



**An Exploration of the Importance of Establishing
an Event Management Professional Association in Qatar**

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ABSTRACT

This case study explores the exponential growth of the Event Industry in the MENA, GCC and more particularly in Qatar over recent years. Alongside this growth, the professionalization of the industry needs be considered and whether the support and resources including education and training opportunities are available in the region. The case study identifies the importance of the Events Industry within the region, the functionality of professional associations and a brief audit of professional associations linked to the Events Industry in the Middle East.

INTRODUCTION

This case study aims to deliver a positioning outcome which will demonstrate the importance of the establishment of a professional association for the events industry in Qatar. The professionalization of the global events industry has been significant in recent years and where there is no formal recognition at a local level in any country or region, the industry would fail to be considered “a profession”. The global B2B events industry in 2016 was worth \$30.3 billion.¹ This underlines the investment organisations are willing to make in professional events organisations and host countries in delivering successful events on their behalf. The importance of positioning the events industry as a profession in any country or region is paramount in attracting local, national, regional and major events, across various sectors.

“QTA (Qatar Tourism Authority) organises a number of festivals as part of its strategy to grow and diversify Qatar’s tourism offering, particularly in the area of family and urban entertainment. These festivals serve to boost hotel occupancy and drive footfall to venues across Qatar, while building interest in the country’s diverse and authentic tourism offerings,” – QTA Annual Report.²

1. “Global B2B Events Industry Revenue by Region 2016 Statistic,” *Statista*, Accessed 23 October 2018, <https://www.statista.com/statistics/579119/exhibition-industry-revenue-region/>.

2. Qatar Tourism Authority (website), Accessed 23 October 2018, <http://www.visitqatar.qa/>.



In the context of Qatar, tourism should be understood as,

“...an industry which also serves as a platform of (inter)cultural production and exchange”.³

This is of vital importance to event managers and the events industry in Qatar – past and present. Due to the nature of the transient workforce in the country, globalisation is continuously at the heart of all political and social opportunities (and events). Qatar embraces cultural diversity and difference in day to day operations but the showcasing of this is delivered through the nation’s growing events industry.

The opportunity of growing brand Qatar through sport and events should not be underestimated. Sports tourism is becoming an increasingly important vehicle for the nation to capitalise on the benefits of a service driven economy - from an economy that is reliant on natural resources e.g. gas and oil. Theodoropoulou & Alos⁴ stated:

“Qatar is currently trying to put itself on the global map as a developing country and as an economy with one of the fastest annual growth rates in the world. Against this backdrop, one of the sectors in which it has started investing exponentially is tourism, both international and regional, i.e. from within the Arab world and, more specifically, the Gulf region. In particular, after the country’s successful bid to host World Cup 2022, sports tourism campaigns figure prominently.”

With the strategic integration of tourism and events in Qatar, the need for a professional association would allow for the country to develop an infrastructure that would be unrivalled in the Gulf Cooperation Council (GCC) and Middle East and North Africa (MENA) region as a whole. Qatar has the opportunity to be a pioneer in designing, developing and delivering a globally recognised, world class events industry in accordance with a professional association that would safeguard events professionals, organisations and public sector organisations in Qatar. This topic underpins all block deliveries on the Diploma

3. Crispin Thurlow and Adam Jaworski, *Tourism Discourse: Language and Global Mobility*, Houndmills, Basingstoke, Hampshire (Palgrave Macmillan, 2010).

4. Irene Theodoropoulou and Julieta Alos, “Expect Amazing! Branding Qatar as a Sports Tourism Destination,” *Visual Communication* (2018), <https://doi.org/10.1177/1470357218775005>.

in Major Event Management (MEM) due to the broad underpinning it represents across all sectors.

THE MIDDLE EAST EVENTS LANDSCAPE

Over the past 20 years, Qatar has built an infrastructure for the sport and events industries that would rival any western nation. This investment has leveraged the hosting of many major events, and in 2010, the awarding of the FIFA World Cup™ in 2022 was a landmark moment. The country is also focused on delivering the Four Pillars of the Qatar National Vision 2030 (*Appendix 1*), which includes social and sustainable development goals. These goals will be achievable if more professional discourse is initiated regarding the events industry in Qatar.

The awarding of the Asian Games to Qatar in 2006 was the dawning of a new era in Qatar, which has allowed the country and its sporting and service industries to flourish. According to the Qatar Olympic Committee (QOC), Qatar had planned to host 72 sporting events in 2017.⁵

Recent developments within the Qatar Tourism Authority (QTA) demonstrate the strategic importance that events are contributing to the nation.

“By the end of 2016, QTA had partnered with 27 entities in Qatar to bid for international conferences, meetings and exhibitions across various sectors. The year 2016 also saw the launch of the Medyaf Programme, an initiative that empowers professionals in Qatar to act as ambassadors for the country as a business events destination.”⁶

In 2016, it was reported that the value of the MENA sports and events industries stand at QAR57.6 Billion (USD 15.8 billion) and QAR 29.5 Billion (USD 8.7 billion),

5. “Hosting Sports Events Positions Qatar on World Stage,” Oxford Business Group (website), Accessed 24 October 2018, <https://oxfordbusinessgroup.com/overview/eye-ball-events-hosting-has-played-chief-role-establishing-country-regional-focal-point>.

6. Qatar Tourism Authority.

respectively.⁷ However, research undertaken by Repucom in 2015, highlighted the challenges of the sports and events industries in the region, "...the sports and events industries share the same top three development barriers that include lack of skilled human capital, lack of understanding of opportunities and lack of funding."⁸

In comparison to Qatar, there is a broader range of literature that reflects these developments in the sport and events industries in relation to one key, dominant country in the GCC, the United Arab Emirates (UAE). Clearly, their vision and values of the importance of these sectors reflects the same ambitions as Qatar, but there is a longer, historical background to the rise of these industries in such countries as⁹ states,

"Whilst there is clearly prestige in being able to attract some of the leading sport events in the world to the UAE it also places considerable demands upon event organisers to retain the standard of excellence that has become the hallmark of sport in the Gulf's most revered sports destination."

Many would argue that with Qatar securing the rights in 2010 to the FIFA World Cup™ in 2022, the focus of the UAE being the prime sporting event destination in the GCC has shifted the balance significantly and the challenge now lies with Qatar to promote its brand, people, culture and professionalism in delivering mega events to the world.

What is Professionalization in Events?

It is evident from the literature that the professionalization of an industry can take many years. According to Thomas & Thomas¹⁰ there are generally three approaches to

7. "Josoor Institute Launches Research Division to lead on Proprietary Studies on MENA Sports and Events industries," Josoor Institute (website), Accessed 24 October 2018, <https://www.josoorinstitute.qa/media/press-release/josoor-institute-launches-research-division-lead-proprietary-studies-mena-sports>.

8. Ibid.

9. Mohammed Ben Sulayem, Sean O'Connor, David Hassan, eds., *Sport Management in the Middle East*, London (Routledge, 2013).

10. Rhodri Thomas and Huw Thomas, "What Are the Prospects for Professionalizing Event Management in the UK?," *Tourism Management Perspectives* 6 (2013): 8-14.

understanding professionalization. The first of these is **Trait Theory**,^{11 12 13} which defines key characteristics of a profession. Formadi & Raffai¹⁴ as cited in Thomas & Thomas,¹⁵ discuss the professionalization of event management in the European country of Hungary. They suggest that professional associations have enhanced the status of the occupation by emphasising the specialist knowledge that is required to stage events. The second approach is **Occupational Control** which refers to a control of quality and standard operating procedures (SOPs) for a profession along with the governance of practices and evaluation of role types. As stated by Larson¹⁶ and as cited in Thomas & Thomas,¹⁷ these mechanisms of control are usually achieved via the creation of professional associations governed by their members. The final approach is **Corporate Professionalization**, which identifies the role that private sector organisations play in how the industry and event management roles have become commercially feasible and responsible – aiming for success through profit.¹⁸

11. Terence J. Johnson, *Professions and Power*, Basingstoke (Macmillan, 1972).

12. R. Middlehurst and Kennie, T, *Leading Professionals: Towards new concepts of professionalism*, in J Broadbent, M Dietrich & J Roberts eds., *The end of the professions? The restructuring of professional work*, London (Routledge, 1997): 50-68.

13. Cathy Burgess, “Are hotel managers becoming more professional: The case of hotel financial controllers?,” *International Journal of Contemporary Hospitality Management* 23, No: 5 (2011): 681-695.

14. K. Formadi and Raffai, C, “New professionalism in the events sector and its impact in Hungary,” in T Baum, M Deery, C Hanlon, I Lockstone & K Smith eds., *People and work in events and conventions: A research perspective*, Walingford (CABI International): 75-89.

15. Thomas & Thomas, 8-14.

16. Magali Larson, *The Rise of Professionalism*, Berkeley (University of California Press, 1977).

17. Thomas & Thomas, 8-14.

18. Ibid.

In 2012, Donald Getz,¹⁹ an established researcher and academic in the field of Event Management and Event Studies noted that,

“Event Managers are already expected to conduct themselves as professionals, regardless of their backgrounds, affiliations or status as a volunteer, employee or owner. This expectation rests on the need for minimum standards of education, training and experience, adherence to professional codes of conduct (ethics) and legal responsibility for actions.”

This links directly to the exponential growth of Event Management degree courses over the past 20 years in UK Higher Education institutions, considering the importance that the industry now perceives education and training to have on current and future global workforces. There are currently 98 undergraduate degree programmes in Event Management in the United Kingdom, with 42 postgraduate degree programmes (batchelorsportal.com, 2018), endorsing the growing perception that education is at the heart of a global professional events industry. The industry is also benefitting from the growth of various professional associations and services which they deliver to their members to extend their education and training reach.

Professor Joe Goldblatt²⁰ from the International Centre for the Study of Planned Events at Queen Margaret University in Scotland stated in 2012,

“Planned events and event studies have great potential throughout the entire curricular structure of a great modern institution of higher education. By recognizing the importance of events in impacting everyday life we may use planned events to incrementally or in some cases actually dramatically change the world within which we live and in the future.”

Such a transformational statement is true if we consider the planning and delivery of mega events. The Josoor Institute in Qatar is a compelling example of where such practices are being developed and delivered to a population that is embracing the first ever Arab World Cup in the Middle East. As the educational vehicle for the Supreme Committee for Delivery

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

20. Joe Goldblatt in Donald Getz, *Event Studies*.

and Legacy, the Josoor Institute is delivering diploma courses in Major Event Management and providing further postgraduate opportunities for their students and participants. The investment and pioneering vision in upskilling the workforce in Qatar (and potentially across the region) is a world's first and demonstrates a true legacy for the FIFA World Cup™ in 2022. This also has a clear alignment and outcome for one of the four pillars in the Qatar National Vision 2030. Through this innovative project, a new type of Event Manager will be educated and trained in Qatar and it is the question of what support will they have post the FIFA World Cup™ in 2022, in remaining relevant, professional, networked and current to their profession. This reinforces the argument further, to develop a dedicated event management professional association in Qatar and possibly as a regional hub for MENA.

Professional Associations

In the global events industry, the number of professional associations is unknown. This is reflective of there being no formal directory of associations within each country/continent. This lack of co-ordination is currently detrimental to the global events industry, but no one professional association has taken on the role of auditing and collating the number of associations across the world. Research conducted by Arcordia & Reid²¹ utilised 151 event management professional associations in obtaining a detailed survey of their services and outputs yet, 33 per cent of these associations were based in North America. They also noted the following,

“In addition to verifying the number of event management associations operating worldwide, there is an issue of language and cultural orientation. Associations around the world are in existence due to the need within their regions for support in the event management industry, so their primary language may be one other than English. While the working language of all associations is clearly not English, the internationalisation of English in recent years, together with the fact that many associations draw membership from more than one country, has served to minimise this problem.”²²

21. Charles Arcordia and Sacha Reid, “Event Management Associations and the Services They Provide: A Global Study,” *Tourism Recreation Research* 27, No: 1 (2002): 103-07.

22. Arcordia & Reid, “Event Management,” 103-07.

This is an interesting observation to consider that cultural and language barriers have created challenges to the global events industry in the adoption of governing professional associations. Some of these professional associations will be reviewed later in the case study.

Professional Associations are defined as organisations which,

"...safeguard the public interest and are organizations which represent the interest of the professional practitioners," and so "act to maintain their own privileged and powerful position as a controlling body."²³

They are collective bodies, which have a sole focus on the development and upskilling of individuals from practitioners to industry representatives in a specific sector/industry. There is an argument that membership of such professional associations should then allow the immediate certification of individuals, but this is not entirely reflective of all events industry professional associations. Nor is it valid that event management professionals require membership of such associations to gain entry to work in the industry as is the case in other professions and careers for example in the legal profession. In 1997, Getz²⁴ proposed that events should be delivered as a successful business would be - therefore considering strategic plans, a shared vision and collective objectives – similar to that of a professional association, too. Another example of the required functionality of a professional association is from Kloss,²⁵ who states,

“...the professional association exists to advance the standing of the members of the occupation or profession by setting educational and other standards governing the profession, advocating for public and private policies, aiding members in their professional development, and advancing professional practice through research and information dissemination.”

23. James Speight, *Educating Scientists and Engineers for Academic and Non-Academic Career Success* (CRC Press, 2014).

24. Getz, *Event Studies*.

25. Linda L Kloss, “The Suitability and Application of Scenario Planning for National Professional Associations,” *Nonprofit Management and Leadership* 10, No: 1 (1999): 71-83.

Allowing a professional association to formulate organically due to the exponential growth of an industry in a designated location (as is the case for event management in Qatar), provides a platform for a shared vision and objectives to be decided upon. This is even more pertinent with the nation hosting the FIFA World Cup™ in 2022. The sense of common purpose and collective responsibility that professionals are currently advocating will allow ownership to develop within the country and region. Alongside this, it can also allow for new dialogues to be exchanged at senior and ministerial levels if the vision behind the association is ambitious and well defined and structured,

“The way an association is lead and managed reflects on the profession. A well organised, well run, and well led association gives the impression of a well organised professional group. Hence the association should be goal and result oriented with cohesion among members and leaders. The association should produce results. This raises the profile of the profession, which will result in consultations from community and ministry, invitations to high level meetings, and invitations to policy and decision making forums. This gives the profession identity and makes members eager to be associated.”²⁶

In 2002, Arcodi & Reid²⁷ delivered an audit of services which event management professional associations deliver to their members (predominantly in North America and Europe). It must be noted however that such functions would only be successful through strong leadership and a sense of ownership and belonging from its members. This is important so that there is freedom of ideas amongst members and a platform is constructed for common approaches and principles to be agreed upon. The following services were the most important for members of a professional association:

1. Educational Services
2. Communication Services
3. Business Services

26. Nester Moyo, “Professional Association Strengthening Project, 2016,” Accessed 23 October 2018, <http://www.strongprofassoc.org/wp-content/uploads/2016/05/PAS-Module-4-May2016.pdf>.

27. Arcodia & Reid, “Event Management,” 103-07.

4. Community Services
5. Advocacy Services
6. Buying Power Improvements

It is interesting to note that practitioners/members of professional associations ascertain that the key benefit of their engagement with an association is related to education. As Moyo²⁸ stated, “The PA (Professional Association) becomes an information repository and powerhouse of professional expertise and knowledge from which stakeholders can obtain information and direction.”

This endorses the views of many event management academics through the proliferation of introductory text books on the industry - that in the experience economy, education is a key driver in shaping the profession. A further explanation is detailed below of the general types of services provided by event management professional associations:

28. Moyo, Professional Association Strengthening Project.

Table 1 – Overview of Professional Association Services

Educational Services	Workshops, Certification, CPD, Exhibitions, B2B Events (Trade/Business), Conferences, Training Programmes, Education Resources, Online Repository, Online Training/Courses, Taster Seminars, Online Networking and Interest Platforms, Online Directories of Providers of Training/Education, Meetings and Social Gatherings, Mentoring
Communication Services	Newsletters, Publications, Magazines, Online Forums, Mailing Lists, Members Directory, Member and Practitioner Blogs, Member Referrals, Social Media – Instagram, Twitter, You Tube Channel, Representation at Government Level (Local/National)
Business Services	Marketing and Publicity, Strategic Planning, Sponsorship, Resources for Planning and Event Delivery, A-Z Directories, Online Resource and Platform for Interaction, Packages/Deals with Suppliers, Investment Opportunities, Networking Opportunities
Community Services	Quality Standards, Employment Opportunities, Awards, Scholarships, Charitable Links, CSR Agendas
Advocacy Services	Legal Advice, Representation, Confidential Matters, Reciprocal Rights to Linked/Connected Associations
Buying Power Improvements	Discounts for Business and Event Services e.g., Car Hire, HR support, Accommodation, Negotiation

Source: Charles Arcodia and Sacha Reid, “Event Management Associations and the Services They Provide: A Global Study,” *Tourism Recreation Research* 27, no. 1 (2002): 103-07, table 1.

EMBOK

An unusual, hybrid movement in connecting academics in the subject area of event management and industry practitioners was formulated in 1999, by William O’Toole and is known as EMBOK - Event Management Body of Knowledge (Appendix 2). The International EMBOK Executive states,

“The aim of the International EMBOK Executive is...To create a framework of the knowledge and processes used in event management that may be customized to meet the needs of various cultures, governments, education programs, and organizations.”²⁹

Although EMBOK is not a professional association, their pioneering work in establishing the synergies between academic theory from business and management literature to documenting

29. *EMBOK Model*, “EMBOK - Event Management Body of Knowledge,” Accessed 24 October 2018, <http://www.embok.org/>.

the skills required for professional event managers was and is ground breaking. Many event management professional associations have based their values and approaches on this model and it has become a benchmark for all event associations to consider. An example of this is stated below,

“Tourism HR Canada (formerly Canadian Tourism Human Resource Council - CTHRC) drew on a wide range of industry expertise and content, including from EMBOK and members of the International EMBOK Executive, to develop the Event Management International Competency Standards (EMICS). These were in turn then used as the basis of Meeting Professional International's Meeting and Business Events Competency Standards (MBECS).”³⁰

An example of two areas key of the EMBOK framework are shown below.

The 5 core “domains” to the framework include:

1. Administration
2. Design
3. Marketing
4. Operations
5. Risk

Along with the 5 core “values” of the framework include:

1. Integration
2. Creativity
3. Strategic Thinking
4. Continuous Improvement
5. Ethics

As Getz³¹ states,

“EMBOK...tells academics what a full degree programme in event management should cover, but the means of acquiring all the pertinent skills and knowledge has to include on-the-job experience”.

30. Ibid.

31. Getz, *Event Studies*.

Interestingly, Robson in 2008 believed that the framework was not only pioneering but bridged the gap in a timely way between the explosion of event management literature and global industry recognition and growth,

“EMBOK provides....Global Certifications and Recognition of Qualifications and Standards for the event industry. This work will assist the industry in becoming less fragmented and more cohesive, globally and nationally. With standardized global recognition of employment categories, jobs will become more transferable internationally.”³²

EMBOK is an important benchmark for event management professional associations and event management educational providers to consider and to utilise. With the pulsating nature of the global events industry today, it is even more pertinent that cohesion and consistency of industry quality standards and views of excellence are shared and implemented regardless of potential barriers and conflict. This is particularly true for countries in MENA, GCC and more importantly for Qatar.

Event Management Professional Associations

There are many event management professional associations throughout the world yet there is an abundance of associations in North America and Europe which reflects the size and scale of the events industry in these geographical locations. Below is a table of the most prominent event management professional associations globally which indicates the breadth of focus of where some sectors of the event industry are heavily valued and require such a presence (at local and national levels). The table also includes associations which have a presence in the Middle East and it is interesting to note that these are all located in the UAE (Dubai).

32. Linda M. Robson, “Event Management Body of Knowledge (EMBOK): The Future of Event Industry Research,” *Event Management* 12, No: 1 (2008): 19-25.

Table 2 – List of Event Management Professional Associations

ILEA	International Live Events Association	Middle East Hub - UAE
IFEA	International Festivals and Events Association	Middle East Hub - UAE
ABPCO	Association of British Professional Conference Organisers	
ESPA	Event Services Professional Association	
MPI	Meetings Professional International	
ICCA	International Conventions and Congress Association	Middle East Hub - UAE
GMIC	Green Meetings Industry Council	
CEMA	Corporate Event Marketing Association	
CIC	Convention Industry Council	
IAVM	International Association for Venue Managers	
SGMP	Society of Government Meeting Professionals	

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

The table indicates the breadth of services and event functions which are considered in the most prominent event management professional associations. The location of the Middle East hubs for each of the associations reinforces³³ view of the rationale for countries such as the UAE playing a pivotal role in the global events industry,

“The portfolio of impressive, world-class sport events that now take place, primarily in the Emirate of Abu Dhabi and Dubai, were not compiled by chance. Rather each was carefully selected to embellish a broader image of the country...which portrayed a desirable and coherent image to the world.”

It is disappointing to note that very few international event management professional associations exist outside of the UAE in the Middle East. However, on further research, it seems that there are more affiliated professional associations connected to the events industry across the Middle East, rather than bespoke associations that only serve one industry. Please

33. Sulayem, O'Connor, and David Hassan, *Sport Management in the Middle East*.

see the table below which lists several professional associations that have connectivity with the events industry but again, there is a dominance of the UAE once more:

Table 3 - Current Middle East Professional Associations that are connected to the Events Industry

MEPRA	Middle East Public Relations Association	UAE
MEFMA	Middle East Facility Management Association	UAE
IPFA	International Project Finance Association	UAE
MECA	Middle East Consultancy Association	UAE/Kuwait
SHRM MEA	Society for Human Resource Management in Middle East and Africa	UAE
HSMIAI	Hospitality Sales and Marketing Association International	UAE
QCP	Qatar Culinary Professionals	Qatar
IPSA	International Professional Security Association	Qatar
IIRSM	International Institute of Risk and Safety Management	Qatar
WTCA	World Trade Center Association	Qatar

Qatar has a real opportunity here to be innovative and demonstrate its strengths in being a centre of excellence for the events industry in the Middle East through the design and development of the first holistic event management professional association.

Why Do Professional Associations Fail?

There are many reasons why a professional association would fail to either deliver its vision or objectives. Many professional associations rely on their leaders to be industry responsive at all times and to develop and association in a way that it encompasses all of its members' requirements and expectations. Are we therefore setting up professional associations to fail anyway? Can an organisation truly be everything to everybody? The stakes are high if an association does fail due to its pivotal nature in industry. A profession can be supported by an association but when that representation disappears, the

industry/sector could potentially be in negative freefall. As Moyo³⁴ stated: “If a PA does not exist, there is no focal point for the profession. It is difficult for members to contribute to policy and decision making, and it is difficult for the profession to be consulted in its own right.”

Some of the many reasons a professional associations may fail are detailed below:

1. The cost of membership and access to resources/events/courses is high
2. There is a lack of regular events/opportunities
3. There is a lack of intent or inspiration from leaders and/or executive members to make a difference
4. There is a lack of capacity of leaders and/or executive members if voluntary driven
5. There can be a lack of transparency between the strategy and the members
6. A lack of effective communication is evident
7. There are few resources available to members
8. The brand/perception of the association is too elitist and inaccessible to many individuals
9. The reactions of the association are too slow and it does not meet its members' expectations

However, when considering the nature of many professions today in relation to technological advancements in the way that individuals work and communicate, there is positive news on new developments by many professional associations,

“With the rise of the internet, social networks, and online education programs, is membership in professional associations still of value? Absolutely. Participating in a professional group brings many benefits you can't get anywhere else: a sense of community, personal interaction with like-minded individuals, and a way to participate and contribute in your industry.

34. Moyo, Professional Association Strengthening Project.

Associations are evolving to meet the needs of their current members and to attract new members by developing new programs, products and membership options. Organizations are becoming more tech-friendly by offering mobile apps, responsive websites and a variety of online resources.”³⁵

It is a strategic decision on the part of many professional associations that they target their future recruitment of members from Colleges and Universities. Millennials would clearly identify the added value opportunity of engaging with a professional association – considering the connections this would bring for further graduate roles and opportunities.

CONCLUSION

There is now an opportunity for Qatar to define the events industry in the Middle East and dominate as a strategic leader in this field. The establishment of a formal professional association would allow Qatar to leverage such a standing very easily. The state has the opportunity to inspire other countries to follow in their ventures and developments. Qatar is not only a strategic power in the region, but the investment from the Government in developing the Qatar National Vision 2030, and the work of the Supreme Committee for Delivery and Legacy, and more importantly the Josoor Institute, demonstrates the pioneering and revolutionary beliefs, values and attitudes of an inspirational and innovative nation.

35. Jennifer Daniels, “Professional Associations Remain Relevant. Here's Why,” *The Future of Blockchain in Supply Chain*, *APICS Magazine*, Accessed 24 October 2018, <http://www.apics.org/sites/apics-blog/think-supply-chain-landing-page/thinking-supply-chain/2017/06/22/professional-associations-remain-relevant.-here-s-why>.

Appendices

Appendix 1:

Qatar National Vision 2030³⁶

Launched in October 2008, the Qatar National Vision 2030 aims to build a bridge between the present and the future. It also aims to advance Qatar's sustainable development goals, providing its current residents and future generations with a standard of high living. Qatar National Vision 2030 aspires to make Qatar an active and prosperous country, striving for economic and social equality among citizens. The National Vision also encourages all Qataris to work together as a community - backed by strong Islamic and family values.

Qatar National Vision 2030 aims to establish a society based on justice, charity and equality; a society that embodies its constitution's principles, which protect public and personal freedoms. It additionally emphasizes ethical, religious and traditional values and guarantees security, stability and equal opportunities. Qatar National Vision 2030 is therefore based on these four pillars:

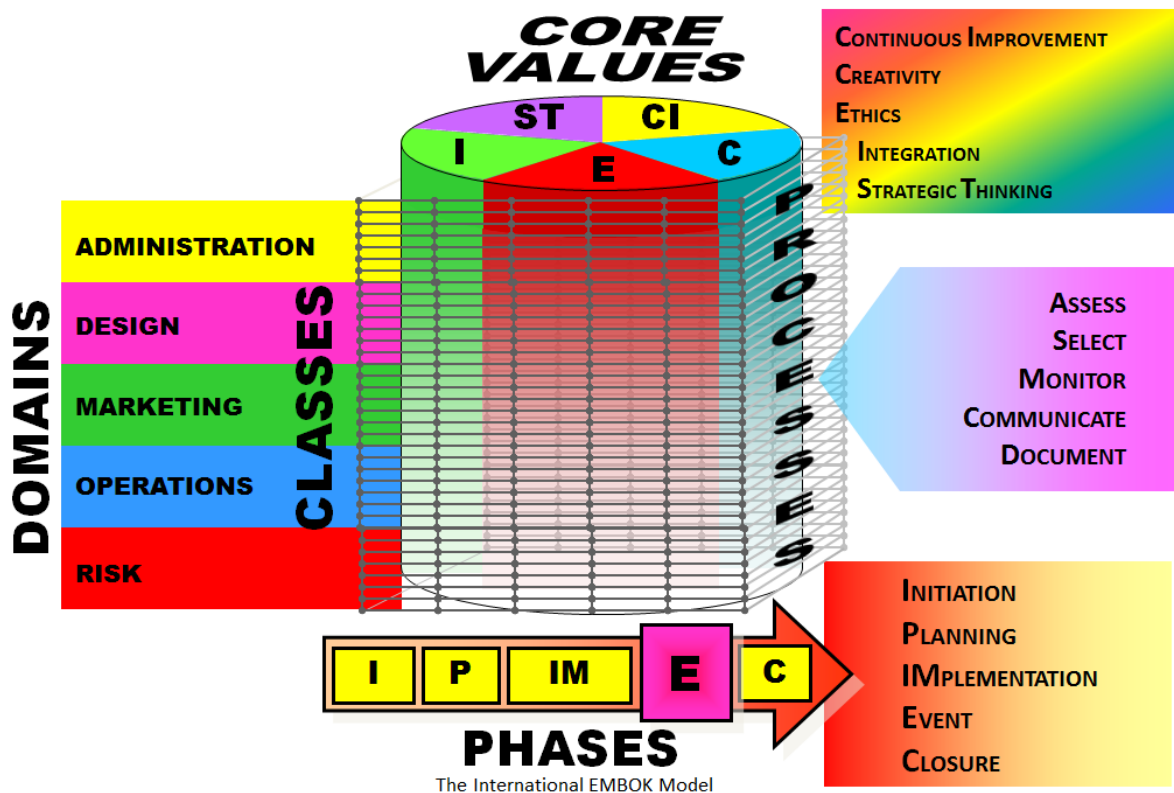
- **Human Development** - developing Qatar's entire population, enabling them to sustain a prosperous society.
- **Social Development** - developing a just and caring society based on high moral standards and capable of playing a significant role in the development of global partnerships.
- **Economic Development** - developing a competitive and diversified economy, capable of meeting peoples' needs and securing a high standard of living for Qatar's population now and in the future.
- **Environmental Development** - managing growth to ensure and maintain harmony between economic growth, social development and protection of the natural environment.

Qatar National Vision 2030 guides future trends and reflects the Qatari people's ambitions, goals and culture. Qatar National Vision 2030 encourages Qataris to create a group of shared goals related to their future.

36. Qatar National Vision 2030, <https://www.mec.gov.qa/en/qatar-at-a-glance/Pages/Qatar-National-Vision-2030.aspx>.

Appendix 2:

Holistic EMBOK Model



(Source: <http://www.embok.org>)

Teaching Notes

Case Study Questions

1. Considering the advancement of the events industry in the Middle East over the past 20 years, please list the qualities of a successful Event Manager? Do these qualities all indicate that an individual is “professional”?
2. What 3 theoretical approaches identify that a “profession” is professional? Name the approaches and provide examples of the types of organisations these approaches reflect.
3. List the key benefits of establishing a professional association in a Qatar. How would it enhance Qatar, the GCC, MENA region as a whole? List the main stakeholders that would be involved in developing/delivering this vision.
4. Consider a range of new professional associations for Qatar that would serve the events industry – which sectors would they cover and why are these sectors pivotal to the success of the industry?
5. The mission statement for the AEO in the UK (Association for Event Organisers) is the “AEO is the voice of the event organising community. It serves the collective needs and promotes the interests of event organisers and the industry at large”. (AEO.org.uk, 2018) – Do you think that the events industry in the UK sees the AEO in this capacity or is it too idealistic?
6. What does the future hold for professional associations? How current and relevant to today’s society do they need to be?
7. What are the reasons for professional associations failing and what impact would this have on a sector/industry/stakeholders?

Overview and Learning Objectives

The following Learning Objectives are linked to this case study:

1. To explore the role of a Professional Association and define what is a Profession;
2. To identify the scale of the Events Industry in the Middle East and Qatar and the role of Event Management Professional Associations;
3. To determine the factors that cause Professional Associations to fail and what impact this has on an industry/sector;
4. To analyse the benefits of an Events Industry Professional Association in Qatar.

This subject area is a relatively new body of work and draws upon existing Event Management literature and academic frameworks. The professionalization of a profession can be a complex topic for students to understand but the example of the exponential growth of the events industry in Qatar is a relatively easy example due to the number of major events that have been previously hosted there and with the FIFA World Cup™ in 2022 on the horizon too. The case study makes a clear argument for the need of a professional association

for the events industry in Qatar but it also presents some of the challenges that such a development would entail. The broader GCC and MENA region is also considered if such an iconic decision was to be made however, in light of the UAE being such a dominant player in the events industry for the region, this could be seen as a little controversial. Although not documented in the case study, the current political climate may also be acknowledged by the students as a key barrier for such a development.

The target group for such a case study would be undergraduate and postgraduate students. It could also be utilised as a case study for practitioners and industry specialists to consider as part of CPD, short course or diploma programmes.

The case study lends itself to group work and market research based tasks in exploring and understanding the importance of professional associations and what they can bring to a “new” industry. Comparison exercises regarding different geographical locations would be a useful guide for student engagement in reinforcing the size and scale of the global events industry.

Background Reading

Students should access seminal texts on Event Management to help understand the breadth of challenges Event Managers face in industry today and to provide context to the debates around the governance of the industry and how the industry is becoming more of a “profession”. These would include:

1. Bowdin, G., McDonnell, G., Allen, J. & O’Toole, W. *Events Management*. 3rd Ed. Oxford. Butterworth-Heinemann. 2011.
2. Getz, D. *Event Management and Event Tourism*. 2nd Edition. London: Routledge, 2005.
3. Silvers, J. *Professional Event Co-ordination*. Hoboken. Wiley. 2003.
4. Shone, A. & Parry, B. *Successful Event Management: A Practical Handbook*. 2nd Ed. London. Thomson, 2004.

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