



Global Winds, Soft Power and Sport in Qatar

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ABSTRACT

There has been a significant shift in the global centrality of power in world sport. Where once, America and Western Europe almost held an oligopoly position on decision making in world sport, in recent times emergent nations have looked to create parity in this order. Indeed, Russia, China, Brazil and most recently the MENA region especially Qatar, have invested significant capital into the coffers of sport administrations and sporting institutions accelerating a global shift in power. However, at play here is not simply to generate balance in power, these emerging countries, as those in the west continue to do, are using sport as a geopolitical tool, a form of soft power. In this case study we explore Qatar's use of soft power through sport in the backdrop of these global shifts in power.

INTRODUCTION

“What is soft power? It is the ability to get what you want through attraction rather than coercion or payments. It arises from the attractiveness of a country's culture, political ideals, and policies.”

— Joseph S. Nye Jr., *Soft Power: The Means to Success in World Politics*¹

“A country may obtain the outcomes it wants in world politics because other countries – admiring its values, emulating its example, aspiring to its level of prosperity and openness – want to follow it. In this sense, it is also important to set the agenda and attract others in world politics, and not only to force them to change by threatening military force or economic sanctions. The soft power – getting others to want the outcomes that you want – co-opts people rather than coerces them.”

— Joseph S. Nye Jr., *Soft Power: The Means to Success in World Politics*²

“States benefit by showcasing themselves internationally through Sport, this leads to an increase in international prestige, or how a country and their people are viewed by foreign publics and other states.”

— Jonathan Grix³

1. Joseph S. Nye, *Soft Power: The Means to Success in World Politics*, New York (Public Affairs, 2009).

2. Ibid.

3. Jonathan Grix, *Sport Politics: An Introduction* (Red Globe Press, 2016).

THE RESEARCH CHALLENGE

What is a country's use for investment and policy in sport? Is it to develop elite level programmes to showcase a country's sporting prowess, with the process of trickle-down impact upon the grassroots and community sport of a nation? Conversely, is it investment in community and grassroots sports to provide a bottom up approach to support the elite model? Perhaps it is both, however, if we left it here, we would be severely undervaluing the role that sport plays in global politics. Indeed, sport, especially in a world with shifting power dynamics, is increasingly being systematically used by different nations – especially by emerging ones – as a means of promoting their image both at home and abroad to what Petersen-Wagner⁴ conceptualised as symbolic footprints. One only needs to scan the names associated with bidding or hosting of sport mega events, to soon realise that sport is increasingly playing a role in their nation's identity and position formation on the global stage. This use of investment sport as a model of political action and as a showcase for the country, is what is referred to as “Soft Power”, as Chadwick et al.,⁵ claim, soft power is a contractual relationship between a fully or partly state-owned entity and a property aimed at promoting the attractiveness of the former's country, culture and/or policies, and with the intention of altering the attitudes and behaviours of key target audiences (which may include overseas politicians, decision-makers, as well as businesses and consumers). Therefore, the focus of this case study is threefold:

1. To determine what soft power through sport actually is;
2. What is the nature, extent and features of soft power through sport?
3. What are the implications the implications of soft power of sport?

4. Renan Petersen-Wagner, “Symbolic Footprints: Media Representations of Host Countries. In: Mega Events Footprints: Past, Present, and Future,” *Engenho*: 319-344.

5. Simon Chadwick, Paul Widdop, and Nicholas Burton, “How Soft Power is changing the Global Sports Sponsorship Landscape,” *European Sport Management Quarterly* (2018 - Forthcoming).

We do this through investigating the role of sport in Qatari international investments, through the lens of soft power.

The Context

As highlighted by Chadwick and Widdop⁶, Qatar has become synonymous with sport, albeit at times contentiously. Indeed, investment in global sports for the Gulf nation has accelerated rapidly in the last 20 years. Alongside many of its neighbouring Arab nations, Qatar has adopted a policy to accelerate its investment in sport, a policy which has altered power dimension within global sports and placed them as pivotal power brokers in international sport. Yet, this position has not materialised by political chance, rather it has been a strategic policy from the central government, cemented in its 2030 National Vision and accompanying development strategy. This development plan (National Vision 2030) put forward by the ‘General Secretariat for Development Planning in the State of Qatar’, with the central aim to “transform Qatar into an advanced society capable of achieving sustainable development” by 2030⁷. Furthermore, as noted by Chadwick and Widdop⁸, sport is explicitly mentioned as a vehicle through which Qatar can achieve a multiplicity of goals within this central aim.

Qatar

On a winter’s day in December 2010 in Zurich, where temperatures barely hovered above zero degrees Celsius, it was announced that the Russian Federation had won the race to host Fédération Internationale de Football Association’s (FIFA) inaugural event, The Men’s

6. Simon Chadwick and Paul Widdop, “How Qatar Uses Sport to Promote a Positive Picture to the outside World,” *South China Morning Post*, 11 December 2017, Accessed 14 November 2018. <https://www.scmp.com/sport/other-sport/article/2123791/soft-power-sponsorships-how-qatar-uses-sport-promote-positive>.

7. “Qatar,” *Wikipedia*, Accessed 20 October 2018, <https://en.wikipedia.org/w/index.php?title=Qatar&oldid=868692688>.

8. Chadwick and Widdop, “How Qatar Uses Sport to Promote a Positive Picture to the outside World.”

World Cup. The temperatures rose, with the news that Putin's Russia had seen off rival bids from England, Spain-Portugal and Netherlands-Belgium. Yet, the news that followed sky rocketed the mercury levels, Qatar was to host the 2022 showpiece event. How did Qatar position themselves to be awarded such a privileged event, and what does this mean for the strategy of soft power and National Vison 2030 and power dynamics within Football? Before we delve deeper into soft power as a concept and the strategy involved in delivering it through sport, it is important that we put Qatar into some context.

Qatar is a relatively new state, sitting on the shores of the Persian Gulf with a relatively small land mass on the Arabian Peninsula. It shares a land border with the Kingdom of Saudi Arabia, but politically it shares a commonality with Iran. The population of Qatar is around 2.6 Million, of these approximately 88 per cent are immigrants. Politically, Qatar is a constitutional monarchy, ruled by the Al Thani family, who exercises authority in accordance with a written or unwritten constitution.⁹ The Al Thani dynasty has been ruling Qatar since the family house was established in 1825.¹⁰ Economically, Qatar is extraordinarily wealthy, in fact, one of the wealthiest in the world. In terms of the economy, GDP stands at \$171 billion, however, it relies heavily on foreign labour to grow its economy.

Chadwick and Widdop¹¹ note that much of the GDP stems from energy production. Indeed, Qatar is a major player in the production of oil and gas, which has allowed them to accumulate vast wealth. However, natural resources are finite, they will eventually run out, furthermore, as they are commodities, their prices are sensitive to the global shifts and trends.

9. Wikipedia.

10. Ibid.

11. Chadwick and Widdop, "How Qatar Uses Sport to Promote a Positive Picture to the outside World."

For a country like Qatar that is overly dependent upon carbon fuel deposits this is problematic.¹²

However, the General Secretariat for Development Planning in the State of Qatar and other key strategic decision makers, have adopted a long-term vision to negate this future financial constraint. A central component of this post-energy resources futuristic vision for Qatar, is sport. As noted by Chadwick et al.,¹³ sport is a valuable commodity; it can generate economic and social-cultural benefits. Indeed, sport can be a source of jobs and export earnings, and address issues such as health, well-being and social cohesion among the country's disparate domestic population¹⁴. Sport is very much strategically viewed as a way of building a national identity, profile and presence. As Chadwick and Widdop¹⁵ highlight, it provides the state with a unique proposition, a political positioning and access to key target audiences. In a relatively short space of time, Qatar, through wise investments (Paris Saint Germain, for example) and forming of economic and social relationships with powerful sport brokers (FIFA, for example), has catapulted itself into a powerful sporting force, and importantly, into the consciousness of the world's population.

Closely connected with the country's sense of nation branding, sport is openly acknowledged by its government as being an important instrument of soft power in facilitating Qatar's development.¹⁶ While Qatar's event hosting strategy has most obviously embodied the notion of soft power, there are many other examples. Indeed, the state has been building up an extensive government portfolio of investment assets and business deals, some of which have been very high profile. These include, for instance, the acquisition of French

12. Ibid.

13. Chadwick, Widdop and Burton, "How Soft Power is changing the Global Sports."

14. Chadwick and Widdop. "How Qatar Uses Sport to Promote a Positive Picture to the outside World."

15. Ibid.

16. Ibid.

football club Paris Saint-Germain and the subsequent acquisition of Brazilian player Neymar for a world record transfer fee.¹⁷ In addition, Qatari state entities have been engaged in signing a large number of sponsorship contracts with sports properties across the world. Among the highest profile deals have been those between Qatar Airways and Spanish football club FC Barcelona, and with FIFA (world football's governing body).¹⁸

Akin to other nations such as Russia, China and Saudi Arabia, Qatar is placing great hope and relevance in sport as a political tool to promote the country's culture and desirability as a destination. To that end, rather than being an add-on to its global political strategy, sport is being used as a political tool in a game of geo-politics. The following section explores the theoretical importance of soft-power, which then leads on to a critical exploration of how soft-power is measured and the issues that arise.

LITERATURE REVIEW

With the changing global power dynamics since the fall of the Berlin wall in 1989, and the constantly decrease on traditional forms of diplomacy that relied on physical coercion – war of attrition; war of conquest – Nye¹⁹ argues that states and organisations now operate through what is conceptualised as soft power. As the opening quotes suggest, power is the ability to do things, control others, and thus by controlling others to get them to do what you want. To command such power, you need to possess certain resources; whereas in the past that meant a strong military in terms of absolute numbers, in this changing world it means education, technology, and economic growth. Those new resources entering the domain of power are a by-product of new actors emerging on the scene of power relation/struggles as non-nation state actors as NGOs, multinationals, and sovereign funds to name a few. For

17. Ibid.

18. Chadwick, Widdop, and Burton, "How Soft Power is changing the Global Sports."

19. Nye. *Soft Power*.

Nye,²⁰ five trends have contributed to the shift from the traditional ‘hard’ power to ‘soft’ power: economic interdependence between nations/regions; transnational actors; nationalism in emerging states; spread of technology; and changing political issues. Thus, soft power can be conceptualised as the second aspect of power when one country gets other countries to *want* what it wants in contrast to the traditional model of power where a country *orders* other to do what it wants. For Nye²¹ power can be broken down into three distinct forms: threats of coercion (stick); inducements and payments (carrots); and attraction that makes others want what you want (soft power).

In a way, soft power operates within the symbolic sphere akin to what Petersen-Wagner²² conceptualised as the symbolic footprints left by media representations of host countries as those ultimately shape peoples’ perception and attitudes towards certain places, countries and cities. For Althusser²³ the nature of shaping individuals’ perceptions and attitudes can be understood through how the different ideological state apparatuses operate without any physical coercion in order to achieve their goal. The apparatuses identified by Althusser²⁴ are educational institutions, the media, culture, religion, family, and associative clubs as sport institutions. In respect of the latter, it can be said that sport as an ideological apparatus operate in at least two distinct fashion. On one way, the manner we play, organise and see professional sport, and subsequently grassroots sport as a space for competition and hierarchizing rather than cooperation and equal participation, can shape our understanding on how individuals should live in all spheres of society as in the work place. This first form of

20. Ibid.

21. Ibid.

22. Petersen-Wagner, “Symbolic Footprints: Media Representations of Host Countries.”

23. Louis Althusser, *On the Reproduction of Capitalism: Ideology and Ideological State Apparatuses* (Verso, 2014).

24. Ibid.

understanding the role of sport as ideological state apparatus can be said to operate as an internal agency. On another hand, sport can operate as an external ideological state apparatus where instead of telling what and how citizens should do it, seeks to influence other states in either following what you do or perceiving you on a better light.

This latter external understanding of the role of sport as an ideological state apparatus is the basis for comprehending how sport is being utilised as a diplomatic card. As Grix and Lee²⁵ argue, nation-states in this new global political and economic climate seek to host mega-events, and particularly sport mega-events such as the Summer or Winter Olympic Games, and the FIFA Men's or Women's World Cup, in order to exact their soft power on the world, specifically to what concerns the symbolism of the place. Moreover, not only nation-states directly seek to establish or enhance their soft power capabilities by hosting events, but also state-owned sovereign funds or state-owned companies when either buying/controlling clubs and sport entities or sponsoring them seek to further bring into effect their desired outcome.

Soft Power

To investigate soft power through sport from an economic sociology perspective, 261 sport sponsorships deals were analysed from 2000 – 2018, using the SportCal (2018) database. The analysis begins by running Social Network Analysis, which is the cornerstone of economic sociology research²⁶, using the software UCINet²⁷ and Gephi.²⁸ This will establish the structure of soft power through sport sponsorships from Qatari Organisations.

25. Jonathan Grix and Donna Lee, "Soft Power, Sports Mega-Events and Emerging States: The Lure of the Politics of Attraction," *Global Society* 27: 521-36.

26. Mark Granovetter, *Society and Economy* (Harvard University Press, 2017).

27. Stephen P. Borgatti, Martin G. Everett, and Jeffrey C. Johnson, *Analyzing Social Networks*, London (Sage, 2018).

28. Mathieu Bastian, Sebastien Heymann, and Mathieu Jacomy. "Gephi: an open source software for exploring and manipulating networks," *International AAAI Conference on Weblogs and Social Media*, 2009.

Then, to provide more insight, some basic quantitative analysis is provided to demonstrate the nature of these sport sponsorships and how they demonstrate Qatar's soft power.

Firstly, we developed a network map of Qatari investment in sport, this is identified in Figure 1. To put this map into context of a Qatari-based organisation invested in sport, there is a connection. For example, Qatar Airways sponsor FC Barcelona, therefore there is a connection between the two. If we piece together all of these connections, we can generate a structure of soft-power, and begin to understand how it works, networks have a structure and a structure always has consequences. We can also start to add quantifiable measures to the network, such as who is the most important, who is central. One such network measure is degree. If we take the degree network measure – which is how many connections each node has – then we can start to uncover the power relations in the network. Starting with out-degree, which identifies who are the key Qatari organisations sponsoring sport institutions. Figure 1 clearly identifies that Qatar Airways, Ooredoo and Qatar National Bank are driving forces behind sport sponsorship agreements.

If we run the same analysis, but using in-degree, this identifies who where the money is flowing internally towards Qatari-based organisations, there are some interesting observations, this network map is shown in Figure 2. It is evident that Qatar Masters, World Handball Championships, Qatar Open (WTA) and Qatar Football Association, are the most central sport properties to Qatar's internal sport sponsorship strategy.

Whilst these maps create a foundation for understanding the structure of soft-power, the structure here does not provide insight into the individual level sponsorship deals, which may highlight Qatar's soft power strategy through sport sponsorship, or help us answer questions like who engages in sport sponsorship deals? Delving a little further into the most active sponsoring Qatari organisations, Chart 1 shows there is a substantial presence of government owned organisations to be engaged in sport sponsorship over those which are

privately owned, with 80 per cent (209) of sport sponsorship deals being from government owned /controlled organisations.

Indeed, this provides more insight into those key organisations presented in Figure 1, showing the top five active organisations are owned by the Qatari state, which supports the notion of Qatar obtaining soft power through sport sponsorship. Moreover, there is a clear tendency for government organisation to be more heavily involved in sport sponsorship than private Qatari companies. It would also seem that Qatar Airways and Ooredoo are clearly at the forefront of the sport sponsorship strategy, which again may highlight a soft power strategy.

Whilst key sport properties were identified earlier, it does not really answer the question, what sport properties are Qatari organisations sponsoring? Chart 2 clearly shows the predisposition for Qatari organisations to sponsor soccer, which may identify the shifting powerbase in football moving towards the Middle East.

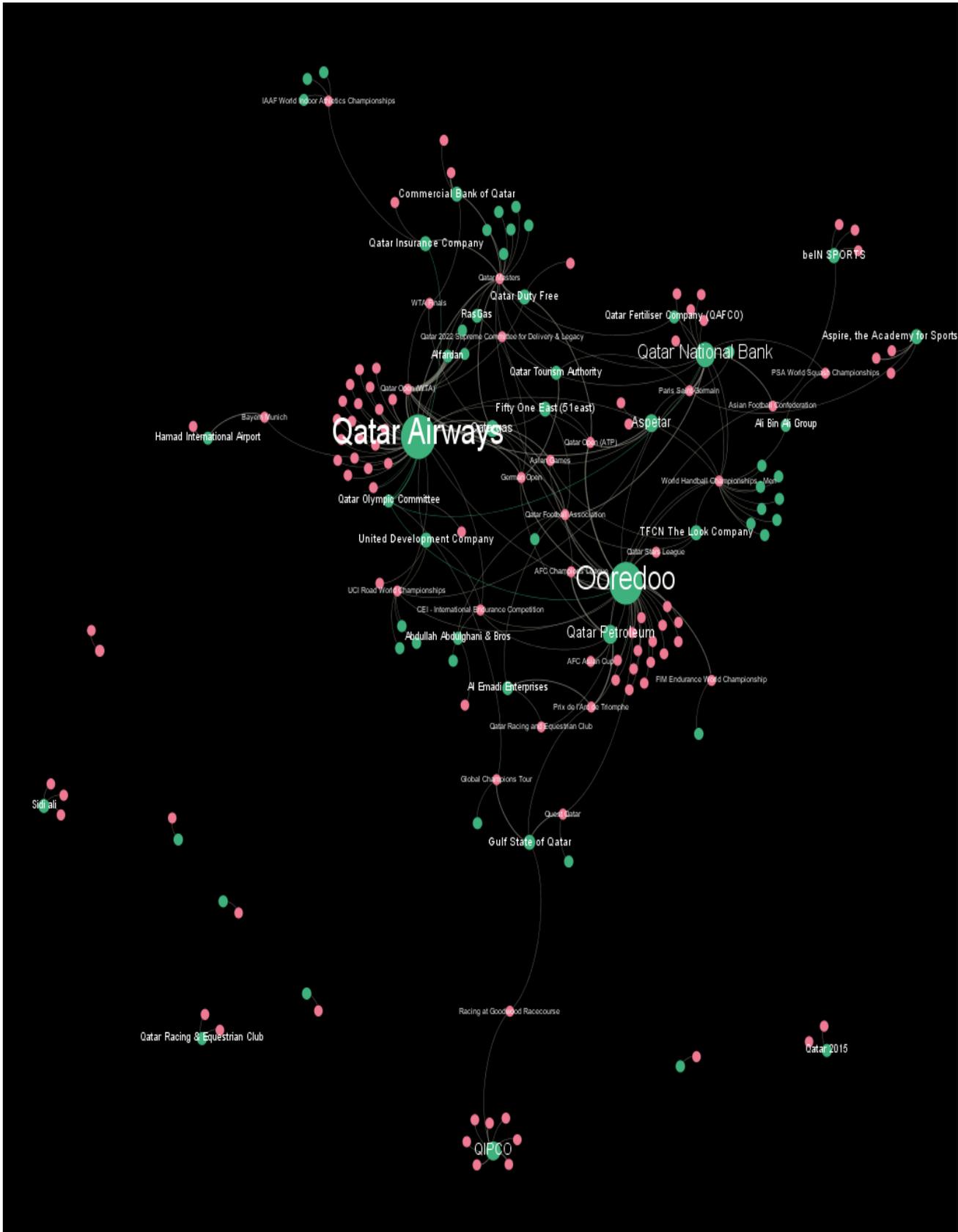


Figure 1. Key Qatari Organisations in Sport Sponsorship

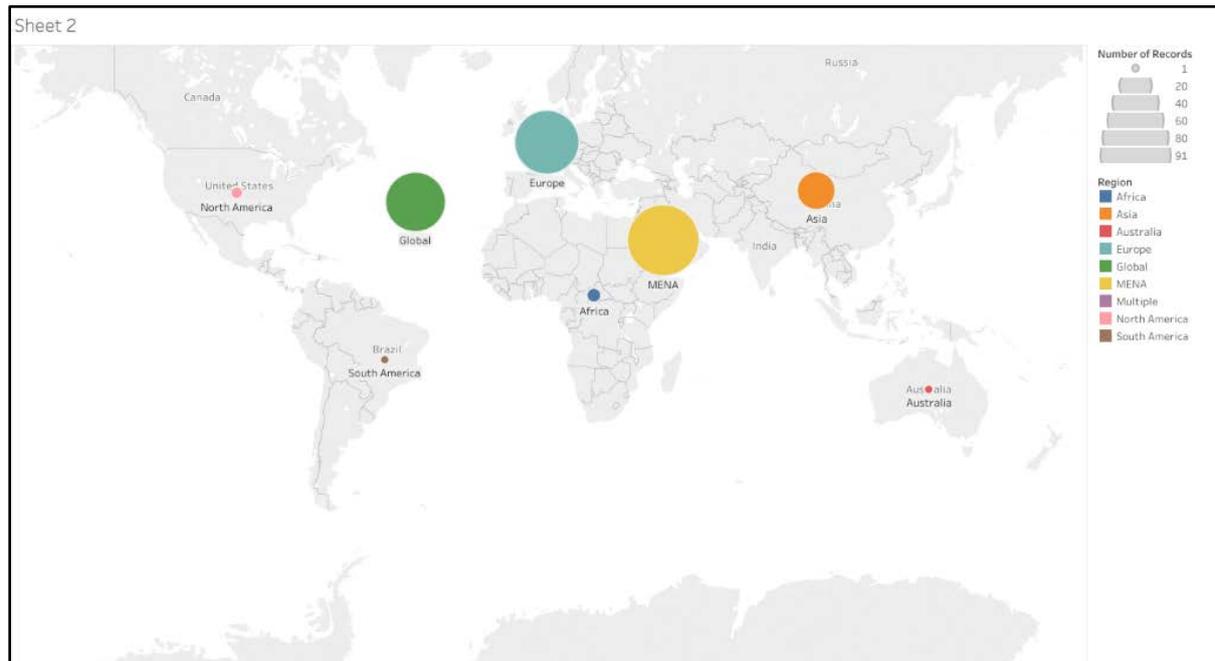


Figure 3. Map of Qatari Sport Investments

Whilst there is clear evidence of Qatar targeting the MENA region, it is evident they have employed a strategy targeting global and European sponsorships. This demonstrates that their focus is beyond Qatar and the MENA region, and more about establishing an image within sport across the globe, especially the west, this is linked to the 2030 Vision and the strategic priority of sport within foreign investment as a means to invest in sport as a political strategy.

Furthermore, if we delve a little deeper, by accounting for what sports are being sponsored depending on region, it becomes clear Qatar has a clear strategy to deliver the 2030 vision through sport sponsorship. For example, as demonstrated in Figure 4 within MENA, tennis, golf and soccer are the main sponsored sports, whereas in Europe it is soccer and horse racing, suggesting the sport being sponsored differs depending on the region. This allows demonstration of the shifting powerbase of football from traditionally European to countries like Qatar, especially given the FIFA 2022 World Cup. Interestingly, within global

sponsorships they tend to focus on sports aligned more to their national identity, such as handball – which is considered the national sport within the MENA region.

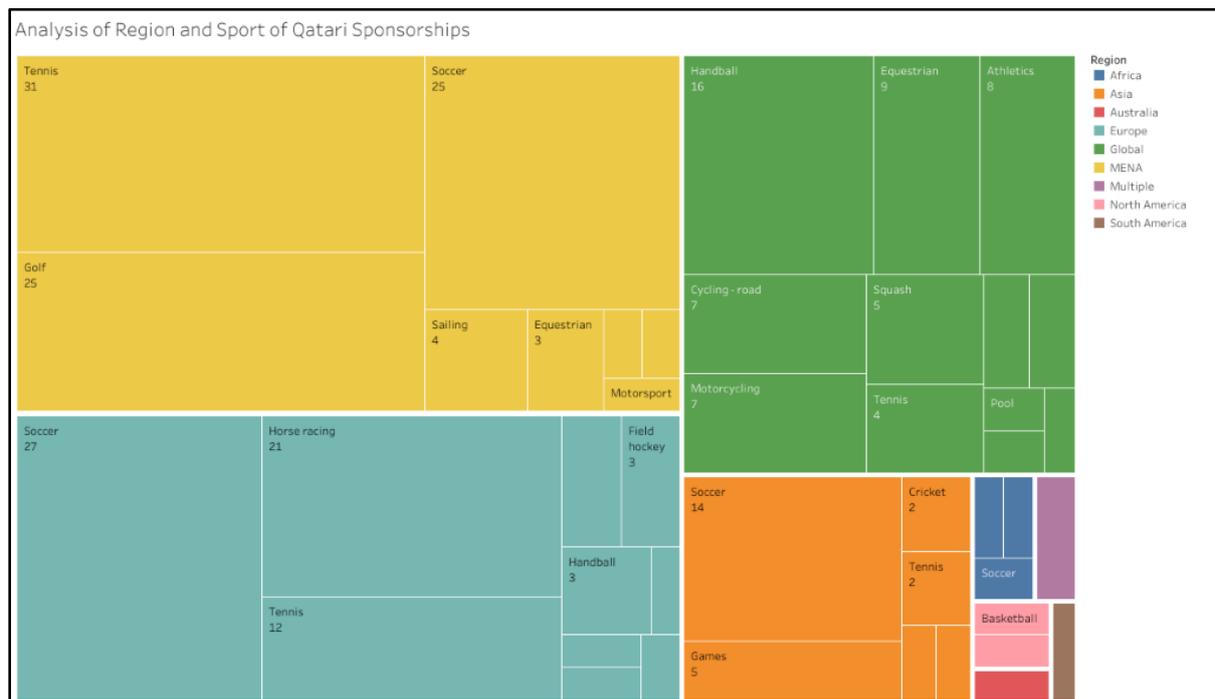


Figure 4. Grid Analysis of Qatar Sport Sponsorships per Sport and Region

As demonstrated by this charts and figures, investment in sport is a key vehicle to promoting the culture and values of Qatar to the wider world. Soft-power through sport is an evident strategy, which is strategically connected to the 2030 Vision.

DISCUSSION

Globally sport is big business, indeed the world trade system for sport follows similar trends to other industries.²⁹ However, rather than based on economic rational means (although it often is), sport is an investment with a deeper meaning. In Qatar and elsewhere, vast sums of public money, often through Sovereign Wealth Funds, are being invested in sport. Indeed, in the case of Qatar, it is clearly evident that state owned organisations are targeting sport, not as a means to invest in a nation health and well-being, although this may

29. Alexander John Bond, Paul Widdop, and Simon Chadwick, "Football's Emerging Market Trade Network: Ego Network Approach to World Systems Theory," *Managing Sport and Leisure* 23, No: 1-2 (2018): 70-91.

come, it is a politicised process.³⁰ It is this use of sport as a political tool that we see here as soft power. This investment not only from Qatar, but UAE, Russia, China and more recently Saudi Arabia, has changed the face of sport; power once held in the western countries have now weakened, and the global south has merge as a prominent power in sport administration and sport politics. Indeed, for example, since acquiring French Ligue 1 football team Paris St Germain, Qatar Investment Fund (QIA) has invested over \$1.17 billion on players since 2011. Indeed, the PSG squad boasts the world's two most expensive players, Mbappe whose transfer fee of €135 million (\$158 million) from Monaco was made permanent earlier this summer, and a figure only topped by the €222 million PSG paid for Neymar, a year earlier. Investment can be very lucrative to the recipient, but it has deeper meaning for the investor.³¹

As illustrated in the literature review, soft-power is a politicised act, perhaps it is warfare without the consequences. The strategy is employed as a communication tool, to promote a cultural identity and as a desirable location, and a principled set of economic and social institutions. As noted by Chadwick et al., (2018),³² the goals of countries that actively use such sponsorships are couched in terms of attractiveness or appeal, and are inevitably linked to a political agenda, which may be either directly linked to political policy or strategy or be targeted at constituent parts of them.

Interestingly, this soft-power strategy is not individualistic in nature, it is structured in a network (as illustrated in Figure 1 and 2). This suggests that there is a co-ordinated effort by state-owned enterprises in Qatar to target sport, especially football. Indeed, there is perhaps a two-fold strategy emerging here, first investing in sport as a means to form relationship with

30. Chadwick, Widdop, and Burton, "How Soft Power is changing the Global Sports."

31. Chris Beer, "The Global Reach of the FIFA World Cup – GlobalWebIndex," *GlobalWebIndex Blog*, 19 June 2018, 20 Accessed October 2018, <https://blog.globalwebindex.com/chart-of-the-day/global-reach-world-cup/>.

32. Chadwick, Widdop, and Burton, "How Soft Power is changing the Global Sports."

foreign governments, that is to form connections with powerful others, a kind of social capital through investment in relationships with key decision makers. Secondly, to drive a political and cultural marketing strategy towards key target audiences.³³ Interestingly, given the global appeal of football as the world's most popular sport, it is not difficult to understand the importance of it as a soft power vehicle.

We see the investment in sport as a politicised act, this indicates that politics, policy, and strategy interests are increasingly being served by soft power sponsorship deals.³⁴ As illustrated in the structure of the networks and the concentration of certain countries across the world, state-owned enterprises in Qatar are forging relationships, through investment in sport with key governments across the world, but especially in powerful western countries such as France and the United Kingdom. As noted³⁵ the political strategy for sport investments is with a view to influencing a rival state's policy or decision-making. Therefore, this soft-power tool is not only a means for promoting the values and desirability of a country to other government and target audiences, but also a means to develop relationships with key foreign stakeholders to have influence on decision making.

The power dynamics within soft power deals are at juxtapose positions. On the one hand, the sport organisation invested in, has its own internalised operations, its own culture and target audience and operating within constraints of politics and competition laws. On the other hand, the state-owned entity, utilising sport as soft power, has its own political ideologies, state interests and economic development. These two operations may be at odds. In addition, as in all joint ventures, problems arise when indiscretions at one level impact

33 Ibid.

34 Ibid.

35 Ibid.

upon the operations at the other level. Also, it is often that the organisation that is invested in is a mere vehicle for the promotion of political means, a pawn in the wider game.

Investment in sport is, we argue, an exercise in soft power projection. That is, by being associated with high profile, successful sports, state-owned enterprises are seeking to attract people both to the sports organisations and to the country and wish to induce target audiences to follow what the country is doing, whilst also saliently forming relationships with other national governments. Clearly, investment of sport as a soft-power tool is an outward contractual relationship between a state-owned entity and a property aimed at promoting the attractiveness of a country, its culture and its policies, with the intention of altering the attitudes and behaviours of key target audiences pertaining to the entity and/or the country with which it is associated.³⁶ Soft power investments are changing the industrial and commercial landscape, as well as placing sport centre-stage of the image-projection strategies being adopted.³⁷

In-Class Questions

- 1) Define in your own words soft-power?
- 2) Identify 3 things from the case study that demonstrate Qatar are using sport as a vehicle to demonstrate soft-power.
- 3) Explore the benefits of using soft-power to achieve the Qatar 2030 vision?
- 4) Can you identify any potential issues when employing a soft-power sponsorship?
- 5) What recommendations would you provide in regards to a soft-power strategy?

36. Chadwick and Widdop. "How Qatar Uses Sport to Promote a Positive Picture to the outside World."

37. Ibid.

Teaching Activity

The FIFA 2022 World Cup in Doha

On May 21st 1904, Fédération Internationale de Football Association's (FIFA) was founded in Paris, France. The founding members Netherlands, France, Belgium, Spain, Denmark, Sweden and Switzerland, established an international football league, and once established membership grew creating a truly global football league. The year 1930 saw the first World Cup tournament, and has since been awarded to host countries every 4 years. Generally, there is an initial qualification phase to determine the 32 national teams who will compete in the World Cup Finals – it is the finals, which host countries bid to host.

Today, the FIFA World Cup is not only the most prestigious football event in the world, but also the largest single-sport event globally. It is the most viewed and widely followed sport event in the world, trumping even the IOC's Olympics games. For example, the 2010 FIFA World Cup in South Africa reached 46 per cent of the world's population (FIFA, 2011), with the 2018 FIFA World Cup in Russia reaching 47 per cent, 50 per cent, 56 per cent and 62 per cent of the population from, Europe, Asia and Pacific, Middle East and North Africa (MENA) and Latin America, respectively (Beer, 2018). This makes it a very lucrative, and strategic sporting event to host. So far, it has been hosted by 17 different countries with Qatar due to take the reins of the 2022 finals.

Task 1

Using what you learned about soft-power in the previous case study, describe how soft-power applies to Qatar's hosting of FIFA 2022 World Cup Finals.

Task 2

Investigate how Qatar's previous soft-power strategy led to the successful bid for the 2022 World Cup Finals

Task 3

From now, plan a soft-power strategy for Qatar on the back of the 2022 FIFA World Cup in Doha to maintain their dominance within the football and wider sport industry.

Task 4

Using secondary research, can you identify other strong nations who are employing a soft-power strategy?

Pre-class readings

Chadwick, S., & Widdop, P. *Saudi Arabia's growing sporting influence*. Available at: <https://www.policyforum.net/saudi-arabias-growing-sporting-influence/>.

Chadwick, S. and Widdop, P. (2017). 2018. *Russia is flexing its sports sponsorship muscles*. Available at: <https://www.policyforum.net/russia-is-flexing-its-sports-sponsorship-muscles/>.

Chadwick, S., Widdop, P., Parnell, D. (2017). *A feast for wolves: China's richest man is hunting the global sports and entertainment industry*. <https://www.policyforum.net/a-feast-for-wolves/>.

Chadwick, S., Widdop, P. *Soft power sponsorships: how Qatar uses sport to promote a positive picture to the outside world* (2017). Available at: <https://www.scmp.com/sport/other-sport/article/2123791/soft-power-sponsorships-how-qatar-uses-sport-promote-positive>.

In-Class Questions

These questions should be tackled individually, in pairs or in small groups originally, then work through the student's answers as a whole to unpick responses.

- 1) Define in your own words soft-power?
 - a. Indeed here you are looking for creativity in responses but should cover the main principles, such as but not limited to, power derived from association rather than coercion.
 - b. Paraphrasing quotes from the case study would be a good attempt.
 - c. Synthesising the works to develop a bespoke answer would be a high level response.
- 2) Identify three things from the case study that demonstrate Qatar are using sport as a vehicle to demonstrate soft-power.
 - a. The case study demonstrates multiple sport sponsorship angles which could be used to answer this question.
 - b. Medium level responses should note that global and international sports are being targeted for sponsorship, identifying soft-power
 - c. Higher level responses should acknowledge the fact different sports are being targeted depending on region to strengthen their image and reputations in those areas.
- 3) Explore the benefits of using soft-power to achieve the Qatar 2030 vision?
 - a. There are many benefits you can explore with the students, from prestige and cultural, to becoming embedded in the industry. Indeed, doing so can help Qatar achieve its tourism objective in a post-oil economy.
- 4) Can you identify any potential issues when employing a soft-power sponsorship?
 - a. Again many exist which you can explore with the students, from controlling perceptions of other countries to being over aggressive with soft-power activities. Things like over investment may be one to explore, and whether this is evident in Qatar's case.
- 5) What recommendations would you provide in regards to a soft-power strategy?
 - a. This will depend on what comes out of questions 3 and 4, so exploring these questions as whole group would be beneficial.

FIFA 2022 World Cup Doha Teaching Activity

Task 1 - Students are required to discuss how Qatar hosting the 2022 FIFA World Cup can provide soft-power, and. How this relates to the 2030 vision.

Task 2 – Student need to begin to identify how previous soft-power activities may have supported their bid to host the 2022 FIFA World Cup. Students can research and use evidence to support their arguments.

Task 3 – Students are required to produce a plan of soft-power activities in-line with the 2030 vision. This can include, sponsoring events, athletes, and teams as well as hosting other major and mega events.

Task 4 – Students are required to use secondary sources to investigate what other nations in the MENA region are engaging in soft-power activities. Some examples are the UAE and Saudi Arabia. Higher responses may also look at other nations heavily involved in such activities, such as China.

Post-class Readings

Chadwick, S., Widdop, P., & Burton, N. (forthcoming). How Soft Power is Changing the Global Sports Sponsorship Landscape. *European Sport Management Quarterly*.

Brannagan, P. M., Giulianotti, R. (2018). The soft power–soft disempowerment nexus: the case of Qatar. *International Affairs*. 94(5), pp.1139-1157.

Grix, J., Kramareva, N. (2017). The Sochi Winter Olympics and Russia’s unique soft power strategy. *Sport in Society*. 20(4), pp.461-475.

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