

## Hosting Mega Sporting Events in Qatar

*This case study is for the purposes of education only and does not suggest any good or bad practice on the part of anyone mentioned in the case study.*



Figure 1: 2006 Asian Games Opening Ceremony, Doha, Qatar  
Source: Rafeek Manchayil, Wikimedia Commons (December 1, 2006)

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## ABSTRACT

Hosting of major and mega sporting events can bring a number of benefits to a host country, from economic, infrastructural, social and cultural benefits, to sporting participation and the further enhancement of global profile for cities and countries which act as hosts. Whilst some of these benefits are the subject of debate, for example, there are different views on the expected and actual benefits economically and in terms of sporting participation, a number of benefits can accrue to hosts. This case study discusses the types of benefits which can be gained from hosting, the way in which these have been studied by research and the ways in which these can apply to Qatar and the MENA region.

## INTRODUCTION

Studies suggest that hosts anticipate a number of potential benefits when staging Mega and Major Sporting Events. These range from the economic benefits of bringing large numbers of sports fans to a city's hotels, restaurants and businesses and in showcasing a country as a destination in global media coverage, to legacies for sports development and interest in the host country.<sup>1 2</sup>

Some of the ways in which the benefits of large sporting events are measured and assessed are, however, open to debate.

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1. Robert Baade and Victor Matheson, "Mega-Sporting Events in Developing Countries: Playing the Way to Prosperity?" *South African Journal of Economics*, 72, No: 5 (December 2004): 1084-1095.

2. Robert Baade, "Professional Sports as a Catalyst for Metropolitan Economic Development," *Journal of Urban Affairs*, 18, No: 1 (1996): 1-17

Phil Porter, "Mega-Sports Events as Municipal Investments: A Critique of Impact Analysis," in *Sports Economics: Current Research*, John Fizek, Elizabeth Gustafson, and Larry Hadley eds., Westport (Praeger Press, 1999).

Studies of sporting events sometimes measure large sporting events by audience size, for example, by ticket sales and attendance at the event, or by global TV audiences. By these measures, the two biggest sporting “mega” events are the FIFA World Cup™ and the Summer Olympic Games. There are, however, a number of other big sporting contests which attract large global following. The Rugby Union World Cup, Commonwealth Games, Winter Olympic Games, Asian Games and World Athletic Championships all rank among the most attended sporting events (See Appendix 1).

As well as giving an indication of the economic benefits which might accrue to the host from ticket sales, broadcast rights etc. such Mega Sporting Events would bring a large degree of global visibility to the host nation. As with sponsorship deals, in which brands associate themselves with high profile and emotionally engaging sports events and celebrities, sporting events might also confer positive associations on the host of the event.

Sporting events can also bring other benefits to the host country, for example, social benefits, inspiring future generations to be active and engage in sports in the hope of emulating their sporting heroes, or else be used to promote locations as vibrant cities and attractive investment locations, or as tourist destinations.

This case study looks in more detail at the reasons why countries choose to host Mega and Major Sporting events and then considers this in relation to Qatar and the MENA region.

The case discusses the potential impacts of hosting these types of “mega” sporting events on a host country and the extent to which these benefits are similar, or whether different considerations should be taken into account, when hosting Mega Sporting Events in the MENA region?



Figure 2: Hosting of Mega Events: Dalian Liaoning Olympic Square, China.

Source: CEphoto, Uwe Aranas, Wikimedia Commons (22 May 2009)

## *Hosting Mega Sporting Events*

### *Motives for Hosting*

The motivations for hosting, and the benefits gained from hosting, Major and Mega Sporting Events can comprise many different elements:

- Economic Impact

Economic impact can be from the money spent in the host country by the many global visitors to sporting events. This is not just direct money spent on tickets and merchandise, but also travel on national airlines, increases in the revenue from hotels and restaurants and other indirect benefits. The economic impact of sporting events is not always calculated in a uniform way, however, so it is quite difficult to

compare figures in bid documents because of differences in methods of calculation, so it is difficult to project economic outcomes for future hosts. A selection of proposed costs of mega sporting events is shown in Appendix 2 but the actual costs often exceed the original proposed budget.

During the 2012 London Olympics, economic benefit was not just seen in the revenues from ticketing and broadcast, but through the creation of jobs. More than 46,000 people worked on the Olympic Park and Olympic Games in 2012, 10% of whom had previously been unemployed.<sup>3</sup> Even if these roles were only for the short-term, those who worked in these roles gained useful experience on their CVs which might boost their chances of future employment.

In addition to the direct economic benefits of the event, some types of “return” on the investment, might be longer term and might arise from the showcasing of the location. A year after the 2012 London Olympics, the British Government announced that the UK economy had already seen a £9.9 billion trade and investment boost from hosting the 2012 Olympic and Paralympic Games. This included boosts to the construction sector, which gained a boost of £7.3 billion from the Olympic Games.<sup>4</sup>

Other economic benefits which were cited by the UK Trade and Investment department (UKTI) included £2.5bn of additional international investment into the UK, 58% of which was outside of London. £5.9 billion in additional sales were achieved by UK companies following Olympic-related contracts and a further £1.5

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3. “London 2012 to provide long-lasting economic benefits,” The Olympic (website), 08 August 2013, <https://www.olympic.org/news/london-2012-to-provide-long-lasting-economic-benefits>.

4. “London 2012 Olympics 'have boosted UK economy by £9.9bn',” *BBC News*, 19 July 2013, Accessed 04/10/2018, <https://www.bbc.co.uk/news/uk-23370270>.

billion of high value overseas contracts, such as helping to design venues in other host nations. The UK Government estimated, that the Olympic Games might bring a benefit of up to £40 billion by 2020.

Critics, however, question the figures, sports economist,<sup>5</sup> Stefan Szymanski saying: “It's almost like a bit of creative accounting. There's no way of testing whether what they're saying is really true.”<sup>6</sup>

BBC Sports Editor, Stephanie Flanders, commented that:

“The point is not that the Games didn't bring economic benefits - it would be hard for something that cost roughly £9bn not to have any economic benefits. And of course they brought lots of more intangible benefits, for all of us.”<sup>7</sup>

Jonathan Portes, director of the National Institute of Economic and Social Research, said that it was hard to tell whether some of these economic benefits were directly related to the Olympics, or might have happened anyway. Flanders BBC Economics Editor, similarly refers to the need to discount from the quoted numbers “the counterfactual,” or else: what would have happened in any case whether or not the UK had hosted the sporting event.

- Rising Costs of Mega Sporting Events and Cost Overspend

One question mark on the extent of the economic benefits relates to the rising costs of hosting, and a history of overspent budgets by previous hosts.

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5. Ibid.

6. Ibid.

7. Ibid.

In his study of the costs and cost overruns of Olympic Games, Flyvberg (2016),<sup>8</sup> puts the average cost of hosting the Games at \$8.9 billion and cites an average overspend of 156% on the proposed pre event budget. Barclay (2009)<sup>9</sup> says that hosts typically underestimate predicted costs of sports events in their winning bid documents so that returns are often lower than anticipated. More detail of overspends on Olympic budgets can be seen in Appendix 4. Flyvberg says that the Olympic Games have the highest overspend figures of any Mega Sporting Event.

“Given the above results, for a city and nation to decide to stage the Olympic Games is to decide to take on one of the most costly and financially most risky type of megaproject that exists, something that many cities and nations have learned to their peril (Flyvberg 2016).

During the bidding process, the host city for an Olympic Games has to guarantee that it will cover the cost of any over-run and is locked into this commitment, so it is essential for a host to have a clear picture of costs and of any potential over-run.

Despite the cost and possible economic risk of bidding for a sporting event, however, countries still bid to host. Besides economic impact, then, what are the motivations and the other types of benefit, the more “intangible” benefits (Flanders 2013) of hosting Mega Sporting events?

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8. Bent Flyvbjerg, Allison Stewart, and Alexander Budzier, “The Oxford Olympics Study 2016: Cost and Cost Overrun at the Games,” Said Business School (2016): <https://ssrn.com/abstract=2804554> or <http://dx.doi.org/10.2139/ssrn.2804554>.

9. Jonathan Barclay, “Predicting The Costs and Benefits of Mega-Sporting Events: Misjudgment of Olympic Proportions?,” *Economic Affairs* 29, No: 2, June 2009: 62-66, Accessed 30 September 2018, <https://onlinelibrary.wiley.com/doi/full/10.1111/j.1468-0270.2009.01896.x>

Chappelet (2012)<sup>10</sup> supports the argument that the legacy or lasting benefit of hosting these major sporting events can be multi-faceted and might include other benefits such as:

- Sports Participation and Health Benefits

The stated aims of the London Olympics 2012 included those to inspire the next generation of elite athletes and to boost overall sports participation of the nation.<sup>11</sup>

Given the well-publicized health benefits of exercise and growing global concerns about obesity in large parts of the world's population, these are clearly important potential benefits. Studies have, however, showed mixed impact on overall health with some citing little evidence of increased sports participation, or health benefits, even from hosting events such as the Summer Olympics.<sup>12</sup> Whilst there was evidence of an uptake in sports participation in Spain, following the Barcelona Olympics in 1992<sup>13</sup> the “trickle down” effect on sports participation was at a low level and the method of its measurement was criticized later by other authors and this effect has not been seen for many other sporting events.<sup>14</sup>

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10. Jean-Loup Chappelet, “Mega Sporting Event Legacies: A Multifaceted Concept,” Swiss Graduate School of Public Administration (IDHEAP) (2012): <https://core.ac.uk/download/pdf/38818342.pdf>.

11. Kamal Ram Mahtani, Joanne Protheroe, Sarah Patricia Slight, Marcelo Marcos Piva Demarzo, Thomas Blakeman, Christopher A. Barton, Bianca Brijnath, Nia Roberts, “Can the London 2012 Olympics ‘inspire a generation’ to do more physical or sporting activities? An overview of systematic reviews,” *BMJ Open* (2013), 3:e002058, Accessed 30 September 2018, doi: 10.1136/bmjopen-2012-002058.

12. Ibid.

13. Gerry McCartney, Sian Thomas, Hilary Thomson, John Scott, Val Hamilton, Phil Hanlon, David S Morrison, Lyndal Bond, “The health and socioeconomic impacts of major multi-sport events: systematic review (1978–2008),” *BMJ* 2010;340:c2369, <https://www.bmj.com/content/340/bmj.c2369>.

14. Mike Weed, Esther Coren, Jo Fiore, Ian Wellard, Louise Mansfield, Dikaia Chatziefstathiou, Suzanne Dowse, “Developing a physical activity legacy from the London 2012 Olympic and Paralympic Games: A policy-led systematic review,” *Perspectives in Public Health* 132, No: 2, 75–80. <https://doi.org/10.1177/1757913911435758>.

- Urban Regeneration

In some cases, sporting events are hosted in areas where regeneration is needed. A number of bids for both Summer and Winter Olympics have included arguments that the Mega Event will act as a catalyst for urban regeneration.<sup>15</sup> Essex (2004) states that new knowledge-based service industries and tourism are not necessarily attracted to old industrialized areas and the challenge for urban planners is to:

“find ways in which major urban revitalization projects can be undertaken which will transform derelict and polluted environments into attractive places that new growth-sector businesses will consider as desirable locations for their enterprises.”

Reviews of the Olympic Games (Chappelet 2012)<sup>16</sup> point to the fact that some hosts gain only limited “tangible” benefits such as infrastructure after hosting and that some of this might be sporting, but other benefits can be to transport or other infrastructure. This is not always a negative, Chappelet points to the LA Olympics in 1984 as being one in which much of the infrastructure already existed and so the tangible benefit was limited as little needed to be built specifically for the event.

In other instances, however, the lack of tangible benefits is because host cities are left with empty stadia and abandoned sites which have limited purpose beyond the duration of the sporting event.

- Social and Cultural Benefits

Alongside sports participation and health benefits, other social benefits can be gained by hosts of Mega Sporting events. For the 2010 FIFA World Cup South Africa, for example, the tournament played an important part in the process of

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15. Stephen Essex, “Mega-events as a strategy for urban regeneration,” *Dialoghi Internazionali – Città nel Mondo* 5 (2007): 18-29, [http://www.milomb.camcom.it/c/document\\_library/get\\_file?uuid=a9ac0fca-975b-41a6-aab5-36bb9b4e0610&groupId=10157](http://www.milomb.camcom.it/c/document_library/get_file?uuid=a9ac0fca-975b-41a6-aab5-36bb9b4e0610&groupId=10157).

16. Chappelet, “Mega Sporting Event Legacies.”

reunifying a nation, which had had many years of racial segregation. Major Sporting Events can provide a powerful moment of national identity for the host nation.

In his review of potential legacies and long-term benefits of hosting Major and Mega Sporting events, Chappelet (2012) finds a number of cultural benefits of hosting. For example, the 2012 London Olympics demonstrated that London and the UK are inclusive places to live. Cashman (2003) Hiller (2003), Gratton and Preuss (2008) and the IOC (2009) include different combinations of potential social benefits, but Education and Skill development, Culture, History, Memories, Emotions and Building Communities and Networks feature in a number of these.<sup>17</sup>

Among the intangible benefits of hosting, Chappelet refers to the Winter Olympics in Innsbruck in 1964 and 1976 where increases in overall hospitality skills and the “spirit of volunteerism” were gained, so it is clear that the benefits can go far beyond direct economic measures.<sup>18</sup>

- Political

Varano highlights the value of Mega Sporting events for globalization and soft

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17. 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.

Dr. Harry Hiller, “Towards a Science of Olympic Outcomes: The Urban Legacy,” Miguel de Moragas, Christopher Kennett and Nuria Puig, eds., In *The Legacy of the Olympic Games, 1984–2002*, Lausanne: International Olympic Committee (2003): 102-109.

Richard Cashman, “What is Olympic Legacy,” Miguel de Moragas, Christopher Kennett and Nuria Puig, eds., In *The Legacy of the Olympic Games, 1984–2002*, Lausanne: International Olympic Committee (2003): 31–42.

IOC (2009). *2018 Candidature Acceptance Procedure*. Lausanne: International Olympic Committee.

18. Chappelet, “Mega Sporting Event Legacies.”

power.<sup>19</sup> Using the examples of the Beijing 2008 Summer Olympics and the 2010 FIFA World Cup™, South Africa, he argues that major sporting events can provide an excellent way of reinventing a country's brand image in front of a global audience.

Chappelet (2012) makes a distinction between “territorial” and “personal” legacies. So benefits such as memories, emotions, education, a willingness to volunteer, even history, might be something which individuals can gain at a personal level, but other benefits might accrue to a city or country. As evidence for this latter kind of benefit, Chappelet references the gains which Manchester made in the rankings of the European Cities Monitor, in which they rose from 19<sup>th</sup> to 13<sup>th</sup> place after they had organized the 2002 Commonwealth Games.

Despite the many potential benefits of hosting major sporting events, however, Varano (2017)<sup>20</sup> says that the biggest of the Mega Sporting Events attract, on average, fewer bidders now than they did previously. This is perhaps an indication that some hosts have experienced cost over runs, or failed to achieve the anticipated benefits of hosting (See Appendix 5).

### ***Benefits of Hosting Sporting Events***

#### **Global Sports and Qatar**

Whilst most attention has been focused on the hosting of the 2022 FIFA World Cup™ Qatar, Doha has hosted a series of prestigious sporting events for over a decade now.

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19. John Varano, “Major sports events: are they worth it?,” *The Conversation*, August 9, 2017, Accessed 30 September 2018, <http://theconversation.com/major-sports-events-are-they-worth-it-80691>.

20. Ibid.

From the decision in November 2000 to award the Asian Games 2006 to Qatar, to the 2010 Indoor World Athletics Championships, the 2011 Asian Football Confederations Cup and the 2011 Pan Arab Games, Doha has played host to a range of sporting events, which have drawn the eyes of the world and have brought growing numbers of international visitors to Qatar.

Since the decision to award the 2022 FIFA World Cup to Qatar, Doha has also played host to further Major Sports Events. Amongst others, in November 2014, Qatar won the rights to host the 2019 World Athletic Championships. In January 2015 it hosted the World Men's Handball Championships and later that year the International Boxing Association World Championships - this last attracting 500 million viewers worldwide – and the International Paralympic Committee Athletics World Championships. In 2016 Qatar hosted the Union Cycliste Internationale Road World Championships and in October 2018, the Artistic Gymnastics World Championships.

In addition to these sporting events, Qatar has become involved in global sports sponsorship deals, for example, in the relationship between FC Barcelona and Qatar Foundation then Qatar Airways, the QIPCO relationship with the prestigious British Champions Series in horseracing and QNB and QREC with The Qatar Prix de l'Arc de Triomphe weekend which is held every year.<sup>21 22</sup>

“The global horseracing event involves the two richest races on turf in the world; the Qatar Prix de l'Arc de Triomphe and the Qatar Arabian Horse World Cup. Under the sponsorship agreement between QNB and the Qatar Racing & Equestrian Club (QREC), QNB's name will be associated with two races to be run as part of the Qatar Prix de l'Arc de Triomphe weekend; namely, the QNB Prix Dollar and the QNB Prix de L'Abbaye de Longchamp.”

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21. “QNB Partner of prestigious Qatar Prix de l'Arc de Triomphe Weekend in Paris,” QNB (website), [https://www.qnb.com/cs/Satellite?c=QNBNews\\_C&cid=1355404220626&locale=1344242931312&p=1344243877468&pagename=QNBSingapore%2FQNBLayout](https://www.qnb.com/cs/Satellite?c=QNBNews_C&cid=1355404220626&locale=1344242931312&p=1344243877468&pagename=QNBSingapore%2FQNBLayout).

22. Ibid.

In addition to sponsorship relationships, Qatar has also made significant sporting investments for example in Spain's La Liga club Malaga FC and French Ligue 1 club Paris St Germain (PSG).

In analyzing the benefits for Qatar in building a name in the global sports market and from hosting these high profile sporting events, reports attribute many of the above motivations, such as health benefits for its citizens, opportunities for Qatar to demonstrate its world-leading sports facilities, hotels and transport infrastructure.<sup>23</sup>

### ***Building Global Sports Brands***

In addition to the infrastructure developments and the global profile brought by hosting sporting events, a number of high profile Centres of Excellence – such as Aspire Academy, ICSS (International Centre for Sports Security), Aspiter: Centre for the Treatment of Sports Injuries, Josoor Institute: for the development of human capital in the sports and events sector and the further development of sports broadcaster beIN Sports have developed global excellence over the past ten years, further contributing to the benefits brought by hosting sporting events for Qatar and the MENA region.

## **SUMMARY**

Hosting major and mega sporting events can bring a number of benefits to a host country, from economic, infrastructural, social and cultural benefits, to sporting participation and the further enhancement of the global profile for cities and countries which act as hosts.

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23. "Events hosting plays a key role in Qatar's sports industry development," *Oxford Business Group*, <https://oxfordbusinessgroup.com/overview/events-hosting-has-played-central-role-development-industry-skin-game>.

Whilst some of these benefits are the subject of debate, for example, the level of expected and actual benefits economically and of sporting participation gains, a number of benefits can accrue to hosts.

This case study discusses the types of benefits from hosting, the way in which these have been studied by research and how these can apply to Qatar and the MENA region.

### Case Study Questions

1. What kinds of benefits might be gained by hosts of Mega and Major Sporting Events?
2. To what extent are benefits tangible (for example economic or increased numbers of sports participants), and how might these be forecast before the event is hosted?
3. What intangible benefits might be gained (for example, social, cultural, etc.) and how might the positive impacts be anticipated and maximized?
4. For the hosting of Mega and Major Sporting Events in Qatar, to what extent do you anticipate similar benefits to be gained as have been seen for other global sports event hosts, and are there additional or different benefits which might accrue to Qatar from hosting?
5. What, if any, are the potential downsides of hosting Mega and Major Sporting Events in Qatar and how might these be minimized or avoided?

## Appendices

### Appendix 1: Value of hosting Mega Sporting Events

Table 1: Examples of Mega-Event *ex ante* Economic Impact Studies

| Event                   | Year      | Sport  | Impact                       | Author  |
|-------------------------|-----------|--------|------------------------------|---|
| World Cup (Japan)       | 2002      | Soccer | \$24.8 billion <sup>24</sup> | Dentsu Institute for Human Studies              |
| World Cup (South Korea) | 2002      | Soccer | \$8.9 billion <sup>25</sup>  | Dentsu Institute for Human Studiies             |
| World Cup               | 2006/2010 | Soccer | \$6 billion 129,000 jobs     | <sup>26</sup> South Africa Football Association |

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24. Jonathan Finer, “The grand illusion,” *Far Eastern Economic Review*, 7, (March 2002): 32– 36.

25. Ibid.

26. “World Cup Bid Details,” South Africa Football Association, [www.safa.org.za/html/bid\\_det.htm](http://www.safa.org.za/html/bid_det.htm) (accessed January 9, 2002).

## Appendix 2: Leading Sporting Events by Attendances from 'Global Sports Impact' project

| Event/Host                              | Total Attendance | Total Athletes | Competing Nations | TV Nations |
|---|------------------|----------------|-------------------|------------|
| <b>2012 Olympics - London</b>           | <b>8,200,000</b> | <b>10,903</b>  | <b>204</b>        | <b>220</b> |
| 2014 FIFA World Cup - Brazil            | 3,400,000        | 736            | 32                | 219        |
| <b>2012 London Paralympics</b>          | <b>2,700,00</b>  | <b>4,237</b>   | <b>164</b>        | <b>115</b> |
| 2011 Rugby World Cup - NZ               | 1,400,000        | 600            | 20                | 207        |
| <b>2014 CW Games - Glasgow</b>          | <b>1,300,000</b> | <b>4,820</b>   | <b>71</b>         | <b>90</b>  |
| Winter Olympics - Sochi 2014            | 1,000,000        | 2,894          | 85                | 220        |
| <b>2013 World Student Games - Kazan</b> | <b>800,000</b>   | <b>7,980</b>   | <b>160</b>        | <b>107</b> |
| 2013 World Games - Cali                 | 500,000          | 3,000          | 101               | 120        |
| <b>2011 Pan American Games - Mexico</b> | <b>500,000</b>   | <b>6,003</b>   | <b>42</b>         | <b>100</b> |
| 2014 Asian Games - Incheon              | 400,000          | 9,501          | 45                | 62         |
| <b>2013 World Athletics - Moscow</b>    | <b>361,000</b>   | <b>1,974</b>   | <b>203</b>        | <b>200</b> |
| 2014 Youth Olympics - Nanjing           | 350,000          | 3,500          | 204               | 160        |
| <b>2013 World Swimming - Barcelona</b>  | <b>280,000</b>   | <b>2,195</b>   | <b>177</b>        | <b>211</b> |
| 2014 Ryder Cup - Gleneagles             | 250,000          | 24             | 10                | 185        |

(Source: Leading Sporting Events - <https://www.bbc.co.uk/sport/30326825>)

### Appendix 3

Pros and Cons of Mega Events for Urban Regeneration and renewal in the post-industrial city (based on Essex and Chalkley, 2004, p. 203)

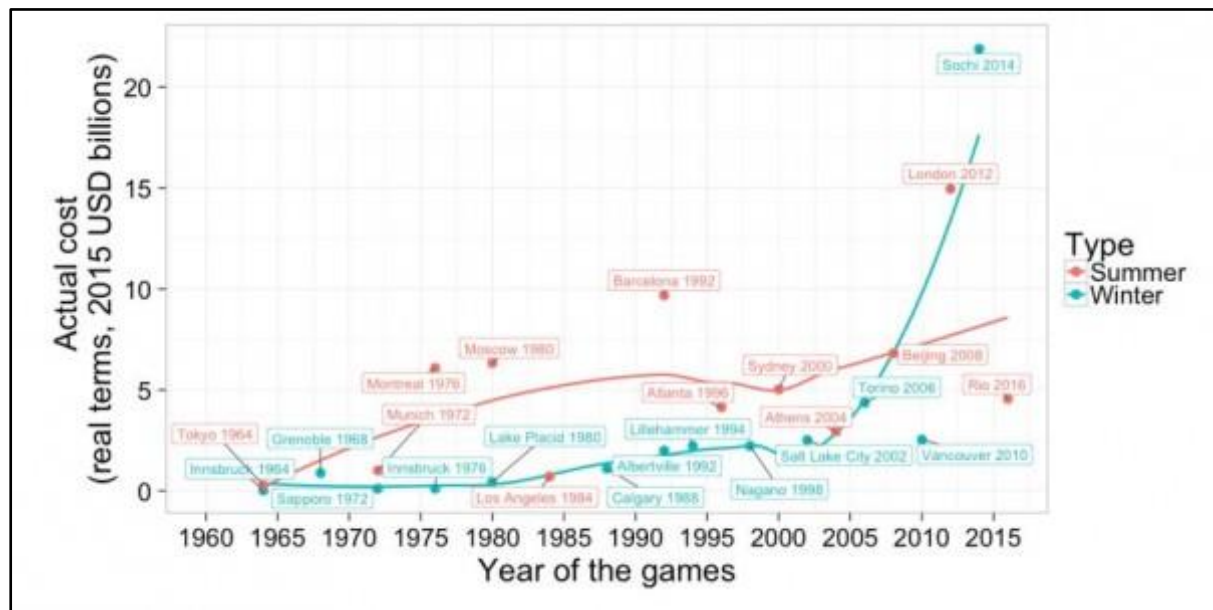
#### ‘Pros’

- New development needed to stage the mega-event is encouraged, including new sports, conference and/or exhibition space.
- New development can be directed to derelict industrial brown field sites.
- Other development to facilitate the smooth running of the mega-event is stimulated, such as new airport capacity, new road and rail links, housing, and tourist accommodation.
- The event attracts considerable ‘free’ publicity, television coverage and media exposure to create a new image and identity (‘symbolic capital’) for the host city.
- New inward investment, both economic and tourist, is generated.
- New ‘social capital’ in the form of new skills and organisations are created from staging the event (knowledge creation).
- A more entrepreneurial approach to planning is encouraged.
- Development is ‘fast-tracked’ by the deadline of the event.

#### ‘Cons’

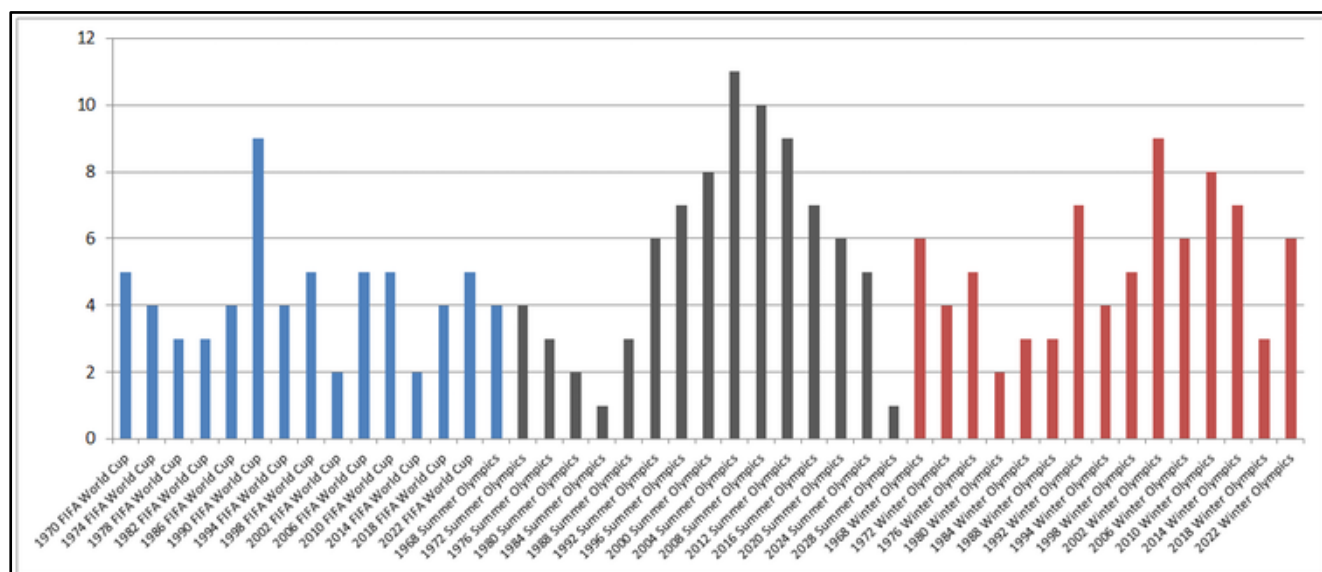
- Problems in establishing a realistic budget many years in advance of the event.
- Public expenditure is used to subsidise private accumulation (eg. public spending diverted to pay for event, increased local taxes).
- Difficulty to establish a robust cost-benefit analysis: bias in evaluations, attribution problems, counterfactual problems, different perspectives.
- Economic impacts can be transitory (intermezzo).
- Opportunity costs: other forms of investment can be postponed or eliminated by staging a mega-event.
- While it is being held, the event can create a ‘crowding out’ effect (tourists discouraged from visiting).
- New development promotes gentrification (exclusion of working class in favour of middle class).

#### Appendix 4: Budget Overspends on Olympic Games



(Source: Bent Flyvbjerg, Allison Stewart, and Alexander Budzier)

### Appendix 5: Number of Bidders to host Olympics and World Cup



(Source: Varano (2017))

## Teaching Note

This case study reviews the range of benefits which research proposes for the hosts of major sporting events. It also discusses the areas in which there is a debate over the extent of potential benefits and where some previous hosts have been disappointed in the extent of the benefits gained.

Students are asked a range of questions more broadly about the hosting of Mega and Major Sporting Events and the extent to which these are tangible or intangible, before being asked to apply these to a Qatar context.

### **Question 1: What kinds of benefits might be gained by hosts of Mega and Major Sporting Events?**

The opening question relates to the range of benefits identified by previous research into hosting of sporting events.

These include economic benefits, infrastructural development, urban regeneration, political, social and cultural benefits.

The case study identifies sub points within each of these types of benefit and students might be expected to capture some of these and the debate over the extent of the potential benefit rather than simply listing these.

### **Question 2: To what extent are benefits tangible, and how might these be forecast before the event is hosted?**

The most tangible of the benefits identified are economic, infrastructure and health benefits. In each case, financial figures and numeric data can be used to identify the costs and to identify the potential payback or benefit which might be gained.

For health benefits, for example:

Increased sporting participation (measured by numbers participating, frequency of activity, classification of which types of sporting activity) might reduce numbers of patients being diagnosed as suffering from obesity, or with weight related illnesses.

For infrastructure, for example:

The cost of designing and building a stadium might be offset by its use for another purpose later which delivers a benefit (perhaps related to sporting participation), or by expected revenue from attendances (for example if a stadium is later used to host sporting events). For non-sporting infrastructure, such as transport, forecasts might be offered on the cost of creating the infrastructure, revenue which it will generate and other benefits e.g.: reduction in traffic congestion or road repairs from creation of a light railway link.

For economic benefits, for example:

Revenue from broadcast, matchday and commercial (sponsorship)

Indirect benefits to travel and tourism

Economic benefits to related industry sectors such as building or other contracts

### **Question 3: What intangible benefits might be gained and how might the positive impacts be anticipated and maximized?**

This question relates to the softer benefits such as social and cultural benefits, and asks students to identify what the benefits might be and how these might be:

- a) anticipated
- b) maximized

For example, for social benefits, a positive feeling about the country might be reinforced among its citizens as they might feel proud at the hosting and delivery of an excellent sporting event. This might be anticipated, by looking at the range of softer, more intangible benefits that have been gained by other hosts of sporting events. It might be maximized by providing social meeting spaces and events where citizens can enjoy these achievements together, in – perhaps – celebrations surrounding the event, by use of media to provide and reinforce stories celebrating local success.

**Question 4: For the hosting of Mega and Major Sporting Events in Qatar, to what extent do you anticipate similar benefits to be gained, and are there additional or different benefits which might accrue to Qatar from hosting?**

Students may, or may not, anticipate similar or perhaps somewhat different benefits to accrue in Qatar from the broader list identified above. This question encourages students to think more broadly and to identify other potential benefits or variations on benefits which relate to the Qatar context.

**Question 5: What, if any, are the potential downsides of hosting Mega and Major Sporting Events in Qatar and how might these be minimized or avoided?**

Again, students might identify none or some under this category. For example, they might point to the potential for a cost over-run, but they are also asked how the risk of this can be minimized or avoided, so this encourages them to consider the importance of accurate forecasts and good project management.

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