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# To Explore the Issues of 'Strategic Legacy Planning' that Relate to the Empowerment of Women

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**ABSTRACT**

This case study explores issues relating to the strategic legacy planning process with reference to the empowerment of women. We establish the current strategic objectives of the organising committee of the FIFA 2022 World Cup in Qatar (the Supreme Committee for Delivery and Legacy) and how they form part of Qatar's overall Sports Strategy with a focus on the empowerment of women. The strategic planning process which involves scenario planning for possible futures leading up to the 2022 World Cup is explored. The importance of stakeholder analysis within scenario planning alongside the process by which the Supreme Committee for Delivery and Legacy can engage stakeholders is examined.

**INTRODUCTION**

Much has been claimed for mega event legacies, but they have often been presented, evidenced and informed by political agendas and policy discourse. Recently, there has been a shift to address the underpinning challenges of legacy planning and, moreover, the impact on societal issues. This study will explore the process of strategic legacy planning and explore these issues. Specifically, the study aims to understand the issues associated with long-term legacy planning and assess its impact on the empowerment of women in the MENA region.

Specifically, we will:

1. Explore strategic legacy planning processes and determine possible futures in relation to the empowerment in women.

2. Examine relationships among key stakeholders and how they influence strategic planning.

3. Discuss the cultural context of the MENA region and how it influences strategic legacy planning and the empowerment of women?

In 2010, Qatar was awarded the rights to host the 2022 FIFA World Cup. The population of Qatar has tripled from 2006 to 2017, and the majority of its workforce in the

past has been male immigrant non-Qatari employees.[1] While hosting the 2022 World Cup is bringing an accelerated influx of opportunities to Qatar, it also enhances media attention to negative issues, such as women's rights.[2] The position of women in Qatar is often viewed from the outside as one that is bound by religious and patriarchal constraint, reinforced by the invisibility of women from much of the international sporting world.

According to Burbank et al.,[3] mega sports events are large-scale events, such as the FIFA World Cup or the Olympic Games, that intend to drive the local economy and urban development through tourist and media engagement. Although it is arguable that mega sports events drive the local economy, Deng & Poon[4] and Cornelissen et al.,[5] agree that mega sports events are large events that will always attract an international audience. Building upon this, it is important to consider how the host nation of such an event can plan and implement a lasting legacy. Legacy impacts five areas of a hosting city:[6]

1. Infrastructure
2. Knowledge
3. Policy
4. Networks
5. Emotions

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1. Jane Kinninmont, "Qatar's delicate balancing act," *BBC News,* 16 January 2013, https://www.bbc.com/news/world-middle-east-21029018.

2. Ibid.

3. Matthew J. Burbank, Greg Andranovich, and Charles H. Heying, "Mega-events, urban development, and public policy," *Review of Policy Research* 19, No: 3 (2002): 179-202.

4. Ying Deng and S.W. Poon, "Mega-challenges for mega-event flagships," *Architectural Engineering and Design Management* 7, No: 1: 23–37.

5. Scarlett Cornelissen, Urmilla Bob and Kamilla 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 (2011): 307-318.

6. Chris Gratton, H. Preuss, and D. Liu, "Economic legacy to cities from hosting mega sports events: a case study of Beijing 2008," *Meeting the Challenge of Major Sports Events* (2015): 46-58.

In 2011, Qatar released a national sports sector strategy guide, written and published by their National Olympic Committee, an effort spearheaded by the Emir Sheikh Tamim bin Hamad Al Thani. This strategy guide details how sports will contribute to the four major pillars of the Qatar National Vision 2030: human development, social development, economic development and environmental development.[7] The many ways in which Qatar strives to improve society through sport can be measured in part by steps, such as the government creating a National Sports Day holiday in 2012, and creating the Qatar Women's Sports Committee (QWSC), as well as opening several sporting facilities for women.

Much of the body of literature on legacy impacts focuses on either the economic effects or the infrastructural changes.[8] [9] However, over the last 20 years, large-scale sporting events have become increasingly accepted ways for achieving social and cultural strategic objectives for the host nation, including gender equality. Cultural benefits can also include strengthening local traditions and values.[10] Much of the evidence of the capacity of sport events to enhance social unity emphasizes feelings of euphoria, enhanced national pride, and unity.[11] Nevertheless, little is known about its ability to further gender equality and enhance the empowerment of women. Qatar's 2011-2016 sports sector strategy, part of the Qatar National Vision 2030, provides insight as to how sport and the FIFA 2022 World Cup can contribute to the empowerment of women.

***Sport – Activating the Qatar National Vision 2030***

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7. Qatar Olympic Committee, "Sports sector strategy 2011-2016," *Doha: Qatar Olympic Committee* (2011).

8. Gratton, et al., "Economic legacy to cities," 46-58.

9. Holger Preuss, Harry Arne Solberg and Jens Alm, "The challenge of utilizing World Cup venues," In *Managing the Football World Cup*, London (Palgrave Macmillan, 2014): 82-103.

10. Jean-Loup Chappelet, "Management of the Olympic Games: the lessons of Sydney," *Olympic Review* 27, No: 35 (2000): 40-47.

11. Bob Heere, Matthew Walker, Heather Gibson, Brijesh Thapa, Sue Geldenhuys, and Willie Coetzee, "The power of sport to unite a nation: The social value of the 2010 FIFA World Cup in South Africa," *European Sport Management Quarterly* 13, No: 4 (2013): 450-471.

The Sports Sector Strategy (SSS) 2011-2016 explains Qatar's priorities for the sports sector that will be integrated into the National Vision 2030. It presents the key sports outcomes that the country intends analysis of sports development, stakeholder engagement, and a consideration of emerging challenges. The SSS sets out six priority areas for sports (Figure 1):

1. Sport and Leisure Facilities

2. Promotion and publicity

3. Sports education, awareness and cultural change

4. Athlete pathways development

5. Sports Management
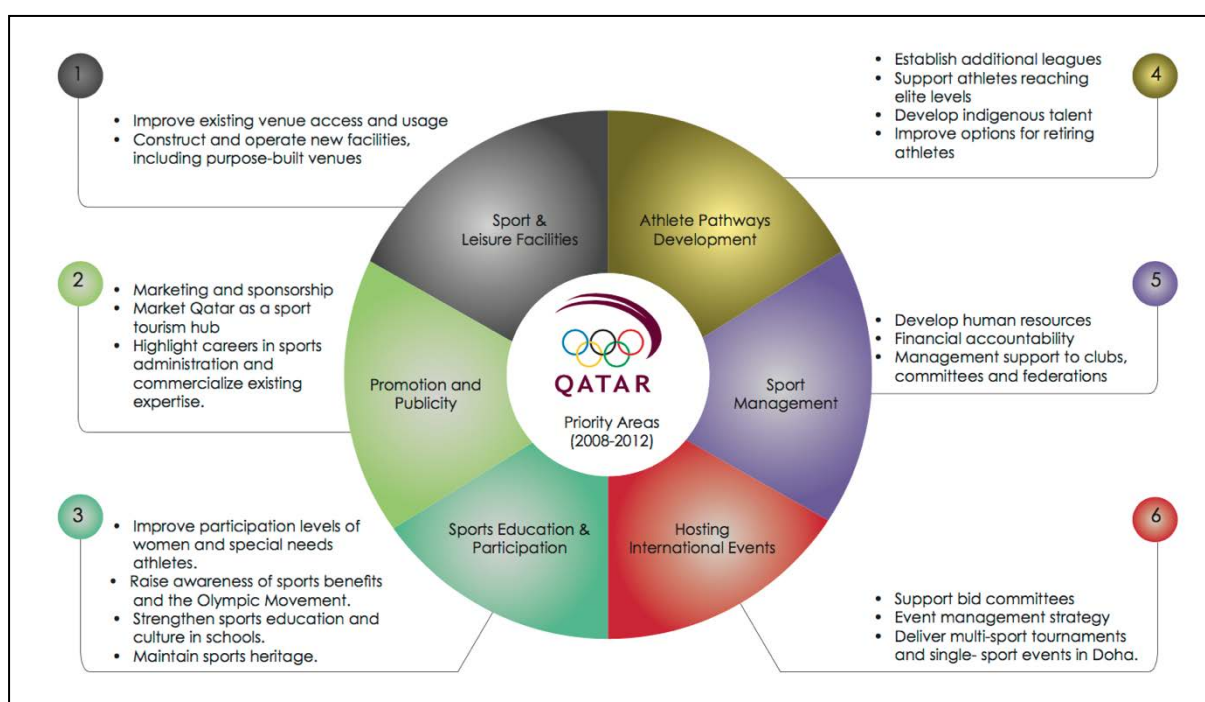
6. Hosting international events



Figure 1: Six key areas of Qatar's Sports Sector Strategy (Source: Qatar Olympic Committee).[12]

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12. "Sports Sector Strategy," Qatar Olympic Committee, 2nd ed., July 2011, https://www.aspire.qa/Document/Sports_sector_strategy_final-English.pdf.

There are three key strategic objections outlined in the SSS, which are based on stakeholder engagement and environmental analysis. They are:

1. Increase community participation in sports and physical activity;

2. Improve and integrated planning for community and elite sports facilities;

3. Increase and improved sports talent development, management and performance.

Increasing community participation aims to educate and engage the public on the importance of healthy and active living, increasing the opportunities for people of all ages and abilities to participate in physical activity. Planning for community and elite sports facilities aims to ensure adequate, appropriate and accessible facilities for recreational and competitive sports. Improved sports talent development aims to improve sports talent identification programs and athlete sponsorship. It is crucial that in the lead up to the FIFA 2022 World Cup, a strategic legacy planning process is conducted. Part of this planning process should consider the cultural impact of hosting the event, namely, the empowerment of women within the MENA region.

### Empowerment of Women through Sport

Sport can 'encourage individual and collective empowerment'.[13] Empowerment is a multi-dimensional social process that helps people gain control over their own lives. It is a process that fosters power in people, their communities, and in their society, by acting on issues that they define as important.[14] Empowerment is defined as a group's or individual's capacity to make effective choices, that is, to make choices and then to transform those

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13. Inter-Agency Task Force on Sport for Development, and Peace, *Sport for development and peace: Towards achieving the millennium development goals,* United Nations, *United Nations Publications*, 2003.

14. Nanette Page and Cheryl E. Czuba, "Empowerment: What is it," *Journal of Extension* 37, No: 5 (1999): 1-5.

choices into desired actions and outcomes.[15] Little attention is placed on making sense of what the term 'empowerment' means to/for beneficiaries, and the various (economic, cultural, or political) conditions necessary to foster empowering changes in the individuals.[16] Perhaps, unsurprisingly, the majority legacy plans are criticized for being nothing more than poorly constructed attempts at breaking down or confronting issues of power imbalances, stereotypes and authority.[17]

Access to resources is one of three criteria that enable women to advance their social status and power. The three dimensions of choice that define empowerment are: resources, agency, and achievement.[18]

- Resources (i.e., education, sports-related services) are an essential precondition for exercising choice and acquiring a greater level of power and social status;

- Agency is the process that defines individual goals and continues to act upon them;

- Achievement is the desired outcome where individuals receive the rewards for their achievements (e.g. better employment due to higher education).

Kabeer's three dimensions of choice explain why women's access to higher education (resources) is not enough to empower them. If women are educated but not given much access to political and economic power, the process of empowerment is not complete; their

15. Alsop R. Bertelsen and M. Bertelsen, "MF and Holland, J.," In *Empowerment In Practice: From Analysis to Implementation*, (2006), http://lst-iiep.iiep-unesco.org/cgi-bin/wwwi32.exe/[in=epidoc1.in]/?t2000=023200/(100).

16. Lyndsay MC Hayhurst, Audrey R. Giles, and Whitney M. Radforth, "I want to come here to prove them wrong': using a post-colonial feminist participatory action research (PFPAR) approach to studying sport, gender and development programmes for urban Indigenous young women," *Sport In Society* 18, No: 8 (2015): 952-967.

17. Marijke Taks, Laurence Chalip and B. Christine Green, "Impacts and strategic outcomes from non-mega sport events for local communities," *European Sport Management Quarterly* 15, No: 1 (2015): 1-6.

18. Naila Kabeer, "Social exclusion, poverty and discrimination towards an analytical framework," *IDS Bulletin* 31, No: 4 (2000): 83-97.

status remains low despite a greater investment in their human capital.[19] In Kabeer's framework, agency and achievement must follow resources. Within any strategic plan that aims to advance social and cultural matters there must be consideration of the three steps to empowerment of women.

The legacy plan for FIFA 2022 World Cup in Qatar outlines how the Supreme Committee for Delivery and Legacy intend to empower women through the availability of resources. It falls under one of their social legacies and focuses on the participation of women in football. The legacy document outlines:

'Women's participation in football and other sports has numerous health benefits and strengthens teamwork, confidence and other skills required to succeed in leadership roles. The Supreme Committee is active in finding ways to increase the number of women and girls playing football in Qatar, with the aim of strengthening women's roles in society.'

The Supreme Committee for Delivery and Legacy outline that empowering women is key to enhancing their role within society. Through increasing participation in football they claim that 'the skills learned on the pitch are transferrable to other spheres of life, from education to business and family life'. However, it is unclear how this process can be implemented. Thus, using Kabeer's three dimensions to empowerment, it is evident there is no clear pathway to 'agency' and 'achievement'. Ensuring there is a clear pathway for the empowerment of women through sport can be established within a comprehensive strategic plan which caters for possible future scenarios.

### Scenario Planning. How is it related to Strategic Planning?

Strategic planning can be thought of as a 'way of knowing', which helps managers establish what to do, how to do it and why you are doing it.[20] Strategic planning can help managers address issues or challenges within their business environment. Planning for

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19. Ibid.

20. John M. Bryson, Barbara C. Crosby and John K. Bryson, "Understanding strategic planning and the formulation and implementation of strategic plans as a way of knowing: The contributions of actor-network theory," *International Public Management Journal* 12, No: 2 (2009): 172-207.

possible future scenarios is considered a valuable method that helps organisations to prepare for possible eventualities, and makes them more flexible and more innovative.[21] An integral component of the development of any strategic legacy plan is scenario planning. Scenario planning encourages strategic thinking and helps to overcome strategy formulation restrictions by creating 'possible futures'.[22]

Scenario planning is defined as a set of hypothetical events set in the future constructed to clarify a possible of event based on environmental analysis.[23] Scenarios are also explained as alternative futures resulting from a combination of trends and policy making.[24] Consideration of possible futures helps to conduct planning in a thorough manner and significantly enhances the ability to deal with uncertainty.[25] This ultimately refines the decision-making process when it comes to planning a strategic legacy. Usage of scenario planning for long range planning of a strategic legacy for the FIFA 2022 World Cup facilitates adaptability and enables the Supreme Committee to react to challenges within the business environment. This is a key point as future uncertainty increases as we move away from the present and look further into the future.[26] Figure 2 highlights the widening of scenario cone and broadening of future possibilities. It also illustrates various factors which can influence the future direction of an organisation.

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21. Elina Hiltunen, "Scenarios: process and outcome," *Journal of Futures Studies* 13, No: 3 (2009): 151-152.

22. Paul JH. Schoemaker, "When and how to use scenario planning: a heuristic approach with illustration," *Journal of Forecasting* 10, No: 6 (1991): 549-564.

23. Herman Kahn, and Anthony J. Wiener, *The Year 2000: A Framework for Speculation on the Next Thirty-Three Years* (MacMillan Publishing Company, 1967).

24. Michel Godet, "How to be rigorous with scenario planning," *Foresight* 2, No: 1 (2000): 5-9.

25. George Burt and Kees van der Heijden, "First steps: Towards purposeful activities in scenario thinking and future studies," *Futures* 35, No: 10 (2003): 1011-1026.

26. Ulf Pillkahn, *Using Trends and Scenarios as Tools for Strategy Development: Shaping the Future of Your Enterprise* (John Wiley & Sons, 2008).
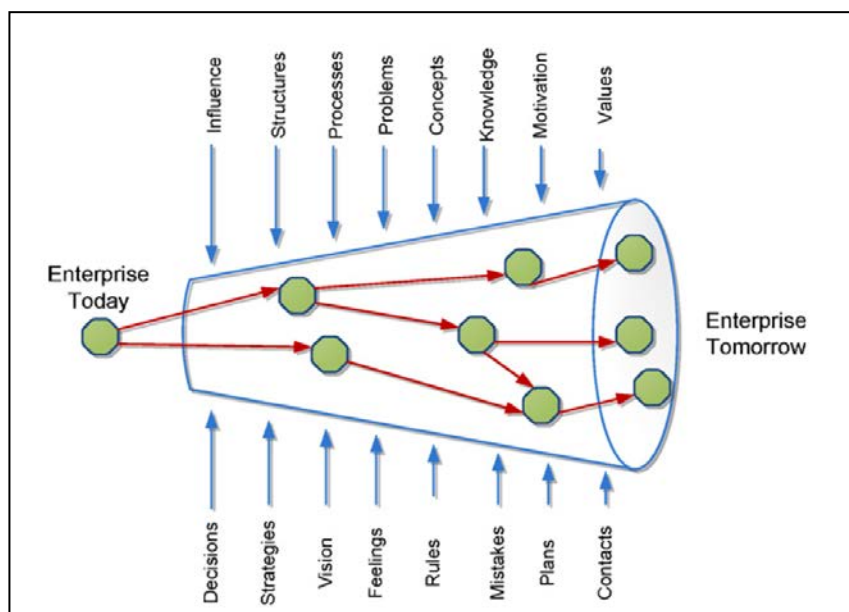
Figure 2: Organisation Characteristics and Possible Futures (Source: Pilkahn). [27]

For instance, as illustrated above, a possible future scenario can relation to a particular aspect of an organisation. Using the legacy plan for the 2022 FIFA World Cup as an example, we can explore the 'values' of the Supreme Committee for Delivery and Legacy. Their values are outlined in Table 1.

| Value | Explanation |
|---|---|
| Unity | 'We celebrate our tournament footprint, the most compact ever, and the links it allows us to make with our colleagues at the SC and with our stakeholders and communities in Qatar, throughout the region and Asia, and globally. We connect and get to know each other, aiming to create a groundbreaking new experience that takes advantage of our unique size, location and sense of place to build bridges across cultures.' |
| Sustainability | 'Care and concern for the world around us drives our every decision. Our planning and delivery is premised on the idea that generations to come should find our shared planet a greener, more equitable place, free from discrimination and full of opportunity for all. People will feel this and feel they are making a contribution when they come to Qatar for the 2022 FIFA World Cup. |
| Legacy | We will only know we have succeeded decades from now. That is when it will be possible to see the full effects of the legacy we are building every day. We deliver for 2022 and beyond, creating real change through the power of football and serving as an amazing model for other nations around the world seeking development opportunities through sport.' |

27. Ibid.

| Innovation | 'We tap into our spirit of innovation to find and showcase the best ideas on a global stage. We aim to build the region's culture of innovation, and to change the way football is experienced and shared forever. Innovation will allow us to shape and deliver the most connected tournament ever, one in which individual experiences become the collective.' |
|---|---|

Table 1: Values of Supreme Committee for Delivery and Legacy.

When planning future strategy, the Supreme Committee need to ensure their values remain throughout the duration of this legacy plan, and beyond. Part of the scenario planning process is to determine how environmental trends, challenges or issues affect an organisation's values, and other aspects noted in Figure 2.[28] Establishing possible futures can help identify the nature and timings of these environmental challenges and the possible consequences of a specific course of action.[29]

*Scenario Planning Process*

Scenario selection and validation can be a difficult and resource intensive endeavor. Table 2 helps outline to steps in scenario formation process. The key variable in determining the robustness of the possible future is analysis conducted on the organisation's internal and external environment. When running through the scenario planning process steps it is important to consider potential future scenarios for empowerment of women through sport. A major vehicle for this will the FIFA 2022 World Cup. In this respect, a prudent approach is to conduct an environmental analysis within the context of the empowerment of women through the legacy of hosting the FIFA 2022 World Cup.

| Scenario Planning Process | Considerations |
|---|---|
| 1. Purpose | • Is this a onetime activity associated with developing more effective policy and strategic decisions? |
| 2. Scenario Type/scope | • Can be either broad or narrow, ranging from global, regional, country, industry to a specific issue |

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28. Marcus Barber, "Questioning scenarios," *Journal of Futures Studies* 13, No: 3 (2009): 139-146.

29. Jeffrey D. Strauss and Michael Radnor, "Roadmapping for dynamic and uncertain environments," *Research-Technology Management* 47, No: 2 (2004): 51-58.

| 3.   Timeframe | • Can vary, linked to strategic objectives |
|---|---|
| 4.   Nature of scenario team | • An internal team from the organisation for developing scenarios?<br>• External teams, scenario developed by experts (external consultants)?<br>• Combination of the above? |
| 5.   Analytical tools | • Generic tools like brainstorming, STEEP analysis, stakeholder analysis, opportunities and challenges |
| 6.   Developing scenario set | • Defining the scenario logics as organising themes or principles to help form strategic options<br>• Need to consider the amount of scenarios presented |
| 7.   Scenario evaluation criteria | • Coherence, comprehensiveness, internal consistency, novelty, supported by rigorous structural analysis and logics |

Table 2: Process of Scenario Planning (Source: Bradfield et al., "The origins and evolution of scenario techniques"). [30]

If we follow the above scenario formation process, we can establish that the purpose of a future scenario is to facilitate the empowerment of women. If we examine the scenario type/scope (2) it is crucial we clarify what type of scenario will be sought. Within strategic planning literature, the following types have been proposed:[31]

- Continued growth: In this future, it is assumed that current conditions and trends are enhanced.

- Collapse: This future results as continued growth fails and there are great contradictions.

- Steady state: This future seeks to arrest growth and find a balance in the economy. It aims for a balanced and fairer society.

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30. Ron Bradfield, George Wright, George Burt, George Cairns, and Kees Van Der Heijden, "The origins and evolution of scenario techniques in long range business planning," *Futures* 37, No: 8 (2005): 795-812.

31. Muhammad Amer, Tugrul U. Daim and Antonie Jetter, "A review of scenario planning," *Futures* 46 (2013): 23-40.

- Transformation: This future tries to change the basic assumptions of the other three. It comes out either through dramatic technological change or cultural and social change.

The timeframe (3) is closely linked to when it is likely this possible future may occur. This step goes hand-in-hand with the analytical tools employed by the organisation to conduct their environmental analysis. This is when opportunities, challenges and stakeholder analysis will be conducted. This information will directly inform the possible future scenarios presented. An essential consideration is stage (6) and the development of the scenario set. Within this stage, the organisation will have to clarify how many future scenarios are evident. There is debate as to 'how many is too many' but there is a general accepted amount, as outlined in Table 3 below:

| Number of scenarios | Implications |
| --- | --- |
| 1 | It will be the most likely scenario, though it is convenient for strategy formulation but one scenario will not yield any alternate future or future options |
| 2 | Two scenarios are usually based on two extreme situations (optimistic and pessimistic scenarios) which are difficult to handle in the context of evaluation |
| 3 | Recommended by many researchers but there is a risk of focusing on the middle (most likely) scenario |
| 4 | Possible, good cost-benefit ratio |
| More than 4 | Possible, but cost of drafting and evaluating large number of scenarios will be very high and not justifiable |

Table 3: Implications of number of Scenarios (Source: Pilkahn). [32]

It is difficult to evaluate the future against only two scenarios. Therefore, it is quite possible that the organisation may miss some critical environmental analysis if only two scenarios are sought.[33] Decreasing the focus to just two scenarios does streamline effort but it

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32. Pillkahn, *Using Trends and Scenarios*.

33. Andrew Curry and Wendy Schultz, "Roads less travelled: Different methods, different futures," *Journal of Futures Studies* 13, No: 4 (2009): 35-60.

requires expertise to discover themes from the environmental analysis that are sufficiently distinct.[34] Usually, the standard approach is three to six possible future scenarios.[35] [36] Another aspect within stage (6) (Table 2) is the criteria for each scenario. The following five criteria for scenarios are:[37]

- At least two scenarios are needed to reflect uncertainty;

- Each scenario must be plausible;

- Scenarios must be internally consistent;

- Each scenario must be relevant to the organisation's concern;

- Scenarios must produce a new and original perspective on the issues.

### *Developing Possible Futures for the Empowerment of Women*

Underpinning each possible future and how it may affect the strategic planning of an organisation is an environmental analysis. Within the context of the empowering women via the hosting of the FIFA 2022 World Cup in Qatar, we can begin to establish some opportunities and challenges for the Supreme Committee for Delivery and Legacy. Opportunities and benefits of hosting such an event come in the form of:

1. Hosting the World Cup can be a catalyst for accelerating development of social and cultural strategic objectives for the host nation;[38]

2. Economic sustainability and diversification, tourism, image and branding, social

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34. Thomas J. Chermack, Susan A. Lynham, and Wendy EA Ruona, "A review of scenario planning literature," *Futures Research Quarterly* 17, No: 2 (2001): 7-32.

35. Joseph Alcamo, Thomas Henrichs and Thomas Rösch, "World water in 2025: Global modeling and scenario analysis for the world commission on water for the 21st century," *Center for Environmental Research*, University of Kassel (February 2000), https://wedocs.unep.org/bitstream/handle/20.500.11822/19071/World_water_in_2025_global_modeling_scenarios.pdf?sequence=1&isAllowed=y.

36. Kees Van der Heijden, *Scenarios: The Art of Strategic Conversation* (John Wiley & Sons, 2011).

37. Ibid.

38. Owen Gibson, "Qatar hits back at allegations of bribery over 2022 World Cup," *The Guardian*, 15 June 2014, https://www.theguardian.com/football/2014/jun/15/qatar-world-cup-bid-2022.

development of the society, globalisation and modernisation and regional competition as drivers of involvement;[39]

3.  Prestigious sporting events are synonymous with a contemporary Arab identity combining the traditional and local with the modern and global which Qatar's rulers are keen to perpetrate;[40]

4.  It can be a tool for diplomacy and foreign policy in accordance with Qatar's desire to be 'active around the world as an outward looking state;[41]

5.  The World Cup is a chance to promote the National Vision 2030 and showcase Qatar's modernity and progress.[42]

Some of the challenges which could hinder the capability of using the World Cup as a vehicle to develop a legacy of empowering women are:

1.  The reputation of FIFA as an organisation. Claims of bribery of FIFA officials and rumours of corrupt practices.[43]

2.  Foreigners are a dominant presence in Qatar with only around 12% of the two million inhabitants being Qataris;[44]

3.  Health and safety laws are not always implemented and the workforce is vulnerable to exploitation;[45]

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39. Hiba Khodr, "Exploring the driving factors behind the event strategy in Qatar: A case study of the 15th Asian Games," *International Journal of Event and Festival Management* 3, No: 1 (2012): 81-100.

40. John W. Fox and Mourtada-Sabbah Nada, "The Arab Gulf region: Traditionalism globalized or globalization traditionalized?," In *Globalization and the Gulf* (Routledge, 2006): 13-70.

41. 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): 703-719.

42. Nadine Scharfenort, "Urban development and social change in Qatar: the Qatar National Vision 2030 and the 2022 FIFA World Cup," *Journal of Arabian Studies* 2, No: 2 (2012): 209-230.

43. Roger Pielke Jr, "How can FIFA be held accountable?," *Sport Management Review* 16, No: 3 (2013): 255-267.

44. Joan C Henderson, "The development of tourist destinations in the Gulf: Oman and Qatar compared," *Tourism Planning & Development* 12, No: 3 (2015): 350-361.

4. Cultural clashes between visitor and citizen attitudes and actions, rooted in religious differences, seem inevitable during the World Cup.[46]

Based upon these opportunities and challenges we are able to establish three possible future scenarios;

*Scenario 1*: How will the Supreme Committee for Delivery and Legacy engage with key stakeholders to facilitate the empowerment of women?

*Scenario 2*: How does the negative public perception of FIFA affect the Supreme Committee's capability of empowering women?

*Scenario 3*: How can the Supreme Committee utilise the platform of the World Cup to showcase Qatar's modernity and legacy focus of empowering women?

### *Identifying the Key Stakeholders*

Once we have established the opportunities and challenges, we can process to identifying the stakeholders involved in either aiding or hindering the empowerment of women via the 2022 World Cup legacy planning. The process for identifying the key stakeholders in this context involves identifying all persons, groups or organisations that may impact on or be impacted by a decision, activity or result of hosting the World Cup. Table 4 highlights some of the stakeholders associated with the empowerment of women through the hosting of the World Cup. This is not an exhaustive list but does provide an insight to the breadth of stakeholders involved in the process.

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45. "Building a better World Cup: Protecting migrant workers in Qatar ahead of FIFA 2022," Human Rights Watch (website), 12 June 2012, https://www.hrw.org/report/2012/06/12/building-better-world-cup/protecting-migrant-workers-qatar-ahead-fifa-2022#290612.

46. Scharfenort, "Urban development and social change."

| Stakeholders | <ul><li>Qatar National Research Fund</li><li>Qatar Business Incubation Center (QBIC)</li><li>Josoor Institute</li><li>Hamad Bin Khalifa University</li><li>Qatar University</li><li>Qatar Development Bank</li><li>Qatar Stars League</li><li>Bahrain Development Bank</li><li>Bahrain SME Society</li><li>Knowledge Oman</li><li>Abu Dhabi Media</li><li>International Advertising Association</li><li>Qatar Football Association</li><li>Qatar Foundation</li><li>Qatar Tourism Authority</li><li>Aspire Zone Foundation</li><li>Qatar Women's Sports Committee</li><li>Ministry of Interior (Human Rights Department)</li><li>Ministry of Foreign Affairs (Human Rights Department)</li><li>Human Rights Watch</li><li>Right To Play</li><li>Aspire Academy</li><li>Al Jazeera</li><li>SportBusiness International</li><li>Supreme Education Council</li><li>Qatar Media Services</li><li>FIFA</li><li>Asian Football Confederation</li><li>Qatar Olympic Committee</li><li>Qatar National Development Committee</li></ul> |
|---|---|

Table 4: Identifying Stakeholders.

The identification of stakeholders is crucial. When this is done, we can proceed to assessing their level of power and interest. Once these are mapped we can start to assess their

impact on the future scenarios.[47] The identification of the level of power and interest of each stakeholder allows for the most appropriate management strategy to be employed by the Supreme Committee. A stakeholder power/interest matrix is illustrated in Figure 3.
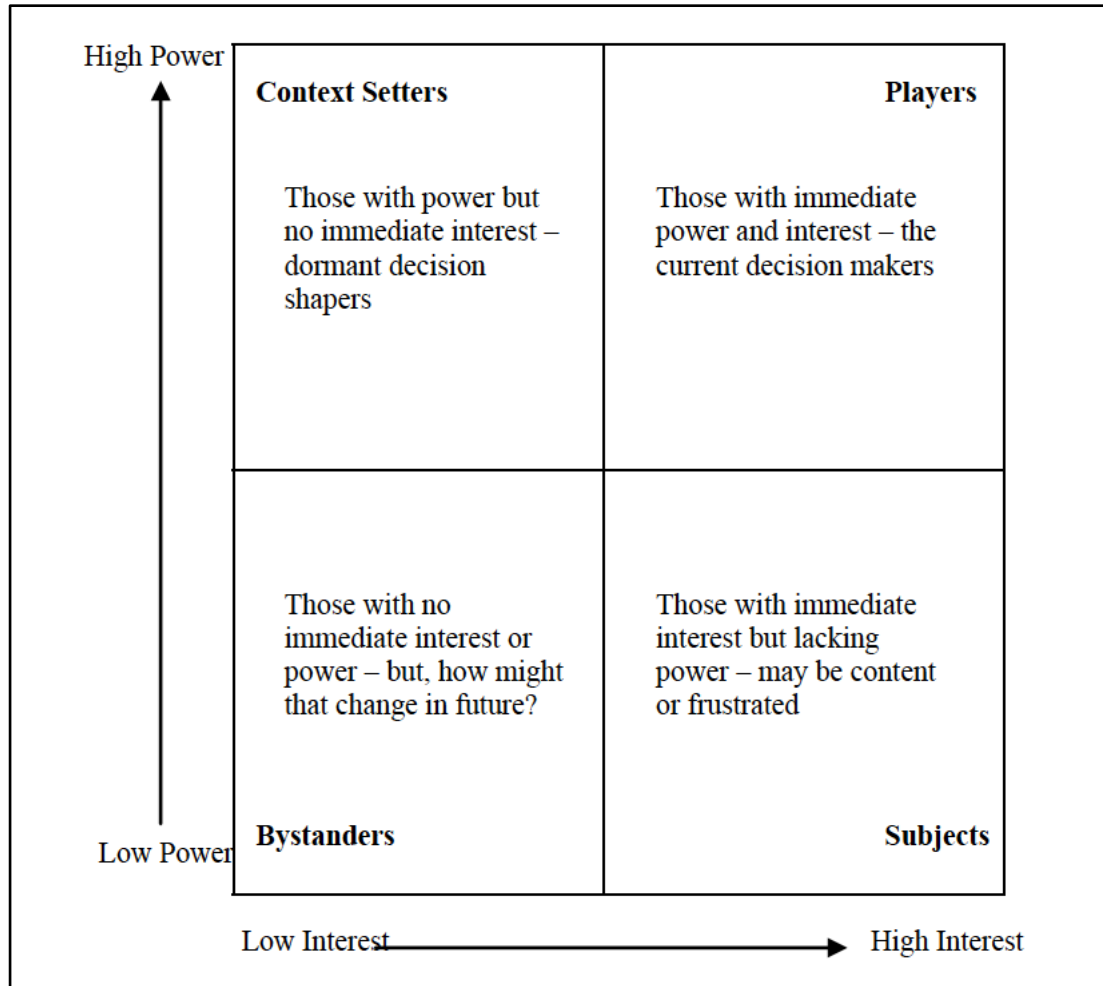


Figure 3: Stakeholder Power/Interest Matrix (Source: Wright & Cairns). [48]

The power/interest matrix comprises of four categories of stakeholders: *players* who have both an interest and significant power; *subjects* who have an interest but little power; *context setters* who have power but little direct interest; and the *crowd* which consists of stakeholders with little interest or power. It also highlights potential partnerships between stakeholders which can help an organisation achieve their strategic objectives. Table 5

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47. Lynda Bourne and Derek HT Walker, "Visualising and mapping stakeholder influence," *Management decision* 43, No: 5 (2005): 649-660.

48. George Wright and George Cairns, *Scenario Thinking: Practical Approaches to the Future* (Springer, 2011).

provides a template for prioritizing stakeholders in relation to the power/interest within the context of using the legacy plan of the FIFA 2022 World Cup as a vehicle for empowering women. The two right hand columns are for a score from 0-10, 10 extremely high levels of power/interest. The central column labelled 'Interests' helps highlight the role said stakeholder plays in the context of the strategic plan.

| Stakeholder | Interests | Power Level | Interest Level |
|---|---|---|---|
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table 5: Description and classification of key stakeholders in relation to power and interest.

### *Strategic Plan Implementation*

It is important to focus directly on stakeholders during strategy implementation.[49] Developing an implementation strategy development grid can help the Supreme Committee for Delivery and Legacy gain a clearer picture of what will be required for implementation and help them develop action plans that will cater for stakeholder interests (see Table 6, as an example). This builds on information revealed by previously created bases of power–directions of interest.

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49. Paul Nutt, *Why Decisions Fail: Avoiding the Blunders and Traps That Lead To Debacles* (Berrett-Koehler Publishers, 2002).

| Stakeholders | Interest Level | Resources | Probability of positive engagement | Implications for Strategy | Action Plan Details |
|---|---|---|---|---|---|
| Supportive Stakeholders | | | | | |
| | | | | | |
| Opposing Stakeholders | | | | | |
| | | | | | |

Table 6: Stakeholder engagement grid for strategy implementation.

**Conclusion**

This case study highlights various prominent scenario building techniques and discusses the scenario selection and stakeholder engagement process within the context of empowering women via the 2022 World Cup. Increasing the empowerment of women is a central focus of the Supreme Committee for Delivery and Legacy, which has been built on from the foundations in the 2011-2016 Sports Strategic Plan of Qatar. Scenario planning is a method widely used by strategic legacy planners to address uncertainty about the future. An area of scenario planning that has received little attention is the development of structured approaches for anticipating the behaviour of stakeholders within specific contexts. This case study helps provide a framework for doing this within a particular context.

**Teaching Notes**

*Case study questions/activities*

1. Out of the five potential legacy impacts noted in the case study relating to the hosting of a mega-sports event, which one is particularly relevant to the empowerment of women? Provide reasoning.

2. With reference to elements of the case study, how are the Supreme Committee for Delivery & Legacy planning to use the 2022 World Cup to increase the empowerment of women?

3. Highlight the benefits of scenario planning and explain how this process informs the overall thinking behind strategic legacy planning.

4. In relation to the number of scenarios an organisation can generate, explain, using evidence from the case study, how many scenarios are suggested an organisation should pursue.

5. From the 5 criteria listed for the formation of possible future scenarios, provide some reasoning as to which one (or more) are crucially important to consider within the context of empowering women through sport.

6. From Table 4 pick 10 stakeholders from the list. You may include stakeholders of your own.

7. With the 10 selected stakeholders, please conduct a power/interest matrix analysis. Follow the below steps;
- Form small groups
- Tape four flip chart sheets to a wall to form a single surface two sheets high and two sheets wide.
- Draw the two axes on the surface using a marking pen. See Figure 3. For guidance
- write the names of different stakeholders on post-it notes, one stakeholder per post-it
- Informed from group discussions, place each label in the appropriate spot on the grid
- Post-it notes should be moved around until all group members are satisfied with the location of each stakeholder on the grid.
- The group should discuss the implications of the resulting stakeholder locations.

8. Using Table 5 as a template and based on your discussions on the location of stakeholders on the power/interest matrix, establish the 5 most important stakeholders in terms of power/interest. Complete Table 5 and use the scoring system as explained.

9. Draw Table 6 on flipchart paper. Bring together all your answers to previous questions and fill out the strategy implementation grid. Then you may discuss and establish a specific action plan moving forward in relation to the empowerment of women through sport.

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