

Qatar and Horseracing: Global and Local Benefits of Sponsorship

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Qatar Prix De L' Arc De Triomphe. (Source: Copyleft, *Wikimedia Commons*, 5 October 2014)

Sue Bridgewater

University of Liverpool

ABSTRACT

As part of rapidly developing global reputation in the global sports market, Qatar has made significant investments in horseracing. These investments are in a number of areas including sponsorship of prestigious brands and events in global and local horseracing, as owners, and as breeders of world-renowned race horses.

This case study looks at the development of Qatar's global reputation in horseracing and at some of the global horseracing sponsorship relationships and other activities, which have helped to further build Qatar's prominence in the global sport of horseracing.

BACKGROUND

"Centuries before Qatar became one of the world's fastest-growing economies, it was known for its prized Arabian horses. They are part of Qatar's culture and tradition, with the Arabian horse racing enjoying a rich history in the Middle East."¹

In the words of Qatar Racing's Equestrian Club General Manager, Nasser bin Sherida al Kaabi:²

"Qatar has the best Arabians in the world and we'd like to keep it that way (...) But we are now trying to improve our thoroughbreds so that we can compete on an international level with leading racing nations."

Arabian horses are world renowned and famous for their distinctive dished head shape and high tail carriage. Originating in the Arabian Peninsula, the horses are believed to be one of the oldest breeds in the world,³ at least 3,500 years old, when they appear in Ancient Egyptian drawings⁴, and perhaps up to 4,500 years old.

1. Aly Vance, "Why horses are big business in Qatar," *CNN News*, 2 March 2018, <https://edition.cnn.com/2018/03/01/sport/qatar-horse-racing-winning-post-aly-vance/index.html>.

2. Ibid.

3. Leon B. Blair, "The Origin and Development of the Arabian Horse," *The Southwestern History Quarterly* 68, No: 3 (Jan 1965): 303-316.

4. Arabian Horse History, Arabianhorse.com (website), 5 April 2013, <http://www.arabhorse.com/arabian-horse-history>.

The *Arabian Horse* website describes Arabian horses as follows:

“The unique combination of characteristics of the Arabian breed makes them extremely versatile horses that cheerfully engage in many tasks, whether excelling as show horses, being ridden English or western, working cattle or racing, or just being the ultimate equine companion.”

There is also a recognition that, given the genetic characteristics of Arabian horses, breeding Arabian horses with European horses produce offspring, which are faster, require less feed and live longer. Accordingly, many of today’s race horses have Arabian blood.⁵

Thoroughbred horses, a breed developed for its speed in horseracing, also owe a lot to Arabian bloodstock with a strong line of descent from the Darley Arabian, which was brought to Great Britain in around 1700.⁶

In Qatar, the tradition and cultural significance of horses and horseracing plays a role in its development of a strong global reputation in horseracing:

"Our passion for horses is something we've inherited and for us to own a horse or to be a horse owner is a privilege (...) so we would like to keep this tradition for generations to come."⁷

This strong heritage and reputation for breeding excellent horses, along with the growth of Qatar as a host of major and mega sporting events, have combined to develop Qatar as one of the world’s preeminent names in global horseracing.

There are a number of different strands to Qatar’s involvement and activities. Qatar Investment & Projects Development Holding Company, known as QIPCO Holding, is one of the leading private investment companies in Qatar. It expanded its portfolio of activities from 2010 onwards to include investment in horseracing, both as a sponsor of major horseracing events and through its subsidiary companies, Qatar Racing Ltd (formed in 2012) and Qatar Bloodstock (Qatar Bloodstock was established in 2010, with the purchase of Makfi and the

5. Ibid.

6. Encyclopædia Britannica Online, s.v. “Thoroughbred,” <https://www.britannica.com/animal/Thoroughbred>.

7. Vance, “Why horses are big business in Qatar.”

operation's list of current stallions is headed by Charm Spirit, who will stand in France in 2018, Harbour Watch, Havana Gold and Hot Streak, who stand in Britain, and Zoustar, who stands in Australia).⁸

“QIPCO Holding is one of the leading private investment companies in Qatar. Established in 1999 and based in Doha, QIPCO Holding has a diverse range of interests, including real estate, construction, oil and gas, trading and services, finance and health.

Since 2010, its portfolio of interests has extended to include horseracing and its investment in the sport as both sponsor and commercial partner is the largest in the history of British racing. The global racing and bloodstock operations, Qatar Racing and Qatar Bloodstock, are both subsidiaries of QIPCO.”

- “QIPCO Holding,” Qatar Racing.⁹

Qatar and Global Horseracing Sponsorship

Qatar has signed a number of high profile sponsorship deals with leading global names in horseracing. This case study focuses only on a sample of these to illustrate the strength of the relationships and the profile and other benefits which have been created for Qatar in key horseracing markets.

Sponsorship of French Horseracing Events

Amongst its prestigious global sponsorship deals in horseracing, Qatar sponsors iconic horseracing events in France including:

- Qatar Prix de l’Arc de Triomphe

This race runs at Longchamp in Paris, France at the end of September / beginning of October. The sponsorship relationship between Qatar Racing and Equestrian Club (QREC) and France Galop began back in 2007, and the current deal is set to run until 2022. The 97th Qatar Prix de l’Arc de Triomphe was run in front of just under 45,000 people. Named Longines World’s Best Horserace for the 2nd time in

8. ParisLongChamp website, www.parislongchamp.com.

9. “QIPCO Holding is one of the leading private investment companies in Qatar,” Qatar Racing (website), <https://www.qatarracingltd.com/about/champions-of-racing/>.

3 years in 2017, The Prix de L'Arc de Triomphe was first run in 1920¹⁰ over one and a half miles. On their website, Paris Longchamp says:

“In 2007, the Qatar Racing and Equestrian Club (QREC) and France Galop signed a partnership agreement, which has since been renewed to extend the sponsorship of the Qatar Prix de l'Arc de Triomphe until 2022. Horses are an integral part of Qatari culture. The nation's passion for horseracing naturally led to a long-running sponsorship deal with France Galop and the Prix de l'Arc de Triomphe. Thanks to this partnership, the Qatar Prix de l'Arc de Triomphe has become one of the most richly-rewarded turf races in the world, with a purse of 5 million euros.”¹¹

QREC was founded in 1975, with a mission of developing Thoroughbred and Purebred Arabian horseracing events, organising Arabian horse shows and providing support to owners and breeders. QREC's stables at Al Rayyan are one of the most enviable horse racing facilities in the world.¹²

More recently, in 2014, the Qatar National Bank (QNB) also became involved in sponsorship of the Prix de l'Arc de Triomphe weekend:

“QNB's name will be associated with two races to be run as part of the Qatar Prix de l'Arc de Triomphe weekend; namely, the QNB Prix Dollar and the QNB Prix de L'Abbaye de Longchamp.”¹³

- The Qatar Arabian World Cup

Among the portfolio of 14 race events also supported by QREC in France is the Qatar Arabian World Cup, which it has sponsored since 2014 and which runs on the same day as the Qatar Prix de L'Arc de Triomphe, with an unprecedented €1 million of prize money. On its website, France Galop says of its relationship with

10. “Qatar Prix De L'arc De Triomphe,” ParisLongChamp website, <http://www.parislongchamp.com/en/qatar-prix-de-larc-triomphe>.

11. Ibid.

12. “Sponsors,” Arabian Horses Organization UK website, <https://www.aroracing.co.uk/sponsors-page/>.

13. “QNB Partner of prestigious Qatar Prix de l'Arc de Triomphe Weekend in Paris,” QNB website, 1 October 2014, https://www.qnb.com/cs/Satellite?c=QNBNews_C&cid=1355404220626&locale=1338474029767&p=1344242846789&pagename=QNBQatar%2FQNBLLayout.

QREC, “The Qatar Racing and Equestrian Club (QREC) and France Galop, a symbiosis of great racing cultures.”



Figure 2: QREC logo (Source: QREC website)

- QIPCO Prix du Jockey Club

From 2017, QIPCO (see footnote 8) expanded its portfolio of investment in European racing to sponsor the 2017 QIPCO Prix du Jockey club, which runs at Chantilly racecourse and is one of the highlights of the French racing calendar. The QIPCO Prix du Jockey Club, first contested in 1834, is run over 2,100 meters and is the most prestigious event for three-year-olds and the second richest race in France after the Qatar Prix de l’Arc de Triomphe.

Sponsorship of British Horseracing Events

In its study of the Economic Impact of British Horseracing (2013),¹⁴ Deloitte comments on the important impact that QIPCO has had by its sponsorship of these “British Sporting Crown Jewels.”

A recessionary period in the UK economy, after 2008, had had its effects on British Horseracing through “squeezed disposable income,” which resulted both in lower overall

14. “Economic Impact of British Racing 2013,” *Project Report*, British racing Authority and Deloitte LLP, <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/sports-business-group/deloitte-uk-economic-impact-british-racing-2013.pdf>.

attendances at racing events, lower spending per person on catering amongst those who did attend and also affected business spending on corporate hospitality at racing events.

QIPCO sponsorship came at an excellent time and has been important in the redevelopment of British horseracing facilities, as well as in attracting excellent horses to race at events through higher prize money, which, in turn, has resulted in increasing attendances.

In 2013, Deloitte ranked horseracing as the second most attended sport overall in Britain. In its 2016 report, Deloitte lists Royal Ascot (ranked third), the Cheltenham Festival (ranked fourth), and the Epsom Derby (ranked tenth) among its most attended UK Sports Events of the year (See Figure 3):

Event	Attendance (People)	Days
Wimbledon Tennis Championships	494,000	14 days
F1 British Grand Prix	327,000	3 days
Royal Ascot Horseracing	295,000	5 days
Cheltenham Festival Horseracing	261,000	4 days
ATP World Tennis Finals	252,000	8 days
The Open Golf Championship	173,000	8 days
Badminton Horse Trials	160,000	5 days
Moto GP Silverstone	156,000	3 days
Burghley Horse Trials	155,000	4 days
Epsom Derby Horseracing	154,000	2 days

Figure 3: Top Ten Attended UK Sports Events 2016

(Source: Event organisers, Deloitte analysis)¹⁵

Deloitte (2013) comments on the relatively high level of sponsorship attracted by British Horseracing compared with many other racing nations, and to the 20 per cent increase in sponsorship revenue between 2008 and 2012, yet still says that the £31million of horseracing sponsorship revenue in 2012 – a majority of which is in the form of prize money payments – is lower than for many other British professional sports, despite the relatively higher attendances at horseracing events.

15. Bill Wilson, "Wimbledon was the most attended UK sport event in 2016," *BBC News*, 14 December 2016, <https://www.bbc.co.uk/news/business-38313318>.

Among the events which have been sponsored in British Horseracing are:

- QIPCO Champions Series

Since its launch in 2011, the Champions Series of 35 top British Flat races run at racecourses including Ascot, Newmarket, York, Haydock, Goodwood, Epsom and Sandown, has been sponsored by QIPCO. QIPCO also separately sponsors an increasing number of the individual races within it.

Over the time period that QIPCO has been involved, the total prize money for those contests is also said to have been increased by 50 per cent to £17.4million to attract a stronger field of the top global racehorses and stables.¹⁶

Amongst the stated aims of the relationship are that the Champions Day at Ascot will be worth £5million by 2024 (it is currently over £4million in 2018), and that the prize money for the 1,000 and 2,000 Guineas at Newmarket will be increased to £500,000, which would represent almost 25 per cent increase for the fillies' race. By getting the top horses to compete, the events, in turn, increase the number of race day attendees.

The QIPCO British Champions Day, run at Ascot Racecourse in October of each year, draws together some of the historic final day of the season races, which were formerly run at Ascot and Newmarket racecourses. This final day is billed on their website as “the ultimate race day”¹⁷ and as: “the most valuable day’s racing in the history of British Horseracing.”¹⁸ In its second year in 2012, QIPCO British Champions Day sold out its 32,000 capacity – an increase of over 5,000 attendees

16. Chris Cook, “Qataris sign up to biggest sponsorship deal in British racing history,” *The Guardian*, 10 June 2015, <https://www.theguardian.com/sport/2015/jun/10/qatar-biggest-sponsorship-deal-british-racing>.

17. The Ultimate Race Day, British Champions Trophy website, <http://britishchampionsseries.com/qipco-british-champions-day/>.

18. QIPCO British Champions Day, Ascot website, <https://www.ascot.co.uk/horse-races-and-events/qipco-british-champions-day/qipco-british-champions-saturday>.

on its launch in 2011 – and has since consolidated its position as the finale to the British Horseracing Flat Season (See Figure 4):

Figure 4: QIPCO British Champions' Day Attendances

Year	Attendance (People)
2017	31,187
2016	28,989
2015	30,697
2014	28,741
2013	Over 24,000 ^{19 20} (the attendance recorded by Ascot is slightly higher – See footnotes)
2012	32,000
2011	27,000

Figure 4: (Source: Deloitte 2013, Thoroughbrednews.com 2017)²¹

- Ascot

QIPCO became Ascot's first official partner in 2014 and this relationship looks set to continue until at least 2024. The sponsorship relationship gives QIPCO branding rights for two days of the Royal Ascot race meet each year. QIPCO also has sponsorship of races including the King George VI and the Queen Elizabeth Stakes, and for the Champions Stakes and the Queen Elizabeth II Stakes which run during QIPCO Champions Day. Nick Smith, spokesman for Ascot described the deal at the time as:

“Unprecedented for both us and the wider industry (...) Having such a long-term and well-funded commitment would (...) give us the confidence to be able to plan ahead. We're going to look in the round at where we stand and have a think, over the rest of the year, about the way we should be using this investment. Of course there will be prize

19. Amy Mathieson, “QIPCO British Champions Day: in pictures,” *Horse & Hound*, 24 October 2013, <https://www.horseandhound.co.uk/features/equine-stars-steal-the-show-at-qipco-british-champions-day-pics-413088>.

“Economic impact of ascot Race course,” *Report*, Ascot & Deloitte LLP, December 2014, https://www.ascot.co.uk/uploads/1658216671-09-04-2018-12-47-46.Ascot_Economic%20Impact%20Document_FINAL_WEB.pdf.

20. “Economic impact of ascot Race course,” *Report*, Ascot & Deloitte (2014).

21. “Tremendous attendance at QIPCO British Champions Day,” *Thoroughbred News*, 22 October 2017, <http://thoroughbrednews.com.au/news/story/tremendous-attendance-at-qipco-british-champions-day-100803?section=International>.

money increases on the back of these deals and we have to find the balance between investing in prize money and our facilities. Prize money is not the whole deal but it is fundamental.”

Ascot has a long and rich history. Ascot was established in 1711, by Queen Anne and has had a royal association, ever since. The tradition of the Royal Procession, which conveys the Royal party along the straight mile course to the Royal Enclosure before racing begins at Royal Ascot, was begun by King George IV in 1820s.²² Many individual races also have Royal associations, but as can be seen in the attendance data in Figure 2, the five-day Royal Ascot meet is one of the UK’s leading sporting events.

In their report on Ascot in 2014, Deloitte points to the iconic nature of the sporting properties sponsored by QIPCO at Ascot:

“While racing is at its core, the Racecourse has long been synonymous with royalty, fashion and the best of British culture. The Racecourse plays a critical part in the high regard in which British Racing is held internationally.”

Each of the different horseracing events and venues discussed in this case study will have their own profile of attendees at events, whether more local, or as, in the case of Ascot, also often including international visitors.

Ascot (2014) reported its attendee profile as being 55 per cent male / 45 per cent female; the age profile is older than the average age of the UK, with two thirds of tickets being bought by 35 – 65 year olds; in terms of distance travelled to Ascot racecourse, on average 10 per cent of attendees travel over 100 miles to attend events, 57 per cent travel less than 30 miles. It is anticipated, however, that the profiles for individual race days at Ascot would look different to each other and that Royal Ascot might, for example, attract attendees who travel much further than the average Ascot event.

22. “Economic impact of ascot Race course,” *Report*, Ascot & Deloitte (2014).

- Goodwood

In 2014, Qatar signed a sponsorship which was, at the time, the largest single sponsorship relationship in British Horseracing.²³ Under the terms of the sponsorship deal, more than £2 million was invested in eight key races during the Goodwood Festival and annual prize money was also increased. “Glorious Goodwood”, the main event, became instead the Qatar Goodwood Festival. Course Owner, Lord March said of the sponsorship relationship, "Our partnership with Qatar will make an enormous contribution to horseracing in the UK."

Of the relationship, Hamad Al Attiyah, president of the Qatar Equestrian Federation said:

"The sponsorship demonstrates Qatar's further commitment to British racing. With such huge prize-money on offer, we hope it will help to attract international runners from all over the world as well as continuing to see the best in Britain, France and Ireland."

Sponsorship agreements with other international horse racing organisations

In addition to its prestigious sponsorships in France and Britain, Qatar has sponsorship agreements with a number of other international horse racing organisations, such as the Curragh Racecourse in Ireland, for the Irish Champion Stakes at Leopardstown and also has a partnership with the Breeders' Cup in the United States.

- Qatar Airways partnership with The Curragh, Ireland²⁴

Announced in June 2017, the partnership between Qatar Airways and The Curragh, Ireland coincided with the introduction of the first Qatar Airways flight between Dublin and Doha. The partnership includes the prestigious Group 2 Qatar Airways Minstrel Stakes and the historic Qatar Airways Royal Whip Stakes

23. “Glorious Goodwood name to go in record Qatar sponsorship deal,” *BBC News*, 22 December 2014, <https://www.bbc.co.uk/sport/horse-racing/30577669>.

(Group 3) as part of a Qatar themed race day which also featured the inaugural running of the Qatar Racing and Equestrian Club Curragh Stakes.

On the announcement of the partnership, Senior Vice President of Qatar Airways Europe, Mr. Jonathan Harding said:

“Qatar Airways is honoured to partner with The Curragh. As such an established and world renowned horse racing venue, there is great opportunity to connect the Irish and Qatari communities. We’re very proud to enter the Irish market and expand our global network of over 150 destinations. We believe the new route will inspire and educate both Irish and Qatari travellers on both destination (...) Qatar Airways celebrates the Irish and Qatari affinity with horses, and brings together the cultural heritage of the two nations”.

The Commercial Manager of The Curragh, Evan Arkwright, commented that:

“The Curragh is delighted to have the opportunity to work with one of the world’s leading airlines at a very important time for the racecourse to develop key partnerships with premium global brands. I would like to thank Mr Al Naemi* for helping to facilitate this initiative which will further strengthen and enhance the important links we have with the Gulf region.”

(* Limerick stud farm is currently owned by Qatari businessman Mubarak al-Naemi)²⁵

Local MENA Benefits from Global Sponsorship of Horseracing

As well as the benefits of Qatar’s sponsorship of horseracing for global reputation, the General Manager of QREC, Sherida al Kaabi, says in the *Gulf Times* (2017) that Qatar’s sponsorship of foreign races:

“...has had a significant impact on the development of local equestrian events (...) the associations with these big races have also defined Qatari equestrian, besides ensuring the presence of a large number of famous horse owners from France and Britain in the international races organised in Qatar.”²⁶

24. Neil Steedman, “Qatar Airways Reins in The Curragh for 2017 Partnership,” *Irish Travel Trade News*, 22 June 2017, <https://www.ittn.ie/news/qatar-airways-reins-curragh-2017-partnership/>.

25. “Storied 286ac Limerick stud farm back on the market for €5.5m,” *MSN News*, <https://www.msn.com/en-ie/money/homes-property/storied-286ac-limerick-stud-farm-back-on-the-market-for-€5m/ar-AACWYzx>.

26. “Qatar’s sponsorship of international races boosts local competition: al-Kaabi,” *Gulf Times*, 14 September 2017, <https://www.gulf-times.com/story/563863/Qatar-s-sponsorship-of-international-races-boosts->.

Sponsorship of prestigious international horseracing events, says al Kaabi, raises the stature of Qatari equestrian and boosts the standard of equestrianism in Qatar.

These sponsorships, moreover, have gained the attention of owners and trainers from all around the world, which has resulted in an increase in sales of Qatari horses in the global market.

With the Doha Triple Crown, the prestige of Arabian horse racing is further enhanced by a series of races in which the winner of three high profile races in Britain, France and Qatar, culminating with the HH The Emir's Sword Race in Doha, wins the Doha Triple Crown.

This event brings visitors and a global audience to Qatar horse racing. Held annually at the QREC,²⁷ the HH Emir's Sword Equestrian Festival is one of the biggest and most spectacular events in the Qatar horse racing calendar.

The Impact of Sport Sponsorship

Recent years have seen a significance increase in spending on global sports sponsorship as part of the marketing communications mix (IEG 2018).

There are many reasons why sponsors become involved in sponsorship (Cornwell and Maignan 1998).²⁸ Sometimes sponsors are trying to build global awareness of what they stand for with the demographic involved in a sport.

Often, though, the reasons for sponsorship go beyond awareness and can involve making positive associations between the sponsor's brand and the brand, or event, being sponsored. The sponsoring brand is enhanced - in the eyes of those who see the sponsorship –

27. "HH the Emir's Sword," CSM Live website, <https://csmlive.com/work/hh-the-emirs-sword/>.

28. T Bettina Cornwell & Isabelle Maignan, "An international review of sponsorship research," *Journal of Advertising* (1998): https://www.researchgate.net/profile/T_Cornwell/publication/261624806_An_International_Review_of_Sponsorship_Research/links/553fab30cf2320416eb5a1d/An-International-Review-of-Sponsorship-Research.pdf.

by the association. Several studies have shown that the positive associations and image of a sports event can be transferred to the sponsor brands (Eaton and Gwinner 1999).

The image of an event is based on a number of variables:

1. What type of event (for example: sports, arts, music)
2. Characteristics of the event (size, number of participants, their status, location)
3. Individual factors (personal experience and personal perceptions of the image of the event) (Brown et al. 2003).

Image transfer is the process whereby the associations - which someone makes with the brand or event - become associated with the sponsor (Eaton and Gwinner 1999). The aim is to arouse positive emotions and attitudes toward the sponsor, linking these to the positive emotions associated with the event.

Research conducted by Breuer and Rumpf (2012)²⁹ and others points to the impact of emotional content, such as sports, in creating strong recall of sponsorship. Neuroscientific studies have shown the whole areas of the brain light up during this type of viewership, which are not active during other types of activity. In terms of recall of sponsorship and the way in which positive associations are created cognitively, that this can result in a greater recall of messages conveyed during sport spectatorship.

29. Christoph Breuer and Christopher Rumpf, "The Viewer's Reception and Processing of Sponsorship Information in Sport Telecasts," *Journal of Sport Management* 26 (2012): 521-531, doi: 10.1123/jsm.26.6.521.

Case Study Questions

1. What are the benefits which Qatar can gain from its sponsorship of global horseracing events?
2. Do some of the sponsorships mentioned in the case study confer particular, or different, potential benefits compared with others? What, for example, are the particular characteristics associated with the relationship between QIPCO and Royal Ascot and those associated with the Qatar Airways relationship with The Curragh in Ireland?
3. To what extent do you believe that global horseracing sponsorship has local impacts for Qatar and the MENA region and what kinds of impacts do you anticipate?

Teaching Note

This case study is intended to look at the range of activities of Qatar in relation to global horseracing and the benefits which these can confer for Qatar globally and locally. In particular, the case study focuses on sponsorship activities by a number of Qatari organizations in the global sport of horseracing.

The case looks at sponsorships in a range of different horseracing contexts including France, Britain and the rest of the world. There is a brief review of the possible motives for sports sponsorship and what benefits this can offer to sponsors.

Question 1: What are the benefits which Qatar can gain from its sponsorship of global horseracing events?

The first question asks students for a broad overview of the motives which Qatar might have for its sponsorship of global horseracing events. This might be broken down with respect to what do they gain from a) global and b) horseracing sponsorship.

The material provided on research into sports sponsorship motivation offers some suggestions eg: global awareness, awareness among a particular market segment or target geographic market and also amongst the demographic of horseracing attendance and viewership. Students might further consider sponsorship motivations beyond awareness. For example, what are the the image transfer associations of linking to these iconic locations and prestigious events?

Students might consider what is meant by Qatar in the case study. The case mentions a number of organisations in Qatar who are involved in horseracing and these organisations have different history and perhaps different motivations for their involvement in sponsorship. What, for example, might be the motivations of Qatar Racing and Equestrian Club? Under the section on Local MENA impacts of sponsorship there is mention of an increase in participation in Qatar in equestrian sports. QIPCO, on the other hand is an investment company which works across other sectors including equestrian sport. Will it be trying to boost equestrian participation, or might it be looking to build a profile for Qatar as a global hub and destination for investment and tourism?

In relation to horseracing sponsorship, students might also focus somewhat more on the horseracing element. The history and culture of horses and their significance for Qatar is discussed in the earlier part of the case study and students might include a discussion about potential differences and logic behind Qatar's sponsorship of horseracing, compared perhaps with a broader range of sports.

Question 2: Do some of the sponsorships mentioned in the case study confer particular, or different potential benefits compared with others? What, for example, are the particular characteristics associated with Royal Ascot compared with those associated with the Qatar Prix de l'Arc de Triomphe or with the Qatar Goodwood Festival?

The second question is proposed as a “compare and contrast” question. Specific examples are suggested, but students are not expected to restrict their analysis to these and might use additional examples either from within the case or from their own reading and research.

The intended focus of the second question is on the characteristics of specific sponsorship properties. The case study provides some history and factual information on Ascot, Royal Ascot, Prix de l'Arc de Triomphe and their global standing as horseraces and events. Students might also identify differences in the sporting markets, attendance, audience profile and other characteristics associated with different events.

The relationship between Qatar Airways and The Curragh, Ireland, might be identified as one where this coincides with the launch of a direct flight between Dublin and Doha and that the motives might also include awareness of, and sales of tickets on, this new route.

Question 3: To what extent do you believe that global horseracing sponsorship has local impacts for Qatar and the MENA region and what kinds of impacts do you anticipate?

The final question asks students to relate their learning back to the local impacts for Qatar and MENA of their involvement in the global horseracing sponsorship market. Some valuable information is provided by the QREC interview in the final section, but students might also revisit their answers to questions 1 and 2, to relate these to the benefits that might result from this global activity in the local market.

Points might include: Levels of investment across a range of sectors in Qatar. Specific activity relating to sale of Qatar' horses and racehorses. Continued development of Qatar as a Centre of Excellence serving global equestrianism as well as global horseracing. Benefits might also accrue from attendance at Qatar-based horseracing events such as the HH The Emir's Sword Race in Doha, in travel to Qatar, so to airlines, to hotels and other tourist sources of income.

Broader points include a continued and, perhaps, rising interest in equestrianism and development of participants in the sport.

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