorable, with reforms aimed at streamlining processes and attracting investment. Additionally, advancements in technology, such as online booking platforms and virtual tourism, are creating new opportunities for innovation and growth.

### Key Economic Indicators<sup>2</sup>:

- **Tourist Arrivals:** 6.35 million in 2023, a 16% increase from 2019.
- **Tourism Receipts:** JOD 5.25 billion in 2023, contributing approximately 15% of GDP.
- **Employment:** The tourism sector directly employs around 54,800 individuals, with significant potential for indirect employment.

The target market for the Dabkeh Classes business includes both international and domestic tourists interested in cultural experiences and Middle Eastern traditions. It also targets locals who seek to connect with their cultural heritage or learn a new dance style. Schools and educational institutions looking for cultural enrichment programs, as well as corporate groups interested in unique team-building activities and cultural experiences, are also key segments of the market.

Market research indicates a strong interest in cultural and experiential tourism<sup>3</sup>. Tourists and locals alike are seeking authentic experiences that allow them to immerse themselves in the local culture. Price sensitivity varies, with tourists often willing to pay a premium for unique experiences, while locals may be more price-conscious. There is also a growing trend towards online bookings and digital engagement.

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<sup>1</sup> Ministry of Planning and International Development, Economic Modernisation Vision Executive Program (2023-2025)

<sup>2</sup> Ministry of Tourism and Antiquities, Statistical Dashboard

<sup>3</sup> Jordan National Tourism Strategy 2021 – 2025 (2021).

The competitive landscape includes existing dance studios and cultural centers such as Huwarrah Academy, Al Hannouneh, Tempo, and local dance groups on social media platforms like Facebook. Competitors' strengths include established reputations and customer bases. However, their weaknesses include limited offerings, less innovative approaches, and a lack of targeted outreach to tourists, as they primarily focus on local clients. This gap presents an opportunity for the Dabkeh Classes business to attract a broader audience, particularly tourists seeking cultural immersion.

Products Offered to the Market include:

**Dabkeh Dance Classes:** For different skill levels.

**Workshops:** On Dabkeh techniques, history, and cultural significance.

**Cultural Events and Performances:** Showcasing Dabkeh dance.

**Customized Programs:** For schools, corporate groups, and special events.

The combination of a favorable economic climate, a growing tourism industry, and a well-defined target market positions the Dabkeh Classes business for success in Jordan's vibrant cultural tourism sector.

### 3. Business Model

The Dabkeh Classes business operates on a hybrid B2B and B2C revenue model, offering a variety of services to individual consumers and corporate clients. Individual services include dabkeh dance classes for different skill levels and specialized workshops on techniques, history, and cultural significance. These classes and workshops are available on a per-session basis, ensuring flexibility and accessibility for all interested participants.

For corporate and group programs, the business designs customized dabkeh sessions for corporate team-building and educational enrichment. Schools and educational institutions can book tailored cultural programs, while corporate clients can enjoy unique team-building experiences. Additionally, regular cultural events and performances generate revenue through ticket sales and customized performances for special occasions, such as weddings and festivals.

The three primary revenue streams are:

**Classes and Workshops:** Projected to generate JOD 12,500 in Year 1, increasing to JOD 45,000 by Year 5, reflecting growing demand and consistent pricing.

**Cultural Events and Performances:** Expected to generate JOD 30,000 in Year 1, rising to JOD 50,000 by Year 5 as more events are held and ticket sales increase.

**Corporate Bookings and Groups:** Anticipated to generate JOD 6,000 in Year 1, escalating to JOD 30,000 by Year 5, driven by increased interest from corporate clients seeking unique team-building activities.

The business's scalability could potentially include a new revenue stream by focusing on merchandise sales, specifically traditional dance attire and accessories.

Total revenues are projected to grow from JOD 48,500 in Year 1 to JOD 125,000 by Year 5, reflecting effective marketing and the scalable nature of the business model. Itemized revenues and total annual revenues are outlined in the table below:

Table 1: Revenue projection

Description / Year	1	2	3	4	5
Classes and Workshops (unit)	500	750	1,100	1,300	1,500
Classes and Workshops (JOD per unit)	25	30	30	30	30
<b>Subtotal Classes and Workshops (JOD)</b>	12,500	22,500	33,000	39,000	45,000
Cultural Events & Performances (unit)	1,500	1,700	2,100	2,350	2,500
Cultural Events & Performances (JOD per unit)	20	20	20	20	20
<b>Subtotal Cultural Events &amp; Performances (JOD)</b>	30,000	34,000	42,000	47,000	50,000
Corporate Bookings & Groups (unit)	12	24	36	48	60
Corporate Bookings & Groups (JOD per unit)	500	500	500	500	500
<b>Subtotal Corporate Bookings &amp; Groups (JOD)</b>	6,000	12,000	18,000	24,000	30,000
<b>Total Revenues (JOD)</b>	48,500	68,500	93,000	110,000	125,000

The product mix for the Dabkeh Classes business consists of various services that contribute differently to overall revenue. Classes and workshops start at 500 units in Year 1 and grow to 1,500 units by Year 5, generating JOD 12,500 initially and increasing to JOD 45,000. Cultural events and performances begin with 1,500 units in Year 1 and reach 2,500 units by Year 5, contributing JOD 30,000 at the start and rising to JOD 50,000. Corporate bookings and groups, although lower in quantity starting at 12 units in Year 1 and increasing to 60 units by Year 5, provide significant revenue, starting at JOD 6,000 and escalating to JOD 30,000. This diversified product mix strategically enhances overall financial performance, leveraging both high-volume, moderate-revenue services and low-volume, high-revenue offerings to ensure sustainable growth and profitability.



Figure 1: Product Mix by Quantity



Figure 2: Product Mix by Revenue

## 4. Technical Analysis

The cost of goods sold (COGS) for each service aligns with the growing demand, showing controlled costs:

**Class Fees and Workshop Registrations:** COGS rises from JOD 5,000 in Year 1 to JOD 18,000 in Year 5, with demand increasing from 500 to 1,500 units.

**Ticket Sales for Cultural Events and Performances:** COGS grows from JOD 9,000 in Year 1 to JOD 20,000 in Year 5, as demand rises from 1,500 to 2,500 units.

**Corporate and Group Bookings:** COGS expands from JOD 1,800 in Year 1 to JOD 9,000 in Year 5, matching the increase in demand from 12 to 60 units.

Total COGS increases from JOD 15,800 in Year 1 to JOD 47,000 in Year 5, reflecting effective cost management and scalability.

Table 2: Cost of Goods Sold – Five Year Projection

Description / Year	1	2	3	4	5
Classes and Workshops (unit)	500	750	1,100	1,300	1,500
Classes and Workshops (JOD per unit)	10	12	12	12	12
<b>Subtotal Classes and Workshops (JOD)</b>	5,000	9,000	13,200	15,600	18,000
Cultural Events & Performances (unit)	1,500	1,700	2,100	2,350	2,500
Cultural Events & Performances (JOD per unit)	6	8	8	8	8
<b>Subtotal Cultural Events &amp; Performances (JOD)</b>	9,000	13,600	16,800	18,800	20,000
Corporate Bookings & Groups (unit)	12	24	36	48	60
Corporate Bookings & Groups (JOD per unit)	150	150	150	150	150
<b>Subtotal Corporate Bookings &amp; Groups (JOD)</b>	1,800	3,600	5,400	7,200	9,000



<b>Total COGS (JOD)</b>	<b>15,800</b>	<b>26,200</b>	<b>35,400</b>	<b>41,600</b>	<b>47,000</b>
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The team composition for the Dabkeh Classes business grows strategically over the years. The Admin and Support position remains stable with one staff member throughout the period. Dance Instructor roles increase from 1 to 3 by Year 5 to accommodate the growing number of classes and students. The cumulative HR number rises from 2 in Year 1 to 4 by Year 5, ensuring effective operations and supporting the business's growth trajectory.

Table 3: Manpower recruitment plan – five-year projection

Title / Year	1	2	3	4	5
Admin and Support	1	1	1	1	1
Dance Instructors	1	1	2	2	3
<b>Cumulative Number of HR</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>4</b>

The table below provides an overview of human resource costs, accounting for social security and health insurance expenses. Social security contributions were computed at 14.25% of the gross salary, following the guidelines set by the Social Security Corporation.

Table 4: Manpower total cost – five-year projection

Title / Year	1	2	3	4	5
Admin and Support	6,600	6,930	7,277	7,640	8,022
Dance Instructors	5,400	5,400	10,800	10,800	16,200
<b>Total HR Salaries</b>	<b>12,000</b>	<b>12,330</b>	<b>18,077</b>	<b>18,440</b>	<b>24,222</b>
<b>Social Security Cost</b>	<b>1,710</b>	<b>1,757</b>	<b>2,576</b>	<b>2,628</b>	<b>3,452</b>
<b>Health Insurance Cost</b>	<b>1,000</b>	<b>1,000</b>	<b>1,500</b>	<b>1,500</b>	<b>2,000</b>
<b>Total HR Cost</b>	<b>14,710</b>	<b>15,087</b>	<b>22,152</b>	<b>22,568</b>	<b>29,674</b>

The operational expenditures for the Dabkeh Classes business include utilities, rent, transportation, and marketing, totaling JOD 28,611 in Year 1 and rising to JOD 47,766 by Year 5. This increase reflects the growing scale of operations and investment in essential services to support business expansion and ensure consistent quality.

Table 5: Operational Expenditures – five-year projection

Description / Year	1	2	3	4	5
Utilities	3,000	3,300	3,630	3,993	4,392
Rent	3,500	3,500	4,000	4,000	4,000
Transportation	1,200	1,320	1,452	1,597	1,757
Marketing and Advertisement	3,600	3,600	3,600	3,600	3,600
<b>Sub-total OpEx</b>	<b>26,010</b>	<b>26,807</b>	<b>34,834</b>	<b>35,758</b>	<b>43,423</b>
Other Costs	2,601	2,681	3,483	3,576	4,342
<b>Total OpEx</b>	<b>28,611</b>	<b>29,488</b>	<b>38,318</b>	<b>39,334</b>	<b>47,766</b>

The capital expenditures for the Dabkeh Classes business total JOD 6,500 initially, covering essential facilities setup. An additional JOD 3,000 is allocated annually for training and development in Years 1 through 5. These investments ensure the business's growth and

competitiveness, maintaining and enhancing its capabilities to deliver high-quality cultural experiences.

Table 6: Capital Expenditures Cost – five-year projection

Description / Year	0	1	2	3	4	5
Facilities	3,500					
Training and Development	3,000	3,000	3,000	3,000	3,000	3,000
<b>Total CapEx</b>	<b>6,500</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>

## 5. Financial Analysis

### 5.1 Financial Study Assumptions

The feasibility study is based on the following key assumptions:

**Discount Rate:** The study employs a conservative discount rate of 14%, reflecting a cautious approach to valuation.

**Financing Structure:** The project is entirely financed by equity. This conservative approach avoids the financial leverage and thus underestimates project value, given the lower cost of debt compared to equity.

**Terminal Value:** The project assumes a zero-terminal value at the end of year five, aligning with the study's conservative outlook.

**Cash Flow Projection:** Cash flows beyond year five are excluded from the analysis, focusing on the initial project phase.

**Tax Rate:** The assumed tax rate of 20% complies with Jordan income tax law.

**Depreciation Rate:** Capital expenditure (CapEx) is depreciated at an annual rate of 20%. Any deviation from this rate may impact projected profitability but not project feasibility, as depreciation is a non-cash expense.

#### Working Capital Assumptions

Operational liquidity requirements are guided by the following assumptions:

- **Cash Reserves:** The project will maintain cash equivalent to 90 days of projected annual operational expenses, ensuring robust liquidity management.
- **Accounts Receivable (A/R) Collection Period:** The average collection period for receivables is 15 days, reflecting expected credit sales conversion into cash.
- **Accounts Payable (A/P) Payment Period:** The average payment period for payables is 45 days, indicating the timeframe for settling supplier obligations.

**Capital expenditures** expected to be incurred in the first year were included as part of the initial costs of the project.

**Provisions** were made within the initial cost to cover any potential negative net free cash flow that may arise during the first five years of operation, if needed.

## 5.2 Financial Study:

### 5.2.1 Projected Working Capital

Table 7: Working capital projection (JOD)

Description / year	1	2	3	4	5
Cash	12,538	14,381	15,622	15,955	16,934
Accounts Receivable A/R	17,705	19,476	21,423	23,565	25,922
Inventory	24,433	26,876	29,564	32,520	35,772
Accounts Payable A/P	24,433	26,876	29,564	32,520	35,772
Net Working Capital	30,243	33,856	37,045	39,520	42,856
Change in Working Capital		3,613	3,189	2,475	3,336

This table shows that the net working capital needed for the project for the first year of operation is JOD 7,199, which has to increase to reach JOD 11,275 in the fifth year of operation. The steady increase in the working capital comes to cover the rapid increase in the project operations and mainly the increase in the projected revenues.

### 5.2.2 Project Initial Cost

Table 8: Initial Cost Summary (JOD)

Description/Year	JOD
CapEx	9,500
Net working capital	7,199
<b>Total Initial Cost</b>	<b>16,699</b>

The project's initial cost is projected to be JOD 16,699, consisting of JOD 9,500 as CapEX and JOD 7,199 as working capital.

### 5.2.3 Projected Income Statement

Table 9: Projected Income Statement (JOD)

Description / Year	1	2	3	4	5
Total Revenues	48,500	68,500	93,000	110,000	125,000
COGS	15,800	26,200	35,400	41,600	47,000
<b>Gross Profit (JOD)</b>	32,700	42,300	57,600	68,400	78,000
OpEx	28,611	29,488	38,318	39,334	47,766
<b>Net Profit Before Tax and Depreciation (JOD)</b>	4,089	12,812	19,282	29,066	30,234
Depreciation	1,900	2,500	3,100	3,700	4,300
<b>Net Profit Before Tax (JOD)</b>	<b>2,189</b>	<b>10,312</b>	<b>16,182</b>	<b>25,366</b>	<b>25,934</b>
Tax Expense	438	2,062	3,236	5,073	5,187
<b>Net Profit (JOD)</b>	<b>1,751</b>	<b>8,250</b>	<b>12,946</b>	<b>20,293</b>	<b>20,748</b>

The projected income statement indicates that the project will generate a profit of JOD 1,751 in the first year of operation. The net profit is expected to increase gradually over the study period, reaching JOD 20,748 in the fifth year of operation.

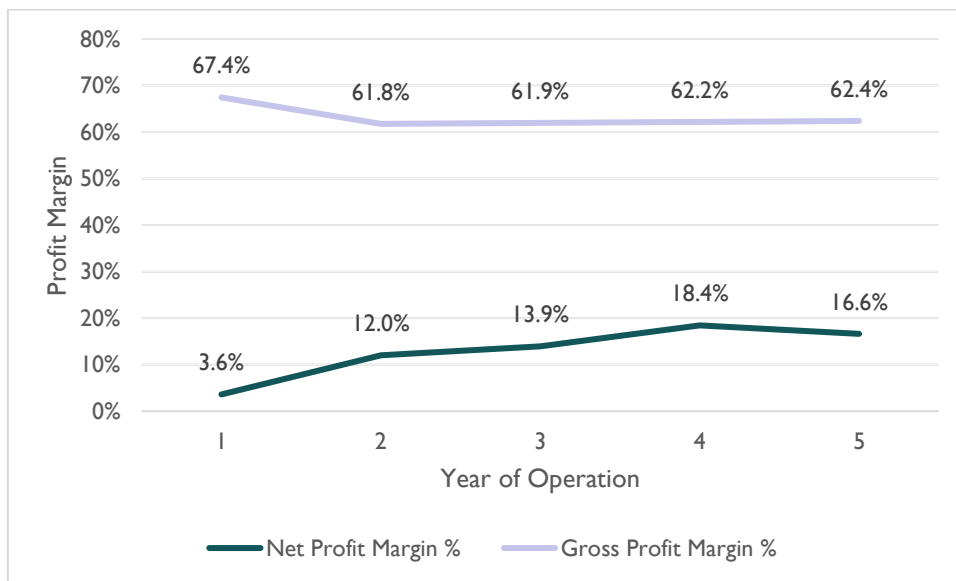


Figure 3: Gross vs Net Profit Margin

The project is expected to generate a gross profit margin of 67.4% and a 3.6% net profit margin in the first year of operation. In the fifth year of operations, the gross profit margin is expected to drop slightly to 62.4%. However, the net profit margin is expected to grow to 16.6%.

On the asset management side, the project shows that the return on investment will increase steadily from 10.5% in the first year of operation to 72.3% in the fifth year.

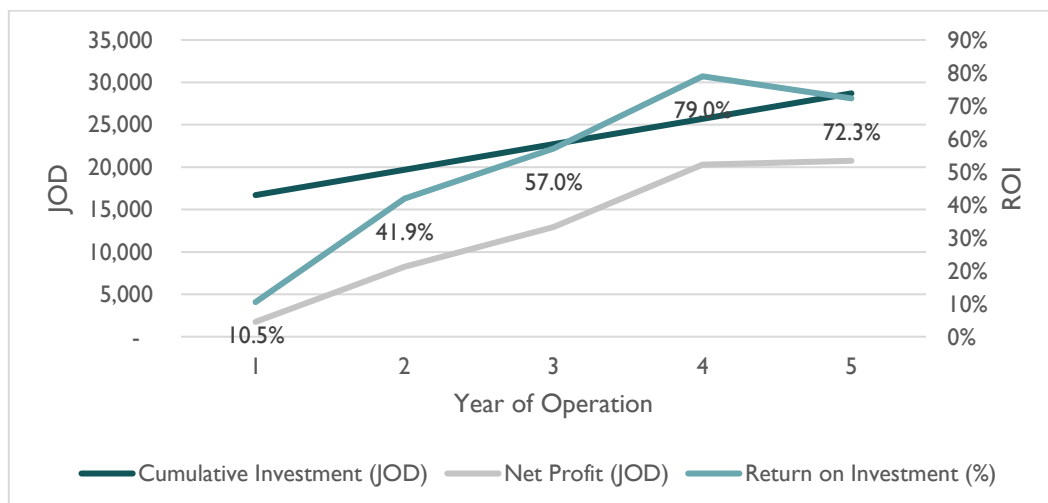


Figure 4: Return on Investment

### 5.2.4 Projected Free Cash Flow Statement

The table below demonstrates that the project can generate a positive free cash flow from the first year of operation, JOD 3,651. Moreover, due to the projected expansion in the

business operations, the project is expected to generate a growing net free cash flow year over year.

Table 10: Free Cash Flow (FCF) Projection (JOD)

Description / Year	0	1	2	3	4	5
<b>Cash-in Flow</b>						
Net Profit	-	26,001	26,333	30,471	39,180	46,697
Depreciation	-	7,000	7,000	7,000	8,000	8,000
Injected Capital	65,243					
<b>Total Cash-in Flow</b>	<b>65,243</b>	<b>33,001</b>	<b>33,333</b>	<b>37,471</b>	<b>47,180</b>	<b>54,697</b>
<b>Cash-out Flow</b>						
Initial Cost	65,243	-	-	-	5,000	-
Changes in Working Capital	-		3,613	3,189	2,475	3,336
<b>Total Cash-out Flow</b>	<b>65,243</b>	<b>-</b>	<b>3,613</b>	<b>3,189</b>	<b>7,475</b>	<b>3,336</b>
<b>Free Cash Flow</b>	<b>-</b>	<b>33,001</b>	<b>29,720</b>	<b>34,282</b>	<b>39,706</b>	<b>51,361</b>

Based on these results, the project's feasibility indicators demonstrate its viability, with a net present value of JOD 22,761 and a profitability index of 2.36. Moreover, the project's internal rate of return (IRR) is expected to be 47.87%, indicating that the project is feasible and not sensitive to market discount rate changes.

Feasibility Indicators	
Net Present Value (NPV)	22,761
Profitability Index (PI)	2.36
Internal Rate of Return (IRR)	47.9%

### 5.3 Sensitivity Analysis

To assess the project's sensitivity to market conditions, a sensitivity analysis was conducted involving six unfavorable scenarios:

- Decrease projected revenues by 5% while keeping other variables constant.
- Decrease projected revenues by 10% while keeping other variables constant.
- Increase operational expenditure by 5% while keeping other variables constant.
- Increase operational expenditure by 10% while keeping other variables constant.
- Increase initial costs by 5% while keeping other variables constant.
- Increase initial costs by 10% while keeping other variables constant.

Table 11: Sensitivity analysis outcomes

Sensitivity Scenario	Net Present Value (NPV)	Profitability Index (PI)	Internal Rate of Return (IRR)
Original case	22,761	2.36	47.87%
Drop in revenues by 5%	11,233	1.67	31.77%
Drop in revenues by 10%	(342)	0.98	13.41%
Increase in OpEx by 5%	17,388	2.02	39.87%

Increase in OpEx by 10%	12,001	1.69	31.88%
Increase in initial cost by 5%	21,926	2.25	45.56%
Increase in initial cost by 10%	21,091	2.15	43.41%

The sensitivity analysis shows that, in general, the project is feasible and not sensitive to unfavorable market conditions. However, the drop in revenues has a more dramatic impact on the project viability than the increase in the OpEx or initial cost by the same magnitude. Therefore, we recommend the investor check and further study the market and the proposed location for the project to ensure that the projected revenues are achievable within the thresholds of the proposed initial cost and operational expenditures.

## 6. Integration with Other Sectors

The Off-Season Accommodation booking is not only pivotal for the tourism and events sectors but also holds significant potential for integration with other sectors, enhancing its utility and marketability. This integration can drive innovation and efficiency in various ways:

**Short-Term Rentals and Homestays:** The Off-Season Accommodation Booking Platform can integrate with homestays, Airbnbs, and serviced apartments to expand its accommodation options. This collaboration allows the platform to cater to a wider audience, including travellers seeking unique and home-like experiences, thereby increasing off-season occupancy rates across diverse lodging types.

**Technology and Data Analytics:** By partnering with tech companies, the platform can leverage advanced data analytics and AI to optimize dynamic pricing, predict booking trends, and enhance user experience. Integration with technology firms can also improve the platform's infrastructure, ensuring scalability and robust performance.

**Event Management:** Collaborating with event management companies can allow the platform to offer unique experiences and packages that include local events, festivals, and activities. This can attract travellers seeking immersive and authentic experiences, thereby boosting off-season bookings and increasing the platform's appeal.

## 7. Entrepreneur Persona

The ideal candidate to lead the Dabkeh Classes Business should possess the following qualities and expertise:

**Passion for Middle Eastern Culture and Traditions:** A dance enthusiast with a deep appreciation and understanding of Middle Eastern dance, particularly Dabkeh, and its cultural significance.

**Experienced Dance Instructor or Cultural Expert:** Proven experience in teaching dance or expertise in Middle Eastern cultural traditions, capable of instructing and inspiring students of various skill levels.

**Strong Communication:** Excellent verbal and written communication skills to effectively engage with students, parents, schools, corporate clients, and other stakeholders.

**Leadership Skills:** Has leadership abilities to guide a team of instructors, manage class schedules, and ensure the smooth operation of the academy.

**Engaging Cultural Experiences:** Innovative in designing immersive cultural programs and workshops that attract both locals and tourists.

**Effective Promotion:** Should be skilled in marketing and promotion, utilizing both traditional and digital platforms to raise awareness and build a strong brand presence for the academy.

## 8. Stakeholders

The success of the Dabkeh Classes Business will depend on engaging a diverse array of stakeholders, each playing a unique role in the ecosystem:

**Tourists:** Both international and domestic visitors seeking unique and engaging cultural experiences.

**Local Communities:** Residents who may benefit from employment and economic development opportunities the business brings.

**Educational Institutions:** Schools and universities interested in providing cultural enrichment programs for their students.

**Corporate Groups:** Companies looking for unique team-building activities and cultural experiences for their employees.

**Dance Instructors and Cultural Experts:** Professionals who will teach the dabkeh classes and lead workshops, crucial for delivering high-quality and engaging experiences.

**Local Cultural Organizations and Community Centers:** Partners for co-hosting events and workshops, important for community outreach and engagement.

**Event Planners and Coordinators:** Professionals organizing cultural events, festivals, and private functions, collaborating for performances and special programs.

**Merchandise Suppliers:** Vendors providing traditional dance attire, accessories, and other merchandise, partnering for generating additional revenue through sales.

**Marketing and PR Agencies:** Assisting in promoting the venture to both domestic and international tourists, helping to shape the public perception and brand of the dabkeh classes and cultural events.

## 9. Risk Assessment

Risk	Impact	Likelihood	Risk Mitigation Technique
Low Demand for Dabkeh Dance Classes or Cultural Experiences	Revenue loss due to insufficient interest in Dabkeh classes.	Medium	Conduct market research to understand demand; diversify offerings with additional cultural experiences; use targeted marketing to attract interest.
Difficulty in Attracting and Retaining Students	Inconsistent class attendance and revenue, difficulty in maintaining a stable student base.	High	Implement loyalty programs; offer trial classes and promotions; engage with local communities and schools to build a steady clientele.
Competition from Other Dance Studios or Cultural Institutions	Loss of potential students to competitors offering similar services.	High	Differentiate by offering unique cultural experiences and high-quality instruction; establish partnerships with local organizations; enhance marketing efforts.
Operational Challenges in Managing Class Schedules and Instructor Availability	Disruptions in class schedules, leading to dissatisfaction among students.	Medium	Use efficient scheduling software; maintain a roster of substitute instructors; provide ongoing training and support for instructors.



# 10. Conclusion

In conclusion, apart from the scenario of a 10% drop in revenues, the project demonstrates promising feasibility indicators based on assumptions made during the development of this study. Nonetheless, entrepreneurs are advised to conduct additional analysis on projected demand, initial costs, and operational expenses to mitigate potential risks associated with adverse market conditions that could jeopardize its viability.

## **Disclaimer**

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Founders and investors considering this project are advised to conduct further analysis on projected adoption rates, development costs, and ongoing operational expenses. This additional scrutiny will help mitigate potential risks related to technology challenges, changes in regulations, market penetration, and competitive pressures.

The report does not constitute any form of commitment or recommendation on the part of MoDEE or Istadama Consulting.