



MEGAPROJECT FIFA 2022 QATAR

[SCRUM IMPLEMENTED]

## Megaproject - FIFA 2022 Qatar

**Product Goal**

Create a 30-60 second engagement to communicate basic megaproject information to your peers (stand alone – doesn't require you to run it)

**Product Backlog**

- List of basic megaproject information
  - User story (student in BUSN 6070): Before watching your megaproject panel where you will discuss challenges and opportunities, how the project dealt with these, and some of the lessons learned from them, I just need to know a bit about the project itself. What information might not be discussed that would help me better understand your project?

Discussion and Listing of information on FIFA 2022

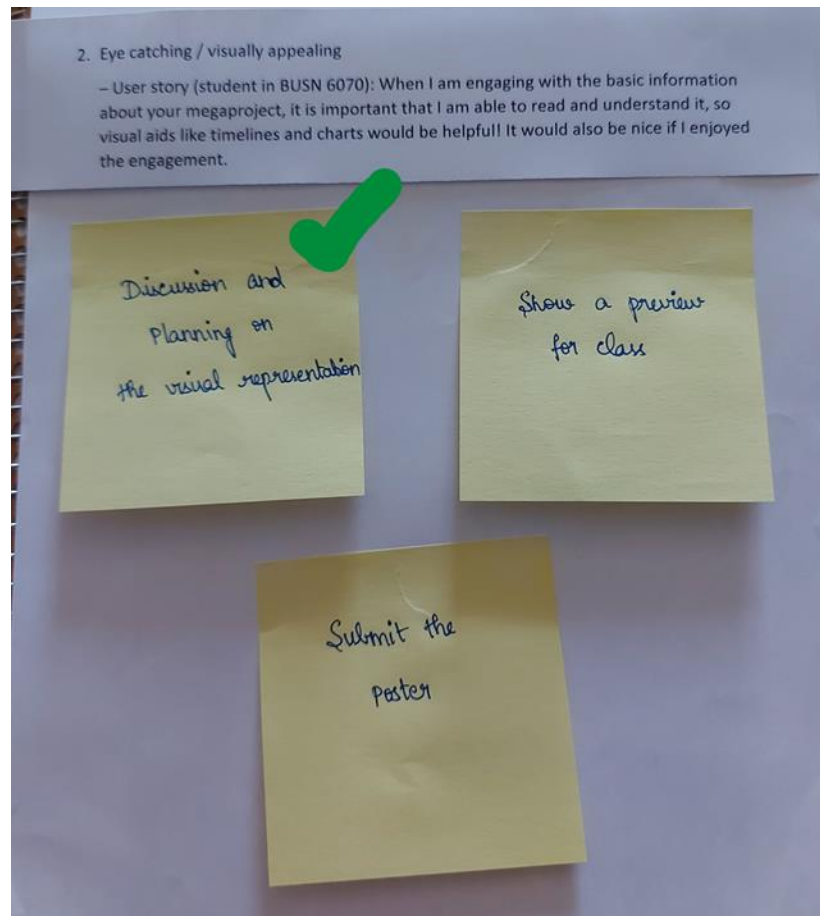
Categorizing the points under broad and sub-headings

| Topics             | Information   |
|--------------------|---|
| Basic Project Data | <p><b>Governing body (Project Initiator/ Project Management Office [PMO]):</b> Fédération Internationale de Football Association (FIFA)</p> <p><b>Organizer (Project Manager):</b> Qatar</p> <p><b>Stakeholders:</b> Football clubs, team players, audience &amp; supporters, advertising companies, partners and sponsors, and league forums</p> <p><b>Schedule and Costs:</b><br/> <u>Overall estimate:</u> £138 billion (\$ 220 billion)<br/> <u>Process estimates:</u><br/>           £107 billion for stadiums and facilities and<br/>           £031 billion for transport infrastructure</p> |

|                            |  |
|----------------------------|--|
|                            | <p>Eight stadiums - constructed/restored</p> <p>Stadium 1 - Ahmad Bin Ali Stadium<br/>Schedule: Restored by Dec 2020<br/>Cost: \$ 360 million</p> <p>Stadium 2 - Al Bayt Stadium<br/>Schedule: Constructed between Nov 2015 and Dec 2021<br/>Cost: \$ 847 million</p> <p>Stadium 3 - Al Janoub Stadium<br/>Schedule: Constructed between 2014 and 2019<br/>Cost: \$ 656 million</p> <p>Stadium 4 - Al Thumama Stadium<br/>Schedule: Restored by Oct 2021<br/>Cost: \$ 342 million</p> <p>Stadium 5 - Education City Stadium<br/>Schedule: Constructed between 2015 and 2020<br/>Cost: \$ 700 million</p> <p>Stadium 6 - Khalifa International Stadium<br/>Schedule: Restored from 2014 to 2017<br/>Cost: \$ 374 million</p> <p>Stadium 7 - Lusail Stadium<br/>Schedule: Constructed between 2017 and 2022<br/>Cost: \$ 767 million</p> <p>Stadium 8 - 974 Stadium/ Ras Abu Aboud Stadium<br/>Schedule: Constructed between 2017 and 2021<br/>Cost: Uncertain</p> <p><u><b>Additional costs:</b></u><br/> £30 billion for build air-conditioned stadia<br/> £48 billion for training facilities and accommodation for players and fans<br/> £28 billion for creating a new city called Lusail to host the opening and final matches of the tournament</p> |
| Challenges/Success Stories | <p><b>Environmental factors:</b></p> <p><u><b>Challenge:</b></u> One of the main challenges was to address the very high temperature of about 50°C (122 °F) in Qatar. Cooling strategies were to be implemented in order to ensure thermal comfort conditions with respect to heat stress index (HSI). A load of 115 MW h per game was required to maintain the optimum temperature.</p>   |

|                             |   |
|-----------------------------|---|
|                             | <p><b><u>Success solution:</u></b> Modular construction and innovative stadium design of harnessing sun's rays and converting the solar energy into electricity to provide a cool environment inside the stadium became a sustainable solution. Transferring and storing of excess energy to a power grid and reuse during the game would also aid in achieving carbon neutrality. (Sofotasiou, Hughes, &amp; Calautit, 2015)</p> <p><b>Political structure:</b><br/> <b><u>Challenge:</u></b> Qatar's Civil Law No. 11 promises imprisonment of 1-3 years for female adultery, male sodomy, and other immoral actions by anyone. Specifically, Sharia law authorizes death penalty for Muslim men who commit homosexual acts. However, FIFA has a commitment to non-discrimination.<br/> <b><u>Success solution:</u></b> Effective communication between FIFA and Qatar resulted in Qatar to allow rainbow flags at 2022 World Cup. (Harris, 2020; Peltz-Steele, 2016)</p> <p><b>Geopolitical Issues:</b><br/> <b><u>Challenges:</u></b> Diplomatic crisis that suspected Qatar to be the 'base of terrorism' (Wells, 2017). Suspected bribery of players from other countries by Qatar.<br/> <b><u>Success solution:</u></b> The Fourth High-Level Strategic Dialogue between the State of Qatar &amp; the United Nations Office of Counter-Terrorism (UNOCT) during March 2022, discussed strategic priorities and collaboration on counter-terrorism. The two sides reaffirmed their strong partnership, further collaboration, and the State of Qatar remained the second largest contributor to United Nations Trust Fund for Counter-Terrorism (United Nations Report).</p> <p><b>Stakeholder engagement and satisfaction:</b><br/> <b><u>Challenge:</u></b> Staging of the tournament during winter proved controversial as it could clash with winter Olympics.<br/> <b><u>Success solution:</u></b> However, FIFA's executive committee allowed for winter World Cup in winter on the grounds that Qatar would be saving money, which otherwise they would be spending in cooling the stadiums.</p> |
| Quotes or other connections | <p>Is the most expensive world cup ever (Plumley &amp; Wilson, 2022).</p> <p>Unfolds business opportunities for hospitality, travel, retail, and media sectors (Bisht, 2020).</p> <p>Attracts large number of visitors and hence, acts as a great source for tourism development (Dergaa, et al., 2022).</p>  |

|                     |   |
|---------------------|---|
|                     | Increases national branding, engagement with international communities, and social benefits for the citizens of Qatar (Henderson, 2014).  |
| What can be learned | <p>Stakeholder satisfaction is important for implementation of projects.</p> <p>Effective communication and agile response to issues and challenges are key for completing a project successfully.</p>  |
| Reference           | <p>Bisht, A. (2020). <i>An Insight Into The Business Opportunities In Qatar Around The FIFA 2022</i>. Retrieved from <a href="https://www.myholidays.com/blog/an-insight-into-the-business-opportunities-in-qatar-around-the-fifa-2022/">https://www.myholidays.com/blog/an-insight-into-the-business-opportunities-in-qatar-around-the-fifa-2022/</a></p> <p>Dergaa, I., Saad, H. B., Souissi, A., Musa, S., Abdulmalik, M. A., &amp; Chamari, K. (2022). Olympic Games in COVID-19 times: lessons learned with special focus on the upcoming FIFA World Cup Qatar 2022. <i>British Journal of Sports Medicine</i>, 56(12), 654-656.</p> <p>Harris, R. (2020). <i>AP Exclusive: Qatar to allow rainbow flags at 2022 World Cup</i>. Retrieved from <a href="https://apnews.com/article/international-soccer-world-cup-middle-east-qatar-only-on-ap-982b1f46591934d8ce0386219a2c315f">https://apnews.com/article/international-soccer-world-cup-middle-east-qatar-only-on-ap-982b1f46591934d8ce0386219a2c315f</a></p> <p>Henderson, J. C. (2014). Hosting the 2022 FIFA World Cup: opportunities and challenges for Qatar. <i>Journal of Sport &amp; Tourism</i>, 19(3-4), 281-298.</p> <p>Peltz-Steele, R. J. (2016). The FIFA World Cup, Human Rights Goals and the Gulf Between. <i>Sport Project: Probing the Boundaries: 5th Global Meeting</i> (pp. 13-15). Oxford: Mansfield College.</p> <p>Plumley, D., &amp; Wilson, R. (2022). Finance of the FIFA World Cup. In <i>The Business of the FIFA World Cup</i> (pp. 119-133). Routledge.</p> <p>Sofotasiou, P., Hughes, B. R., &amp; Calautit, J. K. (2015). Qatar 2022: Facing the FIFA World Cup climatic and legacy challenges. <i>Sustainable cities and society</i>, 14, 16-30.</p> <p>Wells, A. (2017). <i>Boycotting Countries Reportedly Call for Qatar's Removal as 2022 World Cup Host</i>. Retrieved from <a href="https://bleacherreport.com/articles/2721881-boycotting-countries-reportedly-call-for-qatars-removal-as-2022-world-cup-host">https://bleacherreport.com/articles/2721881-boycotting-countries-reportedly-call-for-qatars-removal-as-2022-world-cup-host</a></p> |



**Visual Representation Idea:** Representing the project FIFA in terms of FIFA – the football game.

| FIFA Football Game      | FIFA 2022 Megaproject   |
|-------------------------|---|
| Player                  | Qatar   |
| Coach                   | Fédération Internationale de Football Association (FIFA)          |
| Ball                    | Tournament to be held   |
| Goal/Net                | 2022  |
| Players in Bench        | Other Competing Countries   |
| Opponent Players        | Various Challenges for the player (Qatar)                         |
| First-wing Audience     | Sponsors  |
| Audience                | Stakeholders  |
|                         |   |
| Benefits for the Player | Benefits for Qatar from holding FIFA 2022                         |
| Physical                | Business and Technology Advancements                              |
| Financial               | Increased Revenues & Profits for Hotels, Restaurants, and Tourism |
| Social                  | Increased International Reputation                                |
|                         |   |
| Game Highlights         | Lessons Learned from the Megaproject                              |
| Discussion Panel        | Akshaya, Ernesto, Jan and Oluwole                                 |

2. Eye catching / visually appealing

– User story (student in BUSN 6070): When I am engaging with the basic information about your megaproject, it is important that I am able to read and understand it, so visual aids like timelines and charts would be helpful! It would also be nice if I enjoyed the engagement.

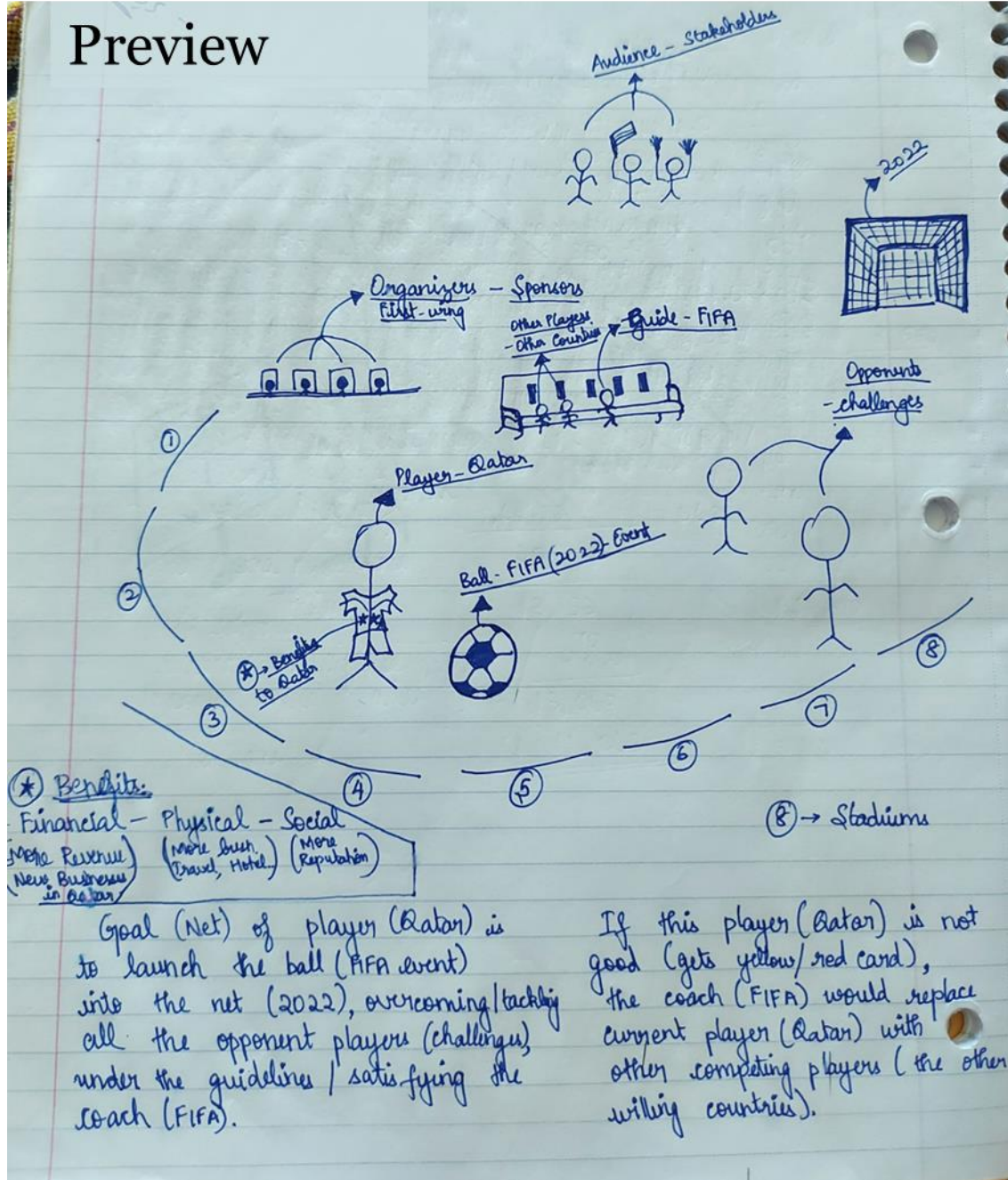
Discussion and  
Planning on  
the visual representation

Show a preview  
for class

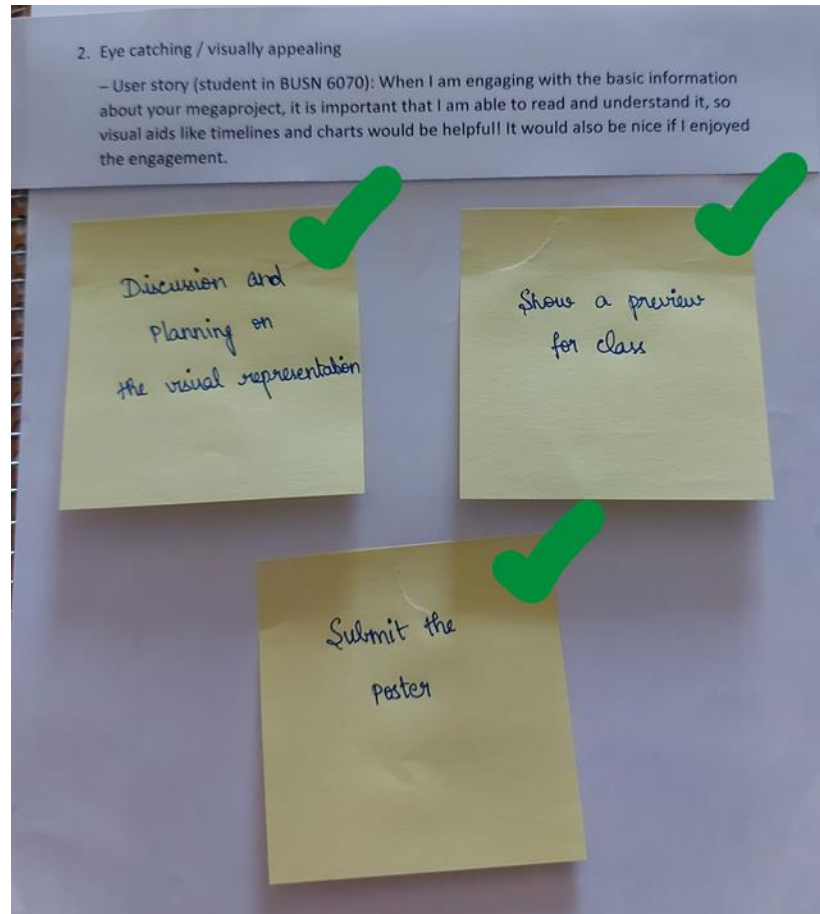
Submit the  
poster



# Preview







## THE POSTER





## Megaproject FIFA 2022 Qatar

### Opponents - Challenges for Qatar

Environmental Factors  
Political Structure  
Geopolitical Issues  
Stakeholder Satisfaction

### Coach - FIFA

### Player - Qatar

### Goal - 2022

### Co-players - Competing Countries

### Ball - Tournament

### Game Highlights - Lessons Learnt

- Efficient Communication
- Agile Response
- Embrace Change
- Keeping Stakeholders Well-informed
- Reflections & Modifications

### Investments

Cost: £138 billion (\$220 billion)

Construction: 8 Stadiums

Additional Cost: £30 billion - Air-conditioned stadia  
£48 billion - Training and accommodation facilities  
£28 billion - New city, Lusail, for opening & final matches