



**Establishing Best Practice in Major Event Planning with a Focus on Educational
Success within Qatar and MENA Region**

John Myers
Leeds Beckett University

ABSTRACT

This case study interrogates the event planning process, using evidence-based decision making in its application towards Qatar and the Middle-East and North Africa (MENA) region. The rise of major and mega events within the Qatar and MENA region has called for a specific focus upon educating event students, with the identification of best practice being of the utmost importance. This is epitomised in the hosting of the 2022 FIFA World Cup. This case study provides a critique of event planning models made throughout the growth and understanding of event strategy and management in academic literature, using real-world examples throughout to apply to Qatar and the MENA region. This leads to a discussion of what is required from the Qatar and MENA region perspective, in line with their wider strategies for hosting mega and major events. By going through the process outlined in this case study, future event managers can understand the processes required to put on events of the highest standard.

INTRODUCTION

Qatar & Wider MENA Region

His Highness the Amir Sheikh Tamim bin Hamad al-Thani launched the Qatar National Vision 2030 (QNV 2030) in October 2008, envisioning a long-term plan to develop four key areas of Qatari life. These four areas, *Human Development*, *Social Development*, *Economic Development* and *Environmental Development* have clearly defined strategies in place aiming to provide a high standard of living for all citizens within the twenty-two-year timeframe.¹ As part of this vision, Qatar are hosting arguably the biggest sporting event in the world, the FIFA World Cup in 2022. This focal point in the QNV 2030 looks to accelerate

1. "Advancing Sustainable Development," *GSDP*, Accessed 12 November 2018, http://hdr.undp.org/sites/default/files/ghdr_en_2009.pdf.

progress and provide a legacy not only for Qatar, but the whole Middle East and North African (MENA) region.^{2 3}

Major events regularly occurring in the country, such as the Qatar Open Tennis and Qatar Masters Golf, support the hosting of future hallmark events in the region, for example the 2019 IAAF World Championships. This shows the growth and ambition within the area. Additionally, Qatar endeavours to host a summer Olympic Games, maybe as early as 2028.⁴ An increase in investment, sponsorship and event bidding has seen Qatar and the wider region become notable and significant players in the major/mega event and sport event scene.

This case study will review major event planning in the MENA region. Planning for a major sporting event is a complex process, with an enormity of stakeholders involved, and a manifold of decisions and tasks needed to be completed within multiple chapters and phases of an event.⁵ The task of planning a major sporting event such as the FIFA World Cup then has added pressure when it comes as part of a wider, strategic national vision. The importance of legacy is epitomised in this instance; however without correct planning, legacies can be ineffective.⁶

The balance of planning effectively and maintaining Qatari values will be discussed to propose an event planning model bespoke for events in the area. An increasing number of

2. "Historic Bid Journey," Supreme Committee for Delivery & Legacy (website), Accessed 1 November 2018, <https://www.sc.qa/en/qatar/historic-bid-journey>.

3. "Amir: 2022 World Cup Qatar a Tournament for all Arabs," *Gulf Times*, Accessed 1 November 2018, <https://www.gulf-times.com/story/599599/Amir-2022-World-Cup-Qatar-a-tournament-for-all-Ara>.

4. "Qatar to Host 2028 Olympic Games after 2022 World Cup? That is the 'vision and target'," *The National*, Accessed 1 November 2018, <https://www.thenational.ae/sport/qatar-to-host-2028-olympic-games-after-2022-world-cup-that-is-the-vision-and-target-1.177962>.

5. T. Christopher Greenwell, Leigh Ann Danzey-Bussell, and David J. Shonk, *Managing Sport Events* (Human Kinetics, 2014).

6. Guy Masterman, *Strategic Sport Events Management* (Routledge, 2014).

events in the MENA region are arising, and emerging powers in that area are bidding and winning the rights to host large scale sporting and non-sporting events. Cornelissen⁷ attributes the shift in the bidding and hosting of mega and major events to “placing a country more centrally within the international community of states and to highlight the country’s distinctions”. Qatar has an abundance of wealth deriving from oil and natural gas. The use of events in the MENA region can stimulate development beyond the oil and gas industries, primarily in tourism and other opportunities mega events facilitate. Major and mega events can provide the opportunity to put the country in the spotlight. The planning and implementation of the 2022 FIFA World Cup has notably gained media attention and the staging of sport mega events brings with it unavoidable scrutiny and risk to reputation.⁸ This case study considers the need to approach marketing and PR within event preparation alongside other, pre-established, critical junctures in the planning process.

The QNV 2030 is a momentous vision, creating a unified goal for major stakeholders within the country. As part of QNV 2030, Qatar have also identified five key challenges to develop and achieve their outcomes. This is to remain true to their values and uphold national identity.⁹ Delving deeper into these challenges, you can identify a need to find a sense of balance within the national vision. These challenges emphasised below, provide an understanding of the balance required for the future growth of Qatar (all information interpreted from QNV 2030 document).

- (i) Balancing modernisation and preserving traditions.

7. Scarlett Cornelissen, “The Geopolitics of Global Aspiration: Sport Mega-events and Emerging Powers,” *The International Journal of the History of Sport*, 27 (2010):16-18, 3008-3025.

8. Paul Michael Brannagan and Richard Giulianotti, “Soft power and soft disempowerment: Qatar, global sport and football’s 2022 World Cup finals,” *Leisure Studies* 34, No: 6 (2015).

9. *Qatar National Vision 2030*, Accessed 1 November 2018, https://www.mdps.gov.qa/en/qnv/Documents/QNV2030_English_v2.pdf.

With the rapid growth of Qatar in terms of literal population size and from an economic perspective, modern work patterns can conflict with traditional freedoms and social values. Finding balance with the development of the Qatar National Vision, combining modern life to the Qatari people's long established values and culture is imperative for success.

- (ii) Meeting the needs of today without compromising future needs.

As previously mentioned, Qatar's abundance of wealth stems from oil and gas industries. However, the QNV 2030 highlights recognition towards sustainability in the region. Using intergenerational justice as part of this,¹⁰ QNV 2030 is looking to renewable wealth to compensate for the non-renewable wealth the region has been relying on for the past years. Balancing this for future generations, as well as maintaining current livelihoods and the like, is identified as a key challenge here.

- (iii) Managing growth.

While economic growth and expansion is an obvious plus for the country of Qatar, rapid growth can deplete resources and hinder the achievement of strategies and visions. Balancing growth rates alongside the current economic climate is pivotal to prevent weakening quality of services, labour productivity and other fundamental government provisions.

- (iv) Maintaining equilibrium between Qataris and expatriates.

For human and economic development, the importance of foreign workers upskilling the local workforce is recognised, however balancing Qatari labour with the immigration of unskilled workers is required, specifically on the impact this could pose on national identity and morale of Qatari workers if unskilled worker immigration continues to rise. High rates of population growth as aforementioned has led to this important challenge for QNV 2030 and having the right workforce for major and mega events is paramount for success. But the

10. Jeorg Chet Tremmel, *Handbook of Intergenerational Justice* (Edward Elgar Publishing, 2006).

correct workforce needs to include Qatari citizens and expatriates to improve human and economic development.

- (v) Engaging in good environmental stewardship.

The final challenge posed to QNV 2030 is balancing economic development with protection of the environment, of which “neither can be sacrificed for the sake of the other”. As with major plans for national development, environmental sustainability is likely to be overlooked. While it is impossible to entirely avoid having an effect to the environment, implementing plans to conserve and protect the environment while planning and hosting mega and major events can be crucial in public perception of the event itself.

QNV 2030 – Questions to consider:

1. How do these visions for the country of Qatar affect their hosting of events?
2. What will be the main challenges of keeping to their national vision while hosting mega and major events at the same time?
3. Up until 2022 (a key milestone in the national vision), what are the main priorities for the Qatari government and other key stakeholders?

OVERVIEW OF CASE STUDY TOWARDS EDUCATIONAL SUCCESS

This case study will be an in-depth and authentic exploration of the event planning process. As the world of event planning becomes more transparent, real-world examples will be used to test theory and literature for educational discussion.¹¹ The case study is founded on an evidence-based decision-making approach alongside experiential learning in sport event

11. Richard Light and Marlene Dixon, “Contemporary developments in sport pedagogy and their implications for sport management education,” *Sport Management Review* 10, No: 2 (2007): 159-175.

pedagogy.¹² Finally, the study can establish an understanding of future event plans, reports and strategies, helping improve learning and processes of critical thinking.¹³

The case study is structured with a two-part theoretical background. Firstly, a critical analysis of multiple event planning models will be conducted. Event planning is a staged process,¹⁴ and the use of planning models provide structure and consideration towards the key components of event planning. Framing the planning of an event around planning models is important in order to take into account all divisible aspects throughout developing, bidding, operating, implementing and evaluating an event.¹⁵

The second aspect of this theoretical background looks to critically explore bespoke categories and components not found within the planning models. This is to create an event planning model befitting of Qatar and the MENA Region's objectives when hosting mega and major events. The three areas are culture, public relations and managing legacy.

A review of the literature in these areas, focused towards planning and hosting major events will be critically explored, with examples to discuss best practice across the globe. This discussion will support an understanding of key issues faced in major and mega events alongside bespoke analysis for events in Qatar and the MENA region. This can establish recommendations for future event planners and incorporate aspects possibly overlooked or stressed through events in and across the region or further afield.

THEORETICAL BACKGROUND

12. Angela Green, Ian Richards and Susan Smith, "Embedding Evidence-Based Course Design Principles in Curriculum Design in a UK and Egyptian University," *Journal of Perspectives in Applied Academic Practice* 4, No: 2 (2016): 46-54.

13. Light & Dixon, "Contemporary developments in sport pedagogy."

14. Masterman, *Strategic Sport Events Management*.

15. Greenwell et al., *Managing Sport Events*.

Understanding Event Planning Models

As previously stated, the use of planning models provides structure and consideration towards the key components of event planning. Catherwood and Van Kirk¹⁶ highlight how all events contain unique natures, and facilitating these must incorporate continuous planning outset, from initially thinking about hosting a sporting event (and what event to hold), to bidding and eventually closing the event. Appendices 1 through 8 are various well-known event planning models, celebrated across academia and used at various levels to implement best practice for future event managers.

Active engagement in the planning process allows for roles to be established from an early stage in the event. Further to this, monitoring progress within all event areas is easily visible within the planning process.¹⁷ Despite the planning process being of the utmost importance, academics pinpoint the need to be conscious of the hazards of event planning.¹⁸

Event Planning Models – Questions to consider:

1. What might be the hazards or pitfalls related to the planning of events?
2. What might be potential solutions to these?

Bowdin et al., Model (2001)

Glenn Bowdin has become a seminal author when discussing event planning in recent years. *Events Management* (2012), now in its third edition has shown the progression in the event planning thought process. As more mega events take place in the 21st century, Bowdin *et al.*'s analysis of what is needed from event managers provides opportunities to establish

16. Dwight Catherwood and Richard Van Kirk, *The complete guide to special event management: Business insights, financial advice, and successful strategies from Ernst & Young*, New York (John Wiley & Sons, 1992).

17. Tim Hannagan, *Management Concepts and Practices*, 4th ed. (FT Prentice Hall, 2005).

18. Glenn Bowdin, Johnny Allen, Rob Harris, Ian McDonnell, and William O'Toole, *Events management* (Routledge, 2012).

best practice, reflect and feed forward upon previous events. Appendices 1 to 3 provide the strategic event planning process models developed from Bowdin *et al.*'s work.^{19 20 21}

Evident from appendices 1, 2 and 3 is how real-world events, especially from the world of sport, influence the development of more robust planning models. Bowin *et al.*,²² (*Appendix 1*) has two fundamental phases that underpin the model. The *strategic* and *operational* plan considers numerous pivotal aspects to events, however as the planning process becomes more transparent, further crucial elements to event planning have been identified within the planning process.

Questions to consider:

1. From your perspective, what is missing in the planning process from this model?
2. Can you provide examples from sporting events to support why it is necessary to include what you believe is missing from this model?

Bowdin *et al.*, *Model (2006)*

Bowdin *et al.*,²³ (*Appendix 2*) is a more considered approach to event planning. With strategic and operational planning still in place, this framework provides additional structure pre-event. A key consideration of this, is the decision process of bidding for events. This is important as this can often be the least-transparent aspect of all event planning.²⁴ Allowing

19. Glenn Bowdin, Ian McDonnell, Johnny Allen and William O'Toole, *Events management*, Oxford (Butterworth-Heinemann, 2001).

20. Bowdin, et al., *Events Management*, 2006.

21. Bowdin et al., *Events Management*, 2012.

22. Bowdin et al., *Events Management*, 2001.

23. Bowdin et al., *Events Management*, 2006.

24. Richard Pomfret, John K. Wilson and Bernhard Lobmayr, *Bidding for sport mega-event*, (School of Economics, University of Adelaide, 2009).

for considerable strategic thought in the process of bidding within event planning allows for social value, economic value to be established in sport events, in line with academic ideals.^{25 26} This stage of event planning and identified within the planning model (Appendix 2) was published as the cost of hosting mega and major events increased astronomically. Beijing's 2008 summer Olympic Games cost at least \$40 billion.²⁷

Questions to consider:

1. What societal benefits can you identify from hosting mega and major sporting events?
2. From this planning model, is there anything missing you believe critical in the event planning process?

Bowdin et al., Model (2012)

The most recent and updated model from Bowdin *et al.*,²⁸ (Appendix 3) uses the clear flow established in the previous planning models. Further to this, the planning model considers post-event 'legacy' to the equation, something previously un-planned in accordance with Bowdin *et al.*'s event planning models. Legacy, recognised as the long-term or permanent outcomes of hosting an event, is highlighted as a major benefit and justification for hosts and event organisers.^{29 30 31} However, legacy is an intangible element to any event,

25. Laurence Chalip, "Towards Social Leverage of Sport Events," *Journal of Sport & Tourism* 11, No: 2 (2006): 109-127.

26. Laura Misener and Nico Schulenkorf, "Rethinking the Social Value of Sports Events through an Asset-Based Community Development (ABCD) Perspective," *Journal of Sport Management* 30 (2016): 329-340.

27. Charles Riley, "Beijing had few rivals for 2022 Olympics due to cost," *CNN News*, Accessed 1 November 2018, <https://money.cnn.com/2015/07/31/news/winter-olympics-2022-beijing/index.html>.

28. Bowdin et al., *Events Management*, 2012.

29. Christina Bianchi, *The role of archives and documents in the legacy of the Olympic movement*, paper presented at the Legacy of the Olympic Games 1984–2000, International Symposium, 2003.

with inconsistencies within academic and industry practice well-known.^{32 33 34} A critique of this planning model identifies the lack of direction in understanding legacy and forward planning. For example, the 2012 Summer Olympic Games, hosted by London coined the mantra *inspiring a generation*, however the full-extent of its success regarding legacy is still unclear six years on.³⁵ This is directly applicable in the consideration of Qatar, as legacy for events such as the FIFA World Cup 2022 is part of a wider vision and strategy for the host country.

Questions to consider...

1. Do you think this model is robust enough in its discussion of event legacy? Does this help in the planning process?
2. Are Bowdin *et al.*, continuing to omit key aspects of event planning in your opinion? What examples/rationale can you provide to justify this?
3. In direct application to events in Qatar and the MENA region, are any of the Bowdin *et al.*, models applicable? What additional considerations do you need?

Getz Model (2005)

30. Vassil Girginov and Laura Hills, "A sustainable sports legacy: Creating a link between the London Olympics and sports participation," *International Journal of the History of Sport* 25, No: 14 (2008): 2091–2116.

31. Alana Thomson, Katie Schlenker and Nico Schulenkorf, "Conceptualising Sport Event Legacy," *Event Management* 17 (2013): 111-122.

32. Miquel de. Moragas, *Foreword*, paper presented at the Legacy of the Olympic Games 1984–2000, International Symposium, 2003.

33. Chris Gratton, and Holger Preuss, "Maximizing Olympic impacts by building up legacies," *The International Journal of the History of Sport* 25, No: 14 (2008): 1922–1938.

34. Catherine Matheson, "Legacy planning, regeneration and events: The Glasgow 2014 Commonwealth Games," *Local Economy* 25, No: 1 (2010): 10–23.

35. Richard Cotton, "Inspiring a Generation? Young People's views on the Olympic Games' Legacy," *British Journal of School Nursing* 7, No: 6 (2012): 296-301.

Appendix 4 is an event project planning model established by Donald Getz,³⁶ specifically for ‘one-off’ or one-time events. In a similar fashion to previously discussed models, a flow-chart style of planning model is constructed. This step-by-step, simple approach offers cyclical elements for any ‘refinements’ that may be necessary. The inclusion of this is key in order to perfect the planning, particularly when establishing feasibility or detailed planning as used in this planning model. Feasibility studies identify gaps in planning and development of events,³⁷ and are apparent throughout most event planning models. The key difference with Getz’s model, however, is the refinement element.

Critiquing this model, further examination of the event planning stages would help from a clarity perspective. Interrogating for example the ‘detailed planning’ section within this event model, it is an extremely vague outline in what you are having to consider or plan in order to establish the event. Comparing to Bowdin *et al.*’s model³⁸ (Appendix 3), you could consider the strategic elements highlighted, however this is unclear from Getz’s planning framework.

Another consideration, similarly to the Bowdin *et al.*, models are how certain aspects pivotal in modern event planning are not outlined via Getz’s model. Since Getz’s model was created a whole body of academic and industry literature on event legacy has been discussed. Legacies from sporting events, as previously mentioned, needs to be considered within the planning process,³⁹ however not all legacies are positive or can be planned.⁴⁰

36. Donald Getz, *Event Management & Event Tourism*, 2nd ed., Elmsford, New York (Cognizant Communication Corporation, 2005).

37. Holger Preuss, “The Conceptualisation and Measurement of Mega Sport Event Legacies,” *Journal of Sport & Tourism* 12, No: 3-4 (2007): 207-228.

38. Bowdin *et al.*, *Events Management*, 2012.

39. Thomson *et al.*, “Conceptualising Sport Event Legacy.”

Questions to consider:

1. How might 'refining' aspects of event planning be important? What may be needed to refine?
2. What might be a part of Getz's 'detailed planning' stage?
3. What might be the negative aspects of an event's legacy? Can you provide any examples from previous mega or major events?
4. Can you think of examples of unplanned legacies? What was the catalyst in creating the legacy?

Shone & Parry Model (2010)

Legacy and divestment are outlined further than in previous models by Shone and Parry⁴¹ (*Appendix 5*), albeit rather briefly. This covers evaluation and feedback, considering short-term legacy. However, as previously mentioned, a longer-term focus is required for legacy segments at this stage,⁴² allowing to manage the uncertainty of legacy planning and management.⁴³ *Appendix 5*, clearly explicates the flow of the framework, especially in comparison to aforementioned models. The event planning process is a systematic process⁴⁴ complimented by a clear planning model. The Shone and Parry model can be criticised for being complicated and difficult to follow for an event manager or team, having a potentially disastrous effect on the planning process. A lack of opportunity for 'refinements' or contingencies may potentially harm the event also.

40. Preuss, "The Conceptualisation and Measurement."

41. Anton Shone and Bryn Parry, *Successful Event Management: A Practical Handbook*, 3rd ed., Singapore (Cengage Learning, 2010).

42. Thomson et al., "Conceptualising Sport Event Legacy."

43. Gratton & Preuss, "Maximizing Olympic impacts."

44. Donald Getz, *Event Studies: Theory, Research and Policy for Planned Event*, Oxford (Elsevier, 2007).

Shone and Parry's model does offer a strong breakdown in the detailed planning, something lacking from Getz.⁴⁵ This 'systematic detailed plan' is broken down into three strands, *financial planning*, *operational planning* and *marketing planning*, developed further from Bowdin *et al.*, and their operational and strategic outlook. This three-tiered approach can offer more understanding in key considerations for that stage, however as previously mentioned, outlining this in a way that is easier to follow could be beneficial to event organisers and managers.

Questions to consider:

1. How could you make this planning model easier to follow? Would you adapt this or any other model in any way?
2. From the previous model when you were asked for your opinion of what should be included in the 'detailed planning' section, was there anything you missed? What effect may that have had on an event if you missed that aspect of planning?

EMBOK Model

EMBOK's⁴⁶ (*Appendix 6*) three-dimensional, extremely detailed model encompassing all aspects of knowledge and skills essential to create, develop and deliver an event. The all-encompassing model has four parts; *domains*, *processes*, *phases* and *core values*.

Domains considers the multiple departments an event manager must consider and was praised upon its inception for including risk as a domain of event planning and management.⁴⁷ Each domain has seven aspects to it, as shown below:

45. Getz, *Event Management & Event Tourism*.

46. EMBOK (website), Accessed 1 November 2018, <http://www.embok.org>.

47. Ibid.

ADMINISTRATION	DESIGN	MARKETING	OPERATIONS	RISK
Financial	Content	Marketing Plan	Attendees	Compliance
Human Resources	Theme	Materials	Communications	Decisions
Information	Program	Merchandise	Infrastructure	Emergency
Procurement	Environment	Promotion	Logistics	Health & Safety
Stakeholders	Production	Public Relations	Participants	Insurance
Systems	Entertainment	Sales	Site	Legal
Time	Catering	Sponsorship	Technical	Security

Processes highlights the actions that contribute to delivery of an event as seen below. These processes are required when completing tasks in the domains or classes stipulated previously. Due to the extreme detail involved, this planning framework by EMBOK offers a cohesive outlook that can be implemented at a global scale for mega and major events.⁴⁸

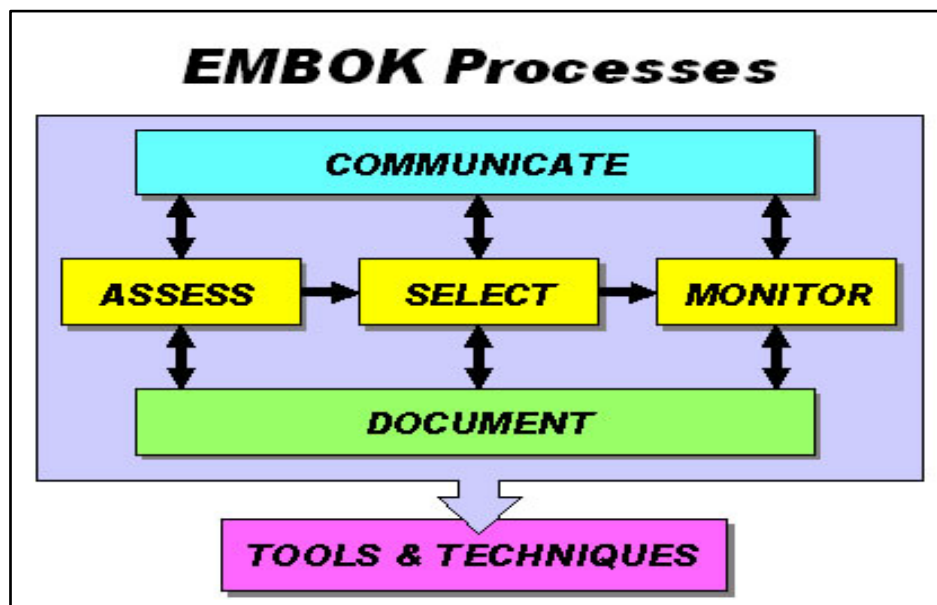


Figure 1: Embok Process (Source: Embok website, <https://www.embok.org/index.php/processes-page>)

The phases' aspect of the model takes into consideration the length of the planning and its transition into different aspects of the event planning. The key consideration from the phase's element is the inclusion of 'Go and No-Go' decisions. This part of the model pinpointed below in a flow chart style provides continuation of drafting and establishing

48. Linda Robson, "Event Management Body of Knowledge (EMBOK) and the Future of Event Industry Research," *Event Management* 12, No: 1 (2008): 19-25.

contingencies through the initiation, planning and implementation phases. This can help in establishing best practice as anticipating and averting problems is key for event managers and organisers.

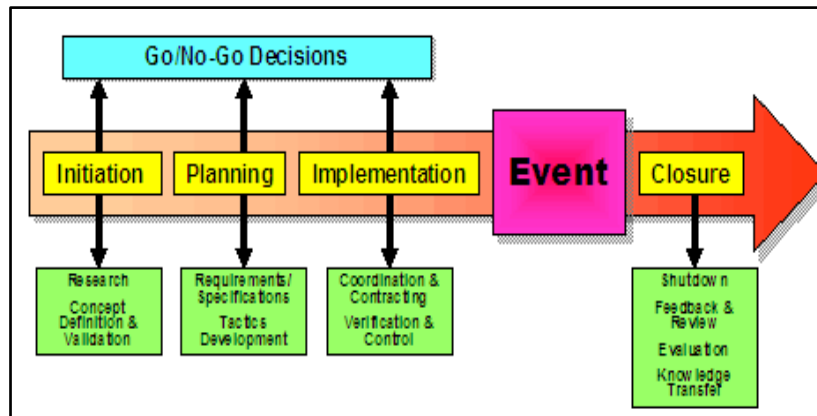


Figure 2: Embok Phases (Source: Embok website, <https://www.embok.org/index.php/embok-model/phases>)

Finally, considering core values to event planning, including *integration*, *ethics*, *continuous improvement*, *strategic thinking* and *creativity*. These values establish a culture and vision from the event, permeating through all aspects including legacy. In relation to events in the Qatar and MENA region, these values can help in achieving ‘buy-in’ towards a wider vision such as QNV 2030.

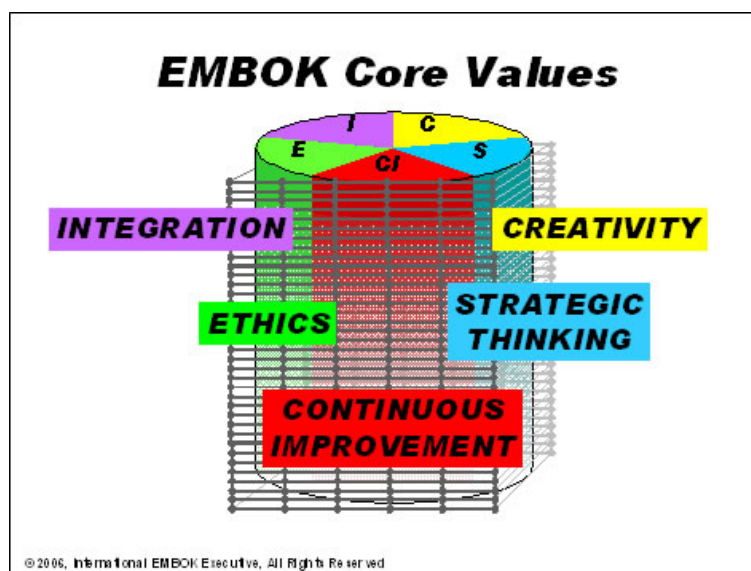


Figure 2: Embok Phases (Source: Embok website, <https://www.embok.org/index.php/embok-model/core-values>)

Questions to Consider...

1. What had you not previously considered before seeing the 'classes' within the EMBOK model domains?
2. Can you offer an example of when you may use the EMBOK processes model to complete a task on an event?
3. Think of a sporting event in the Qatar and MENA Region, what would some of the Go and No-Go decisions to consider be throughout the stages of event planning?
4. The EMBOK model is a robust and detailed overview of the planning process, would you look to implement this planning model for your event?

Conclusion of Event Planning Models

The six planning models considered above have all been considered and critiqued in academia for numerous years. For event managers, perfecting aspects prior to an event increases success rates, and a planning model is used as a systematic framework achieve this. To establish best practice these are taught at universities globally, with event management now fully established in academia.⁴⁹ An example of this is EMBOK⁵⁰ offering all pertinent skills and knowledge for the industry.

However, what is unknown is their applicability to industry and to distinct events globally. The information offered to event management students is extensive, allowing for knowledge to be utilised in industry. Unique considerations upon factors bespoke to the hosts

49. Donald Getz, *Event Studies: Theory, Research and Policy for Planned Events*, 2nd ed., London, (Routledge, 2012).

50. Robson, "Event Management Body of Knowledge."

need to be scrutinised for event planning models to be applicable for major and mega events. Suggestions are covered in aspects of the aforementioned models, with the nature and construct of some models and the ‘requirements/specifications’ aspect of EMBOK.

This case study proposes new, specific chapters to be included within the event planning process. Utilising aspects of the well-noted models previously discussed, additions are contemplated to allow unique features of events brought about through the host city, country, or region when regarding mega or major events. The model considers three specific sections to include: tourism affecting the culture of the region, controlling public relations (PR) and managing legacy. These are areas befitting the objectives of Qatar and the MENA region for upcoming events such as the FIFA World Cup 2022.

SPECIFIC COMPONENTS OF MAJOR EVENT PLANNING

Making Space for Culture

A major benefit and reason for hosting major and mega sporting events is the boost to tourism it offers the host.^{51 52} Research of tourism understanding tourism in Qatar and MENA region is limited, however an identified shift towards the four S’ of tourism can be identified in Qatar specifically.⁵³ *Shopping, Skyscrapes, Shopping and Sport* constitute the new, four S framework, venturing away from the traditional sand, sea and sun in order to

51. Johan Fourie and Maria Santana-Gallego, “The Impact of Mega-Sport Events on Tourist Arrivals,” *Tourism Management* 32, No: 6 (2011): 1364-1370.

52. Greenwell et al., *Managing Sport Events*.

53. Andrea Giampiccoli and Oliver Mtapuri, “Tourism Development in Qatar: A Diversification Strategy Beyond the Conventional 3 Ss,” *African Journal of Hospitality, Tourism and Leisure* 4, No: 1 (2015): 1-13.

prevent stagnation or decline in tourism.⁵⁴ This supports notions of sporting events reinforcing social aspects of a region rather than solving social problems.⁵⁵

The links between tourism and sport has grown significantly in the last thirty years⁵⁶ and has been identified as a positive tourism strategy. Qatar has utilised this as a fundamental part of their wider strategy for tourism and national development.⁵⁷ Evident as part of this is the 2022 FIFA World Cup, Asian Games and other events, it is clear to see Doha is developing to become a ‘Sporting City’. This is the unique nature of sport in relation to the other elements of the four S framework. Culture plays a big part of sport, with the 2022 FIFA World Cup being the first in this corner of the globe, questions have been posed by western sports fans regarding alcohol and gambling in football, the so called ‘unholy trinity’.^{58 59} It has been recognised in research pertaining to the Qatar World Cup, however, that this event should look to prioritise activities related to sociocultural improvement for the Qatari population,⁶⁰ including expatriates.

Culture in Sporting Events – Questions to Consider:

54. Catherine Cameron and John B. Gatewood, “Beyond Sun, Sand and Sea: The Emergent Tourism Programme in the Turk Sand Caicos Islands,” *Journal of Heritage Tourism* 3, No: 1 (2008): 65-73.

55. Misener & Schulenkorf, “Rethinking the Social Value of Sports Events.”

56. Andrea Giampiccoli and John Nauright, “Problems and Prospects for Community-Based Tourism in the New South Africa: The 2010 FIFA World Cup and Beyond,” *African Historical Review* 42, No: 1 (2010): 42-62.

57. Giampiccoli & Mtapuri, “Tourism Development in Qatar.”

58. Carwyn Jones, “Football, Alcohol and Gambling: An Unholy Trinity,” *AUC Kinanthropologica*. 51, No: 2 (2015): 5-19.

59. Bill Wilson, “World Cup 2022 Challenges for Qatar to Tackle,” *BBC News*, Accessed 12 November 2018, <https://www.bbc.co.uk/news/business-15202695>.

60. Ahmed Al-Emadi, Kyriaki Kaplanidov, Amadou Diop, Michael Sagas, K.T. Le and S. Al-Ali Mustafa, “2022 Qatar World Cup: Impact Perceptions among Qatar Residents,” *Journal of Travel Research* 56, No: 5 (2016).

1. What are the unique features of sport in comparison to other elements of the 4S framework?
2. How do you think western fans will perceive the 2022 FIFA World Cup in Qatar? What impact will this have to the Qatari people?
3. How does aiming to improve sociocultural factors through sporting events help Qatar achieve its wider aims?

Managing PR for Events

Public Relations (PR) is pivotal in the globalised world we now live in. Indeed, it has been recognised as a key component in cultural and business activity. This is magnified in sport because of the cultural and unique aspects of sport discussed above. PR is a major part of this, setting the tone for political involvement in sport, mega-events, media involvement and sports tourism.⁶¹ The globalisation of sports tourism has posed the question on whether public relations is the driver or beneficiary of the global sport scene.⁶²

Negative press can have a massive effect on the ‘buy-in’ on a sporting event, and this can lead to a backlash in attendance, commercial activity and other pivotal features of major and mega sporting events. This should be considered within any planning model and process for event managers, especially when you are hosting an event in that region for the first time. Any incident or problem that could damage business, reputation or value needs managing⁶³ and strong public relations helps within the overarching subject of crisis management. The

61. Jacquie L’Etang, “Public Relations and Sport in Promotional Culture,” *Public Relations Review* 32, No: 4 (2006): 386-394.

62. Jacquie L’Etang, Jesper Falkheimer and Jairo Lugo, *Public Relations and Tourism: Critical Reflections and a Research Agenda*. *Public Relations Review* 33, No: 1 (2006): 68-76.

63. Jonathan Bernstein, “The 10 steps of crisis communications,” *Crisis Response, prevention, planning and Training* 106 (2004), <http://bernsteincrisismanagement.com/the-10-steps-of-crisis-communications/>.

2022 FIFA World Cup for example has been in the news for differing reasons, which this case study will not investigate, but understanding crisis management will help in this regard.

Managing PR for Events – Questions to Consider:

1. What is the importance of PR in sports events for Qatar and the MENA Region?
2. Business, reputation and value have been identified as being damaged through negative PR, which would you identify as most important out of the three? Why do you choose that answer?

Creating a Strategy for Legacy

Establishing a so-called ‘good legacy’ is elusive,⁶⁴ as the pressure and necessity of global sporting events to surpass having ‘a few great moments’ becomes of the utmost importance. This is a growing concern for International Sporting Organisations (ISOs) who want a positive legacy and impact post-event in the host region. Academics, despite lacking in a fully-fledged definition for ‘legacy’,^{65 66 67} are increasing their investigation into the area. There are five noted varieties of legacy stemming from major and mega sporting events:⁶⁸

Sporting Legacy: Impact the playing quality within sport, looking to impact younger generations to participate, etc.

64. Richard Holt and Dino Ruta, eds., *Routledge Handbook of Sport Legacy*, Oxon (Routledge, 2012).

65. S. Cornelissen, U. Bob and K. Swart, “Towards redefining the concept of legacy in relation to sport mega-events: Insights from the 2010 FIFA World Cup,” *Development Southern Africa* 28, No: 3 (2015): 307-318.

66. Tracey J. Dickson, Agela M. Benson and Deborah Blackman, “A. Developing a Framework for Evaluating Olympic and Paralympic Legacies,” *Journal of Sport & Tourism* 16, No: 4 (2011): 285-302.

67. Richard Cashman, *The Bitter-Sweet Awakening: The Legacy of Sydney 2000 Olympic Games*, Petersham (Walla Walla Press, 2006).

68. Jean-Loup Chappelet and Thomas Junod, Thomas, “A tale of 3 Olympic cities: What can Turin learn from the Olympic legacy of other Alpine cities,” *Major Sport Events as Opportunity for Development, Valencia: Valencia Summit proceedings*, 2006.

Urban Legacy: Impact the characteristics of a host region.

Infrastructure Legacy: Impact upon buildings and facilities within a host region.

Economic Legacy: Impact upon of business revenue, consumer spending and other economic factors within a host region.

Social Legacy: Impact upon the social capital of a host city.

Legacy is a crucial element of modern major sporting events, with a focus on strategy and using resources to leverage lasting social and economic change.⁶⁹ A collaborative approach in regards to implementing and leveraging a strategy towards legacy is required.⁷⁰ This needs to incorporate perspectives and understanding of numerous stakeholders.⁷¹ Doing this collaborative approach with the key stakeholders involved can avoid ‘over-optimism’ pre-event, something that has been criticised with major and mega sporting events over recent years.⁷² An example being the London 2012 Olympic Games.

Creating a Strategy for Legacy – Questions to Consider:

1. Consider the five different varieties of legacy established in academia, which do you think Qatar is going to prioritise to achieve its aims for the 2022 FIFA World Cup? Why do you think that?
2. Think of an event recently hosted in the Qatar & MENA Region, what stakeholders would ideally be involved to make sure the legacy is a positive one?

69. Danny O'Brien and Laurence Chalip, "Executive Training Exercise in Sport Event Leverage," *International Journal of Culture, Tourism and Hospitality Research* 1, No: 4 (2007): 296–304.

70. Stacey-Lynn Sant, Daniel S. Mason and Tom D. Hinch, "Conceptualising Olympic Tourism Legacy: Destination Marketing Organisations and Vancouver 2010," *Journal of Sport & Tourism* 18, No: 4 (2013): 287–312.

71. Jean-Loup Chappelet, "Mega Sporting Event Legacies: A Multifaceted Concept," *Papeles de Europa* 25 (2012): 76–86.

72. Cotton, "Inspiring a Generation."

3. Do you think the 2012 London Olympic Games had a positive legacy? Discuss why relating back to literature.

CONCLUSION

This case study has been written in order to allow students to establish best practice for planning sporting events. Understanding the background underpinning why Qatar and the MENA region is important; the QNV 2030 outlines a strategy beyond the infamy of hosting the 2022 FIFA World Cup, towards a sustainable vision for the country of Qatar. Major and mega sporting events are integral to this, and in order to plan effectively, planning models can prove an effective, systematic framework for event managers to implement best practice.

Those event planning models discussed above are debated throughout academia, and implemented for educational success. These are systematic models, outlining various processes in event planning, but not without areas for critique. The main critique outlined in this case study is the lack of opportunity to tailor events to the host's requirements. This case study has identified three areas omitted altogether or in the required detail for events being hosted for the first time in the Qatar and MENA region. For event managers, organising committees and other stakeholders to be prepared for the first time hosting an event at such a scale, bespoke planning is required and can reinforce the hosting of similar events in the future.

Managing culture, PR and legacy are three bespoke areas identified here, in line with the upcoming sporting events in Qatar and the wider region. These may, and can be, added to in order to establish a more befitting strategic and systematic planning operation for Qatar. But from this case study the key challenge is to identify how these may fit within a planning model and ensuring pivotal components are not overlooked.

Case Study Challenge:

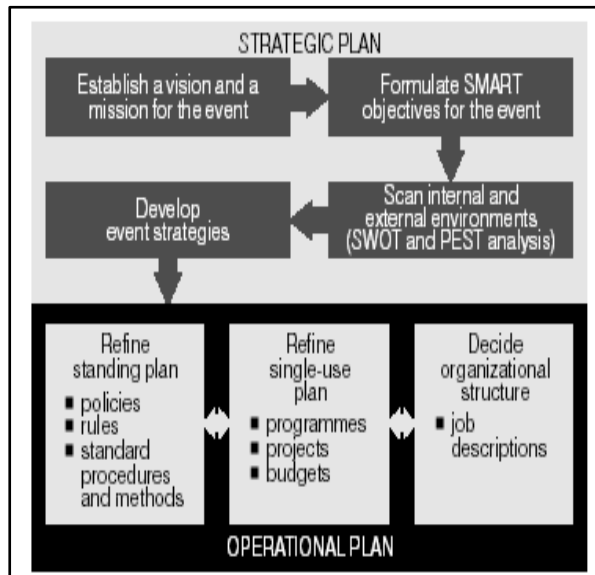
From your understanding after reading this case study, using evidence-based decision making within the questions answered throughout, devise your own event planning model for sporting events in the Qatar and MENA region. Look to incorporate managing for cultural differences within the globalised sporting world we live in, managing for negative PR when it presents itself and creating a positive legacy post-event.

The aim from this challenge is to use evidence-based decision making to inform the correct practice for event planning. Use the models and discussion of literature alongside real-world examples to make the best decisions possible and justify your event planning process. This will establish an understanding of future event plans, reports and strategies, helping improve learning and processes of critical thinking.⁷³

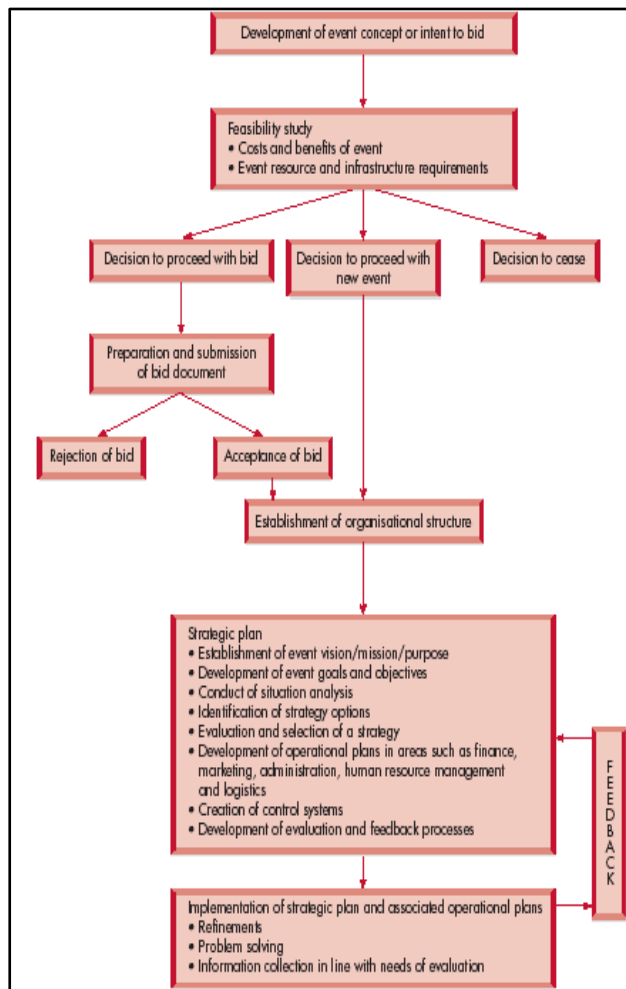
73. Light & Dixon, "Contemporary developments in sport pedagogy."

Appendices

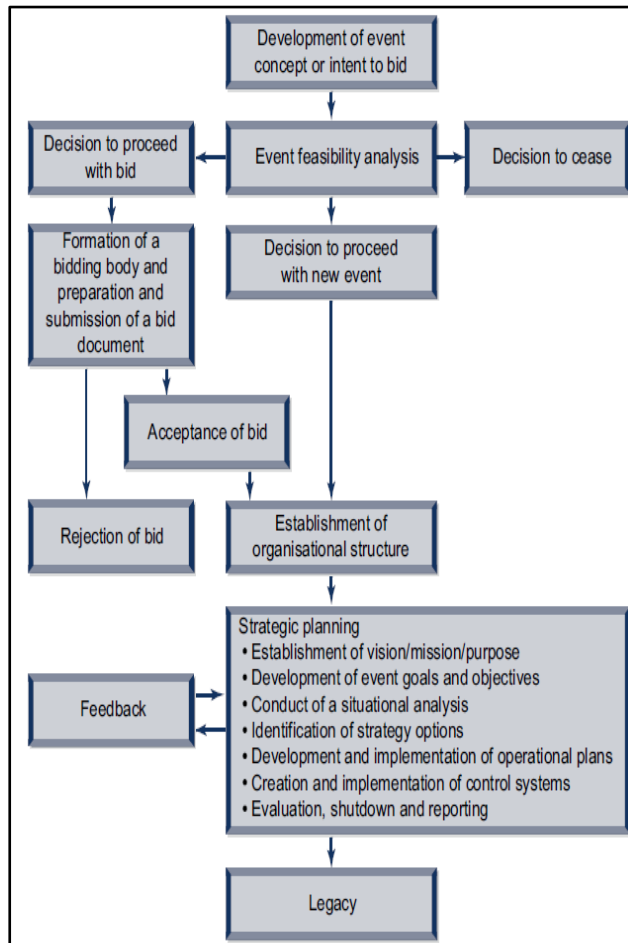
Appendix 1: Bowdin et al., (2001) Model.



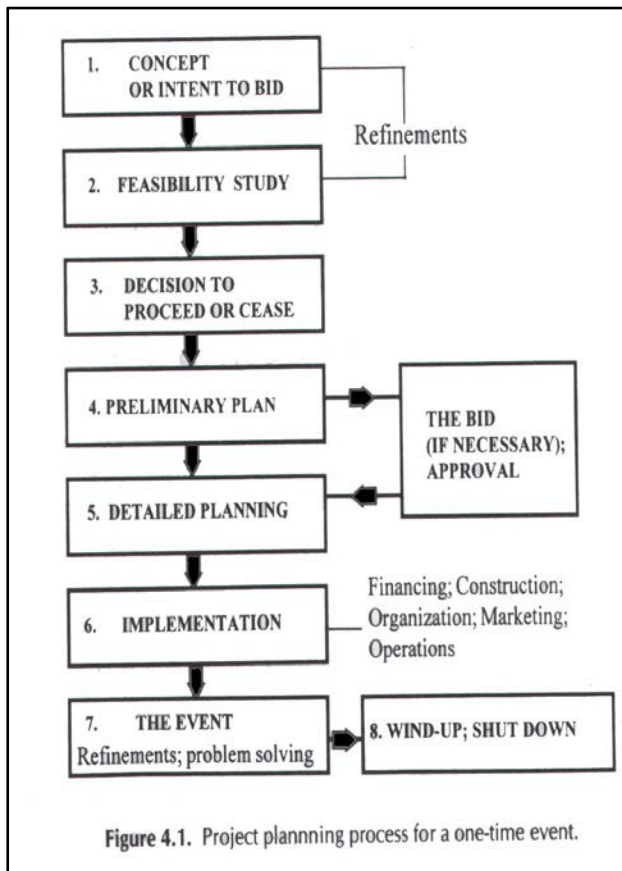
Appendix 2: Bowdin et al., (2006) Model



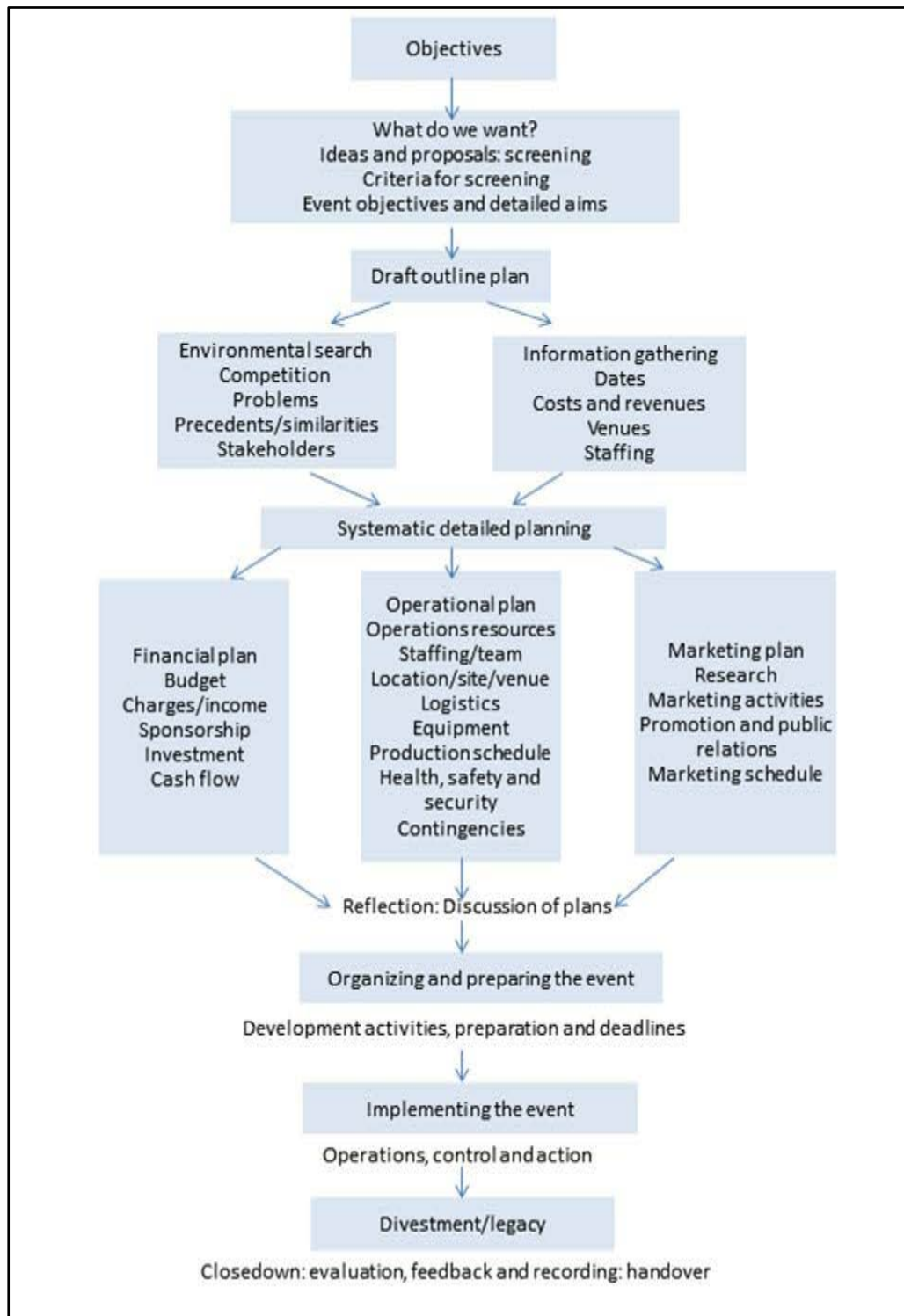
Appendix 3: Bowdin et al., (2011) Model.



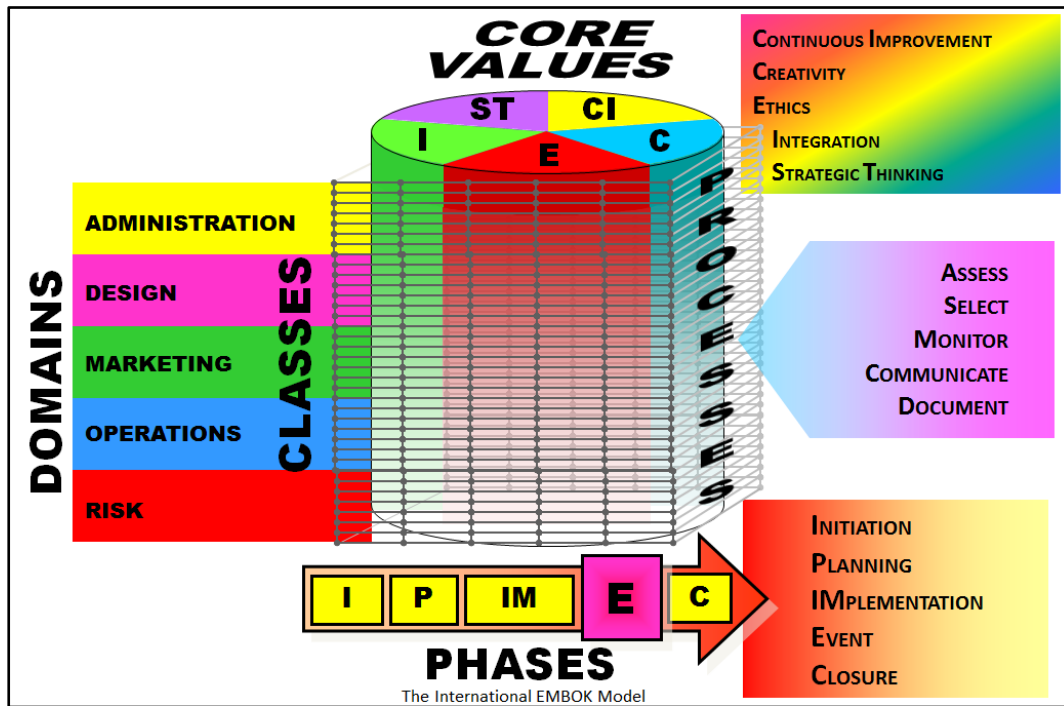
Appendix 4: Getz (2005) Model.



Appendix 5: Shone & Parry (2011) Model.



Appendix 6: EMBOK Model.



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