

# QATAR – AN EMERGING SPORTS DESTINATION

BUSINESS OPPORTUNITIES

NO 1 / MAY 2016



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## MESSAGE FROM THE CEO AND BOARD MEMBER

Over the last decade, Qatar has gained an enviable reputation for its ability to hold world-class sporting events to the very highest standards, beginning in 2006 when the nation successfully hosted the Asian Games. In the intervening years, Qatar has grown into a major sporting hub, attracting international events such as the World Indoor Athletics Championships, the Asian Football Confederation Asian Cup, the 24th Men's Handball World Championship, and the AIBA World Boxing Championship.

With ever-more prestigious international events on the horizon, including the 2022 FIFA World Cup and the 2023 FINA World Championships, sport continues to play a pivotal role in and around Qatar, while greatly contributing to the country's infrastructural development.

The sports sector delivers many local and international benefits, which are allowing Qatar to strengthen relations with nations worldwide. And, in an effort to consolidate the country's commitment to the sporting industry, a Sports Sector Strategy (SSS) was developed as one of the 14-sector strategies within the Qatar National Vision 2030.

Given the strategic importance of sports to Qatar's economy, the Qatar Financial Centre (QFC) developed for the very first time since its establishment this study as an insightful overview into the nation's sporting ecosystem, highlighting its flourishing business opportunities.

In the years ahead, we are confident that this industry will further expand and create new business opportunities in Qatar, and we are proud to facilitate and add to this fast-growing sector. We will continue to take bold steps on our journey towards contributing to the development of Qatar's private sector, ensuring that we remain the platform of choice for entities eager to expand, and that the sports sector remains a key area of focus for us.

**Yousuf Mohamed Al-Jaida**

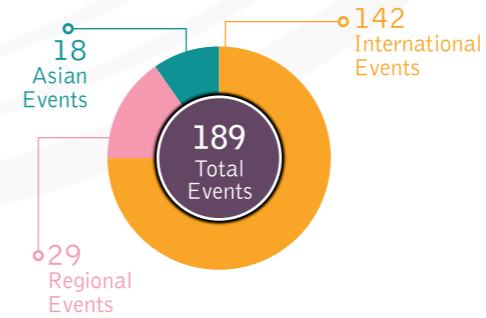
**Chief Executive Officer and Board Member, QFC Authority**

## KEY HIGHLIGHTS

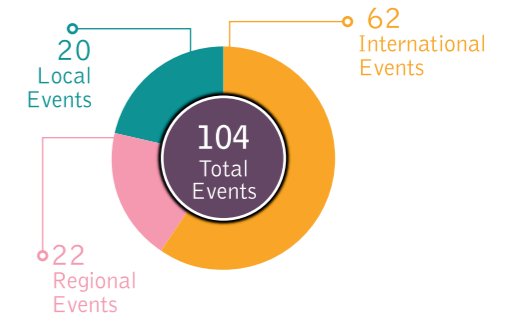
Qatar has earned the reputation of being a reliable and formidable host in the international sports arena, with the successful hosting of several major international events in the last ten years, following the 2006 Asian Games in Doha. In December 2010, Qatar won the international bid to host the 2022 FIFA World Cup and since then, relentless efforts have been clocked in the journey to create a world-class infrastructure that is geared to deliver an 'amazing' event. Qatar's sports sector strategy is focused on attracting major international events; as a result of which, it has already managed to create an event-studded sports calendar for the next seven years.

### Sports Events Statistics

No. of sports events held in Qatar (2010-14)



No. of sports events planned to be held in Qatar (2015-22)



Qatar's successful record of hosting international sports events is evident from the large number of events held in the five years, ending 2014. Alongside the impressive repertoire of annual international events, several one-off major international events have been hosted in Qatar, to accolades.

### Major Sports Events Held in Qatar

#### International Events Hosted (2011 onwards)



IPC Athletics World Championship



World Men's Handball Championship

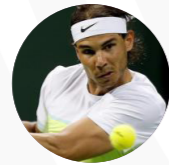


World Boxing Championship

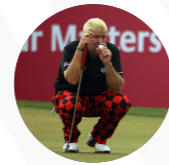


World Swimming Championship

### International Annual Events



Qatar Open Men's & Women's



Qatar Masters



Tour of Qatar



Grand Prix of Qatar



Diamond League



Global Champions Tour

### Annual Local Leagues & Local Events



Qatar Stars League

Emir Cup  
Qatar Cup



Qatar Volleyball League

Emir Cup  
Qatar Cup



Qatar Basketball League

Emir Cup  
Qatar Cup



Qatar Handball League

In order that the sports events are hosted to the highest international quality standards, various Government and other empowered entities work together in harmony. The Qatar Olympic Committee and the Ministry of Culture and Sports have the overall mandate for creating and maintaining sports venues and facilities as well as the oversight of various sports federations and associations. The Supreme Committee for Delivery & Legacy (SDCL) shoulders the key responsibility of ensuring that the 2022 FIFA World Cup stadiums are completed on schedule. The Supreme Committee also engages with other stakeholders to ensure that the other critical infrastructure, such as the road network and the Metro rail networks are completed on time as well. The sports landscape further comprises other key stakeholder entities that are sector-enablers.

### Sports Landscape

#### Qatar Sports Landscape

Name of Entity

Key Responsibility & Activities

Quick Facts

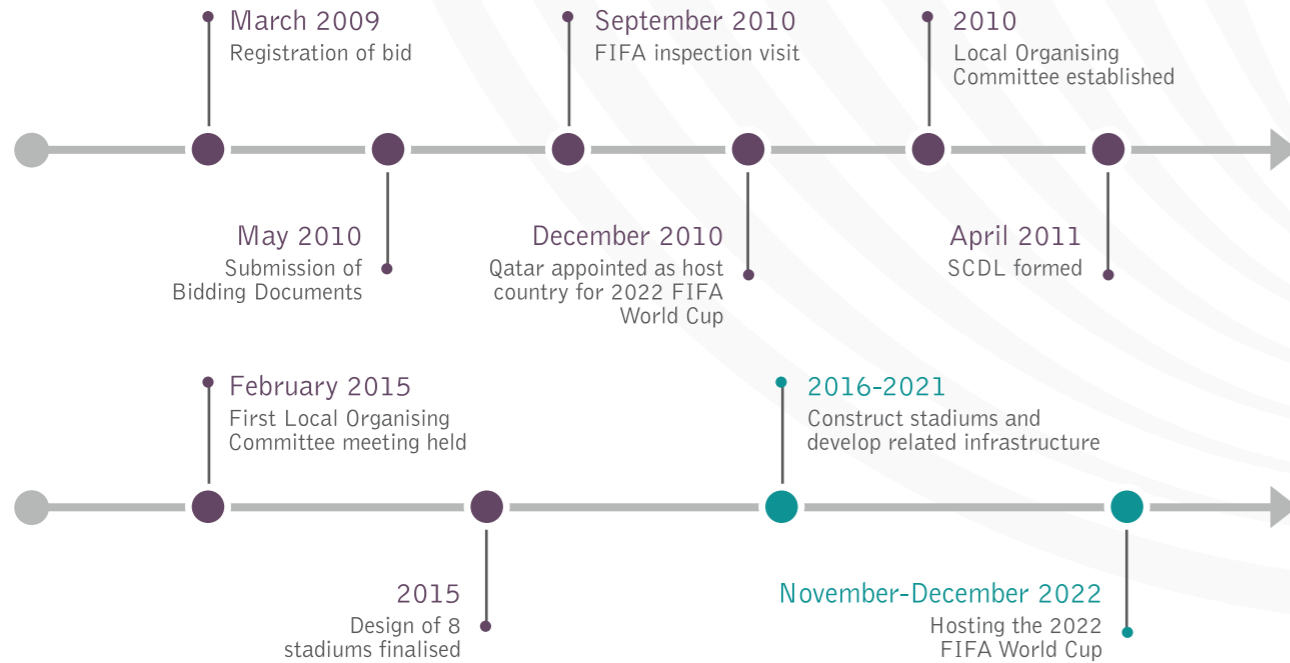
Key Entities			Other Entities		
Supreme Committee for Delivery & Legacy*	Qatar Olympic Committee	Ministry of Culture and Sports	Aspire Zone Foundation	beIN MEDIA GROUP	Qatar Sports Investments
2022 FIFA World Cup infrastructure	28 Sports Federations & Associations Managing 21 Sports Venues and 309 Sports Facilities		Enhance Sports Performance	Pay TV Network / Broadcaster	Investments in sports and leisure related projects
<b>New Stadiums</b> - Al Bayt Stadium - Al Wakrah Stadium - Qatar Foundation Stadium - Al Rayyan Stadium - Lusail Stadium - Ras Abu Abboud Stadium - Al Thumama Stadium	<b>Key Sports Venues</b> - Khalifa International Stadium - Khalifa International Tennis & Squash Complex - Al Shaqab Equestrian Center - Doha Golf Club	<b>Member Organisations</b> - Aspire Academy - Aspetar - Aspire Logistics  <b>Facilities:</b> - Aspire Dome - Hamad Aquatic Center - Ladies Sports Hall - Ladies Club - Aspire Park - National Teams Club	<b>Quick Facts</b> - Pay TV platform broadcasting in full HD in 24 countries in MENA  - Broadcast rights for premium football, tennis, rugby, athletics, motor sports, swimming & basketball events	<b>Key Investments</b> - Paris Saint-Germain FC - BURDA SPORT  - Dana Club	

\*Note: In 2014, the Local Organising Committee was activated with an aim to separate the roles of tournament operations and hosting experience from delivery and legacy. Going forward, the Supreme Committee for Delivery & Legacy will focus on constructing proposed tournament venues and projects, coordinating with local stakeholders and ensuring a lasting legacy far beyond the World Cup; while the Local Organising Committee will focus on managing the event operations.

Qatar's current and primary focus is to ensure that the necessary infrastructure for the 2022 FIFA World Cup is on schedule to completion ahead of the event. Meticulous planning for the 2022 FIFA World Cup has helped Qatar crystallise a definitive timeframe for completion of several projects that are further considered as integral to realising the Qatar National Vision 2030. The next five years will see rapid execution of the planned construction.

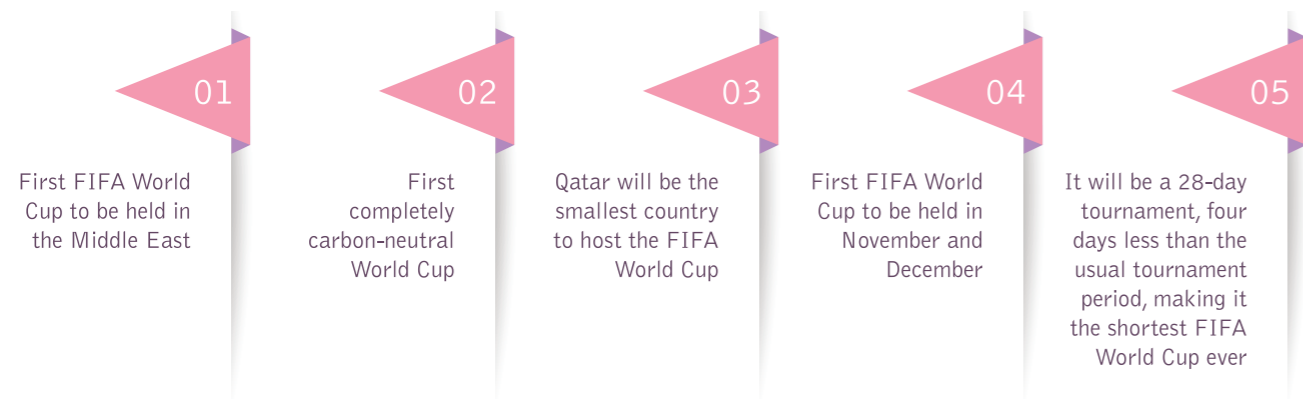
## 2022 FIFA World Cup

### Journey



Significant progress has been made in terms of other infrastructural development – Qatar’s international airport has commenced operations, the construction of the Doha Metro rail network (spanning more than 200 km) is progressing rapidly, the national road network is being overhauled and a new port is being developed.

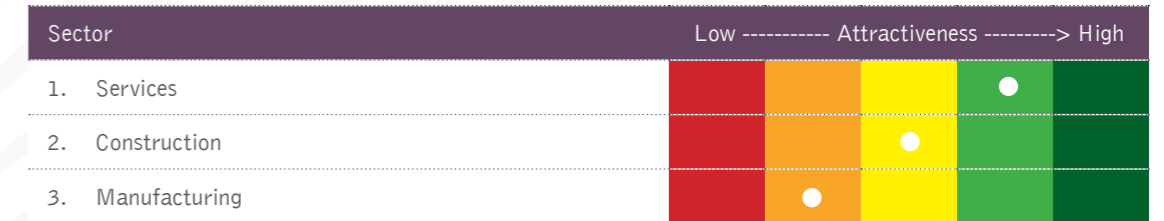
### Interesting Facts



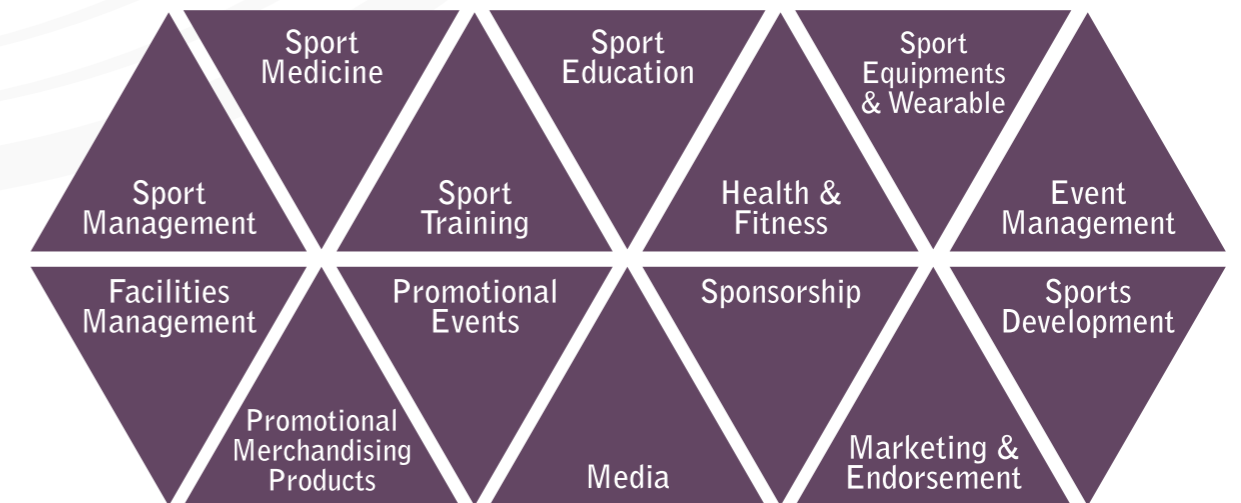
With the preparations for the World Cup gaining momentum; coupled with the robust outlook for Qatar hosting many more international sports events in the years ahead, Qatar offers a plethora of opportunities for businesses in the sports and allied sectors. Amongst these, the opportunities in the services sector are significantly more attractive compared to those in industrial and manufacturing. In the construction sector, while opportunities exist in sports infrastructure and other niche segments, the sector is characterised by a high level of competitive pressure.

## Business Opportunities

### Sector Attractiveness



### Specific Opportunities in Services Sector



Qatar’s successful bid to host the 2023 FINA World Championships (Aquatics) is testament to the fact that the State will continue to attract an increasing number of international events. With billions of dollars of investment being directed towards sporting and other physical infrastructure, combined with a commitment to attract world renowned events, Qatar will continue to provide ample opportunities for businesses in the sports and related services segments.

## CHAPTER 1: SPORTS IN QATAR

The State of Qatar is a sovereign, independent peninsular state endowed with significant gas and oil resources. The energy wealth has led to Qatar ranking as the topmost\* per-capita income country in the world. While energy continues to account for a significant proportion of government revenue, policy changes have enabled and resulted in robust investments in the non-oil & gas sectors, mainly in construction and financial services. Supported by the growth in the energy and non-energy sectors, Qatar's GDP# (at current prices) has more than tripled, growing from a ~USD 61 billion economy in 2006 to ~USD 210 billion in 2014.

The economy is directed by a well-established long-term strategy laid out in the Qatar National Vision 2030 (QNV 2030). The fundamental principle of the strategy is the diversification of the Qatari economy from being predominantly hydrocarbon-based into a knowledge-based economy. In the recent past, Qatar has witnessed significant development in various sectors and sports has been one of the key focus areas.

Qatar's journey to the sports world's centre stage commenced with the hosting of the 2006 Asian Games and since then it has successfully hosted major sports events such as the IAAF World Indoor Championships, FINA World Swimming Championships and World Men's Handball Championship. Qatar has been recognised for these events not only for the quality of the infrastructure, but also for the excellence of the service capabilities across the gamut of event management, hospitality and logistics. The 2006 Asian Games proved to be the defining event and changed the sporting world's perception towards Qatar. In addition, Qatar has played host to some of the major international events in the past and has been awarded the rights to host the second largest event in the international sports calendar, the 2022 FIFA World Cup. In February 2016, Qatar won the rights to host the 2023 FINA World Championships, the largest aquatics event in the world.

Qatar's repertoire of annual events is impressive and continues to grow steadily. In addition to the list that features, ATP & WTA Tennis tournaments, PGA Golf Tour, IAAF Diamond League, IHF Super Globe and the FINA World Cup, new additions were made recently such as the 3x3 All Stars Basketball and Champion of Champions Modern Pentathlon events. Efforts are underway to attract more such annual events which will help in building a much stronger sports profile for Qatar.

Qatar has truly etched its place as an international sports destination featuring state-of-the-art facilities, which have been successfully utilised to host numerous high profile sports events. Significant budgetary allocations have been directed to the sports sector in Qatar through the Ministry of Culture and Sports (MCS), Qatar Olympic Committee (QOC) and federations & clubs under their aegis. Allocations are mainly utilised for the purpose of providing sports and related facilities, developing sports talent and for raising awareness on the benefits of sports among the citizens of Qatar. A robust national sporting infrastructure development plan that was instituted in 2004 has witnessed continuous evolution and progress, leading to the establishment of competitive venues, local playgrounds and socio-cultural centres in a phased manner. At present, Qatar is home to 21 sporting venues that offer single and multi-sport facilities. The quality and availability of such sporting facilities complemented by outdoor recreational services have made Qatar an attractive place for residents and tourists alike.

\*CIA (The World Factbook)  
# World Bank

One of QNV 2030's objectives is that Qatar will 'develop a spirit of tolerance, constructive dialogue and openness towards others at the national and international levels. The hosting of sports events not only leads to an enhancement in the competitive spirit locally, but also augurs well in enhancing the country's image by offering opportunities for international cultural interchange. Backed by a strong foundation, built on the strength of world-class sports facilities and a history of successfully hosting sporting events at the international and regional level, Qatar is well positioned to meet this national objective.

The successful bid for the 2022 FIFA World Cup has proved to be a catalyst and has also provided definitive timeframes and milestones for the achievement of infrastructural and other key developmental initiatives. It has also provided a boost to the enhancement of the sports sector in Qatar, while aiming to create a strong legacy on the economic, social and environmental fronts well beyond 2022. One of the key initiatives is having a carbon neutral World Cup. Solar installations will be used in generating electricity and will also have the capability to add to the country's power grid.

The on-going development of the sports sector has generated a positive momentum, in many allied sectors such as media, tourism, healthcare, logistics and public transportation. With a robust pipeline for sporting events in the future, capacity in these sectors is on a growth trajectory with billions of dollars being allocated to the development of these industries. Noteworthy governmental projects include the 30 million passengers capacity (annual) Hamad International Airport that commenced operations in April 2014, a Metro rail network spanning more than 200 km estimated to be completed by 2019, an extensive development of the road network and the construction of the New Doha Port. Further, the private sector is also making significant investments to benefit from the opportunities that are expected to emerge in the future.

Drawing upon the rapid economic development and diversification that Qatar has been witnessing, many companies from across the globe, in various sectors, have set-up operations in Qatar. Many other companies are also in the process of establishing their presence in Qatar, as it is seen as a growth engine that presents immense opportunities for the private sector and also provides a gateway to tap the wider regional market. With the gradual maturing of the sports sector, there is an enhanced visibility of the benefits that businesses can derive from their association with the sports sector in Qatar.

### Sports Sector Strategy 2011 – 2016 (SSS)

As an integral component of achieving the principles ('sustainable and balanced development, based on a vibrant and prosperous economy that provides economic and social justice, stability and equal opportunity for all') set-out in the QNV 2030, a National Development Strategy (NDS) was formulated for the period 2011 – 2016. Sports being one of the focus areas, the Sports Sector Strategy (SSS) 2011 – 2016 was developed along with 13 other priority sector strategies and integrated into the NDS. Sport is not only an enabler for the achievement of the QNV 2030 aspirations, but sport matters are also closely linked to the economic, social and environmental outcomes.

Qatar's SSS has been based on the Qatar Olympic Committee's (QOC) strategic plan 2008 – 2012. The QOC's strategic plan had prioritised the following six areas in sports:

- Sport & Leisure Facilities
  - o Improve existing venue access and usage
  - o Construct and operate new facilities, including purpose-built venues
- Promotion & Publicity
  - o Marketing and sponsorship
  - o Market Qatar as a sports tourism hub
  - o Highlight careers in sports administration and commercialise existing expertise
- Sports Education & Participation
  - o Improve participation levels of women and special needs athletes
  - o Raise awareness of sports benefits and the Olympic Movement
  - o Strengthen sports education and culture in schools
  - o Maintain sports heritage
- Hosting International Events
  - o Support bid committees
  - o Event management strategy
  - o Deliver multi-sport tournaments and single-sport events in Doha
- Sport Management
  - o Develop human resources
  - o Financial accountability
  - o Management support to clubs, committees and federations
- Athlete Pathways Development
  - o Establish additional leagues
  - o Support athletes reaching elite levels
  - o Develop indigenous talent
  - o Improve options for retiring athletes

Of the six priority areas, the following three have been prioritised in the SSS:

- Sports education, awareness and cultural change
- Sport and leisure facilities
- Athlete pathways development

Based on the areas of prioritisation, the three key outcomes as defined in the SSS and the approach to achieve those outcomes are as follows:

EXPECTED OUTCOMES	APPROACH COMPONENTS
1. Increased community participation in sports and physical activity	<ul style="list-style-type: none"> <li>• Raising public awareness and interest towards sports</li> <li>• Generating opportunities for participating in sports at all levels, whether as a recreational, amateur or professional athlete, coach, spectator or volunteer</li> <li>• Building a supportive sporting environment with the required infrastructure, sports groups and programmes</li> <li>• Improve national athlete performances on the international stage</li> </ul>
2. Improved and integrated planning for community and elite sports facilities	<ul style="list-style-type: none"> <li>• A National Sports and Recreation Facilities Master Plan to ensure a more coordinated approach to delivering and improving, or upgrading sports facilities</li> </ul>
3. Increased and improved sports talent development, management and performance	<ul style="list-style-type: none"> <li>• A comprehensive sport-specific athlete development model to articulate an integrated pathway from talent identification to sporting excellence</li> <li>• A strategic management plan for coaches and technical officials to identify and address needs, including professional career development paths</li> </ul>

Qatar has displayed a high degree of commitment in promoting sports locally and in giving a boost to active lifestyle practices among the country's population. This is evident from some of the key initiatives which include:

- The recognition of every second Tuesday in February each year as the Qatar National Sport Day
- The Schools Olympic Program that develops and promotes fitness and a healthy lifestyle by organising multi-sport competitions among the school students in the age group of 5 to 18 years
- The Qatar Active Campaign, which comprises of 30 activities spread across the year including sports activities and entertainment programs targeted at all age groups

Qatar will continue to make strides towards enhancing talent development with an aim of achieving improved sporting success. The emphasis will be on developing effective frameworks to boost athlete development from an early stage and continuing the efforts until the athlete reaches the elite competitive level. Strategic focus has also been maintained on the employment, retention and development of trainers, coaches and other technical officials who are the main enablers for hoisting the sports achievements of Qatar to a higher level.

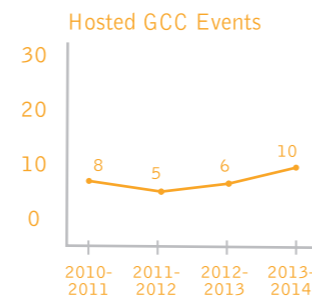
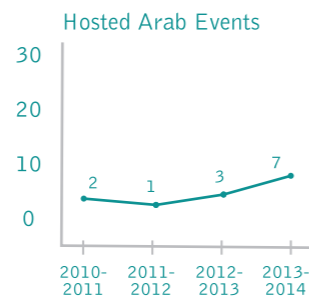
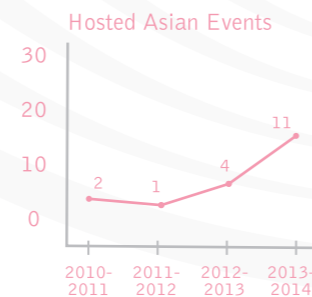
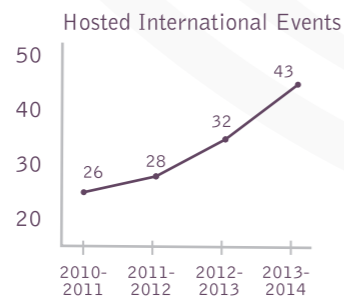
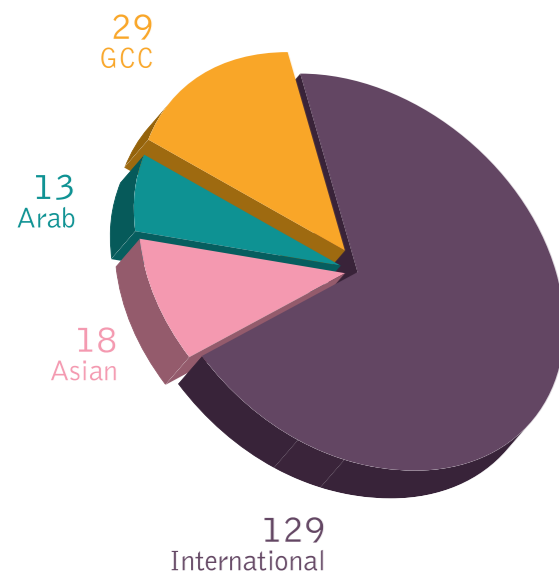
With the sports sector in Qatar being accorded an important status through the inclusion in the National Development Strategy, it provides attractive investment opportunities and the growth outlook is highly optimistic as the nation gears up for major international events. Qatar is expected to continue its emphasis on sports in the future, especially keeping in perspective the challenges and opportunities that emerge as a result of a growing young population, the cultural exchange brought about by the influx of a large number of expatriates and an affluent lifestyle. This provides an opportunity for companies in the sports and related services fields to consider Qatar as an attractive investment destination.

## CHAPTER 2: SPORTS EVENTS

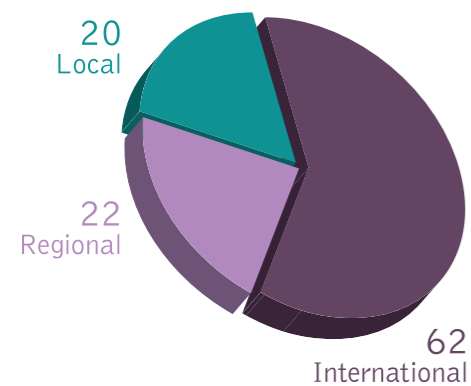
### 2.1 Overview

Qatar's love for sports has been aptly reflected in the growing number of international events being held in the country. Some of the major international events in tennis and golf are being held in Qatar for more than a decade now. In the four year period from 2010 to 2014, Qatar has hosted 189 sports events. Going forward, there is an exciting line-up of events to look forward to, including three of the biggest events in the world of sports; the World Athletics Championship in 2019, the 2022 FIFA World Cup and the 2023 FINA World Championships.

189 Sports Events (2010-14)



104\* Sports Events (Planned 2015-22)



The growth trajectory evident from the above reinforces Qatar's emergence as a key sporting destination both regionally and globally. 104 sports events are planned until the pivotal 2022 FIFA World Cup event which includes several international events. 10 key annual local events comprising the Emir Cup, Qatar Cup, Qatar Stars League and many more add significance in promoting sports in Qatar.

\* Note: Sports events from the year 2015-16 have been included in the 'Planned Sports Events'. 65 events from this list have been successfully held until 31st December 2015.

### 2.2 Major International Events Hosted by Qatar during 2011-2015

#### IPC Athletics World Championship



Sport	Paralympics – Multi-sport
Year	2015
Participation	90 nations
Affiliation	FIFA

#### World Men's Handball Championship



Sport	Handball
Year	2015
Participation	24 nations
Affiliation	IHF

#### World Boxing Championship



Sport	Boxing
Year	2015
Participation	73 nations
Affiliation	AIBA

#### World Swimming Championship



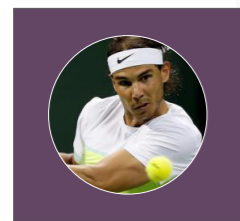
Sport	Swimming
Year	2014
Participation	174 nations
Affiliation	FINA

#### The 12<sup>th</sup> Arab Games



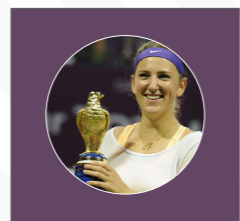
Sport	Multi-sport (5 team sports, 25 individual sports, 2 Paralympics)
Year	2011
Participation	5,400 athletes representing 22 nations
Affiliation	The Arab Sports Games' Federation

### 2.3 Major Annual Events Hosted by Qatar



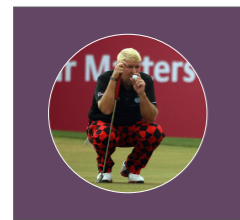
#### Qatar Open – Men's

Sport	Lawn Tennis
Started since	1993
Affiliation	ATP



#### Qatar Open – Women's

Sport	Lawn Tennis
Started since	2001
Affiliation	ATP



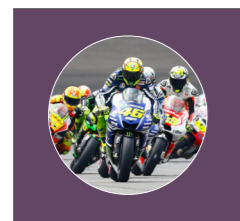
#### Qatar Masters

Sport	Golf
Started since	1998
Affiliation	PGA



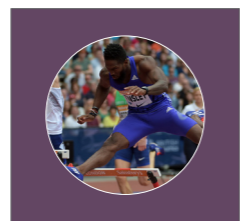
#### Tour of Qatar

Sport	Cycling
Started since	2002
Affiliation	UCI



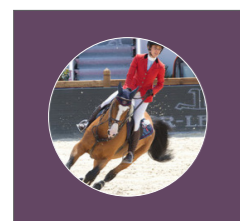
#### Grand Prix of Qatar

Sport	Motorsports
Started since	2004
Affiliation	FIM



#### Diamond League

Sport	Athletics
Started since	2010
Affiliation	IAAF



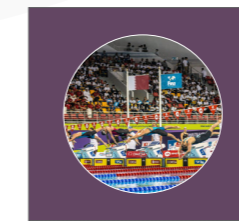
#### Global Champions Tour

Sport	Equestrian
Started since	2011
Affiliation	-

### 2.4 Local Leagues and Important Local Events

Name of League	Sport	Details
Qatar Stars League	Football	14 – 1st Division Clubs
Qatar Volleyball League	Volleyball	10 – 1st Division Clubs
Qatar Handball League	Handball	12 Clubs
Qatar Basketball League	Basketball	12 Clubs
Emir Cup	Football, Volleyball, Basketball, Handball	National Cup
Qatar Cup	Football, Volleyball, Basketball, Handball	National Cup (top clubs)

### 2.5 Major Events Planned until 2023



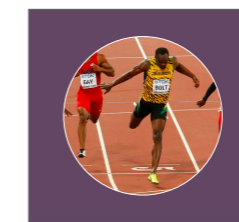
#### World Championships

Sport	Swimming
Year	2023
Participation	-
Affiliation	FINA



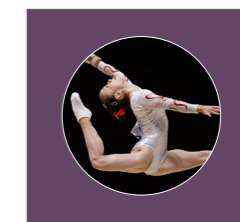
#### 2022 FIFA World Cup

Sport	Football
Year	2022
Participation	32 national teams
Affiliation	FIFA



#### Athletics World Championships

Sport	Athletics
Year	2019
Participation	-
Affiliation	IAAF



#### World Artistic Gymnastics Championship

Sport	Gymnastics
Year	2018
Participation	-
Affiliation	FIG



### Road World Championships

Sport	Cycling
Year	2016
Participation	-
Affiliation	UCI

Qatar's sports events calendar is pre-dominantly dotted with international events, while local events are mainly dominated by the locally popular sports, such as football, volleyball, basketball and handball. The focus has been on attracting international events and delivering them in line with international standards. This is also evident from the state of the art facilities that have been developed by Qatar for multiple sports. Over the past few years, there has been a focus on increasing the adoption of sporting activities among youth in the country across a number of sports. The Ministry of Culture and Sports has invested significantly in identifying talent at the grass root level across various sports and provides training at zero cost to young sports persons to develop professional-level talent in their chosen sport. The increased focus on domestic skill-building is expected to lead to higher competition at the local level and will provide a boost to the local events calendar across various sports.

Qatar's prominence as a sports nation is well entrenched and continues to get consolidated with the increasing focus on hosting major global sports. In recent years, Qatar has been successful in achieving the rights to host world cup series and championships for sports such as football, boxing, handball, athletics, swimming and many more. The most recent addition to the list has been the right to host the 2023 FINA World Championships (Aquatics).

## CHAPTER 3: 2022 FIFA WORLD CUP

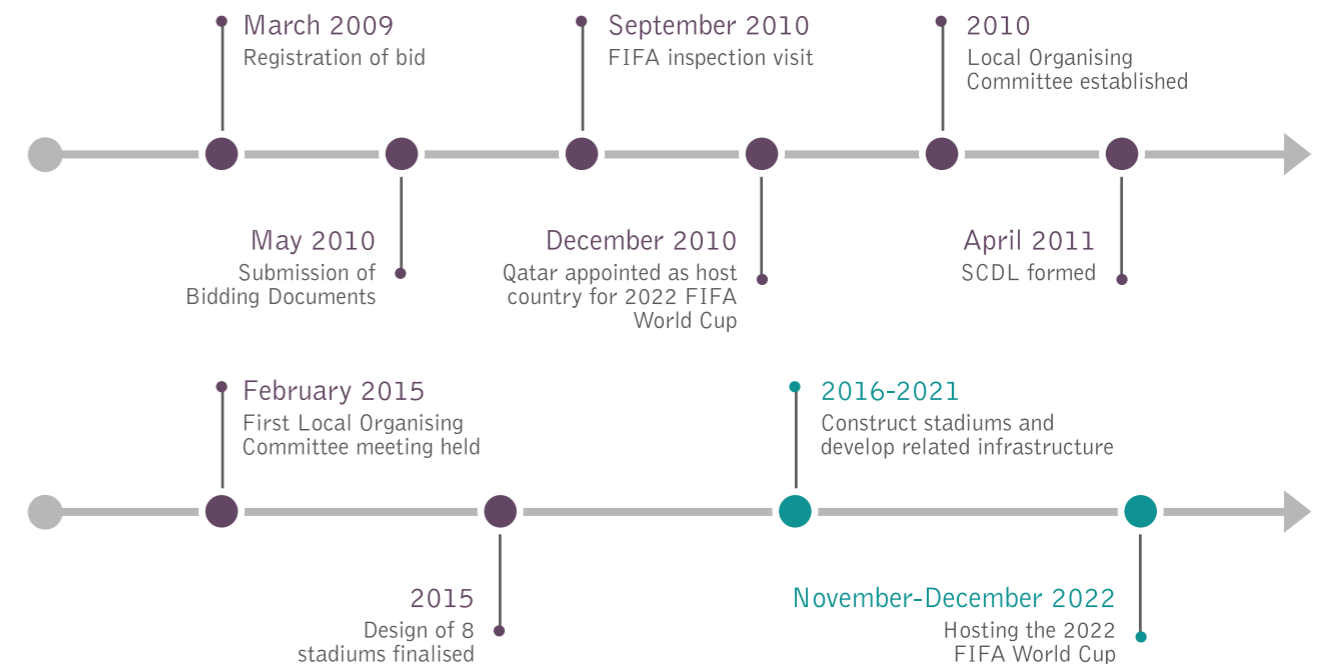
Since its inception in 1930, the FIFA World Cup has grown to become a renowned event and the most watched sporting event in the world. 32 national teams which are members of the Fédération Internationale de Football Association (FIFA), the international governing body of football, compete for the prestigious trophy. In December 2010, the FIFA awarded Qatar with the opportunity to host the 2022 FIFA World Cup. It is the most eagerly awaited sporting event in Qatar and the country is investing a substantial amount of time, effort and money in preparing to host this prestigious event.

### 3.1 The Event

Key factors that make the 2022 FIFA World Cup unique:

- First FIFA World Cup to be held in the Middle East
- First completely carbon-neutral World Cup
- First FIFA World Cup to be held in November and December. FIFA World Cup usually takes place in the months of June and July, but due to the summer heat in Qatar during this period, the World Cup 2022 has been shifted to the colder months of November and December
- The event is a 28-day tournament, four days less than the usual tournament period, making it the shortest FIFA World Cup ever
- The event is scheduled to commence on 21<sup>st</sup> November 2022 and the final will take place on 18<sup>th</sup> December 2022, which is celebrated as the 'National Day' in Qatar

### 3.2 Overview of the Journey



### 3.3 Progress of Key Projects

Stadiums	8 Stadiums proposed	<ul style="list-style-type: none"> <li>8 stadiums will be constructed based on adequacy assessment</li> <li>Designs of the 8 stadiums have been finalised (as of 2015)</li> </ul>
Accommodation	Hotels and Base Camps	<ul style="list-style-type: none"> <li>Existing 45,000 hotel rooms and planned progressive construction of additional 55,000 hotel rooms by 2022</li> </ul>
Infrastructure	Hamad International Airport	<ul style="list-style-type: none"> <li>Phase I completed in April 2014</li> <li>Passenger capacity of 30 million per year</li> <li>On-going construction to increase capacity to 50 million passengers per year</li> </ul>
	Doha New Port	<ul style="list-style-type: none"> <li>One of the world's largest greenfield port development</li> <li>Phase I expected to be completed by 2016</li> <li>Will also include a new base for the Qatar Emiri Naval Forces and the Qatar Economic Zone 3</li> </ul>
	Doha Metro system	<ul style="list-style-type: none"> <li>37 stations were under construction (end of 2015)</li> <li>Phase I, the completion of three out of the four lines (37 stations), expected to be completed by 2019</li> <li>Phase II, expansion of Phase I lines and construction of an additional one, expected to be completed by 2026</li> </ul>
	Qatar – Bahrain Causeway	<ul style="list-style-type: none"> <li>Expected to be completed shortly before 2022 FIFA World Cup</li> </ul>
Other projects	Information Technology developments	<ul style="list-style-type: none"> <li>Installation of fiber optic cables is in progress</li> <li>Qatar has improved its ranking on Network Readiness (Network Readiness Index) in the Global Information Technology report 2015 (published jointly by the World Economic Forum, INSEAD and Cornell University). Qatar has moved up three positions from 30th (2009-2010) to 27th (2015)</li> </ul>
	Doha Convention Centre Tower	<ul style="list-style-type: none"> <li>Doha Convention Centre became operational in November 2015</li> <li>The Tower's design has been completed and construction is expected to commence</li> </ul>
	International Broadcasting Centre	<ul style="list-style-type: none"> <li>Scheduled to be implemented as per plans and to be ready on-time for the 2022 FIFA World Cup</li> </ul>

## CHAPTER 4: BUSINESS OPPORTUNITIES

International sports events are known to act as catalysts for economic activity and have helped host nations and cities make a mark for themselves on the world map. Be it the Olympic Games, the FIFA World Cup, the major Football Championships or the Super Bowl and closer home the Asian Games (Doha); sports events have helped host nations in showcasing themselves on the world stage. The impact of sports goes much beyond creating visibility, and in many economies such as the United States, United Kingdom and a lot of European countries, sports is a multi-billion dollar industry adding to the national GDP and providing significant employment opportunities.

The past investments relating to the infrastructure and events in the sports sector and the on-going investments for the 2022 FIFA World Cup have opened up significant opportunities for businesses in Qatar. Data relating to the past international sporting events, such as the London Olympic Games and the FIFA World Cups in South Africa and Brazil, have amply demonstrated that services and construction sectors stand to benefit the most in the host economy.

The Qatari government has played a pivotal role through direct investments and by enabling private and foreign investment in non-oil & gas sectors, such as financial services, medical & health, education, sport and tourism. In the last decade, key developments have included an increased mandate for the Qatar Development Bank (capital increased from QAR 200 million to QAR 10 billion in 2008), setting-up of the Qatar Financial Centre (QFC) and significant investments in the education and health sectors. In the Qatari landscape, the potential for value creation in the services sector is much more attractive as compared to the industrial and manufacturing opportunities (wherein Qatar faces constraints). The opportunities in the services sector are spread across multiple domains; healthcare, finance (banking & insurance), education, professional services and niche tourism services in business and sports.

The QFC provides a platform for financial and non-financial services oriented businesses to set up an office and tap the current and upcoming opportunities in Qatar. A QFC licensed firm can operate seamlessly and conduct business in the mainland, while also acting as a regional office catering to other GCC economies.

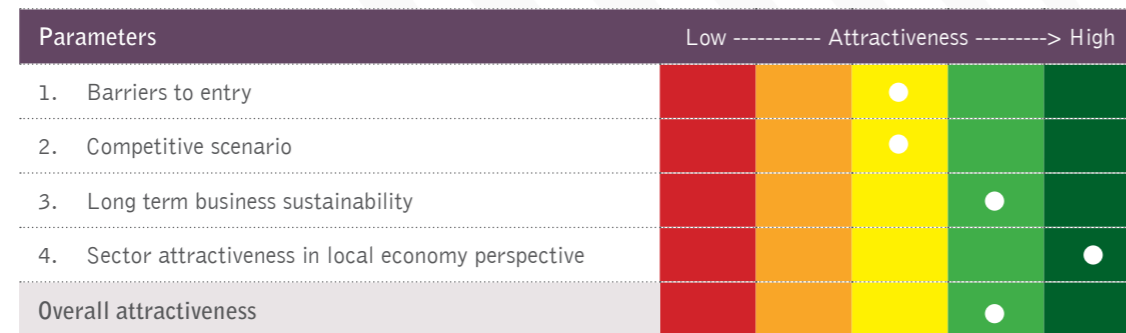
The opportunity horizon for businesses goes beyond the 2022 FIFA World Cup, and has been aptly demonstrated by Qatar being awarded the hosting rights for the 2023 FINA World Championships; the biggest event for aquatics, which is expected to attract participants from close to 190 countries globally.

The specific business opportunities are presented in detail in the following pages of the report.

### 4.1 Services

The services sector is the foremost beneficiary of hosting sporting events, as successful sports events are a result of an amalgam of sporting infrastructure, scheduling, marketing, planning, budgeting and risk management. Several of these elements are service oriented and require skilled personnel and technology to carry out the tasks effectively. With the growing emphasis on sporting events, Qatar offers an attractive potential to businesses in services sector across the sport industry value chain.

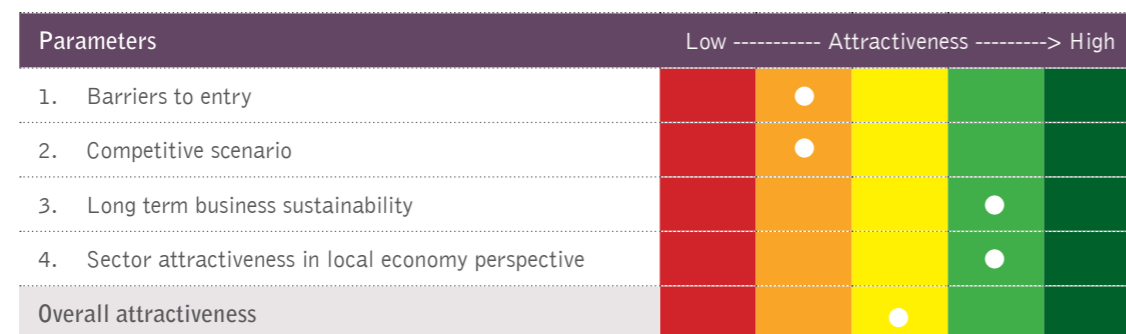
The overall sector attractiveness for services is 'high':



### 4.2 Construction

A direct beneficiary of hosting sports events is the construction sector. As Qatar prepares for the 2022 FIFA World Cup, billions of dollars' worth of investments are being allocated to the development of sports infrastructure. Many of the major contracts for new stadiums or refurbishment of existing facilities have already been awarded, but there exists opportunities for new entrants to cater to the overall demand for construction services related to construction of other infrastructure, real estate development and sub-contracting for main contractors.

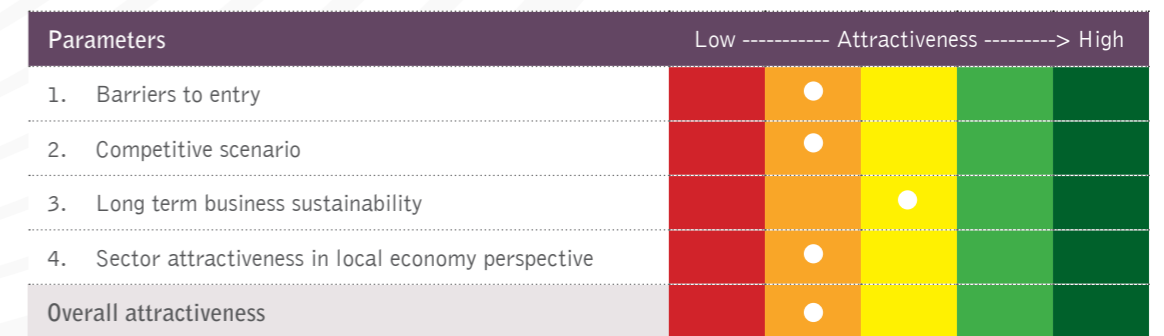
Given the various factors that define the market attractiveness, the overall sector attractiveness for construction is 'medium':



### 4.3 Manufacturing

With the growth in the sports sector and an increased adoption of sports in the country, opportunities in the manufacturing sector arise on various fronts. Manufacturing of sports equipments, sports apparel, sports paraphernalia, sports medicines and other products related to the demand from the sports sector are a few noteworthy examples. Qatar is pre-dominantly a hydrocarbon based economy, and manufacturing activity is therefore substantially influenced by the easy availability of hydrocarbon and energy inputs. While Qatar may not provide a significant competitive advantage over large manufacturing economies, nevertheless, attractive niche opportunities present themselves in the context of the sports sector.

The overall sector attractiveness for manufacturing is as follows:



### 4.4 Direct Business Opportunities

Direct business opportunities emanate across three segments in the sports industry\*:



\*Note: Adapted from Parks, Quarterman, & Thibault (2007), Durand (2007a) and Gouws (2001) as cited in 'An Analysis of Opportunities and Trends in the Sport Business Industry with a focus on Entrepreneurship and Small, Medium, Micro Enterprises' dissertation by Kush Mothilali (May 2012).

#### 4.4.1 Service Opportunities Related to Sport Activity & Participation

The Sport Activity & Participation segment comprises of activities and services directly offered to the sport consumer, where the consumer is either a participant or a spectator.

Business opportunities in this segment include:

#	Activity	Brief Description
1	Sport Management	<ul style="list-style-type: none"> <li>Services for professional management of a sport event (event scheduling, time keeping &amp; recording, scoring, refereeing, etc.)</li> </ul>
2	Sport Medicine	<ul style="list-style-type: none"> <li>Retailing services for sports medicines, dietary supplements and energy drinks</li> </ul>
3	Sport Training	<ul style="list-style-type: none"> <li>Sport training at elementary, secondary and tertiary level</li> </ul>
4	Sport Education	<ul style="list-style-type: none"> <li>Professional educational services for allied health sciences (focusing on sports)</li> <li>Educational services for sports trainers and coaches</li> </ul>
5	Health and Fitness	<ul style="list-style-type: none"> <li>Consultations and treatment services of general practitioners, medical and surgical specialists</li> <li>Diagnostic and hospital services</li> <li>Veterinary services</li> <li>Sports clubs and fitness centres</li> </ul>

A busy sports calendar coupled with an increased uptake of sporting activity is likely to spur demand for services related to Sport Activity & Participation.

#### 4.4.2 Service opportunities related to Sport Production

Sport production comprises of activities (products and services) that directly influence the quality of the sport activity. Key business opportunities within this segment include:

#	Activity	Brief Description
1	Sports Equipments & Wearable	<ul style="list-style-type: none"> <li>Wholesale &amp; retail, rental and repair services for various sports equipments (textiles, leather or metal)</li> <li>Wholesale &amp; retail services for sports wearable – including participant wearable and organising/volunteer team uniforms</li> </ul>
2	Event Management	<ul style="list-style-type: none"> <li>Temporary employment services for sport events (including training)</li> <li>Installation and rental of:                             <ul style="list-style-type: none"> <li>* Temporary platforms and stages</li> <li>* Spectator management devices (signage, fences or barriers)</li> <li>* Lights, sound and other stage production equipments</li> </ul> </li> <li>Provision of accreditation and registration services (for athletes, support staff, crew and vendors)</li> <li>Provision of services related to sale of promotional merchandise, food &amp; beverage, etc. at sport venues</li> </ul>
3	Facilities	<ul style="list-style-type: none"> <li>Facility operations and maintenance services for sports arenas, stadiums and swimming pools</li> </ul>

Qatar's focus on the 2022 FIFA World Cup and the strategy of attracting other major international events is creating a positive environment for sport production related services.

#### 4.4.3 Service Opportunities Related to Sport Promotion & Performance

One of the most important drivers of successful sports events is the event marketing, which comprises various activities and opportunities span the following areas:

#	Activity	Brief Description
1	Promotional Merchandising Products	<ul style="list-style-type: none"> <li>Consulting related to designing of various merchandise</li> <li>Retailing services for promotional merchandise</li> </ul>
2	Promotional Events	<ul style="list-style-type: none"> <li>Sports and recreational sports event promotion services</li> <li>Organising cultural events, music concerts and many more</li> </ul>
3	Media	<ul style="list-style-type: none"> <li>Broadcasting and news agency services with sports content</li> <li>Printing, publishing and other service activities related to sports content with books, newspapers, journals or periodicals</li> </ul>
4	Sponsorship	<ul style="list-style-type: none"> <li>Consulting, public relations and sponsorship related activities for event, sports clubs and professional athletes</li> </ul>
5	Marketing & Endorsement	<ul style="list-style-type: none"> <li>Advertising &amp; allied media services (production of ad films, product photography, media planning, selling, provision of hoardings, billboards and other digital displays)</li> <li>Sport event photography and videography services</li> <li>Provision of services to enhance visitor (spectator) experience</li> <li>Ticketing services</li> </ul>
6	Sports Development	<ul style="list-style-type: none"> <li>Data analytics services for the purpose of sport development</li> <li>Research &amp; development in sports medicine and sports education (Qatar and regional perspective)</li> </ul>

#### 4.5 Indirect Business Opportunities – Services

In addition to the direct opportunities that emerge from sports activities and hosting of sports events, there emerge a significant number of indirect opportunities. For example, every country intending to become an attractive sports destination depends upon, amongst others; the availability of adequate and high quality accommodation in the host city which in turn drive the related services that need to be in place, for example with facilities maintenance, laundry, food & beverage or leisure & tourism activities.

Indirect business opportunities related to increased sporting activity are:

#	Activity	Brief Description
1	Hospitality	<ul style="list-style-type: none"> <li>Accommodation and food &amp; beverage related services for participants (athletes and spectators)</li> <li>Facilities management services</li> <li>Tourism and leisure related services</li> </ul>
2	Financial, Insurance & Legal Services	<ul style="list-style-type: none"> <li>Financial intermediation services for sports clubs and athletes</li> <li>Insurance and pension funding services – event risk insurance, infrastructure insurance, private insurance, personal accident and health insurance</li> <li>Legal services for sports clubs and professional athletes</li> <li>Financing (including wealth management) and accounting services for sports clubs and professional athletes</li> <li>Services of money changers and remittance facility providers</li> </ul>
3	Other	<ul style="list-style-type: none"> <li>Provision of transportation services for athletes and tourists</li> <li>Translation services</li> <li>Reservation of transport, accommodation and tickets for athletes and sports tourists</li> <li>Various services at sport tourism locations (e.g. beaches, parks and other spots)</li> </ul>

#### Case Study

BURRDA SPORT, a sports wear brand subsidiary of Qatar Sports Investments is the sports and leisure apparel supplier to various prominent sports clubs and organisations in Qatar, such as the Qatar Olympic Committee, Al Sadd Sports Club, Lekhwiya Sports Club, Al Gharafa Sports Club, Al Khairatiyat Sports Club and has been appointed as the exclusive kit supplier for Aspire Academy and Aspeta. The brand's key value proposition is its ability to develop and customise technical designs and premium collections according to the unique requirements of its customers. Outside of Qatar, BURRDA SPORT has held prominent rugby kit supplier agreements with European Rugby Champions RC Toulon (France), former English Champions Northampton Saints (UK) and football kit supplier agreements with the Royal Belgian Football Association and OGC Nice (France).

## CHAPTER 5: SPORTS ENTITIES


As a part of its National Development Strategy, Qatar aims to attain greater community participation in sports and physical activity, improved and integrated planning for community, elite sports facilities and improved sports talent development, management and performance.

Achieving the ambitious vision requires a strong institutional framework with due focus on all aspects of the sporting eco-system. Currently, there are six entities (Ministry of Culture and Sports, Qatar Olympic Committee, Supreme Committee for Delivery & Legacy, Aspire Zone Foundation, beIN Media and Qatar Sports Investments) primarily responsible for driving the growth and development of the sports sector in the country. Though each of these entities have defined mandates, they work cohesively to realise the larger aspirations of the country.

There are 28 federations that focus on individual sports. These federations work under the aegis of the Qatar Olympic Committee or the Ministry of Culture and Sports.

The detailed profiles of the key entities are described in the following pages.

## 5.1 Supreme Committee for Delivery & Legacy

	Year of Establishment April 2011	Key Personnel HH Sheikh Tamim Bin Hamad Al Thani (Chairman) Sheikh Mohammed Bin Hamad Al Thani (MD)
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### INTRODUCTION

The Supreme Committee for Delivery & Legacy (SC) oversees the progress and preparations for the 2022 FIFA World Cup. The Committee aligns its developmental plans and initiatives as per the Qatar National Vision 2030 and the Qatar National Development Strategy (2011-2016).

### VISION

"Successful delivery of all infrastructures required for Qatar to host an amazing and historic FIFA World Cup that is in line with national development plans and leaves a lasting legacy for Qatar, the Middle East and the world."

### MISSION

"To utilize the power of Qatar's hosting the FIFA World Cup to drive the successful achievement of the nation's long-term goals and initiatives, while ensuring that a lasting human, social, environmental and economic legacy is created for 2022 and beyond. By acting as a hub for innovation and the incubation of ideas and talent in all sectors of Qatari industry and society, we will create a unique model for best practice, best operational excellence, best strategic execution and best learning and career development platform. Guided by self-belief, a commitment to excellence and a deep sense of responsibility, we will stay true to our values and promises."

### VALUES

Unity	Sustainability	Legacy	Innovation	Quality
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### IMPORTANT TIMELINE

'Qatar 2022 Supreme Committee' formed		Committee name changed to 'Supreme Committee for Delivery & Legacy'		Khalifa Stadium design launched		Al Rayyan Stadium design launched		Location for Stadium 7 & 8 announced	
Apr 2011	Nov 2013	Jan 2014	Jun 2014	Nov 2014	Dec 2014	Apr 2015	Sep 2015	Dec 2015	
Al Wakrah Stadium design launched		Al Bayt Stadium design launched		Qatar Foundation Stadium design launched		Lusail Stadium construction underway			

### KEY INITIATIVES & ACHIEVEMENTS

- **Challenge 22:** It is an annual innovation award launched in 2015 by SC with its strategic partners on this programme, Silatech & Qatar National Research Fund (QNRF). It aims at bonding, transpiring and challenging the region's brilliant minds, providing creative thinkers for innovative ideas for the pivotal event in 2022.
- **Josoor Institute:** The Supreme Committee for Delivery & Legacy was a launch partner of this new Centre of Excellence for sports and events industries in the Middle East. Successfully delivering the sporting mega-events in Qatar will require young people with technical know-how and leadership potential which Josoor Institute aims to provide. The institute aspires to become a globally recognised provider of sports & events expertise and management and has partnered with some of the world's leading organisations in sports business and academia including Aspire Academy, Qatar Football Association and Qatar Tourism Authority.
- **Quality Award:** The SC was awarded the prestigious quality management award, ISO 9001:2008. The award is a testament to the strong focus on Quality and Continuous Improvement that the SC imbibes in all its operations.

## 5.2 Aspire Zone Foundation

	Year of Establishment 2008	Key Personnel Mr Hilal Jeham Al-Kuwari (President)
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### INTRODUCTION

Aspire Zone Foundation (AZF), is an international sports destination developing sports champions, providing sports infrastructure, training facilities, sports medicine, research and education for the sports industry in Qatar.

### VISION

"By 2020, we will be the Reference in Sports Excellence Worldwide."

### MISSION

"We Enhance Sports Performance."

### VALUES

Accountability	Synergy & Teamwork	Professionalism	Integrity	Respect	Excellence
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### MEMBER ORGANISATIONS

Aspire Academy	Aspetar	Aspire Logistics
Responsible for developing sports talent and creating champions and sports stars for Qatar at international level	First Orthopaedic hospital in the region, responsible for recovery and rehabilitation of sports injuries for professional athletes and sports injuries	Promoting Sports Culture through state-of-the-art sports facilities, events, and customer focused services in a safe and healthy environment

### ACTIVITIES

Sport Talent Development	Develop young athletes to be well educated sports champions
Sport Education	Develop highly educated youth athlete leaders, life-long learners and internationally minded citizens
Sport Services	Aspire Zone Foundation boasts some of the world's finest sport training facilities, offering a sports medicine, research and education destination for the international sports industry
Sport Events	Event Planning and Venue Management, delivering optimal venue operations and services since 2006
Sport Medicine	Spans entire spectrum of sports medicine care including intensive pre-participation screening
Research	Integrating research into daily clinical practice, in the hospital and on the playing field for outstanding player performance and athlete care
Hospitality	In addition to the sporting facilities and medical centre, the Aspire Zone offers two on-site hotels – The Torch Doha and Grand Heritage Doha Hotel and Spa

### KEY INITIATIVES

- Aspire Zone Foundation expanded its communications platform with the launch of its mobile application for smart phones and increase of social media channels
- Aspire Zone Foundation organised the first World Championship for Ultrarunners in collaboration with the International Association of Ultrarunners (IAU)
- Aspire Zone Foundation contributed to the success of National Sport Day on the country level
- Aspire Zone Foundation organized a unique Aspire Ramadan Festival to be the only destination in Qatar during Ramadan to combine sports, religious and social activities in one place
- Talent Identification Program (TID): Works in close co-ordination with Ministry of Culture and Sports (MCS), Qatar Olympic Committee (QOC) and Supreme Education Council (SEC) to discover exceptional athletic talent within Qatar schools and offer Student-Athlete Scholarship within Aspire Academy since 2004. Talent Identification Equipment is placed in all major Qatari schools to measure statistical physical data and predictive models to screen athletic abilities of students
- The Aspire Academy also has a football Scouting Program that involves working with clubs and schools to identify talented Qatari footballers for award of scholarships. During 2014-15, scouting took place in 36 schools resulting in 340 players being invited to trials for final selection
- Multi-Sport Skill Development Program, that is now one of the most sought after talent identification programs to identify sports talents, develop them and direct them to the best appropriate sport
- Healthy Lifestyle Program (HLP) in Aspetar launched a website 'Namat', aimed at spreading the culture of health in the Arab community. 'Step into Health' and 'Step into Health Plus' (SIH+) are some of the other programs formed to upsurge the physical activities of locals on a daily basis
- 'Aspire Active' is a popular sports program in Qatar for organising health awareness campaigns. Noted campaigns which gained popularity included 'Exercise is Medicine', 'We are Healthy Kids', 'Qatar Active School Program', etc.

### KEY ACHIEVEMENTS

- Aspire Zone Foundation developed a new IT application for SC2022 to automate the Labor Welfare standards and audits
- Aspetar received the Accreditation Canada International's (ACI) Platinum level accreditation in 2015. It is one of only 9 health centres around the world to be accredited at the Platinum level from the first screening
- 30+ training camps in 2015 for national teams and elite clubs in different sports. This proves Aspire Zone Foundation as the best destination for training camps
- 2,997 boys registered for the Multi-Sport Skill Development Program since 2011-12 to 2014-2015
- 100% schools screened under the Talent Identification Program in 2014-2015
- 74.5% increase in volumes of international patients visiting Aspetar in 2014-2015 as compared to 2013-2014. Growth of 13.7% surgical volumes in 2014-2015 compared to 2013-2014

### 5.3 Qatar Olympic Committee



Year of Establishment  
1979

Key Personnel  
HE Sheikh Juan Bin Hamad Al-Thani  
(President)

### INTRODUCTION

The Qatar Olympic Committee oversees and supports 26 Sports Federations, 18 Sports Clubs, 8 Sports' Committees, 4 specialized Sports Clubs and 7 Supporting Committees to host world-events, whilst building Qatar as a leading 'Sports Nation'.

### VISION

"To become a leading nation in bringing the world together through sustainable sport development."

### MISSION

"To put sport and physical recreation activity everywhere in Qatar so as to have harmonious development of men and women in a true Olympic spirit and in accordance with the Olympic Charter."

### VALUES

Appreciation	Development	Trust & Accountability	Innovation	Quality
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### IMPORTANT TIMELINE

14 March 1979	1980	1981	1982	1984
Qatar Olympic Committee formed	Joined the International Olympic Committee	Joined the Olympic Council of Asia	Joined the Arab Sports Games Federation	Qatar participates in Olympic Games for the first time

### KEY INITIATIVES

- **Community Programs:** Qatar Olympic Cultural and Education Program for ensuring sport and physical education amongst Qatari society
- Tracking environment concerns through Qatar Olympic Sports and Environment Committee
- **United Nations Office on Drugs and Crime:** Partnering with United Nations to establish a Global Sport Fund to prevent drug use and criminal behavior in athletes
- **School Olympic Program** to establish a sports culture in Qatar for activities pertaining to healthy and active life
- **Qatar Olympic Academy:** To become an education/knowledge hub nationally and regionally and to provide a learning foundation to act as the national promoter for Sports/Olympism

## 5.4 Ministry of Culture and Sports

	Year of Establishment 2014	Key Personnel HE Salah bin Ghanem Al Ali (Minister)
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### INTRODUCTION

Ministry of Culture and Sports (MCS) was established by Emiri Decree No.16 of 2014. Its mandate is to boost the capabilities of youth and enable the young generation as strong contributors in building the nation. Also responsible for improving the sports standards in Qatar, the ministry supervises the bodies in charge of culture and sports affairs. The ministry supports and co-ordinates the activities and initiatives by these bodies. It licences and sets conditions for setting up of youth centers, clubs and associations and ensures participation of Qatari youth in local, regional and international events.

### VISION

"A society with conscious minds and sound bodies."

### MISSION

"Leading the development of the youth and sports sector and elevating their professional capabilities."

### VALUES

Honesty	Professionalism	Creativity	Collaboration
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### KEY INITIATIVES

- The ministry has accepted and approved four new initiatives in the field of youth & sports. While the first two are implemented by the ministry, the third and the fourth initiative are transferred for implementation to Doha and Barzan Youth Centers respectively
  - \* First Initiative: Setting up of 'Qatar Unified Awareness Centre' to spread awareness and educate the society in all aspects of life
  - \* Second Initiative: Establishing centre for sports media for developing sports media specialists such as journalists, photographers, presenters and commentators
  - \* Third Initiative: Drafting a law for 'Incriminating Doping and Fraud in Camel Racing'
  - \* Fourth Initiative: Establishing a 'Doha Club for Indoor Skydiving'
- Two Institutes (Olympic Institute & Bridges Institute) affiliated to the ministry have been established to train Qatari youths and nurture their skills and competence level

## 5.5 beIN MEDIA GROUP

	Year of Establishment January 2014	Key Personnel Mr Nasser Ghanim Al-Khelaifi (Chairman & CEO) Mr Yousef Al-Obaidly (Deputy CEO)
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### PROFILE

Al Jazeera Sports, established in 2003, was spun off from Al Jazeera Media Network and re-branded as 'beIN' in January 2014. beIN is a complete high definition (HD) platform operating in 24 countries within the MENA region where it markets its subscription based pay-TV platform. The beIN platform has expanded continuously in terms of its regional coverage and the portfolio of events covered.

Some of beIN's notable achievements include the following:

- Beyond MENA:** Produces and distributes its branded channels focusing on sports in numerous local or regional pay-TV operators in France, USA, Canada, Spain, Hong-Kong, Indonesia, Philippines, Taiwan and Australia.
- Beyond Sports:** beIN has traditionally focused on acquiring sports content, however in November 2015, it expanded its portfolio in MENA to include movies, general entertainment, factual, edutainment and kids channels.
- Coverage:** beIN has broadcasted some major sporting events in Qatar, including 2015 World Men's Handball Championship, AFC U23 Championship Qatar, Qatar ExxonMobil Open and Qatar Total Open, etc. with a viewership of 29 million and 0.36 million respectively.
- Media Rights of International and Regional Events:** beIN has acquired the broadcasting rights for some of the most watched global sporting events
  - \* **Football:** FIFA World Cup 2018 and 2022, Euro France 2016, UEFA Champions League, UEFA Europa League, Barclays Premier League, La Liga, Ligue 1, Serie A, Bundesliga, CAF, AFC Champions League and AFC Cup
  - \* **Tennis:** All Grand Slams and other ATP & WTA tournaments
  - \* **Basketball:** NBA, FIBA, etc.
  - \* **Others:** Rio Olympics 2016, F1, Moto GP, Equestrian (Arc de Triumph) Athletics (IAAF) and Swimming (FINA), etc.
  - \* beIN partners with all locally hosted major sports events to ensure wide coverage of events held in Qatar. beIN also acts as host broadcaster for major locally-held international events

## 5.6 Qatar Sports Investments (QSI)



Year of Establishment  
June 2004

Key Personnel  
Mr Nasser Ghanim Al-Khelaifi (Chairman)  
Mr Adel Mohd Mustafawi (Vice-Chairman)

### PROFILE

Qatar Sports Investment Company (QSI) is a closed shareholding organisation with the ambition to invest in profit-bearing sports related projects within and outside of Qatar. The strategic objective of QSI is to become a globally recognised and leading sport and leisure investment company.

#### Strategic Football Projects:

- \* In 2011, QSI became a majority stakeholder of Paris Saint-Germain, the leading professional football club in France. In 2012, it acquired the remaining minority stake and became the sole shareholder of Paris Saint-Germain Football and its affiliates
- \* In 2010, QSI and FC Barcelona signed a strategic global partnership agreement to raise the awareness of Qatar and its long-term growth strategy through the promotional activities of Qatar Airways and Qatar Foundation

#### Strategic Brand Projects:

- \* QSI established BURRDA SPORT in 2007 with the aim of becoming a globally recognised sports and leisure apparel supplier specialising in the development and customisation of technical designs and premium collections for prominent sports clubs and organisations operating in various team sports such as football, rugby, and handball in Qatar and beyond
- \* NextStep Marketing is a marketing services provider for client representations, direct merchandising, event management and Intellectual Property rights related activities

#### Strategic Leisure Projects:

- \* QSI owns one prestigious leisure property in Qatar, providing recreational and hospitality facilities, food and beverages and private membership services. Other hospitality related projects are currently under consideration

## 5.7 Sports Federations

Qatar's 28 national sports federations and associations are the regulatory authorities responsible to develop and promote the respective sport in Qatar as well as to maintain and develop the related infrastructure. The federations and associations receive annual grants and work in line with the vision and objectives of the Qatar Olympic Committee (QOC) and Ministry of Culture and Sports (MCS). The federations work at all levels to develop local talent and promote the uptake of the particular sport within the local community. A comprehensive list of the federations and associations has been provided in Appendix 5.

## CHAPTER 6: SPORTS INFRASTRUCTURE

In order to deliver sporting events of the highest international standards, Qatar has continuously invested in developing state-of-the-art sports infrastructure. The Asian Games in 2006 served as the catalyst for development of sports infrastructure in the country and the focus has subsequently increased, with the country being awarded the mandate to host international events across multiple sports. Football being the most popular sport, commands the lion's share of the current sporting infrastructure and majority of the current stadiums are also used for athletics.

### 6.1 Number of Existing Facilities for each Sport (as of 2015)

The existing sporting infrastructure in Qatar has been classified as follows:

Classification	Description
Sports Venues	This classification comprises of the total number of sporting locations that exist in Qatar, which offer single-sport and multi-sports facilities
Sports Facilities	This classification comprises of the actual number of sports infrastructure that are available for each sport across all the sports venues (e.g. pitches, courts, etc.)

At present, Qatar has 21 sports venues (including facilities at the Aspire Zone Foundation), which offer single-sport and multi-sport facilities. The numbers of sports facilities for each sport, across the 21 sporting venues are as follows:



Notes: Including facilities of Aspire Zone Foundation, some venues provide facilities for multiple sports. The 9 facilities for football and athletics provide infrastructure for both sports. For details of each sports facility, refer to the Appendix 2.

As of 2013-14, Qatar had 309 sports facilities spanning 22 sports activities. Football pitches numbered the most, with 105 pitches. The number of sports facilities for each sport as of 2013-14 (latest data available) are as follows:

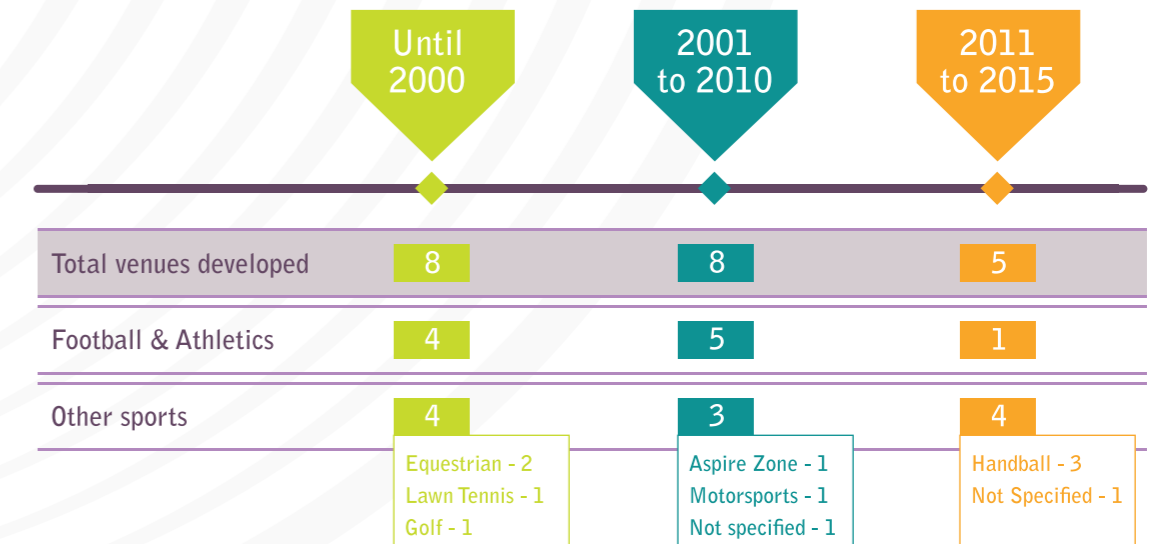


Source: Qatar Olympic Committee

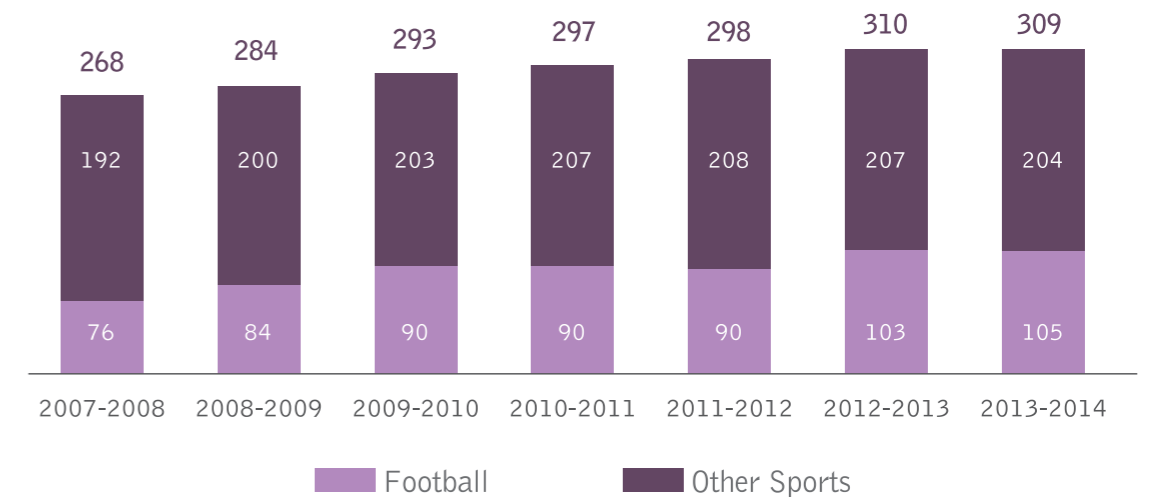
### 6.2 Key Sports Venues

Name of Facility	Sports	Key Features
Khalifa International Stadium	Football and Athletics	Host venue for the Doha Asian Games Planned venue for 2022 FIFA World Cup matches
Khalifa International Tennis & Squash Complex	Lawn Tennis and Squash	Host venue for men's and women's Qatar Open tennis tournament
Al Shaqab Equestrian Centre	Equestrian	Host venue for the Global Champions Tour (equestrian)
Doha Golf Club	Golf	Host venue for the Qatar Masters golf event
Aspire Zone Foundation	Multi-sport	Host venue for many international and regional tournaments in various sports including football, swimming, athletics or gymnastics

### 6.3 Development of Sports Venues and Facilities











During the 2011 to 2015 period, five new sports venues have been added, three out of which were constructed for hosting the IHF World Men's Handball Championship in January 2015. Qatar had won the right to host the event in January 2011. During this period, the focus has also been on planning and designing the stadiums and facilities for the 2022 FIFA World Cup and also enhancing the existing sports infrastructure.



Qatar's love for football is underpinned by the rising number of football pitches over the years and is only expected to enlarge in the future going up to the 2022 FIFA World Cup in Qatar. With a large number of international sporting events being planned over the next few years, Qatar is gearing itself with additional state-of-the-art sports facilities for the athletes as well as the general public.

## 6.4 Overview of Planned Infrastructure

Name of Facility	Sports
1. Al Bayt Stadium	 
2. Khalifa International Stadium (renovated)	Football Athletics
3. Al Wakrah Stadium	   
4. Qatar Foundation Stadium	Football Athletics Lawn Tennis Swimming
5. Al Rayyan Stadium	Football Athletics Lawn Tennis
6. Lusail Stadium	
7. Ras Abu Abboud Stadium	Details are not available
8. Al Thumama Stadium	
9. Qatar International Golf Club	

Notes: For details of each sports facility, please refer to Appendix 2.

Qatar has announced that the 2022 FIFA World Cup matches will be hosted across eight stadiums, out of which seven stadiums are being built afresh and one existing venue is being renovated. The Khalifa International Stadium (the host stadium for the 2006 Asian Games) is being refurbished to provide a seating capacity for 50,000 people, as compared to the current capacity of 40,000.

Five out of the eight venues are being planned to be multi-sport facilities (information on two stadiums have not been disclosed at present), while only one (Lusail Stadium) will be a football stadium, which will be used for hosting various cultural events in the future. In addition to the stadiums, training facilities in line with FIFA requirements are being developed for the national teams to conduct their practice sessions during the event.

Some of the key features of the world-class stadiums that are being built for the 2022 FIFA World Cup include:

Carbon Neutral World Cup	<ul style="list-style-type: none"> <li>The stadium precincts will be equipped with renewable energy systems and will play an important role in delivery of a carbon neutral 2022 FIFA World Cup</li> </ul>
Environment Friendly	<ul style="list-style-type: none"> <li>All stadiums will target LEED and GSAS 4 Star certifications</li> </ul>
Legacy	<ul style="list-style-type: none"> <li>Upon completion of the tournament, the stadiums' modular upper tiers will be donated to developing nations</li> <li>The beneficiary countries will be provided with the means to construct new stadiums and football pitches, thus creating a strong legacy of football development across the globe</li> </ul>

In order to ensure long term sustainability of the new venues, definite plans are being chalked out to keep the facilities in use on a continuous basis. In addition to the international events, the facilities are planned to be used for domestic leagues and for other sporting and cultural events. The precincts around the stadiums will serve as focal points for the local communities by providing various avenues for sports and leisure activities.

With an aim to provide an 'amazing' experience during the event, Qatar is making significant investments on the infrastructure front as well. The Hamad International Airport which commenced operations in 2014 with an annual capacity of 30 million passengers will grow to 50 million passengers before the 2022 FIFA World Cup. The 320 km Metro (rail) project will be completed (approximately 200 km) well within time to provide seamless connectivity across the city and the stadiums, while the road network is being significantly overhauled to ensure speedy movement of traffic. Qatar, with current hotel rooms' capacity of close to 16,000, is also targeting to achieve the 55,000 rooms (minimum requirement) mark by 2022. There are plans to engage close to 6,000 hotel rooms on cruise ships to provide temporary hotel accommodation during the event.

Qatar is working relentlessly to ensure that the infrastructure along with the stadiums and other developments are accomplished on schedule so that the country delivers on its promise 'Expect Amazing', which was made in its bid for the World Cup in 2010.

## CHAPTER 7: ABOUT THE QFC

### 7.1 Overview

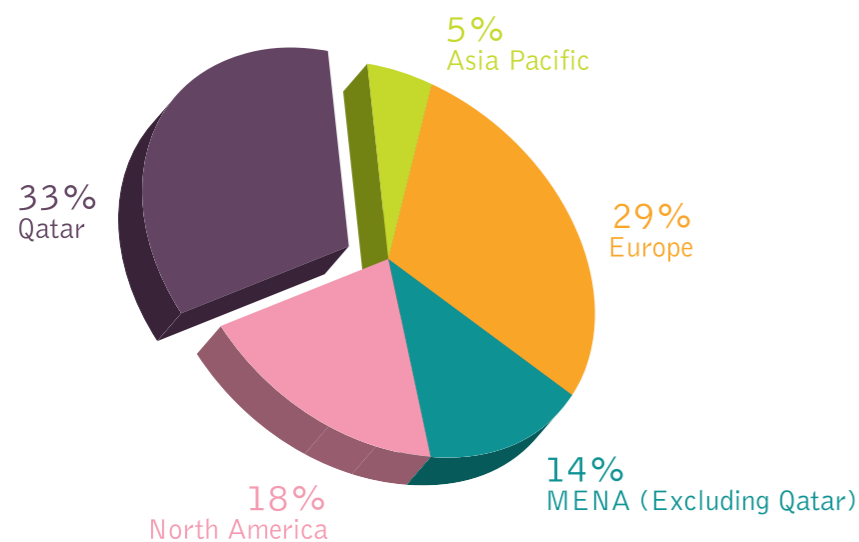
Established in 2005, the Qatar Financial Centre (QFC) is a fully onshore business and financial centre offering firms a platform to incorporate and conduct business in Qatar, in the region and globally. The QFC provides a robust legal, regulatory, tax and business infrastructure for entities doing business from and within the centre.

Under its umbrella, the QFC has three key entities - The QFC Authority, the QFC Regulatory Authority and the Qatar International Court and Dispute Resolution Centre.

Qatar Financial Centre Authority	<ul style="list-style-type: none"> <li>• Licenses firms to conduct business in Qatar with no compromise on local business benefits</li> <li>• Manages and maintains the QFC legal and tax environment</li> </ul>
QFC Regulatory Authority	<ul style="list-style-type: none"> <li>• Regulates, authorises and supervises QFC Firms carrying out regulated activities</li> </ul>
Qatar International Court and Dispute Resolution Centre	<ul style="list-style-type: none"> <li>• Provides a modern civil and commercial court to resolve disputes between institutions and their counter parties</li> <li>• Hears appeals relating to decisions made by the QFC Authorities or institutions</li> </ul>

By offering a best-in-class business environment, the QFC has managed to establish itself as one of the leading financial centres.

QFC Firms by Region



\*Data as of 31 December 2015

### 7.2 Permitted Activities within QFC

There is a wide range of permitted activities that entities can carry out from the QFC. These activities fall into two broad categories: Financial Services and Non-Financial Services.

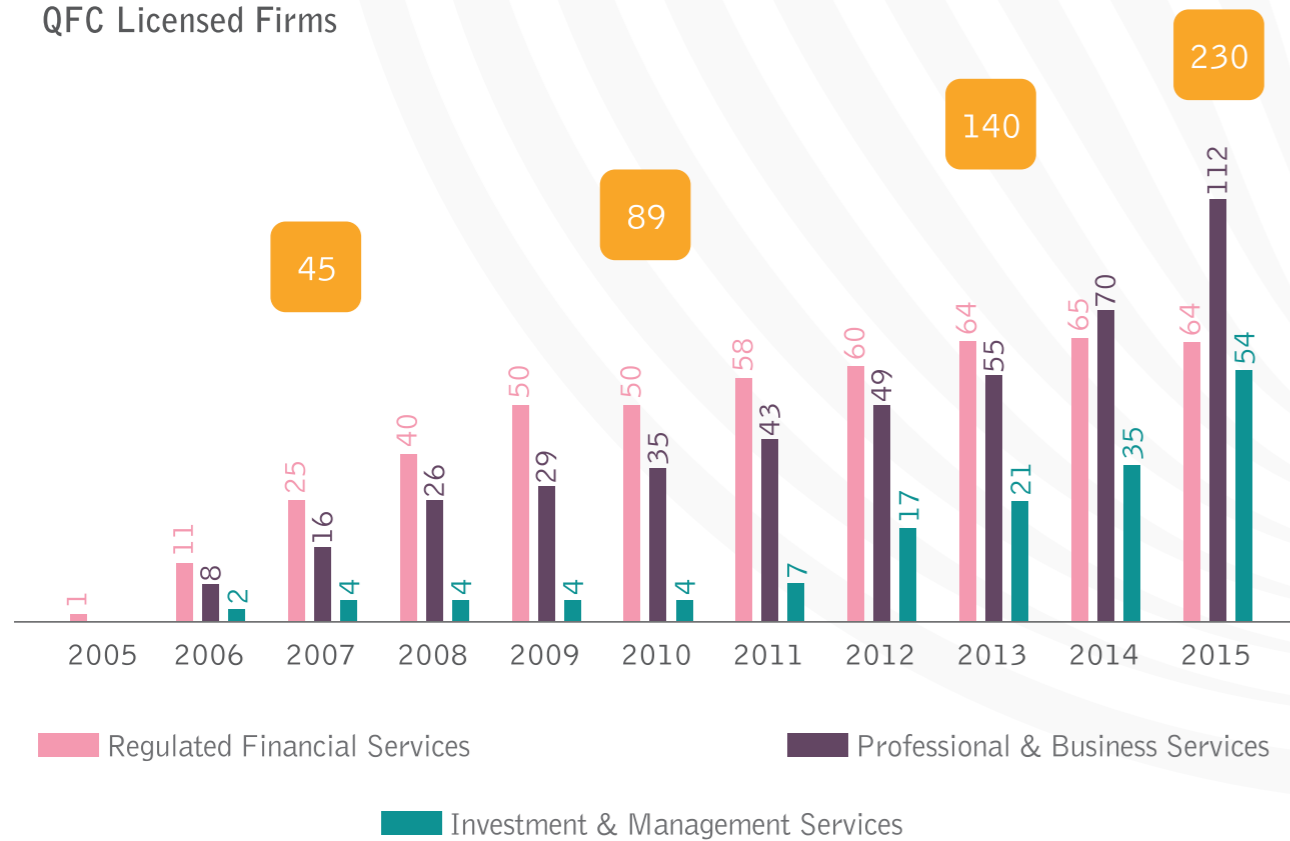
Financial Services	Non-Financial Services
<ul style="list-style-type: none"> <li>• Banking <ul style="list-style-type: none"> <li>- Corporate &amp; Wholesale Banking</li> <li>- Investment Banking</li> </ul> </li> <li>• Asset Management <ul style="list-style-type: none"> <li>- Retail Schemes</li> <li>- Qualified Investor Schemes</li> <li>- Private Placement Schemes</li> </ul> </li> <li>• Insurance &amp; Reinsurance <ul style="list-style-type: none"> <li>- Captive Insurance</li> <li>- (Re) Insurance Brokerage</li> <li>- Islamic Finance</li> </ul> </li> <li>• Investment Advice &amp; Investment Services</li> <li>• Fiduciary Services</li> </ul>	<ul style="list-style-type: none"> <li>• Professional and Business Services <ul style="list-style-type: none"> <li>- Audit and Accounting</li> <li>- Consulting</li> <li>- Human Resources</li> <li>- Risk Management</li> <li>- Marketing &amp; Branding Management</li> <li>- Media and PR</li> <li>- IT Consulting</li> <li>- Project Management</li> <li>- Architectural Services</li> <li>- Engineering and Environmental Consulting Services</li> <li>- Research</li> </ul> </li> <li>• Corporate Headquarters, Management Offices and Treasury Functions</li> <li>• Special Purpose Companies</li> <li>• Holding Companies</li> <li>• Single Family Offices</li> <li>• Trusts and Trust Services</li> <li>• Corporate Services</li> <li>• Business Councils &amp; Professional Associations</li> </ul>

In the case of businesses intending to set-up a business related to sports services, the QFC can be an ideal platform offering advantages of speedy set-up, 100% foreign ownership and seamless access to the opportunities in Qatar as well as in the region. Businesses can opt to license a firm in any of the activities that are permitted by the QFC.

Firms are encouraged to engage with the dedicated QFC Business Development team to understand the requirements to setup in the QFC. Details of key personnel have been provided in the section 'Key contacts for setting up in the QFC' in the following chapter.

Over the years, the QFC has witnessed impressive growth in the number of licensed firms as depicted in the chart on the next page. The last few years have witnessed a strong increase in the number of firms setting up in the QFC with the total number of licenced firms increasing from 89 in 2010 to 230 in 2015. Increasingly, the QFC is becoming a preferred choice for professional and business services firms seeking to establish a business in Qatar, as demonstrated by the high growth in the number of such firms being licenced by QFC.

## QFC Licensed Firms



### 7.3 QFC Proposition

Entities licensed with the QFC have access to several benefits, notably the following:

100% foreign ownership	Competitive corporate tax rate of 10%
No restrictions on the currency used for trading	Unlimited repatriation of profits
Ability to conduct business in the mainland as a local company	One-stop-shop for licensing, commercial registration, immigration and related services

Additionally, QFC offers a strong legal and tax environment based on international best practices.

#### Legal Environment

- Best-in-class legal regime backed by an independent judiciary comprising the Civil and Commercial Court and the QFC Regulatory Tribunal
- Transparent, accessible and predictable operating environment based on English common law
- Independent judiciary in the form of the Qatar International Court and Dispute Resolution Centre (QICDRC)
- The QFC legal regime continually reviews and improves its legislative framework by using a consultative process that enables all stakeholders to voice their opinions on legislation.

#### Tax Environment

- 10% corporate tax on locally generated profits
- Tax exemptions:
  - No tax on dividends received and returns on public treasury bonds
  - No tax on capital gains in respect of the majority of shareholdings
  - No tax on profits of most Holding Companies, Special Purpose Companies and Investment Funds, including investments in property
- No personal income tax, wealth tax or VAT
- No withholding tax on payment out of Qatar
- Double taxation agreement with over 60 countries
- Advance ruling service providing QFC licenced firms with a greater certainty.

### 7.4 Setting up at the QFC

Establishing a business in the QFC is a relatively simple process and can be completed within 30 days, which is subject to the timely provision of all required documentation and fees.

Below is a stepwise guide to set up a business in the QFC.

1	CONTACT THE QFC	<ul style="list-style-type: none"> <li>• Learn about the process and discuss the plans and needs</li> </ul>
2	SUBMIT BUSINESS CASE	<ul style="list-style-type: none"> <li>• Following guidelines, describe the business and plans for entering the market, so the QFC can ensure that the business activities are permissible and fit within the QFC strategy</li> <li>• Receive recommendation to begin application</li> </ul>
3	SUBMIT APPLICATION FOR LICENSE	<ul style="list-style-type: none"> <li>• Supply all forms and required documentation</li> <li>• Pay application fee</li> </ul>
4	RECEIVE LICENSE AND BEGIN OPERATION	<ul style="list-style-type: none"> <li>• Pay pro-rated annual fee for the first year and full fees thereafter</li> <li>• Set up in one of QFC's 45+ designated premises</li> <li>• Receive support with immigration, Information Technology and other set up issues</li> </ul>

## KEY CONTACTS FOR SETTING UP IN THE QFC

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## APPENDIX

### Appendix 1: Sports Events

International, Regional and Local Sports Events in Qatar

Athletics				
Level	Event Name	Year	Governing Body	Venue(s)
International	Diamond League	Annual	IAAF	Qatar Sports Club
International	IPC Athletics World Championship	2015	IPC	Qatar Sports Club
International	Asian Youth Athletics Championships	2015	AAA	Qatar Sports Club
International	Asian Indoor Athletics Championship	2016	AAA	Aspire Zone Foundation
International	Athletics World Championships	2019	IAAF	N/A
Regional	GCC Para-Athletics Championships	2015	N/A	Qatar Sports Club

Tennis				
Level	Event Name	Year	Governing Body	Venue(s)
International	Davis Cup – Asia/Oceania Group IV	2012	ITF	Khalifa Tennis & Squash Complex
International	Qatar ExxonMobil Open	Annual	ATP	Khalifa Tennis & Squash Complex
International	Qatar Total Open	Annual	WTA	Khalifa Tennis & Squash Complex
International	Qatar ITF Junior Open	Annual	ITF	Khalifa Tennis & Squash Complex
International	Qatar ITF Futures Open	Annual	ITF	Khalifa Tennis & Squash Complex
International	Qatar Asian Junior Championship	Annual	N/A	Khalifa Tennis & Squash Complex
International	Qatar Asian Junior Tournament	Annual	N/A	Khalifa Tennis & Squash Complex
International	QTF Open Tennis Tournament	Annual	N/A	Khalifa Tennis & Squash Complex
International	Qatar Asian Junior Teams Tournament	Annual	N/A	Khalifa Tennis & Squash Complex
Regional	GCC Tennis under 12 and 16 years	2015	N/A	Khalifa Tennis & Squash Complex
Local	The Pearl Cup – Beach Tennis	2015	N/A	The Pearl – Beach Tennis Court

Football				
Level	Event Name	Year	Governing Body	Venue(s)
International	AFC Asian Cup	2011	AFC	Multiple
International	AFC Futsal Club Championship	2011	AFC	Al Rayyan & Al Gharafa
International	WAFF U-23 Football Championship	2015	WAFF	Lekhwiya Stadium
International	AFC Under 23 Championship	2016	AFC	Abdullah Bin Khalifa Stadium Grand Hamad Stadium Jassim Bin Hamad Stadium Suhaim Bin Hamad Stadium
International	FIFA World Cup Qualifier	2019-2020	AFC	Multiple
International	FIFA World Cup	2022	FIFA	Multiple Venues
Regional	Under 23 Gulf Cup of Nations	2011 & 2012	UAFA	Aspire
Regional	Under 17 Gulf Cup of Nations	2011	UAFA	Aspire

Regional	Arab Cup U-17	2014	Uafa	Suhaim Bin Hamad & Saoud Bin Abdulrahman stadiums
Regional	WAFF Championship	2014	WAFF	Jassim Bin Hamad Stadium Abdullah bin Khalifa Stadium
Local	Qatargas League	Annual	QFA	Multiple
Local	Qatar Cup	Annual	QFA	Multiple
Local	Emir Cup	Annual	QFA	Multiple
Local	Sheikh Jassim Cup	Annual	QFA	Multiple
Local	Qatar Stars League	Annual	QFA	Multiple
Local	U-19, U-17, U-15, U-14 & U-13 League	Annual	QFA	Multiple
Local	Qatar Futsal League	Annual	QFA	N/A

Handball				
Level	Event Name	Year	Governing Body	Venue(s)
International	IHF Handball Super Globe	2010-2015	IHF	Multiple
International	Asian Men's Junior Championship	2012	AHF	Qatar Sports Club Indoor Stadium
International	Asian Club League	2012-2014	AHF	N/A
International	IHF World Men's Handball Championship	2015	IHF	Lusail Multipurpose Hall Al Duhail Handball Federation Ali Bin Hamad Al-Attiyah Arena
International	Asian Qualification For Olympic Games	2015	AHF	Al Duhail Handball Federation
International	Qatar Junior Men's Tournament	2015	N/A	Al Duhail Handball Federation
International	Qatar Men's Youth Tournament	2015	N/A	Al Duhail Handball Federation
International	Qatar Men's Handball Tournament	2016	N/A	Al Duhail Handball Federation
International	International Handball Tournament for Women	2016	N/A	Qatar Women's Sport Committee
Local	Qatar Cup Handball Final	Annual	QHF	Al Duhail Handball Federation
Local	Emir's Handball Cup	Annual	QHF	Al Duhail Handball Federation
Local	Qatar Handball League	Annual	QHF	N/A

Equestrian				
Level	Event Name	Year	Governing Body	Venue(s)
International	Doha CSI4-W	2013	FEI	Qatar Equestrian Federation
International	Al Rayyan CSI-5	2016	FEI	Qatar Equestrian Federation
International	Global Champion Tour	Annual	FEI	Al Shaqab
International	Qatar International Ladies Endurance Ride	Annual	FEI	Sealine Endurance Village
International	Qatar International Endurance Ride	Annual	FEI	Sealine Endurance Village
International	CHI Al Shaqab International Equestrian Competition	Annual	FEI	Al Shaqab
Regional	Qatar National Arabian Horse Show	Annual	ECHAO	Qatar Equestrian Federation
Local	Al Rayyan CSI4*-W	2016	FEI	Qatar Equestrian Federation

Motor Sports				
Level	Event Name	Year	Governing Body	Venue(s)
International	Endurance World Championship	2008-2012	FIM	Lusail
International	Superbike World Championship – Qatar Round	Annual	FIM	Lusail International Circuit
International	World Touring Car Championship – Qatar Round	2015	FIA	Lusail International Circuit
International	MotoGP – Commercial Bank Grand Prix of Qatar	Annual	FIM	Lusail International Circuit
International	Motocross World Championship	Annual	FIM	Lusail Motocross Track
International	Sealine Cross Country Rally	Annual	FIM	N/A
International	Qatar SuperBike Championship	Annual	FIM	Lusail International Circuit
International	MXGP World Championship – Qatar Round	Annual	FIM	Lusail
International	Asia Road Racing Championship – Qatar Round	Annual	FIM	Lusail International Circuit
International	Qatar International Endurocross	Annual	N/A	N/A
Regional	Qatar International Rally	Annual	FIA	N/A
Local	Misfer Qatar National Rally	Annual	N/A	N/A

Other Sports					
Sport	Level	Event Name	Year	Governing Body	Venue(s)
Archery	Regional	Arab Championship for Archery	2015	N/A	Lusail Shooting Complex
	Local	HH Emir of Qatar Shooting & Archery Cup	Annual	QSAA	Lusail shooting Complex
	Local	Association Cup 2015	Annual	QSAA	Lusail shooting Complex
Basketball	International	FIBA 3x3 All Stars	2015	2015	Katara
	International	Qatar 3x3 Tournament for Junior	2015	N/A	Al Gharrafa Basketball Federation Hall
	International	Doha International Tournament	2015	N/A	Al Gharrafa Basketball Federation Hall
	International	The Women International Basketball Tournament U21	2015	N/A	N/A
	Regional	Qatar International Girls Basketball Championship	2015	N/A	Qatar Women's Sports Committee
	Local	Qatar Basketball League	Annual	QBF	N/A
Bowling	Local	Qatar Cup Basketball	Annual	QBF	Al Gharrafa Sports club
	Local	Qatar Emir Cup	Annual	QBF	Al Sadd Sport Club
	International	World Single Championships	2016	WTBA	WTBA
	International	HH Emir Bowling Cup	Annual	ABF	Qatar Bowling Centre
Bowling	International	ABF Tour	Annual	ABF	Qatar Bowling Centre
	International	Qatar Bowling Open	Annual	WTBA	Qatar Bowling Centre

Other Sports					
Sport	Level	Event Name	Year	Governing Body	Venue(s)
Boxing	International	World Boxing Championships	2015	AIBA	Ali Bin Hamad Al Attiya arena
	International	Doha International Boxing Tournament	Annual	QBF	Ali Bin Hamad Al Attiya Arena
Chess	International	Qatar Chess Masters Open	Annual	QCA	Aspire Zone Foundation
	Regional	Arab Games	2011	N/A	N/A
	International	FIDE Women's Grand Prix	2011	N/A	N/A
	Regional	Zone 3.1 Chess Championship for Men & Women	2013	N/A	N/A
Cricket	Regional	2015 GCC Women's Cricket Championship	2015	Qatar Cricket Association	Asian Town Cricket Stadium
Cycling	Regional	Tour of GCC – Qatar Stage	2015	N/A	Lusail – Dukhan
	International	Road World Championship	2016	UCI	Around Qatar
	International	Tour of Qatar	Annual	UCI	Around Qatar
	International	Tour of Zubarah - UCI Asia Tour	Annual	UCI	Around Qatar
Fencing	International	Qatar Fencing Grand Prix	2015	FIE	Ali Bin Hamad Al Attiya Arena
Golf	Regional	GCC – (Men's) Golf Championship	2016	N/A	Doha Golf Club
	International	Qatar Masters	Annual	PGA	Doha Golf Club
	International	Qatar Open Amateur Championship	Annual	QGA	Doha Golf Club
Gymnastics	International	Artistic Gymnastics World Challenge Cup	2015	FIG	Aspire Zone Foundation
	International	World Artistic Gymnastics Championships	2018	FIG	Aspire Zone Foundation
Ice Hockey	Regional	Desert Cup Ice Hockey Tournament	Annual	N/A	Al Sadd Ice Skating rink
Ice Skating	Local	Qatar Short Track Tournament	2015	N/A	N/A
Karate	International	Qatar International Karate Championship	Annual	QKF	Al Gharrafa Sports Club
Modern Pentathlon	International	Champion of Champions	Annual	UIMP	Qatar Foundation Recreation Centre, Al Shaqab

Other Sports					
Sport	Level	Event Name	Year	Governing Body	Venue(s)
Multi-sport Event	International	12th Pan Arab Games	2011	QOC	Khalifa International Stadium Jassim Bin Hamad Stadium
	Local	Schools Olympic Program	Annual	QOC	Multiple Venues
	Local	National Sports Day	Annual	Qatar	Multiple Venues
	Regional	GCC Beach Games	2015	N/A	N/A
Pool	International	World 9-Ball Championship	Annual	WPA	Al Arabi Sports Club
Sailing	International	Optimist Asian & Oceanian Championship	2015	ISAF	Katara
	International	Qatar Sailing Open	2015	N/A	Doha Sailing Club
	International	Qatar Sailing Championship	2016	N/A	Katara
	International	Qatar International Regatta	Annual	ISAF	Katara
	International	Qatar Match Racing Cup	Annual	ISAF	Katara
Shooting	International	Asian Shooting Championships	2012	ISSF	N/A
	International	Qatar Open Shotgun Championship	2015, 2016	ISSF	Lusail Shooting Complex
Squash	International	Qatar Squash Circuit	2015	N/A	Khalifa Tennis & Squash Complex
	International	Qatar & Doha Junior Open	2016	ASF	Khalifa Tennis & Squash Complex
	International	Qatar Classics	Annual	WSF	Khalifa Tennis & Squash Complex
Swimming	International	FINA World Swimming Championships	2014	FINA	Hamad Aquatic Centre
	Regional	25th GCC Water Sport Swim, DIV & WP	2015	N/A	Hamad Aquatic Centre
	International	FINA/Airweave Swimming World Cup	2015	FINA	Hamad Aquatic Centre
	International	Qatar International Swimming Championships	2015	N/A	Hamad Aquatic Centre
	International	World Championships	2023	FINA	Hamad Aquatic Center, Aspire Dome, MIA Park
	Regional	Swimming Championships in Short Course	2016	N/A	Hamad Aquatic Centre
Table Tennis	International	World Tour Qatar Open (Super Series)	2015-2016	ITTF	Aspire Zone Foundation
	International	Junior Circuit Doha Open ITTF	2016	ITTF	Aspire Zone Foundation

Other Sports					
Sport	Level	Event Name	Year	Governing Body	Venue(s)
Taekwondo	International	World Grand Prix Series 2	Annual	QTJF	N/A
	International	Qatar International Taekwondo Open	Annual	QTJF	Aspire Zone Foundation
Triathlon	Regional	Qatar International Islamic Triathlon	Annual	QOC	Multiple Venues
Volleyball	International	Volleyball Club World Championship – Men	2009-2012	FIVB	Aspire Zone Foundation
	International	Beach Volleyball World Tour - Qatar Open	2015-2018	FIVB	Al Gharafa Beach Venue
	International	Volleyball Club World Championship – Women	2010-2012	FIVB	Aspire Zone Foundation
	Local	Qatar Volleyball League	Annual	QVA	Al-Arabi Hall/QVA Hall
	Local	Qatar Cup Volleyball	Annual	QVA	Al-Arabi Hall
	Local	Qatar Emir Cup Volleyball	Annual	QVA	Al-Arabi Hall
	Local	Volleyball U-19, U-17, U-15, U-13 Cup	Annual	QVA	Al-Arabi Hall/QVA Hall
	Local	Qatar Super Cup	Annual	QVA	Al-Arabi Hall
Local	QVA cup	Annual	QVA	Al-Arabi Hall/QVA Hall	
Weightlifting	Regional	Qatar Weightlifting Cup	Annual	QWF	N/A
Wrestling	International	Asian Senior Wrestling Championship	2015	AAWC	Aspire Zone Foundation

## Appendix 2: Sports Infrastructure

Sports stadiums & infrastructure – existing (excluding planned stadiums for 2022 FIFA World Cup)



Sport	 					
	Name of Facility	Location	Year Established	Current Capacity	Planned Additions	Associated Federation/Club
Football	Khalifa International Stadium <sup>1</sup>	Aspire Zone Foundation	1976	40,000	Yes	Qatar Football Association Qatar National team
	Al Khor SC Stadium	Al Khor	1985	15,000	No	Al Khor Sports Club Al Khairatayat Sports Club
	Abdulla Bin Nasser Bin Khalifa Stadium	Lekhwiya Sports Club	2013	10,000	No	Lekhwiya Sports Club
	Ahmed Bin Ali Stadium <sup>2</sup>	Umm-Al Afai, Al Rayyan	2003	27,000	No	Al Rayyan Sports Club Al Saliya Sports Club
	Saoud Bin Abdulrahman Stadium	Al Wakrah City	1984	12,000	No	Al Wakrah Sports Club
	Grand Hamad Stadium	Al-Muntazah Street, New Slata	2006	13,000	No	Al Arabi Sports Club
	Jassim Bin Hamad Stadium	Al Soudan South	2004	15,000	No	Al Sadd
	Suhaim Bin Hamad Stadium	Al Istiqlal St and Al Markhiya St	1984	15,000	No	Qatar Sports Club
	Thani Bin Jassim Stadium	Al Gharafa District	2003	22,000	No	Al Gharafa Sports Club Umm Salal Sports Club

Notes:

1 – Khalifa International Stadium is being refurbished to host matches during the 2022 FIFA World Cup

2 – Ahmed Bin Ali Stadium, with a capacity of 27,000 is being completely replaced with the Al Rayyan Stadium for the 2022 FIFA World Cup.


Source: Supreme Committee for Delivery & Legacy, D&B Research

Sport	 					
	Name of Facility	Location	Year Established	Current Capacity	Associated Federation/Club	Facilities & Features
Squash	Khalifa International Tennis & Squash Complex	Al Majles Twaon Street, Al Dafna	1992	7,000	Qatar Tennis Federation Qatar Squash Federation	<ul style="list-style-type: none"> <li>25 outdoor tennis courts</li> <li>9 indoor squash courts</li> <li>Home venue for ATP World Tour's Qatar ExxonMobil Open and WTA event Qatar Total Open</li> </ul>

Source: Supreme Committee for Delivery & Legacy, D&B Research

Sport					
Motorsports					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
Losail International Circuit	Al Lusail	2004	N/A	Qatar Motor & Motorcycle Federation	<ul style="list-style-type: none"> <li>Track length: 5380m</li> <li>Turns: 16 (6 left, 10 right)</li> <li>Track width: 12m</li> <li>Equipped with day and night flood-light facilities</li> </ul>


Sport					
Equestrian					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
Al Shaqab Equestrian Centre	Education City Doha, Qatar	1992	6,000	Independent	<ul style="list-style-type: none"> <li>Indoor and outdoor arenas</li> <li>Dressage and jumping stables</li> <li>Veterinary centre</li> <li>Equine Education Rider Academy</li> </ul>
Qatar Racing & Equestrian Club	New Rayyan	1975	1,400	Qatar Equestrian Federation	<ul style="list-style-type: none"> <li>Racing grandstand with 6 corporate boxes</li> <li>Ferrier section</li> <li>Horse pool and stables</li> <li>Veterinary clinic</li> <li>Riding School and Multi-purpose hall</li> </ul>

Sport					
Archery Shooting					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
Lusail Shooting Club	Jeryan Nejaima	N/A	N/A	Qatar Shooting & Archery Association	<ul style="list-style-type: none"> <li>Target ranges</li> <li>Trap and skeet ranges</li> <li>Archery field</li> </ul>

Source: Supreme Committee for Delivery & Legacy, D&B Research

Sport					
Golf					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
Doha Golf Club	West Bay	1997	N/A	Qatar Golf Association	<ul style="list-style-type: none"> <li>18 hole, 7355 yard, par 72 championship course</li> <li>9 hole academy course</li> <li>8 artificial lakes</li> <li>Fine dine restaurants</li> <li>Golf Academy</li> <li>Pro shop</li> </ul>

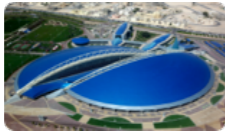


Sport					
Bowling					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
Qatar Bowling Centre	Al Mannai Roundabout, Doha	2006	215	Qatar Bowling Federation	<ul style="list-style-type: none"> <li>Government owned, 32 lane facility with bumpers</li> <li>Full-service proshop</li> <li>Billiard /snooker /table tennis hall</li> <li>Full-service Restaurant</li> <li>VIP and media seating area</li> </ul>

Sport					
Cricket					
Name of Facility	Location	Year Established	Current Capacity	Associated Federation/ Club	Facilities & Features
West End Park International Cricket Stadium	West End Park, Industrial Area	2012	13,000	Qatar Cricket Association	N/A

Notes:  
Industrial cricket ground with a capacity of 1,500 seats is also available in Qatar for Cricketing activities.

Source: Supreme Committee for Delivery & Legacy, D&B Research

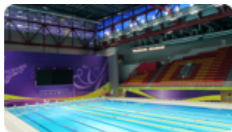

## Aspire Zone Foundation Facilities

Aspire Dome	
Sports	 

The Aspire Dome, situated at the Aspire Zone Foundation is credited as the world's largest indoor multi-purpose dome for multiple sports and international events.

### Facilities:

- 5,500 seats – FIFA standard football pitch
- 800 seats – Olympic size pool and diving pool
- 4,500 seats – IAAF accredited indoor banked athletics track and video board
- Gymnastics training hall and table tennis hall
- Courts for volleyball, basketball, handball, martial arts and squash
- Multi purpose hall and fencing arena
- Indoor warm up track and broadcast facilities
- Gymnasium, physiotherapy and high performance laboratory

Hamad Aquatic Centre	
Sports	 Swimming

The aquatic centre is owned by the Aspire Zone Foundation and is an approved aquatic facility by FINA (Fédération Internationale de Natation) also known as International Swimming Federation. It was completed in 2003 and provides a seating capacity of 4,500 people.

### Facilities:



- Two olympic swimming pools
- Two olympic diving pools
- Climate controlled pools

Aspire Academy	
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Aspire Academy was established in 2004 with a goal to identify and nurture the best young male Qatari athletes and also provide them with high quality secondary school education.

### Facilities:

- **IAAF Accredited Indoor Official Track** with 200 Meters Running Track / Pole Vault / Long Jump / High Jump / Shot-put cage including 3,650 spectator's seats, 240 VIP Seats and VIP lounge
- **FIFA Approved Indoor Football Pitch** with 5,800 spectators seats, 230 VIP seats and 2 VIP lounges
- **Olympic 50 Meters Swimming Pool and Olympic Diving Pool** with 252 spectators seats
- **Volleyball Hall** with 1,200 spectator's seats
- **Table Tennis Hall** set-up for 9 tables with 150 spectator's seats
- **Multi Sports Hall** for Basketball / Volleyball / Handball / Futsal with 1,200 spectator seats
- **Multi Sports Hall** for Handball / Basketball / Futsal with 410 spectator seats
- **Fencing / Gymnastics Hall** with 6 fencing strips and Mini Gymnastics area
- **Squash Courts** including 7 ASB squash courts, 1 Central Glass court and warm-up area
- **Gymnasiums** including Power Gym, Strength & Conditioning Gym, Cardio Gym, Staff Gym & Spa
- **Sports Science Labs** including Biochemistry Lab, Altitude Lab, Physiology Lab, Biomechanics Lab and Anthropometry Lab
- **Sports Psychology Labs** including Champions Psychology Lab 1 /2 /3 & 4

Ladies Sports Hall	
Sports	 Basketball   Volleyball   Handball

The ladies sports hall is located next to the ladies club providing indoor facilities for court sports. It was completed in 2003.

### Facilities:

- A sprung wooden floor for the central stadium
- Two courts (sprung floor) training hall

Aspetar is a specialised orthopaedic and sports medicine hospital and is the first in the region to be accredited by the Executive Office of the GCC Health. It commenced operations in 2003.



Facilities:

- Fitness Area
- Physiotherapy & Rehabilitation
- Physical Coaches Area
- Pre-Athlete Screening Center
- Altitude Rooms
- Operating theaters & post – surgery ward
- Sport Dentistry Area
- Radiology Area
- Laboratory
- Pharmacy
- Hydrotherapy Pools
- Warm up track
- Sports Science
- The New Expansion



Source: Aspire Zone Foundation, Supreme Committee for Delivery & Legacy, D&B Research



### Sports Infrastructure – Planned

#### 2022 FIFA World Cup Stadiums












Al Bayt Stadium	
Sports	 Football    Athletics
Brief Introduction	The construction has commenced in June 2014. Scheduled to host the Semi-Finals of the 2022 FIFA World Cup.
Estimated Completion	2018
Capacity	60,000
Location	Al Khor City
Facilities	<ul style="list-style-type: none"> <li>• 37,000 m<sup>2</sup> of retail space</li> <li>• Medical facilities and Residential properties</li> </ul>

Source: Supreme Committee for Delivery & Legacy, D&B Research

Al Wakrah Stadium	
Sports	 Football    Athletics    Futsal    Swimming
Brief Introduction	The construction has commenced in December 2013.
Estimated Completion	2018
Capacity	40,000
Location	Al Wukair
Facilities	<ul style="list-style-type: none"> <li>• 5,534 m<sup>2</sup> of retail space</li> <li>• Medical facilities and hotel</li> </ul>

Khalifa International Stadium (Renovated)	
Sports	 Football    Athletics
Brief Introduction	Also known as the National Stadium is a multi-purpose stadium in Doha. The only existing facility to be used for the World Cup.
Estimated Completion	2016
Capacity	50,000 (existing 40,000)
Location	Al Aziziya
Facilities	<ul style="list-style-type: none"> <li>• 50,000 seat IAAF approved Athletics track</li> <li>• International specification Football pitch</li> <li>• Corporate Suites, dining rooms and administration facilities</li> <li>• High definition broadcast capacity</li> </ul>

Source: Supreme Committee for Delivery & Legacy, D&B Research

Qatar Foundation Stadium	
Sports	    Football    Athletics    Lawn Tennis    Swimming
Brief Introduction	The construction has commenced in March 2015 and is being delivered by the Qatar Foundation.
Estimated Completion	2019
Capacity	40,000
Location	Education City
Facilities	<ul style="list-style-type: none"> <li>Multipurpose sports pavilion</li> </ul>
Al Rayyan Stadium (being built in place of Ahmed Bin Ali Stadium)	
Sports	   Football    Athletics    Lawn Tennis
Brief Introduction	The construction of the facility has commenced in June 2014 and is being constructed on the site of Ahmed bin Ali Stadium.
Estimated Completion	2019
Capacity	40,000
Location	Umm Al Afai, Al Rayyan
Facilities	<ul style="list-style-type: none"> <li>N/A</li> </ul>
Lusail Stadium	
Sports	 Football

Source: Supreme Committee for Delivery & Legacy, D&B Research



Brief Introduction	The construction of the Lusail Stadium has commenced since October 2014 and it is scheduled to host the Finals of the 2022 FIFA World Cup
Estimated Completion	2020
Capacity	80,000
Location	Lusail City
Facilities	<ul style="list-style-type: none"> <li>130,000 m<sup>2</sup> of retail space</li> <li>5,000 m<sup>2</sup> of office space</li> <li>Hotel, Medical facilities and Residential properties</li> </ul>

In addition to the above it was announced (December 2015) that the following two stadiums would also be constructed for the 2022 FIFA World Cup

Name of Venue	Location	Date of Announcement
Ras Abu Abboud Stadium	Ras Abu Abboud Area	2 December 2015
Al Thumama Stadium	Al Thumama	3 December 2015

Source: Supreme Committee for Delivery & Legacy, D&B Research

### Other Planned Infrastructure

Qatar International Golf Club	
Sports	 Golf
Brief Introduction	The facility is planned in the heart of the Education City.
Estimated Completion	N/A
Capacity	N/A
Location	Education City
Facilities	<ul style="list-style-type: none"> <li>18 hole championship golf course</li> <li>Five-star hotel</li> <li>Public park</li> <li>9 hole par three course/6 hole championship course</li> </ul>

Source: Supreme Committee for Delivery & Legacy, D&B Research

## Appendix 3: Business Opportunities

### Appendix 3.1: Services

1. Education		
a. Sports Education	b. Educational Support Services	
<ul style="list-style-type: none"> <li>Sports education in elementary &amp; secondary school</li> <li>Sports education in higher education</li> <li>Other sports education services</li> </ul>	<ul style="list-style-type: none"> <li>Educational support services for sports trainer</li> </ul>	
2. Facilities Management Services		
a. Facility Operations & Maintenance Services	b. Services of sports clubs and fitness centers	
<ul style="list-style-type: none"> <li>Operation and maintenance of sports arenas, swimming pools and stadiums</li> <li>Facilities management for other physical infrastructure, such as hotels, apartments or offices</li> </ul>	<ul style="list-style-type: none"> <li>Services of sports clubs and fitness centers</li> </ul>	
3. Financial, Insurance & Legal Services		
a. Financial intermediation, except insurance and pension funding	b. Insurance and pension funding services	c. Other professional services
<ul style="list-style-type: none"> <li>Financial services for sports clubs</li> <li>Financial services for athletes</li> <li>Services of money changers and remittance facility providers</li> </ul>	<ul style="list-style-type: none"> <li>Risk insurance (event insurance)</li> <li>Infrastructure insurance</li> <li>Private insurance for athletes</li> <li>Services related to personal accident and health insurance</li> </ul>	<ul style="list-style-type: none"> <li>Legal services for sports clubs</li> <li>Legal services for professional athletes</li> <li>Financing and accounting services for sports clubs</li> <li>Financing (including wealth management) and accounting services for professional athletes</li> </ul>
4. Fitness & Medical Services		
a. Medical Care	b. Injury	c. Other services
<ul style="list-style-type: none"> <li>Hospital activities</li> <li>Consultations and treatment by general practitioners</li> <li>Consultations and treatment by medical and surgical specialists</li> <li>Orthodontic services (after injury during sports activities)</li> <li>Other health activities</li> </ul>		<ul style="list-style-type: none"> <li>Veterinary services for race horses, camels, etc.</li> </ul>
5. Hospitality Services		
a. Hotels and restaurants		
<ul style="list-style-type: none"> <li>Accommodation and food &amp; beverage services for athletes during competition, training</li> <li>Accommodation and food &amp; beverage for sports tourists during sports events and holidays</li> </ul>		

### 6. Media, Publishing & Printing

a. Publishing, printing and reproduction of recorded media	b. Publishing services; motion picture production and sound recording	c. Broadcasting and news agency services	d. Other professional services
<ul style="list-style-type: none"> <li>Printing and service activities related to sports books, newspapers, journals, periodicals</li> </ul>	<ul style="list-style-type: none"> <li>Publishing of books (sports-related contents)</li> <li>Publishing of sports newspapers</li> <li>Publishing of sports journals and periodicals</li> </ul>	<ul style="list-style-type: none"> <li>Broadcasting and news agency services with sports contents</li> </ul>	<ul style="list-style-type: none"> <li>Advertising &amp; allied media services (Production of ad films, product photography, media planning, selling, provision of hoardings, billboards and other digital displays)</li> <li>Sport event photography and videography services</li> </ul>

### 7. Other Services

a. Repair and installation services	b. Sale, maintenance and repair of motor vehicles and motorcycles	c. Other professional services
<ul style="list-style-type: none"> <li>Repair of various sporting equipments</li> <li>Installation and repair of bowling-alley equipment, equipment of other fitness facilities</li> <li>Other repair services</li> </ul>	<ul style="list-style-type: none"> <li>Sale, maintenance and repair of motor sports vehicles, motorcycles and related parts and accessories used for sports</li> </ul>	<ul style="list-style-type: none"> <li>Consulting and public relations activities for sports clubs</li> <li>Consulting and public relations activities for professional athletes</li> <li>Translation services</li> </ul>
d. Administrative and support services; travel agency and related services	e. Recreational, cultural and sporting activities	f. Other sports services
<ul style="list-style-type: none"> <li>Renting of sports equipment</li> <li>Renting of video tapes with sports content</li> <li>Temporary employment services for sport events and sport tourism</li> <li>Reservation of transport, accommodation and tickets for athletes and sports tourists</li> <li>Construction and maintenance of sport lawns</li> </ul>	<ul style="list-style-type: none"> <li>Services of lockboxes and changing rooms in recreation parks and beaches, services of marinas, services of table-football games, coin-operated machines for car racing games, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Sports and recreational sports event promotion services</li> <li>Services for athletes and related to sports &amp; recreation</li> </ul>

## 8. Retail Trade

a. Sale, maintenance and repair of motor vehicles and motorcycles	b. Retail trade, except of motor vehicles and motorcycles
<ul style="list-style-type: none"> <li>Sale of motor sports vehicles</li> <li>Sale, maintenance and repair of motorcycles and related parts and accessories used for sports</li> </ul>	<ul style="list-style-type: none"> <li>Retail sale of dietary supplement (for athletes)</li> <li>Retail sale of energy drinks (used during sports activities)</li> <li>Retail sale of sport clothes</li> <li>Retail sale of books, sports magazines, sports newspapers</li> <li>Retail sale of recorded audio and video tapes, DVDs, CDs and records with sports content</li> <li>Retail sale of bicycles and sport goods</li> <li>Retail sale of sports footwear</li> <li>Retail sale of sports leather goods</li> <li>Retail sale of pharmaceutical and medical goods</li> <li>Retail sale of photographic, optical and precision equipment used for sports (e.g. diving, swimming)</li> </ul>

## 9. Transportation Services

a. Land transport	b. Water transport	c. Air transport
<ul style="list-style-type: none"> <li>Transport of athletes to competition</li> <li>Transport of athletes to training site</li> <li>Transport of sports tourists to sports events</li> <li>Transport of sports tourists to destination of sports holidays</li> </ul>		

## 10. Wholesale & Commission Trade

a. Sale, maintenance and repair of motor vehicles and motorcycles	b. Sale, maintenance and repair of motor vehicles and motorcycles
<ul style="list-style-type: none"> <li>Sale, maintenance and repair of motorcycles and related parts and accessories used for sports (wholesale)</li> </ul>	<ul style="list-style-type: none"> <li>Agents involved in the sale of race horses</li> <li>Agents involved in the sale of sports clothing, footwear, leather goods</li> <li>Agents specialising in the sale of pharmaceutical and medical goods used for sports-activities</li> <li>Wholesale of race horses</li> <li>Wholesale of dietary supplement (for athletes) in specialised stores; sale of energy drinks in specialized stores</li> <li>Wholesale of sails for boats</li> <li>Wholesale of sports clothing, sports footwear</li> <li>Wholesale of records, tapes, CDs &amp; DVDs with sports content</li> <li>Wholesale of pharmaceutical goods, orthopedic appliances and medical and surgical equipment used for sports-activities</li> </ul>

## Appendix 3.2: Construction

### Construction of sports infrastructure

- Construction of non-residential buildings
- Construction works for non-residential buildings (new works, additions, alterations and renovation works)
- Coastal and port constructions
- Sport and recreation constructions
- Construction works for structures of outdoor stadia and sport grounds
- Specialised construction works

## Appendix 3.3: Manufacturing

Economic Activity	Business Activities
Manufacture of food products and beverages	<ul style="list-style-type: none"> <li>Manufacture of dietary supplement (for athletes)</li> <li>Prepared feeds for race horses</li> <li>Production of energy drinks used during sports activities</li> </ul>
Manufacture of textiles	<ul style="list-style-type: none"> <li>Manufacture of sails for boats</li> <li>Manufacture of sleeping bags</li> </ul>
Manufacture of wearing apparel	<ul style="list-style-type: none"> <li>Manufacture of outerwear used for sports activities</li> <li>Manufacture of innerwear used for sports activities</li> <li>Manufacture of other wearables used for sports activities</li> </ul>
Tanning and dressing of leather; manufacture of luggage, handbags, saddlery, harness and footwear	<ul style="list-style-type: none"> <li>Manufacture of saddle goods</li> <li>Manufacture of footwear used for sports activities</li> </ul>
Manufacture of chemicals and chemical products	<ul style="list-style-type: none"> <li>Manufacture of pharmaceutical preparations used for sports-activities</li> </ul>
Manufacture of fabricated metal products, except machinery and equipment	<ul style="list-style-type: none"> <li>Manufacture of weapons and ammunition used for sports activities</li> <li>Manufacture of bicycle chains (used for sports activities)</li> <li>Manufacture of hooks (used for climbing)</li> <li>Manufacture of swords, cutlasses, bayonets, lances and similar arms and parts thereof (used for sports activities, e.g. foil fencing)</li> </ul>
Manufacture of motor vehicles, trailers and semi-trailers	<ul style="list-style-type: none"> <li>Manufacture of bodies (coachwork) for motor vehicles used for transport of sports equipment</li> <li>Manufacture of trailers and semi-trailers used for transport of sports equipment</li> </ul>
Manufacture of other transport equipment	<ul style="list-style-type: none"> <li>Building of sporting boats</li> <li>Manufacture of sporting balloons</li> <li>Manufacture of motorcycles used for motor sports</li> <li>Manufacture of bicycles used for sports</li> <li>Manufacture of invalid carriages used for sports</li> <li>Manufacture of riding sports equipment (horse and cart)</li> </ul>

Other manufactured goods	<ul style="list-style-type: none"> <li>• Manufacture of roller skates and parts thereof</li> <li>• Manufacture of water-skis, surfboards, sailboards and other water-sport equipment</li> <li>• Manufacture of other sports goods</li> <li>• Manufacture of billiard tables</li> <li>• Manufacture of bowling alleys</li> <li>• Manufacture of video sports games</li> <li>• Manufacture of video game consoles used for playing sports games</li> <li>• Manufacture of orthopedic shoes used after sports injury or athletes in disabled sports</li> <li>• Manufacture of goggles used by diving/swimming athletes</li> <li>• Manufacture of contact lenses used by diving/swimming athletes</li> <li>• Manufacture of articles used in dental surgery (after sport injury)</li> <li>• Manufacture of bathing caps and other products used in sports</li> </ul>
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#### Appendix 4: References for Business Opportunities

1) The business activities as per the 'Vilnius definition\*' of economic activities related to sports, and based on a qualitative analysis of the economic impact of FIFA World Cup events held in South Africa and Brazil. While a list of potential opportunities has been presented, the report does not intend to prioritise/rank opportunities based on any specific set of parameters. The opportunities are indicative and have not been quantified based on detailed market assessments. Investors/entrepreneurs are advised to undertake independent feasibility studies to determine the attractiveness of specific opportunities that they intend to pursue.

\*The Vilnius definition was approved by the EU Working Group on Sport & Economics in October 2007 with an aim to provide a harmonised basis for capturing data on the sports sector across the member states of EU and to enhance the international comparability of sports statistics. The definition provides a detailed classification of sport-related industries and products. The definition has been utilized by the Directorate-General Education and Culture, European Commission, for the purpose of its study 'Study on the Contribution of Sport to Economic Growth and Employment in the EU (November 2012).'

2) Sport Industry Segment model cited in 'An Analysis of opportunities and trends in the sport business industry with a focus on entrepreneurship and small, medium, micro enterprises' dissertation submitted to the University of Johannesburg by Kush Mothilall (May 2012). The model has been adapted in the dissertation from Parks, Quarterman, & Thibault (2007), Durand (2007A) and Gouws (2001).

#### Appendix 5: Sports Federations / Associations References

#	Entity	YOE*	Key Personnel	Contact Details	Website
1	Qatar Basketball Federation	1960	HE Sheikh Saoud bin Abdulrahman Al-Thani (President)	A: Al Corniche Street, QOC Tower, Floor 11, Doha, Qatar P: +974 4494 4178 E: basketball@olympic.qa	www.qatarbasketball.qa
2	Qatar Football Association	1960	HE Sheikh Hamad Bin Khalifa Bin Ahmad Al Thani (President)	A: Al Bidda Tower Corniche Street West Bay Area 5333 Qatar P: +974 4494 4411 E: info@qfa.com.qa	www.qfa.com.qa
3	Qatar Table Tennis Federation	1962	Khalil Ahmed Al-Mohanadi (President)	A: Bidda Tower, P.O. Box: 4091 Doha, Qatar P: +974 4494 4194 E: qtta@yahoo.com	www.tabletennis.qa
4	Qatar Volleyball Association	1962	Khaled Ali Al-Mawlawi (President)	A: New Salata, Doha, Qatar P: +974 4494 4139 E: voelleyball@olympic.qa	-
5	Qatar Athletics Federation	1963	Brig. Gal. Dahlan Jumaan AL-Hamad (President)	A: P.O. Box 8139, Doha, Qatar P: +974 4494 4521 E: qat@mf.iaaf.org	-
6	Qatar Handball Federation	1968	Ahmad Mohammad Al Shaabi (President)	A: P.O. Box: 7241 Doha, Qatar P: +974 4494 4100 E: handball@olympic.qa	www.qatarhandball.com
7	Qatar Equestrian Federation	1976	Hamad Bin Abdulrahman Al Attiyah (President)	A: P.O. Box 24464 (Al Furosiya St., Muaiter), Doha, Qatar P: +974 4481 0368 E: khajri@olympic.qa	-
8	Qatar Bowling Federation	1979	Abdulsalam Abbas (President)	P: +974 4494 4861 E: qatarbowlingfederation@gmail.com	-
9	Qatar Squash Federation	1984	Nabeel Ali Bin Ali Al-Maslamani (President)	A: P.O. Box: 24554 Doha, Qatar P: +974 4488 7671 E: info@qatarsquash.com	www.qatarsquash.com
10	Qatar Tennis Federation	1984	Nasser Ghanim Al Khelaifi (President)	A: Al Majlis Tawoon Street, Al Dafna, Doha, Qatar P: +974 4440 9666 E: qatartennis@qatartennis.org	www.qatartennis.org
11	Qatar Chess Federation	1985	Khalifa Mohammed Al-Hitmi (President)	A: Corniche Street Al-Bidda Tower - 2nd floor P.O Box 22012 P: +974 4494 4292 E: qatarchess@hotmail.com	www.qatarchess.com
12	Qatar Motor & Motorcycle Federation	1987	Nasser Khalifa Al-Attiya (President)	A: Salwa road, 24 P: +974 4472 9151 E: president@qmmf.com.qa	www.qmmf.com
13	Qatar Marine Sports Federation	1987	Khalifa Al Suwaidi (President)	A: P.O. Box 23311, Doha, Qatar P: +974 4437 9744 E: sailing@qatar.net.qa	-
14	Qatar Cricket Association	1987	Mohammad Aslam Shahid (President)	A: P.O. Box 5276, Doha E: cricqatar@gmail.com/ qatarca@hotmail.com	http://www.qatarcricketassociation.org/

\*YOE – Year of Establishment; A: Address; P: Phone number; E: Email address

Sources: Qatar Olympic Committee, D&B Research

## GLOSSARY

#	Entity	YOE*	Key Personnel	Contact Details	Website
15	Qatar Golf Association	1991	Hassan Al Naimi (President)	A: P.O. Box 6177 , Doha, Qatar P: +974 4483 2677 E: info@qga.com.qa	www.qga.com.qa
16	Qatar Boxing Federation	1991	Yousuf Ali Alkazim (President)	A: P. O. Box: 7208 Doha, Qatar P: +974 4494 4266 E: boxing@olympic.qa	-
17	Qatar Billiards & Snooker Federation	1991	Mohammed Mubarak Al Ramzani (President)	A: Rawdat Al Khail St, Al Mansoura, Qatar P: +974 4435 6099 E: qbsf@qbsf.qa	www.qbsf.qa/pub/
18	Qatar Swimming Association	1993	Khaleel Al-Jabir (President)	A: P.O. Box 19194 - Doha, Qatar P: +974 4494 4216/44943106 E: swimming@olympic.qa	www.qatarswimming.com/Pages/
19	Qatar Paralympic Committee	1993	HE Sheikh Abdulrahman bin Saud al-Thani (President)	A: P.O. Box 21515 Doha, Qatar. P: +974 4478 5610 E: qsfnsn@qatar.net.qa	www.qatarparalympic.org
20	Qatar Taekwondo & Judo Federation	1995	Mohamed Ahmed Khalifa Alsulaiti (President)	A: P.O. Box : 9874, Doha, Qatar P: +974 4493 2238 E: qtjf@qtjf.org	www.qtjf.org
21	Qatar Weightlifting & Bodybuilding Federation	1998	Mohamed Yousef Al Mana (President)	P: +974 4494 4255 E: qwbbf@olympic.qa	-
22	Qatar Fencing Federation	2000	Sheikh Saoud Bin Abdulrahman Al-Thani	A: P.O. Box Number 22966, Doha, Qatar P: +974 4483 8391 E: qatarfencingfederation@gmail.com	www.qatarfencing.qa
23	Qatar Shooting & Archery Federation	2000	Mohammed Ali AL-Maadeed (President)	A: P.O. Box 5225 Doha, Qatar P: +974 44794964 E: shooting@olympic.qa	www.qatarshooting.asia/home-en
24	Qatar Gymnastics Federation	2000	Ali Al-Hitmi (President)	A: P.O.Box 22955 D Ring Rd, Doha, Qatar P: +974 5523 2835 E: info@qatargym.com	www.qatargym.com
25	Qatar Cycling Federation	2002	HE Sheikh Khalid bin Ali Al-Thani (President)	A: 950 Jelaiah St, Doha 22512, Qatar P: +974 4447 5522	www.qatarcf.org
26	Qatar Sailing & Rowing Federation	2003	Khalifa M. Al Sewaidi (President)	A: P.O. Box 23515 – Doha Qatar P: +974 4442 0305 E: info@qatarsailing.org	www.qatarsailing.org/sub_pg.php?pagesel=about
27	Qatar Karate Federation	-	Khalid Bin Hamad Al-Atiya (President)	A: P.O. Box: 23554, Doha, Qatar	-
28	Qatar Wrestling Federation	-	Zamel Sayyaf Al Shahrani (President)	A: P.O. Box 7207 Doha, Qatar P: +974 4494 4281 E: QAT@fila-wrestling.com	-

\*YOE – Year of Establishment; A: Address; P: Phone number; E: Email address

Abbreviation	Meaning	Abbreviation	Meaning
AAA	Asian Athletic Association	PGA	Professional Golfers Association
AAWC	Asian Associated Wrestling Committee	PSA	Professional Squash Association
ABF	Asian Bowling Federation	QBF	Qatar Basketball Federation
AFC	Asian Football Confederation	QBSF	Qatar Billiards and Snooker Federation
AIBA	International Boxing Association	QCA	Qatar Chess Association
AHF	Asian Handball Federation	QFA	Qatar Football Association
APBU	Asian Pocket Billiard Union	QGA	Qatar Golf Association
ATP	Association of Tennis Professionals	QHF	Qatar Handball Federation
CHI	Concours Hippique International - International Equestrian Competition	QKF	Qatar Karate Federation
FATA	International Archery Federation	QMMF	Qatar Motor and Motorcycle Federation
FEI	International Federation for Equestrian Sports	QOC	Qatar Olympic Committee
FIA	International Automobile Federation	QSAA	Qatar Shooting & Archery Association
FIBA	International Basketball Association	QSF	Qatar Squash Federation
FIE	International Fencing Federation	QSL	Qatar Stars League
FIFA	International Football Federation	QSRF	Qatar Sailing & Rowing Federation
FIG	International Gymnastics Federation	QTF	Qatar Tennis Federation
FIM	International Motorcycling Federation	QTJF	Qatar Taekwondo & Judo Federation
FIVB	International Volleyball Federation	QVA	Qatar Volleyball Association
GCC	Gulf Cooperation Council	QWF	Qatar Weightlifting Federation
IAAF	International Association of Athletics Federations	QWSC	Qatar Winter Sports Committee
IHF	International Handball Federation	SCDL	Supreme Committee for Delivery & Legacy
IPC	International Paralympics Committee	UCI	International Cycling Union
ISAF	International Sailing Federation	UACA	Union of Arab Football Association
ISU	International Skating Union	UIPM	Union International de Petathlon Moderne
ITF	International Tennis Federation	UWW	United World Wrestling
ITTF	International Table Tennis Federation	WAFF	West Asian Football Federation
IWF	International Weightlifting Federation	WPA	World Pool-Billiard Association
MCS	Ministry of Culture and Sports	WTA	Women Tennis Association
NDS	National Development Strategy	WTBA	World Tenpin Bowling Association
PBA	Professional Bowlers Association	WTF	World Taekwondo Federation





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