



مجلس دبي الرياضي  
DUBAI SPORTS COUNCIL



ECONOMIC IMPACT OF SPORT IN

DUBAI

**Deloitte.**

# \$1.7billion+

TOTAL ANNUAL EXPENDITURE  
RELATED TO SPORT IN DUBAI

# \$670m

TOTAL ECONOMIC IMPACT  
OF SPORT IN DUBAI





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# FOREWORD

**It is a pleasure to introduce this report on the economic impact of sport in Dubai, prepared for Falcon and Associates by the Sports Business Group at Deloitte.**

Sport plays an important role in the growth and appeal of any global city. It is a driver of economic development and has a significant bearing on tourism, lifestyle, public health and ultimately, a city's international reputation.

Dubai has long recognised this reality and has worked strategically for many years to invest in its resources and capabilities across the sport sector. Today, Dubai is home to world-class facilities and venues, hosting home-grown local, regional and international events that welcome both elite athletes and grass roots participation.

Through the three core focus areas of Dubai's *Events, Facilities and People*, this comprehensive study tells the story of sport in Dubai by quantifying its economic contribution, forecasting its impact in the years ahead and identifying areas for potential growth.

Strategically located between East and West, Dubai has a young, dynamic and multicultural population of nearly 200 nationalities and welcomes more than 10m visitors every year, with plans to welcome 20m by 2020. Testament to the country's strengths, the UAE has been awarded the honour of hosting the World Expo 2020 in Dubai – a first for the wider Middle East, North Africa and South Asia (MENASA) region.

This event will represent a significant milestone in the UAE's incredible journey, coinciding with the country's golden jubilee. As Host City of the World Expo 2020, Dubai will further strengthen its infrastructure, facilities, skills and expertise, with a resulting positive impact on the long-term opportunities for sport.

We would like to thank everyone involved for their time and for the spirit of openness in contributing to this report.

**Giselle Pettyfer**  
**CEO and Executive Vice Chairman**  
**Falcon and Associates**





# “A HEALTHY BODY IS THE SOURCE OF HUMAN HAPPINESS”

His Highness Sheikh Mohammed Bin Rashid Al Maktoum,  
Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai

# EXECUTIVE SUMMARY

## INTRODUCTION

This report quantifies the ‘gross expenditure’ of sport in Dubai, i.e. the economic ‘footprint’ of sport in the emirate. This comprises all expenditure related to sport in the emirate and the ‘ripple effect’ as this expenditure is recycled through the economy (known as ‘indirect and induced impacts’).

We have also quantified the ‘total economic impact’ of sport on the economy of Dubai which measures the expenditure and associated ripple effect that are additional to the Dubai economy because they originate from outside the emirate (e.g. sports related spending by visitors to Dubai).

The stakeholders involved in Dubai’s sporting landscape are wide ranging, from government bodies and agencies through to multiple sport-specific suppliers. The economic impact of sport in Dubai has been split into three components: *Events*, *Facilities* and *People*. The respective gross expenditure and direct economic impact of these three components, together with the indirect and induced estimates, are as follows:

	Gross expenditure \$m	Economic impact \$m
Events	709	359
Facilities	255	54
People	172	8
Indirect & induced	627	249
<b>TOTAL</b>	<b>1,763</b>	<b>670</b>

## EVENTS

Dubai hosts a wide range of sports events – from major events on the world stage and regular elite-level domestic competitions through to a large number of smaller events encouraging grass roots participation.

Dubai’s events have been divided into three broad ‘tiers’:

- MAJOR (major international annually recurring events);
- INTERNATIONAL (including leading regional events); and
- LOCAL (other Dubai events).

When the economic impact of Dubai’s events is analysed, the majority (\$407m, 57%) of the gross expenditure is estimated to come from the seven major annual events Dubai hosts (see table below), with \$250m (35%) attributable to the 46 international events and the remaining \$52m (7%) to local events.

### Major events

- Omega Dubai Desert Classic
- Standard Chartered Dubai Marathon
- Dubai Tour
- Dubai Duty Free Tennis Championships
- Dubai World Cup
- DP World Tour Championship
- Emirates Airline Dubai Rugby Sevens

In terms of direct economic impact, over 90% is estimated to come from the seven major events with the remainder from the international tier.

The majority of event financing comes from within Dubai due to the origin of leading sponsors and Dubai Government support.

### Attendance

It is estimated that over 1m spectators watch sports events in Dubai each year, with the highest individual attendance being over 100,000 at the Emirates Airline Dubai Rugby Sevens over three days. The Dubai World Cup is the best attended single day of sport, attracting c.80,000 spectators each year.

### Event sponsorship

Dubai has a well-developed sponsorship market. All the major international events held in Dubai each year benefit from sponsorship from globally recognised brands, both Dubai-based and overseas. Sponsorship spend for sports events in Dubai is c.\$100m p.a., with around 70% of this attributable to the seven major events held in the emirate.

### Event media and broadcast

The television and media (including social media) coverage associated with hosting sports events generates substantial exposure and awareness for Dubai, providing a platform to showcase itself to international visitors and promote itself as a leading destination for tourism.

### Other observations

Dubai’s sporting calendar, and that of the UAE as a whole, is particularly busy through the core event season (October-April), due to summer temperatures and the organic way in which the event calendar has developed over the last 30 years. This congested period is a challenge for established and for new events alike.

The following approach has been taken to avoid double counting:  
 Events = all events taking place in Dubai;  
 Facilities = all non-event use of elite/high-level facilities;  
 People = participation excluding events already covered and use of elite/high-level facilities.

## FACILITIES

Dubai has developed a set of high quality sports venues, which are capable of hosting a wide range of activities from elite sporting events to grass roots recreational activities. This section of the report concentrates on those capable of hosting elite and high-level regional sport. Grass roots recreational facilities are included in the *People* section.

Key sporting facilities from an economic perspective include:

- Golf courses;
- Dubai Duty Free Tennis Stadium;
- Meydan Racecourse;
- The Sevens Stadium
- Dubai Sports City; and
- The Hamdan Sports Complex.

The direct economic impact (additionality) attributable to facilities is significantly less than that attributable to events, as to prevent double counting this constitutes the economic impact arising only from the non-event use of the facilities.

Of the c.\$54m direct economic impact due to non-event use of facilities, the majority comes from Dubai's 11 golf courses and the expenditure of the overseas visitors that use these facilities. The next largest source is from the use of facilities as warm weather training or competition venues during the European winter, which is an area of considerable growth potential.



2010 FINA Short Course World Swimming Championships at the Hamdan Sports Complex

Among Dubai's sports stakeholders it is felt that the emirate's sporting offering would benefit greatly from the addition of a purpose built indoor 10-15,000 capacity multi-purpose arena (despite a c.5,000 seat arena being constructed at the Nad Al Sheba complex) and a permanent 30,000+ capacity outdoor stadium, the latter of which may be addressed by the UAE's hosting of the 2019 Asian Cup in football.

## PEOPLE

Dubai has a youthful and cosmopolitan population of nearly 200 nationalities. This presents a significant opportunity for growth in sport in Dubai, both in terms of event attendance and participation.

Dubai's macroeconomic conditions also bode well for sport. A strong sporting culture is a key selling point to attract and retain talent in the emirate, helping to enhance the quality of life both in terms of participation and as a spectator activity.

### Economic impact terms explained

**Gross expenditure** = the total spend on sport in Dubai, regardless of source.

**Direct economic impact** = "new money"; the additional expenditure in the Dubai economy from external sources that is directly related to sport.

#### Indirect and induced impacts (collectively the 'ripple effect'):

**Indirect** = business-to-business expenditure of suppliers related to sport, e.g. companies in Dubai's sport industry using other Dubai based businesses as suppliers.

**Induced** = additional expenditure from consumer spending, e.g. individuals working in the sport industry spending their wages in Dubai's shops and restaurants.

**Total economic impact** = direct and indirect and induced impact.

**Employment**

Dubai's sport industry supports significant levels of employment. We estimate that c.14,500 full-time equivalents are employed in the core sport industry, 0.6% of the total workforce. This places Dubai favourably when compared to a number of European countries, demonstrating that sport is well engrained within the economy.

**Sport participation**

Sport participation is an important component in the lives of a significant number of Dubai residents. The biggest mass participation event in Dubai is the Standard Chartered Dubai Marathon. In 2015, over 25,000 runners participated with significant numbers also taking part in similar events such as the Color Run, the Electric Run and We Run Dubai.

In total, we estimate that mass participation events attract over 85,000 participants each year in Dubai.

Those events attracting overseas competitors will also contribute to the direct economic impact of sport in the emirate, to a sum in excess of \$10m p.a.

Dubai contains a diverse range of facilities available to participants regardless of their level of ability. Recent notable additions to public facilities have been the cycle paths at Nad Al Sheba and Al Qudra, both of which provide high quality, traffic-free facilities and are due to be extended further in 2015. These paths, together with events, have helped increase participation and boosted the cycling 'boom' that has taken place in the emirate over the past decade.

**Tourism**

Tourism forms a central part of Dubai's economic growth and diversification. Sport tourism is expected to play a key role in this regard.

Events form a key part of the sport tourism landscape. However, inbound tourists also travel for other purposes such as to visit sporting attractions, attend sport conferences and exhibitions and participate in sporting mass participation activities.

Dubai's golf stakeholders have for many years positioned the emirate as one of the leading destinations worldwide for golf tourists. Other sports popular amongst tourists include watersports, and, increasingly, extreme sports.

**Economic contribution**

Sport participation, both by residents and tourists, and other economic elements not captured under events or facilities, are estimated to have contributed \$172m to Dubai's economy, with c.\$8m of additionality from overseas visitors participating in sport using publicly available/community facilities (participation at elite facilities has already been accounted for in the *Facilities* section).

**\$670m**

Total economic impact of sport in Dubai (expenditure from non-Dubai sources plus 'ripple effect')

**\$421m**

Direct economic impact of sport in Dubai (expenditure from non-Dubai sources)

**85,000+**

Mass participation event participants

**400+**

Gyms in Dubai



## THE BROADER SPORT INDUSTRY

The Government plays a vital role in supporting and developing sport in the UAE and Dubai through its policies and funding, with Dubai Sports Council (“DSC”) taking the lead for sport in Dubai.

There are over 30 sport federations and governing bodies with a permanent base in Dubai.

Supply chain organisations (such as catering, construction, maintenance and legal) also play a key role in sport’s economic contribution to the emirate.

Dubai-based companies such as Emirates Airline, Dubai Duty Free and DP World are very significant players in the global sports sponsorship industry, with Dubai a city synonymous with sport as a result.



Shuttle Time Dubai

**\$1.7 billion+**

Total expenditure p.a. related to sport in Dubai

**c.14,500**

Core industry employment

**1m+**

Aggregate attendance at sports events p.a.

**300+**

Regular annual events

**\$13m+**

Expenditure on sports equipment p.a.

## CITY BENCHMARKS

Dubai has been compared with a selection of international competitors by examining the quality and quantity of events hosted and facilities. Dubai performs well in terms of regular annual events, thanks largely to its global series of events in golf, rugby and tennis.

Dubai has a relatively small number of venues compared with the other benchmark cities. However, the close proximity of Dubai’s venues to each other, the ease of access to/from all areas of the city and its excellent airport and accommodation offerings afford Dubai a significant advantage.

# INTRODUCTION

**Falcon and Associates (“Falcon”), the strategic advisory company working on behalf of the Dubai leadership, commissioned the Sports Business Group at Deloitte to provide an in-depth quantitative and qualitative analysis of the contribution of sport to Dubai.**

Sport is an intrinsic part of the fabric of Dubai, entwined within its image, place and identity. However, to date there has been no consolidated analysis of the economic scale and worth of sport to Dubai. This report aims to rectify this.

## Methodology

A detailed methodology, assumptions and limitations are set out on page 61, but the key points are as follows:

- The report quantifies the economic contribution of sport in terms of both direct impacts (from sectors directly related to sport) and indirect impacts (from other sectors that rely on sport to a certain extent e.g. in the supply chain). It also assesses the current sporting landscape in the emirate, assessing the progress achieved in bringing Dubai up to its current standing together with recommendations to take forward and improve its offering further.
- The data included in this report has been gathered through a combination of:
  - extensive consultations with stakeholders in sport in Dubai. A full listing of those organisations/individuals is included on page 61;
  - data supplied directly by these individuals/organisations; and
  - additional research and analysis performed by Deloitte.
- The study focuses on the most recent data wherever possible, so 2014 has been used as the last full year. However, in some circumstances prior years have been used where more up-to-date data was not available.
- Some of the data in this report is in current (or nominal) prices. Current prices are the prices at the time of reporting and do not include any adjustments for the effects of inflation.

## Report structure

The report has been structured around three key ‘pillars’:

- 1. Events** – a comprehensive overview across sporting events taking place in Dubai, from elite, global events through to mass participation events enjoyed by the general public.
- 2. Facilities** – discusses the sports facilities of Dubai and their role in the sport industry of the emirate, including elite venues capable of hosting international sporting events and those hosting professional domestic sport. (NB – grass roots/ community facilities are included in the *People* section due to their close links to participation).
- 3. People** – an overview of sports participation in Dubai, with reference to the emirate’s population, demographics and sports tourism.

A number of case studies have also been included to examine particular events, facilities or participation aspects in more detail.

We then consider the broader sport industry and provide benchmarks to other leading sporting cities in terms of events staged and event management, organisation and strategy so that Dubai’s current standing can be gauged on a global scale.

The report concludes with a section on *Future outlook and opportunities* identified to enhance sport in Dubai.

## ECONOMIC IMPACT

### Introduction

This report quantifies the economic impact of sport on the economy of Dubai. The total economic impact comprises two elements: direct economic impact, and indirect and induced economic impact.

In addition to this, we have included a high-level estimate of gross expenditure attributable to sport (i.e. expenditure in the Dubai economy that would likely not have occurred if sport was not present in the emirate).

### Direct economic impact

Direct economic impact measures the additional expenditure generated in the Dubai economy by visitors to that host economy (e.g. the investment of international sponsors in Dubai or the expenditure of individuals from abroad).

We do not include expenditure by Dubai residents, businesses or organisations on the basis that this represents “deadweight” expenditure – i.e. economic activity that would have occurred regardless of sport taking place.

This is consistent with widely accepted economic impact measurement methodology and with previous economic impact studies that we have conducted.



### Indirect and induced economic impact

Indirect and induced economic impact quantifies the “ripple effect” as this direct expenditure is recycled through the economy via business-to-business and consumer spending, as described further on page 34. Our estimates are based on economic impact multipliers calculated specifically for the Dubai economy which are detailed in the *Limitations* on page 61.

### Gross expenditure

The gross expenditure of sport has also been estimated based on our discussions with stakeholders in sport in Dubai. This represents the total spend on sport in Dubai, i.e. the total ‘pot’ of money circulating around Dubai’s economy due to sport, whether internally or externally sourced.

### Employment

In addition the number of Full-Time Equivalent (“FTE”) individuals working in the sport industry has been estimated, incorporating full-time, part-time and temporary workers at organisations in the industry. A significant number of temporary roles exist due to the large number of events taking place in Dubai.

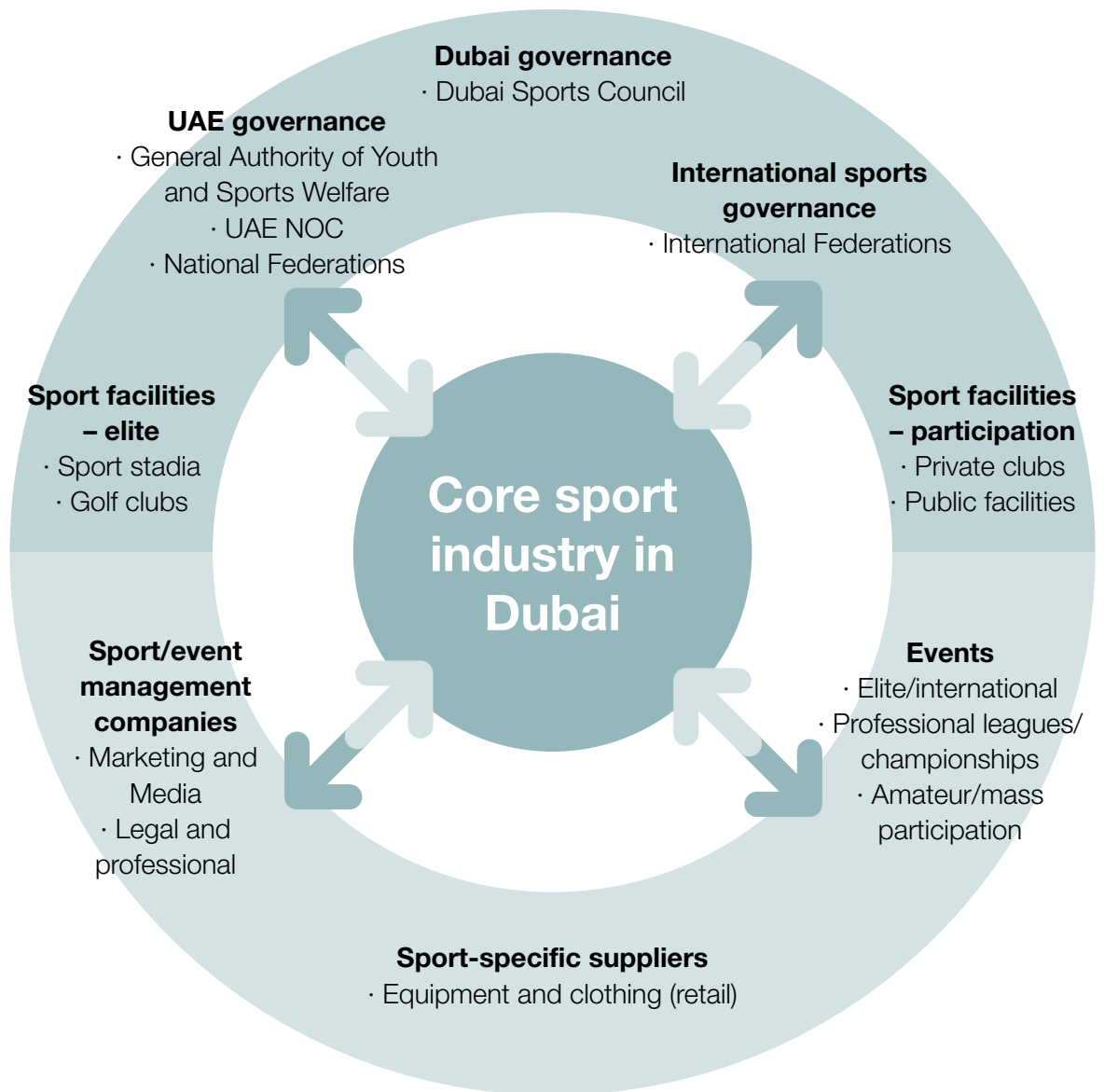
**THE SPORT INDUSTRY IN DUBAI**

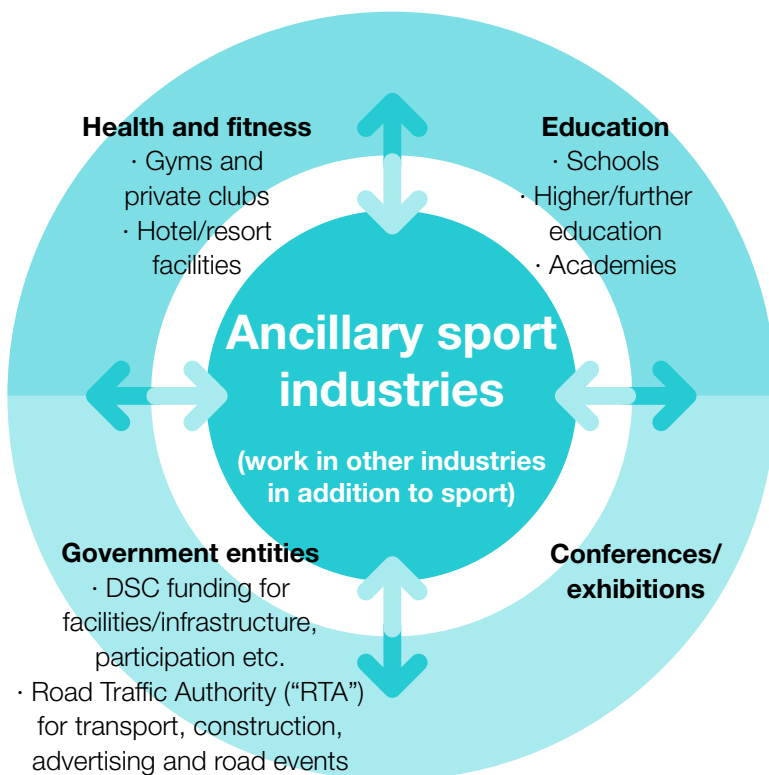
The economic impact of sport in Dubai has been estimated based on the direct expenditure of its participants and consumers. The stakeholders involved in Dubai’s sporting landscape are wide ranging, from government bodies and agencies through to multiple sport-specific suppliers. For ease of analysis they have been divided into core and ancillary industries and the supply chain.

- **Core industry** – those organisations that work only in sport, i.e. if there was no sport industry in Dubai these organisations would not exist.
- **Ancillary industry** – those organisations which, whilst working in the sport industry, are not 100% reliant on it.
- **Supply chain** – industries which supply the sports sector with goods and services.

The following entities are considered part of the core sport industry:

**UAE and Dubai governance** – those organisations part of, or working on behalf of, the Dubai or UAE leadership in relation to sport. Whilst sport may be only part of the remit of these entities they have been included as part of the core industry due to their importance to the development of sport in the emirate.





**International sports governance** – international federations (“IFs”) that are located in Dubai, the main IF being the International Cricket Council (“ICC”).

**Sport facilities – elite** – facilities capable of being used for elite, world-class sporting events.

**Sport facilities – participation** – a significantly broader category encompassing sport facilities accessible by the general public.

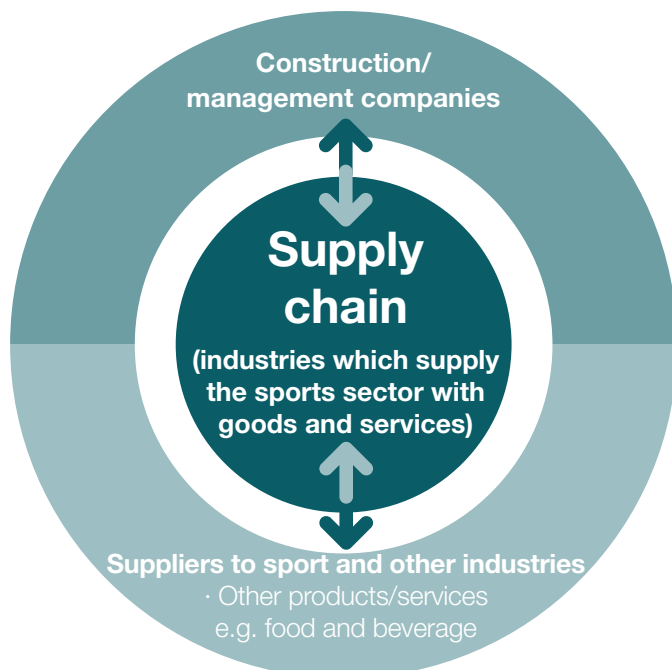
**Sport/event management companies** – a smaller component of entities specifically providing event management, marketing, media, legal or professional expertise to sporting events/facilities.

**Events** – encompassing all sporting events staged in Dubai, from major events through to the numerous mass participation events that take place in the emirate.

**Sport-specific suppliers** – those business suppliers that rely exclusively on supplying the sport industry, e.g. golf-specific suppliers, manufacturers/retailers of sporting apparel.

The ancillary and supplier industries indicated in the diagram will still have a major economic impact on sport in Dubai, but their existence is not reliant on sport in the emirate.

See page 61 for further details of our methodology.



# EVENTS

**Dubai hosts a wide range of sports events – from major events on the world stage and regular elite-level domestic competitions through to a large number of smaller events encouraging grass roots participation.**

Major international events help to raise the profile of the emirate and are a key driver of tourism and associated economic impact. In addition they encourage interest and participation at a local level, which is where smaller, locally organised events play a vital role.

Several of these events have taken place for a considerable length of time, and as such are an important part of Dubai’s sporting heritage. For example, the Emirates Airline Dubai Rugby Sevens has been taking place since 1969 and has featured in the World Rugby Sevens Series for 16 consecutive years.

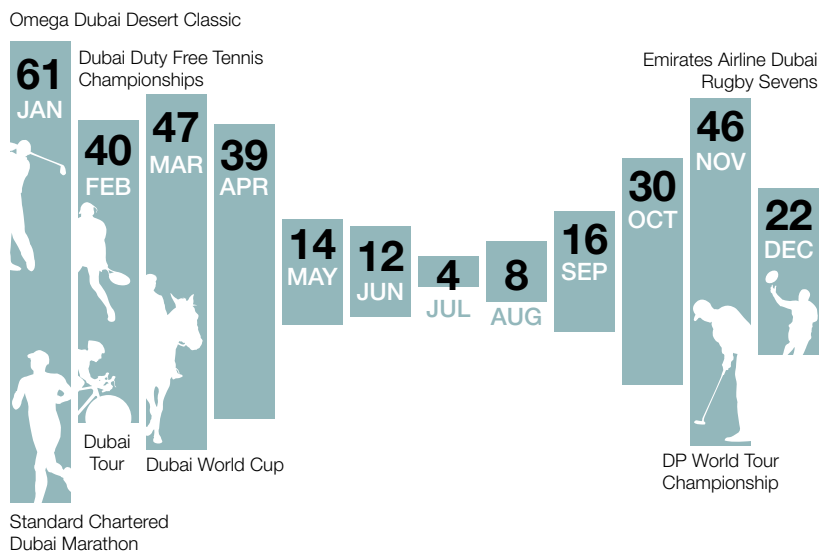
This section describes Dubai’s events by dividing them into three broad ‘tiers’ before detailing their economic impact, including a discussion of the number of spectators, the sponsorship market and event media and broadcast.

Dubai has also held a number of ‘one-off’ events, such as the 2010 FINA Short Course World Swimming Championships, the 2013 FIFA U17 World Cup, a number of Indian Premier League (“IPL”) cricket matches and the Dubai Football Challenge between Real Madrid and AC Milan in 2014, the 2015 Men’s U23 Volleyball World Championship, and in 2019 will be a host city for the AFC Asian Cup. Although these events vary each year, they have



Dubai Tour

Figure 1: Number of sports events by calendar month (2015)



been accounted for in the Methodology and included in the ‘International’ tier.

Figure 1 illustrates Dubai’s seasonal calendar of events, with very few events held in the summer months. A description of the three event tiers and the number of individual events in each tier is outlined in Figure 2.

- Notes:
1. For events which span more than one month, the month in which the event starts has been used for the purposes of the above.
  2. All events taken from Dubai Sports Council Events Guide 2015-2018.
  3. Domestic sports leagues (e.g. cricket, football, rugby) have been excluded.

Source: Dubai Sports Council.

Figure 2: Sports events in Dubai split by tier

Tier	Number of individual events	Description	
MAJOR Major international annually recurring events	7 including: <ul style="list-style-type: none"> <li>• Omega Dubai Desert Classic</li> <li>• Standard Chartered Dubai Marathon</li> <li>• Dubai Duty Free Tennis Championships</li> </ul>	<ul style="list-style-type: none"> <li>• Dubai Tour</li> <li>• Dubai World Cup</li> <li>• DP World Tour Championship</li> <li>• Emirates Airline Dubai Rugby Sevens</li> </ul>	Globally recognised annual events that regularly attract significant numbers of overseas visitors travelling specifically for the event.
INTERNATIONAL Including leading regional events	46 including: <ul style="list-style-type: none"> <li>• ITTF World Tour Grand Finals</li> <li>• BWF Dubai World Superseries Finals</li> <li>• Arabian Gulf League Football</li> <li>• Dubai International Triathlon</li> <li>• XCAT World Series Powerboating</li> <li>• Beach Polo Cup</li> </ul>	<ul style="list-style-type: none"> <li>• Samsung Beach Soccer Intercontinental Cup</li> <li>• World Championships of Beach Ultimate</li> <li>• FINA Swimming and Diving World Cups</li> </ul>	Events that are international in focus, and/or recognised throughout the UAE and wider GCC region. They may include international competitors and attract some overseas visitors travelling for the event.
LOCAL Other Dubai events	90+ including: <ul style="list-style-type: none"> <li>• Local fun runs and community events e.g. Furjan district tournament, Nad Al Sheba Sports Tournament, Spinneys 92 Cycle Challenge Dubai</li> </ul>		Local, smaller scale events, usually recreational activities with no international competitors or overseas visitors.
CONFERENCES AND EXHIBITIONS	including: <ul style="list-style-type: none"> <li>• Dubai International Sports Conference</li> <li>• Host Cities</li> <li>• Middle East Sports Event Summit</li> </ul>	<ul style="list-style-type: none"> <li>• FIH Congress 2016</li> <li>• ITF AGM 2014</li> <li>• SportAccord 2010</li> </ul>	Global sport conferences and exhibitions taking place annually in Dubai.

Note: Repeat/serial events have been grouped together hence total number of events differs from Figure 1.

### Economic impact

Two measures of the economic impact of Dubai's sports events have been estimated:

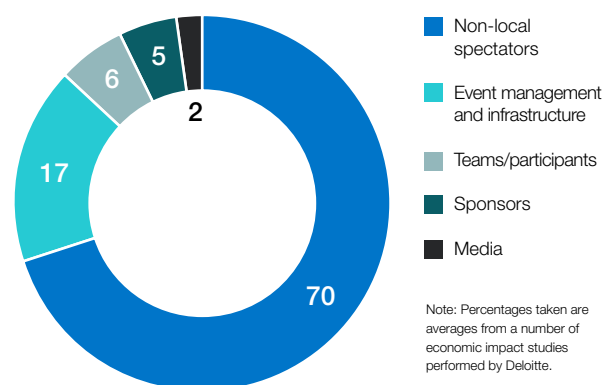
**1. Gross expenditure** – the total economic footprint of the events. This represents the expenditure within Dubai's economy due to the staging of the events regardless of the origin of the expenditure.

**2. Direct economic impact** – the additional expenditure entering Dubai from outside the emirate due to the

staging of the event. This typically includes transport, accommodation and subsistence costs of overseas visitors, competitors and so forth.

The following chart (Figure 3), whilst not specific to Dubai, demonstrates the stakeholders involved in staging major international events and their typical contributions to economic impact, i.e. the expenditure generated by the events from external sources.

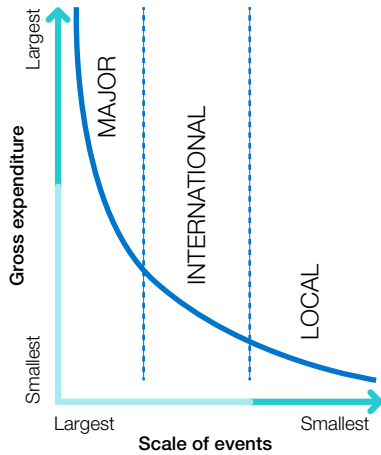
Figure 3: Event stakeholders and typical contributions towards direct economic impact (%)



Note: Percentages taken are averages from a number of economic impact studies performed by Deloitte.

Source: Deloitte analysis.

Figure 4: Typical event economic impact profile



The typical profile of the economic impact of events held in a territory with a well-developed sport industry and infrastructure is likely to resemble the curve in Figure 4.

A small number of the major events will provide the majority of economic impact, with a smaller portion provided by the international events and the ‘tail’ of local events providing a decreasing amount.

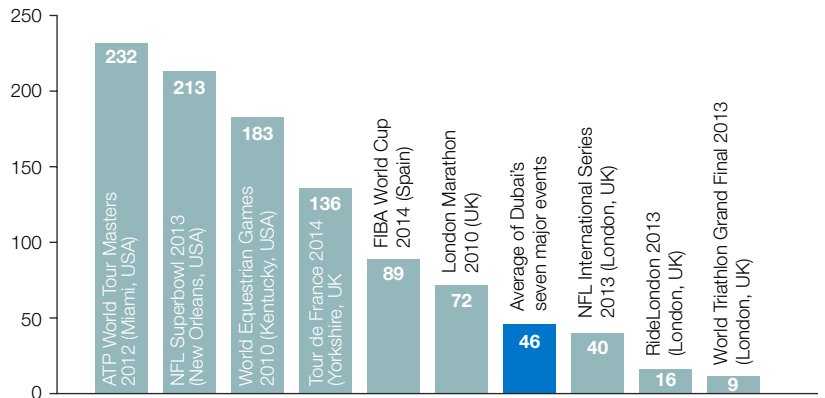
When the economic impact of Dubai’s events is analysed a similar profile emerges. As shown at Figure 5, the majority (\$407m, 57%) of the gross expenditure is estimated to come from the seven major events Dubai hosts, with \$250m (35%) attributable to the 46 international events and the remaining \$52m (7%) to local events. In terms of direct economic impact, i.e. expenditure in Dubai originating in other territories, then over 90% is estimated to come from the seven major events with the remainder from the international tier (local events are assumed to have negligible international visitors travelling specifically for the event).

Figure 5: Estimated economic impact of Dubai’s events (\$m)

Event tier	Gross expenditure (total expenditure associated with events, regardless of source)	Direct economic impact (expenditure from non-Dubai sources)
MAJOR	407	325
INTERNATIONAL	250	34
LOCAL	52	0
<b>TOTAL</b>	<b>709</b>	<b>359</b>

Source: Dubai Sports Council Event Guide 2015; The Dubai Calendar; Deloitte analysis.

Figure 6: Direct economic impact of a selection of international sporting events (\$m)



When compared with a selection of sporting events held elsewhere in the world, Dubai’s top events are on an equal footing with a number of those held in leading event cities such as London (see Figure 6).

This highlights the importance of these major events to Dubai from an economic perspective and reinforces the perception that it is leading events such as these that make a discernible difference, both in terms of their economic footprint and their role in attracting overseas investment to the emirate.

- Notes:
1. Figures relate to direct economic impact only. Where direct economic impact figures have not been available we have deflated the overall economic impact by 25%.
  2. Studies may employ different methodologies to calculate economic impact.
  3. Figures related to the direct economic impact of events on a host city, region or country.
  4. All figures presented at prevailing prices at the time of the study/event. Original amounts in Euros converted to USD based on exchange rate at 20th March 2015.
  5. FIBA World Cup 2014 (Spain) relates to non-local spectator expenditure only.

Source: Deloitte analysis.



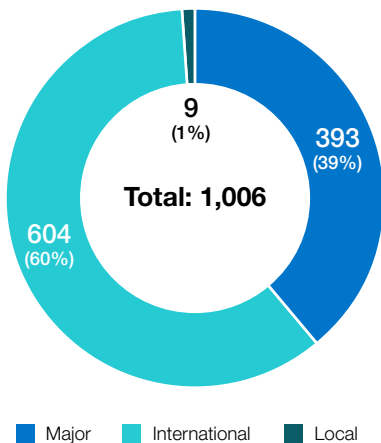
### Attendance

Spectators drive a significant contribution of the gross expenditure at an event. It is estimated that over 1m spectators watch sports events in Dubai each year, with the Emirates Airline Dubai Rugby Sevens alone attracting over 100,000 attendees over the three days of competition and the Dubai World Cup around 80,000 spectators.

Whilst major events are responsible for a significant proportion of spectators, due to the large number of individual events the aggregate attendance for international events exceeds that of the major events.

The estimated split of total number of attendees at Dubai's sporting events by event tier is as follows:

**Figure 7: Attendance at Dubai sporting events ('000s)**



Source: Deloitte analysis.

For many of the mass participation events held in Dubai the number of participants will greatly exceed spectators. Total participants in such mass participation events is estimated to be c.64,000, with the Standard Chartered Dubai Marathon alone numbering around 25,000 runners in its three race distances (Marathon, 10km and 3km). Sports participation is discussed further in the *People* section.

**Figure 8: Title/main sponsors of Dubai's major events**

Event	Sport	Title/main sponsor	Sponsor origin
Dubai Desert Classic	Golf	Omega	Switzerland
Dubai Marathon	Athletics	Standard Chartered	UK
Dubai Tour	Cycling	Commercial Bank of Dubai	Dubai
Tennis Championships	Tennis	Dubai Duty Free and J.P. Morgan	Dubai and USA
Dubai World Cup	Horseracing	Nine partners including Emirates Airline, Longines and DP World	Various
Tour Championship	Golf	DP World	Dubai
Dubai Rugby Sevens	Rugby	Emirates Airline	Dubai

Excluding competitions taking place over extended periods of time such as the matches of Dubai's four (as of 2014/15) UAE Arabian Gulf League football clubs, the three best attended sports events in Dubai are the Dubai Duty Free Tennis Championships, the Emirates Airline Dubai Rugby Sevens and the Dubai World Cup which between them attract well over 250,000 spectators. The DP World Tour Championship also attracts over 50,000 attendees.

Whilst full data on the origins of spectators is not currently available for leading Dubai events, consultations with stakeholders reveal that the most significant numbers travel to Dubai for the major events, with smaller numbers for those in the international tier. This mirrors the direct economic impact of events discussed previously, with over 90% coming from the spending of international visitors to major events.

This reinforces the importance of having a coherent events strategy, agreed by all major stakeholders, to help drive increased levels of economic impact at events in future.



Emirates Airline Dubai Rugby Sevens at the Sevens Stadium

### Event sponsorship

Due to its global reputation as an effective place to do business and also as a host of major sporting events, Dubai has a well-developed sponsorship market. All the major international events held in Dubai each year benefit from sponsorship from globally recognised brands, both Dubai-based and overseas (see Figure 8).

In terms of the gross expenditure, i.e. spending in Dubai's economy directly attributable to sporting events, sponsorship spend is c.\$100m p.a., with around 70% of this attributable to the seven major events listed in Figure 8.

However, due to a significant proportion of sponsorship arising from Dubai



Dubai World Cup at Meydan

entities, the direct economic impact of sport event sponsorship will be notably less than this. Only sponsorship from non-Dubai based organisations can be included as having a direct economic impact (e.g. Omega, Standard Chartered, J.P. Morgan).

The majority of event financing therefore comes from within Dubai due to the origin of leading sponsors. An increased level of sponsorship from non-Dubai entities would be necessary for events to increase their direct impact on Dubai's economy.

Major and international sporting events currently represent a net flow of expenditure out of Dubai (mainly via prize money), albeit balanced with advertising exposure for Dubai. The only sources of funding from outside of the emirate will be from non-Dubai sponsors and overseas visitors.

Figure 9: Media coverage of a selection of Dubai's events

Event	Media coverage
Dubai Duty Free Tennis Championships	<ul style="list-style-type: none"> <li>• 120 international broadcasters</li> <li>• Men's event broadcast for 3,437 hours across 63 countries</li> <li>• Women's for 2,564 hours across 51 countries</li> <li>• Global television audience of 400m</li> <li>• Over 400k unique visitors to the tournament website</li> </ul>
Dubai Tour	<ul style="list-style-type: none"> <li>• Broadcast to 111 countries on five continents</li> <li>• 1,793 online articles posted on 629 digital media networks for 2015</li> </ul>
DP World Tour Championship	<ul style="list-style-type: none"> <li>• Broadcast live on television for 1,220 hours across 51 broadcasters</li> <li>• Global audience reach of 458m households</li> </ul>
Emirates Airline Dubai Rugby Sevens	<ul style="list-style-type: none"> <li>• The most televised HSBC World Rugby Sevens Series tournament in history</li> <li>• 593 hours of television coverage across 359m households in 145 countries</li> </ul>
BWF Dubai World Superseries Finals	<ul style="list-style-type: none"> <li>• Over 1,600 global broadcast hours</li> <li>• \$25m in television coverage media value for the Dubai brand</li> <li>• 96% attributable to the East and South East Asian markets</li> </ul>

Source: Event media reports.

### Event media and broadcast

The television and media coverage associated with hosting major international events generates substantial exposure and awareness for Dubai, providing a platform to showcase itself to international visitors and promote itself as a leading destination for tourism.

Furthermore, Dubai's connectivity with the rest of the world as discussed in the case study on page 56 provides access to audiences on a vast scale. Around 2.2 billion people across Asia, Europe and Africa live in the four time zones either side of Dubai, making it ideally situated to capture a global television audience.

Media coverage of a selection of events is provided in Figure 9. TV coverage of Dubai's leading events regularly generates up to \$0.5 billion of gross advertising media value per event.

Dubai's sporting events are also well covered by the domestic media and sport specific publications e.g. the Sport360 newspaper.

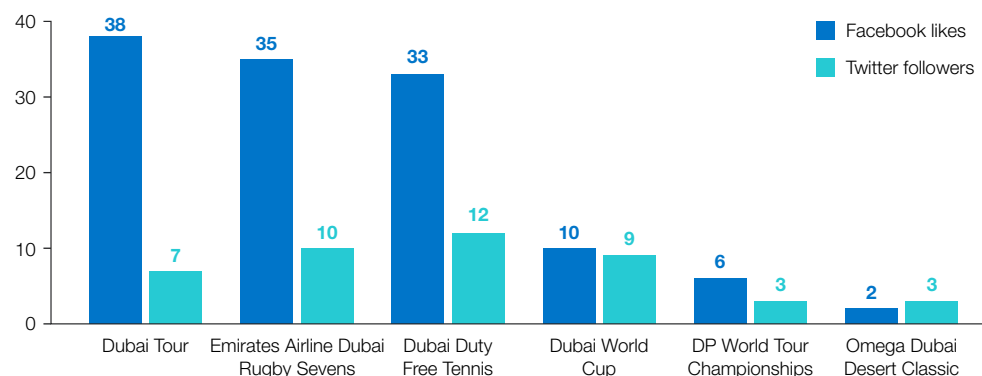
Dubai's major events are also well represented on social media, with the respective Twitter followers and Facebook likes shown in Figure 10.

### Parasport events

Dubai is increasingly associated with hosting leading parasport events, with Dubai Sports Council playing a key role in this regard. The Dubai Club for the Disabled plays host to the majority of such events, and in the 2014/15 season hosted a number of leading competitions. Notable parasport events in Dubai include:

- The 2014 IPC Powerlifting World Championships, attended by 400 athletes from 62 countries;

Figure 10: Social media profiles of major Dubai sporting events ('000s)



- The 2015 Fazza IPC Athletics Championships, which served as a qualifier for the 2015 IPC World Championships and 2016 Paralympic Games, attended by 490 athletes from 48 countries; and
- The 2016 IPC Athletics Asia-Oceania Championships, expected to attract around 600 athletes from 45 countries.

### Additional impacts

In addition to the economic benefits associated with hosting a sport event outlined above, there are a number of other potential advantages including:

- Enhancement of the city's image and brand on the world stage;
- Greater likelihood of attracting future events;
- Improvement in infrastructure and facilities (see *Facilities* section);
- Increased levels of engagement with sport by local residents, with potential for associated health and fitness benefits (see *People* section);
- Greater likelihood of developing future sports stars (see *Emirati talent* case study);
- Increased levels of tourism (see *People* section);

- Employment opportunities (see *People* section); and
- Social benefits such as increased national pride and unity.

### Conclusion

Dubai is well represented by international events, with the seven major events complemented by more recent additions such as badminton's BWF Dubai World Superseries Finals, cycling's Dubai Tour and the Dubai International Triathlon. In a number of sports Dubai is also now host to the end-of-season "finale" e.g. golf, badminton and squash.

The brand and appeal of Dubai as a destination is of great importance to the success of these events. Sport can look to leverage the trading relationships with territories including the GCC and wider MENASA region, China and India as a result.

As shown in Figure 1, Dubai's sporting calendar, and that of the UAE as a whole, is particularly busy through the core event season (October-April) due to the organic way in which it has developed over the last 30 years, which can prove a challenge for new events to become established and for existing events to thrive. This topic and possible solutions to improving the current situation are discussed in more detail in the *Future outlook and opportunities* section.

Note: Standard Chartered Dubai Marathon has no Facebook page or Twitter profile.

Source: Deloitte analysis (Data correct as at 18th March 2015).

# FACILITIES



Dubai Autodrome

**Dubai has developed a set of high quality sports venues, which are capable of hosting a wide range of activities from elite sporting events to grass roots recreational activities. In 2011, a feasibility study into Dubai's capability for hosting the Olympic Games concluded that 70% of the "hard" infrastructure was already planned or in place.**

For the purposes of this section, facilities are defined as those venues capable of hosting elite and high-level regional sport. The economic impact of facilities for the use by the general public for recreational purposes is detailed in the *People* section.

Many of Dubai's sporting facilities are in close proximity to each other which, coupled with the support of the emirate's excellent infrastructure and efficient transport links, provides ease of access and travel between venues.

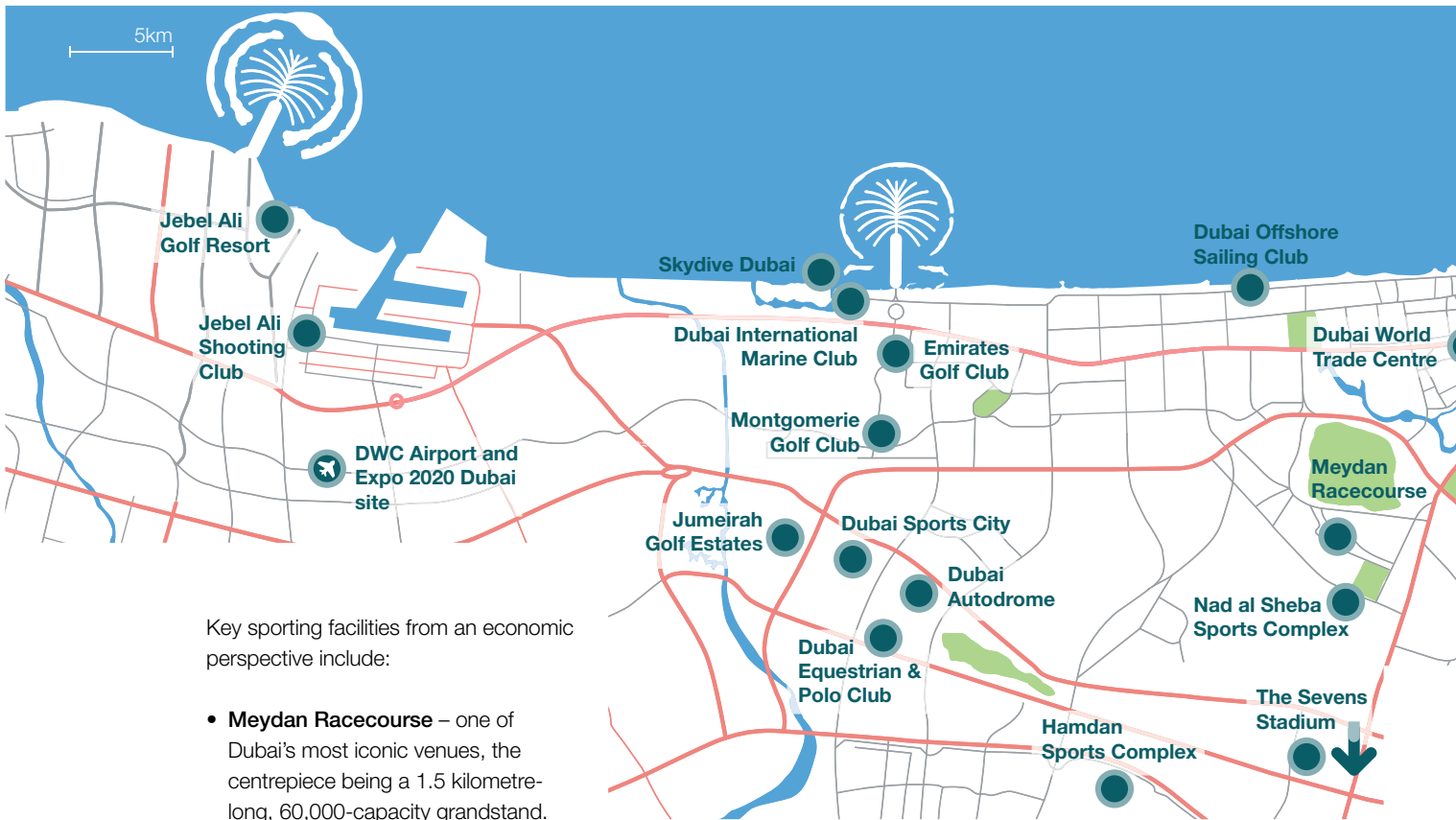
An overview of a selection of Dubai's elite venues is provided here in Figure 11.

Figure 11: Overview of a selection of Dubai's elite venues

Venue	Dubai Autodrome	Dubai International Marine Club & Dubai Offshore Sailing Club	Dubai Polo & Equestrian Club	Dubai Roads
Sports hosted	Motorsport	Sailing, other Watersports	Polo, Dressage, Show Jumping	Cycling, Marathon, Triathlon
Main events hosted	24 Hour Race in Dubai, Color Run	Traditional sailing and dhow events	Dubai Polo Gold Cup Series, British Polo Day Dubai	Dubai Tour, Standard Chartered Dubai Marathon, Dubai International Triathlon
Spectator capacity	15,000	n/a	n/a	n/a
Other information	<ul style="list-style-type: none"> <li>The UAE's first multi-purpose motorsport and entertainment facility including:               <ul style="list-style-type: none"> <li>- FIA sanctioned circuit</li> <li>- Race school</li> <li>- Indoor and outdoor karting tracks</li> <li>- VIP hospitality area</li> <li>- Entertainment facilities</li> </ul> </li> <li>Also hosts road cycling</li> </ul>	<ul style="list-style-type: none"> <li>Together provide Dubai's main sailing facilities alongside various other watersports</li> </ul>	<ul style="list-style-type: none"> <li>Offers polo and show-jumping alongside desert horse riding</li> <li>Includes club with extensive restaurant and leisure facilities</li> </ul>	<ul style="list-style-type: none"> <li>Dubai's largest mass participation event, the Standard Chartered Dubai Marathon, is held on Dubai's roads with over 25,000 runners and tens of thousands of spectators</li> <li>The Dubai Tour, totalling 660km in 2015, is also held annually</li> </ul>

Dubai Sports City	Dubai Tennis Stadium	Dubai World Trade Centre	Golf courses	Hamdan Sports Complex	Meydan Racecourse	The Sevens Stadium
Cricket, Football, Golf, Rugby, Swimming, Athletics, Tennis, American Football	Tennis	Football, Rugby, Badminton, Table Tennis, Tennis, Basketball, Boxing, Mixed Martial Arts, Body building, Volleyball and Gymnastics	Golf	Aquatics (Swimming, Diving, Water Polo, Synchronised Swimming) plus other sports, e.g. Badminton, Basketball, Karate, Tennis, Volleyball	Horseracing, Golf, Tennis	Rugby, Football, Cricket, Gaelic Football, Netball, Basketball, Aussie Rules, Tennis, American Football
International cricket – IPL and Pakistan national team (Dubai International Stadium)	Dubai Duty Free Tennis Championships	UFC, Glory World Series Kickboxing	DP World Tour Championship, Omega Dubai Desert Classic, Omega Dubai Ladies Masters, Challenge Tour Final	FINA World Swimming Championships (2010); FINA Diving World Series (2012-2015); Badminton World Superseries Finals 2014; IPTL Tennis; FIBA U17 World Championships 2014; Asian Volleyball Championships 2013	Dubai World Cup Carnival	Emirates Airline Dubai Rugby Sevens, Dubai Football Challenge (AC Milan v Real Madrid in 2014)
25,000 (Dubai International Stadium); 3,000 (Rugby Stadium)	5,000	Up to 10,000 depending on arena	n/a	15,000	Grandstand 60,000	50,000
<ul style="list-style-type: none"> <li>Other planned venues include a 60,000 capacity stadium and a 10,000 capacity indoor arena</li> <li>Hosts ICC Cricket Academy and Spanish Soccer School run by Michel Salgado</li> <li>Also houses residential, retail and leisure facilities</li> </ul>	<ul style="list-style-type: none"> <li>Aside from DDF tournament is used mainly by coaching academies</li> <li>Also used for Dubai Duty Free Darts Masters and as concert venue</li> </ul>	<ul style="list-style-type: none"> <li>The region's largest facility for conferences, exhibitions and events</li> <li>Arena also used for sport (mainly combat) events and Dubai Sports World for two months each summer</li> </ul>	<ul style="list-style-type: none"> <li>11 golf courses in Dubai at nine golf clubs</li> <li>See Golf case study p.44</li> </ul>	<ul style="list-style-type: none"> <li>Olympic-standard swimming and diving pools with seating capacity of 15,000</li> <li>Can be converted into multi-sport venue (e.g. basketball, boxing, tennis, volleyball)</li> <li>Concert and conference venue</li> </ul>	<ul style="list-style-type: none"> <li>Five-star hotel</li> <li>Conference centre</li> <li>Restaurants</li> <li>IMAX theatre</li> <li>Open-air concert capacity of 20,000</li> <li>Nine-hole golf course</li> <li>Tennis centre</li> </ul>	<ul style="list-style-type: none"> <li>Venue contains 12 pitches</li> <li>Hosts Arsenal Soccer School</li> <li>Hosts multiple sporting events and concerts throughout the year</li> <li>Secondary 15,000 capacity arena</li> </ul>

Source: Deloitte analysis.



Key sporting facilities from an economic perspective include:

- **Meydan Racecourse** – one of Dubai’s most iconic venues, the centrepiece being a 1.5 kilometre-long, 60,000-capacity grandstand. Meydan is home to the world’s richest horse race, the Dubai World Cup.
- **Dubai Sports City** – comprises a range of high quality sporting venues including the Dubai International Stadium, the Els Club golf course, Spanish Soccer Schools and the ICC Cricket Academy.
- **Hamdan Sports Complex** – built in 2010 to host the FINA World Short Course Swimming Championships and has since hosted other international aquatic and other sport events when converted into an indoor multi-sport facility.
- **The Sevens Stadium** – best known as the home of the Emirates Airline Dubai Rugby Sevens, features a 50,000 capacity main arena constructed specifically for the event and a secondary 15,000 arena.

**Economic impact**

As for events, the economic impact of facilities has been measured by two expenditure based approaches:

- 1. Gross expenditure**, i.e. the total economic footprint of the facilities excluding that directly attributable to events as this has already been accounted for in the *Events* section. This represents the expenditure within Dubai’s economy due to the use of the facilities regardless of the origin of the funds themselves; and
- 2. Direct economic impact**, i.e. the additional funds entering Dubai from outside the emirate exclusively due to non-event use of the facilities. This typically includes transport, accommodation and subsistence costs of foreign visitors.

The main facilities outlined in Figure 11, are estimated to generate gross

expenditure of c.\$205m. As outlined above this is expenditure stemming purely from use of the facilities for non-event purposes – for example for golf courses this will include expenditure arising from membership fees and green fees but exclude any expenditure arising from the professional events detailed in the previous section.

The other professional sport facilities in Dubai are estimated to generate gross expenditure of c.\$50m, the majority of which comes from the emirate’s four main sports clubs with football clubs in the Arabian Gulf League in 2014/15 (ultimately funded by the Dubai Sports Council). Other venues include the Nad Al Sheba complex (not run for profit) the Jebel Ali resort and other equestrian and polo facilities.

The direct economic impact (additionality) directly attributable to facilities is significantly less than that attributable



Standard Chartered Dubai Marathon

to events, as more expenditure from non-Dubai sources is likely to enter the emirate due to the staging of a major event (already accounted for in the *Events* section) rather than from the use of facilities. The only additionality attributable to facilities will therefore be from non-event visitors from abroad, i.e. foreign participants or sport tourists.

Of the c.\$54m direct economic impact due to non-event use of facilities, the majority comes from Dubai's 11 golf courses and the expenditure of the overseas visitors that use these facilities. The next largest source is from the use of facilities as warm weather training or competition venues, for example the training complexes at Nad Al Sheba and Jebel Ali which are frequently used by overseas football teams on winter break training. A number of English, Eastern European and Russian clubs have visited the facilities in recent years. Other professional sports teams have used Dubai en route to competitions in other parts of the world, for example the Brazilian Youth Olympic Team trained in Dubai ahead of the Singapore Youth Olympics.

School and club teams from countries including the UK, South Africa, Australia and New Zealand are also frequent visitors to Dubai, travelling to train and play in tournaments against Dubai based teams or other touring parties. Cricket, hockey and netball are the most popular sports for such teams.

For activities such as these training visits it is Dubai's favourable autumn, winter and spring climate, in conjunction with the high standard of facilities and accommodation, which is an important driver of this inbound expenditure.

Dubai's sporting facilities, especially golf courses, are important enablers for real estate developments due to the desirability of property in these locations. Whilst this will have an impact on real estate values, it is not an economic impact of sport per se, hence not reflected in the expenditure discussed in this section.

Figure 12: Estimated economic impact of sports facilities in Dubai (\$m)

Gross expenditure	255
Direct economic impact	54

Note: Non-event expenditure attributable to professional sport facilities.  
Source: Deloitte analysis.

**Conclusion**

Dubai has a range of high quality facilities suitable for elite level competition and grass roots participation. However, there remain both significant opportunities and room for improvement in future.

The use of Dubai's facilities for warm weather training is a particular area of opportunity. Whilst a number of leading European football clubs do visit, and leading golfers often base themselves in the emirate for periods of the year, the facilities and infrastructure are already in place for other sports to capitalise, for example cycling and triathlon.

Among Dubai's sports stakeholders it is felt that the emirate's sporting offering would benefit greatly from the addition of a purpose built indoor 10-15,000 capacity multi-purpose arena (despite a 5,000 seat arena being constructed at the Nad Al Sheba complex) and a permanent 30,000+ capacity outdoor stadium.

The latter may be addressed following the announcement by the Asian Football Confederation that the 2019 Asian Cup will be staged in the UAE, with a new stadium in Dubai likely to be necessary to facilitate the successful hosting of tournament.

These themes are explored later in the *Future outlook and opportunities for Dubai* section.

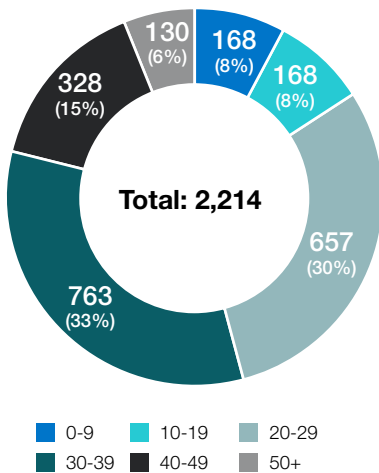
# PEOPLE

This section provides an overview of sport participation in Dubai, both in terms of local residents and tourists, set out in the context of the macro environment (i.e. population, economy, employment and tourism). The facilities used by these participants are also discussed.

### Population

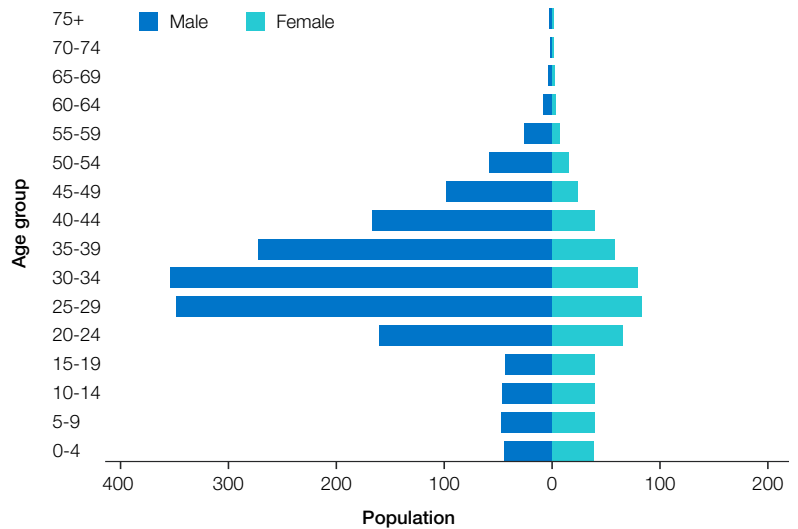
Dubai is the most populous city in the UAE, with an estimated population of 2.2m at the end of 2013. Over 80% are foreign-born, comprising nearly 200 nationalities. Dubai also has a male-dominated population which is attributed to the fact that the majority of expatriate workers are men who often are not accompanied by their families in Dubai.

Figure 13: Dubai population by age group – 2013 ('000s)



Source: Dubai Statistics Centre.

Figure 14: Dubai population by age group and gender – 2013 ('000s)



Source: Dubai Statistics Centre.

On top of the resident population, Dubai hosts significant numbers of inbound commuters (workers who reside outside of the emirate) and tourists each day, which raises the daytime population yet further.

Around two thirds of Dubai's population are aged between 20 and 39. Within these age groups, the most populous is the 30-34 bracket. Such a youthful population presents a significant opportunity for growth in sport in Dubai, both in terms of event attendance and participation.

### Economy

In the latter half of the twentieth century Dubai has rapidly developed its infrastructure, resources and capabilities to become a leading business and tourism destination. Such growth attracted large numbers of expatriate workers to the emirate.

Over more recent years, Dubai's economy has become increasingly diversified and GDP has grown. In 2013, it grew by 4.6% to reach \$88.7 billion, with hospitality the fastest growing sector – its 13% increase represented the sector's third consecutive year of double-digit growth.

22 economic free zones are in operation in Dubai, offering foreign businesses attractive concessions and investment incentives across sectors such as ICT (Information and Communications Technology), media and finance. Such incentives, coupled with Dubai's central location and multicultural population, have helped to attract increasing levels of foreign direct investment over recent years (\$8 billion in 2012).

Dubai also has an affluent society, and in the ten years to 2013 levels of personal disposable income grew by over 72% to a collective \$24 billion.



Sport is likely to be a beneficiary of such a rise in disposable income levels.

These macroeconomic conditions bode well for sport. A strong, growing economy requires sufficient resources to support it, which is likely to result in increasing numbers of expatriate workers in Dubai. A strong sporting culture is a key selling point to attract and retain talent in Dubai, helping to enhance the quality of life both in terms of participation and as a spectator activity.

### Employment

There are significant numbers of people working in Dubai who reside outside of the emirate, partly due to the cheaper accommodation rates in neighbouring emirates. As a result, Dubai's workforce – around 2.4m in 2012 – exceeds its resident population of 2.2m.

The dominant sectors in terms of employment numbers are Wholesale, Retail Trade and Repairing Services (23% of the total workforce in 2012), Construction (20%) and Manufacturing (14%), as illustrated by Figure 15.

The sport industry supports significant levels of employment, both directly and indirectly across the economy. We estimate that c.14,500 FTEs are employed in the core sport industry, 0.6% of the total workforce. This figure would be even higher with the inclusion of workers in ancillary sports industries (i.e. those not working 100% of the time in sport). Figure 16 shows that this places the city of Dubai favourably when compared to a number of European countries, demonstrating that sport

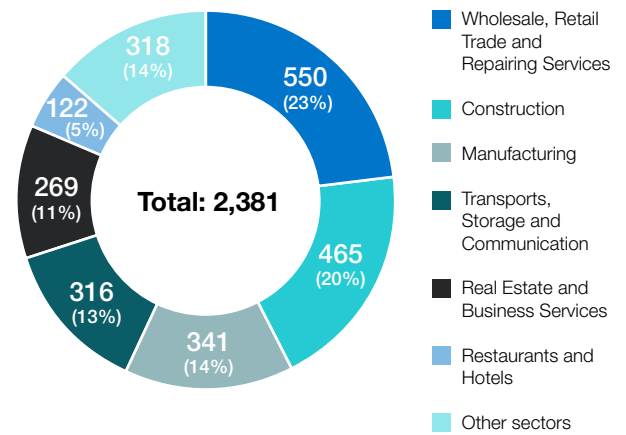
is well engrained, with a significant employment contribution, within the economy of the emirate.

Volunteers, who are not included in the FTE figures outlined earlier, will also play a key role in the sport industry although the economic impact of these will be minimal.

### Sport participation

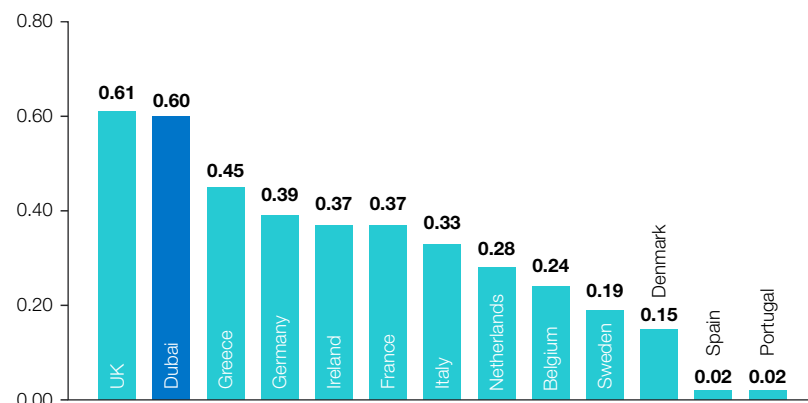
This sub-section considers the economic impact associated with sport participation, of which there are various forms including mass participation events and sport within schools. Whilst some events, programmes and facilities are specifically targeted to increase participation amongst the Emirati community, others are aimed more at expatriates. Regardless of background, sport participation remains an important component in the lives of a significant number of Dubai residents.

**Figure 15: Workers by economic sector in Dubai – 2012 ('000s)**



Source: Dubai Statistics Centre.

**Figure 16: Sport share of national employment as percentage of heads (%)**



Source: SpEA (2012); Deloitte analysis.

**Sport – a key part in Dubai’s future**

The leadership of Dubai sees sport as an important component in the future development of the emirate and the wider UAE.

- **Dubai Plan 2021** with its theme of ‘A City of happy, Creative and Empowered People’ reinforces the responsibility of individuals to maintain a healthy lifestyle, enabling them to play an active, productive and innovative role in all aspects of society and the economy.
- **UAE Vision 2021 National Agenda** has a national key performance indicator of increasing the number of Olympic and Paralympic medals won by UAE athletes, with the aim of making citizens proud of their identity and have a sense of belonging.
- **UAE National Day (2 December)** will from 2015 also incorporate a National Sports Day as announced by His Highness Sheikh Mohammed, stressing the importance of sport and the need to promote a culture of exercise and sports activities in the young.

Committee in 2006 to help achieve this. DSC also supports a number of female-only tournaments and events, such as the **Sheikha Hind Women’s Sport Tournament** and the **Dubai Women’s Run**, the latter attracting around 6,000 runners annually.

Other significant mass participation events include:

- **Nad Al Sheba Sports Tournament**, held over 22 days during Ramadan, which attracts over 3,000 athletes competing across six sports: padel tennis, futsal, cycling, running, squash and volleyball;
- **Spinneys Dubai 92 Cycle Challenge**, operated by Promoseven Sports Marketing and which has grown to become the largest amateur cycling event in the Middle East and North Africa. The 2014 edition attracted 1,800 participants;
- **Emirates Airline Dubai Rugby Sevens** which comprises an international amateur tournament alongside the World Series event, attracting more than 3,300 players in over 220 teams. Will also include a netball tournament from 2015;
- **We Run Dubai**, a 10km race in Downtown Dubai that forms part of the global Nike ‘We Run’ series, attracting thousands of competitors;
- **Beat Diabetes Walk**, a 2km walk taking place in Zabeel Park in December which attracts over 20,000 participants; and
- **Electric Run**, a 5km night run which will take place for the first time in Dubai in November 2015.

In total, we estimate that mass participation events attract over 85,000 participants each year in Dubai, which will result in significant gross expenditure through entry fees and spending on equipment. Those events

**Government role**

One of the Dubai Government’s key strategic priorities is to develop Emiratis’ interest and participation in sport. As well as expanding its portfolio of major sporting events and making Dubai a leading sports tourism destination, it is committed to promoting an inclusive sports participation culture in order to facilitate an active and healthy lifestyle across society.

The Dubai Sport Council (“DSC”) was established in 2005 with the aim of building an outstanding sports community in the emirate. A significant amount of DSC’s budget will be attributable to driving participation.

**Mass participation events**

Mass participation events are becoming increasingly popular worldwide. As well as facilitating a healthier lifestyle, the social element of the experience and the challenge to complete the event are key factors which attract entrants. Dubai is no exception to this trend.

The biggest mass participation event in Dubai is the **Standard Chartered Dubai Marathon**. Founded in 2000, it has grown to become one of the

leading events on the global marathon circuit. In 2015, over 25,000 runners participated across the Marathon, 10km Road Race and 3km Fun Run, the vast majority being non-elite runners.

Despite being in its relative infancy, the **Color Run** has quickly become one of Dubai’s leading mass participation events since it was launched in 2012. The 5km race, which is organised by IMG and supported by DSC, attracted around 12,000 participants in 2014, around two thirds of whom were women.

DSC runs a number of mass participation events and initiatives throughout the year including the **Dubai Pulse**, a physical activity programme comprising four events (swimming, walking, cycling and running), and the **Furjan Championships**, an annual residential districts tournament. It is estimated that the Dubai Pulse programme has contributed to a 7% rise in the number of Dubai residents that regularly engage in physical activity.

Promoting the culture of sport and practice of physical activity among women in Dubai is a key focus of DSC, and it formed a Women’s Sport

attracting overseas competitors such as the Emirates Airline Dubai Rugby Sevens and Standard Chartered Dubai Marathon will also contribute to the direct economic impact of sport in the emirate, to an estimated sum in excess of \$10m p.a.

Mass participation events are an effective tool to attract inbound tourism, both from GCC countries and further afield, and their rise in popularity presents an opportunity which Dubai can capitalise upon.

### School sport

Figure 17 shows the number of schools, students and teaching staff for the 2013/14 academic year in government and private establishments. Sport forms part of the curriculum at all schools, with a minimum of two 45 minute sessions per week being carried out by all students.

Dubai's education system attempts to instil a culture of sports participation in young people, and DSC has made efforts to expand the sports offering in schools. As well as sport forming part of the regular curriculum, DSC runs the **Hamdan Bin Mohammed School Games Tournament** from October to the end of April each year. The tournament aims to improve sport in Government schools and use school sport as a base from which promising talents can develop towards achieving success at national level. Over 1,700 competitors participated across the various sports in 2014.

In addition the UAE National Olympic Committee runs the **School Olympics** programme which, whilst promoting an active lifestyle, also provides a means of identifying future sporting talent. The UAE-wide programme is delivered to nearly 20,000 children across Dubai in 33 training centres, with the winners of each category being included on an elite-level training camp to Italy in recent years.



A children's football training session in Dubai

Figure 17: Number of schools, students and teaching staff in Dubai (2013/14)

	Government	Private	TOTAL
Schools	77	158	235
Students	29,080	243,715	272,795
Teaching staff (Total)	2,503	9,200	11,703
Teaching staff (Sport and Physical Education)	c.250	c.1,000	c.1,250

Note: Does not include Adult and Technical schools. Source: Dubai Sports Council.

In 2010 the Princess Haya Initiative commenced to promote physical education and active lifestyles among schoolchildren. Former England cricketer Andrew Flintoff, who lived in Dubai for a period, participated in its launch.

### Facilities

In addition to the elite and professional sport venues noted in the *Facilities* section, Dubai contains a diverse range of facilities available to participants regardless of their level of ability. The 'core' facilities available to the general public include sports clubs funded by DSC (used exclusively by the Emirati

population) and around 70 private gyms. Other facilities that are made use of include those in schools – for example DUPLAYS, the region's largest organiser of recreational sport, hires a large number of school facilities in the evening on which it runs various competitions and leagues, and around 80 private schools have swimming pools, several of which are available for use by clubs and other groups out of school hours.

Recent notable additions to public facilities have been the cycle paths at **Nad Al Sheba** and **Al Qudra**, both



Dubai Creek Golf and Yacht Club

of which provide high quality, traffic-free facilities. The Nad Al Sheba path provides 4km, 6km and 8km loops with an 850m children’s path, whilst Al Qudra offers two longer distance loops of 18km and 50km with c.150km in total. By 2030, the Road Traffic Authority intends there to be 900km of dedicated cycle paths within Dubai.

These paths, together with events such as the Dubai Tour, Spinneys 92 and the inaugural running of the UCI Dubai Gran Fondo in March 2015, have helped increase participation and contributed to the cycling ‘boom’ that has taken place in the emirate over the past decade. This has led to a significant economic footprint, estimated at over \$2m due to the annual spend of participants on equipment.

Another sport to benefit has been **triathlon**, whose participants also make extensive use of the cycle paths. Triathletes also benefit from the swimming facilities available, whether it be Dubai’s extensive coastline or three Olympic size swimming pools – more than any city in the United Kingdom – which have also helped increase expenditure on sport in the emirate. These have contributed to numbers of registered triathletes rising from under 500 to nearly 3,000 in the last decade.

**Other sports participation**

- The Sports Village academies based at **Dubai Sports City** attracted a total footfall of over 820,000 in 2014, split between football (c.300k), rugby (c.280k) and cricket (c.240k). In 2015, this is projected to rise to around 1.4m.
- **Rugby** is one of the fastest growing participation sports in Dubai and the UAE as a whole. For example, there were over 1,750 registrants of Dubai based rugby clubs for the 2014/15 season across the younger age categories, including 1,200 Emiratis.
- **DUPLAYS** is the region’s largest sport and social club. c.40,000 of its members are based in Dubai, 60% of whom are under 35. It runs recreational and competitive leagues in 15 different sports.
- **Polo** is a sport that is becoming increasingly prominent in the emirate. Popular with both Emirati and expatriate residents alike, gross expenditure associated with the sport at the two leading clubs is estimated to be in the region of \$4m p.a. Dubai is also the birthplace of beach polo, and the Beach Polo Cup has taken place since 2004. The sport is now played in over 30 countries worldwide.

**The seasonal calendar and effect on participation**

As illustrated by the calendar of sports events at Figure 1, fewer events are held throughout Dubai’s summer months when temperatures outside often exceed 40 degrees Celsius. Such temperatures will have an obvious effect on participation levels for outdoor sports and due to the fact that significant numbers of residents go on vacation around this time.

During these months the need for indoor sporting offerings become more pertinent, and the Dubai World Trade Centre’s Sheikh Saeed Hall transforms into the region’s largest air-conditioned indoor sports complex to facilitate this. The 80-day event, known as **Dubai Sports World**, attracted nearly 200,000 attendees in 2015, a 13% increase compared with the previous year.

Another venue which offers indoor sporting activities is **Ski Dubai**, a 22,500m<sup>2</sup> indoor ski resort which provides the opportunity to participate in snow sports all year round.

Offering a compelling programme of events during the summer months should be a strategic priority for Dubai, although the progress made by offerings such as Dubai Sports World is an encouraging sign. The potential need for a purpose built multi-sport indoor venue is a finding referred to in both the *Facilities* and *Future outlook and opportunities for Dubai* sections of this report.

**Figure 18: Estimated economic impact of sport participants in Dubai (\$m)**

Gross expenditure	172
Direct economic impact	8

Note: Excludes participation in events (included in *Events* section) and at elite/professional facilities (included in *Facilities* section). Source: Deloitte analysis.

## Tourism

Tourism forms a central part of Dubai's economic growth and diversification, and the emirate has invested significant amounts over recent years in order to develop its infrastructure, attractions and services to attract tourists and serve their needs.

Despite being known for its high-end offerings Dubai has established a broad mix of hotels in order to appeal to a wider tourist base, from budget accommodation to the exclusive Burj Al Arab. At the end of 2014, Dubai had c.660 hotels and serviced apartments which offer around 92,000 rooms and host around 2.8m guests every quarter.

In the decade to 2013, visitor numbers to Dubai more than doubled, increasing from 5.4m (2004) to 11m (2013) at a compound annual growth rate ("CAGR") of 8%. In addition, the length of time that visitors spend in Dubai is increasing year on year, with the average number of guest nights rising from 2.8 to 3.8 over that period. This represents just under 42m guest nights which would be higher if those visitors staying with friends and relatives were also included.

Whilst recent growth has been impressive, Dubai has set itself an ambitious target for future growth. A key objective within its 'Vision for 2020' is to attract 20m visitors per year and generate \$82 billion in annual tourism revenues by 2020. Sport tourism is expected to play a key role in helping to meet this target.

## Sport tourism

Sport tourism comprises any activity in which people are attracted to a particular location to participate in or view sport-related activities. Events form a key part of the sport tourism landscape. However, tourists also travel for other purposes such as to visit sporting attractions, attend sport conferences and exhibitions and participate in sporting mass participation activities.

Events still play a role in this decision through the place marketing benefits they provide – for example a golf tourist may wish to play at Jumeirah Golf Estates having watched coverage of the DP World Tour Championship on television.

Dubai's golf stakeholders are continuing to position Dubai as one of the leading destinations worldwide for golf tourists due to its world-class facilities, favourable weather conditions and raised profile from the successful hosting of international events. It is estimated that around 16,000 international visitors played 40,000 rounds of golf in 2013, although significant opportunities exist to increase this yet further. The golf case study on page 44 discusses this in more detail.

Watersports have long been popular in Dubai, and in addition to hosting leading events such as the Louis Vuitton Trophy sailing regatta in 2010, the emirate is a popular tourism location for sports including windsurfing, jetskiing, powerboating and scuba diving.

Other sports popular amongst tourists include winter sports such as skiing and snowboarding at Ski Dubai, and extreme sports such as skydiving at Skydive Dubai. XDubai has been established to promote extreme sports in the emirate, including wingsuiting, flyboarding and events such as the Reebok Spartan Race. The FAI World Air Games will take place in Dubai in December 2015, the World Parachuting Championships were held in 2012 and the Dubai International Parachuting Championships are held annually at Skydive Dubai, since 2010.

Sport events and recreational sporting activity act as a catalyst for tourism and provide significant levels of additionality to Dubai's economy.



Dubai International Parachuting Championships at Skydive Dubai

## People – contribution to Dubai's economy

This section has summarised sport participation in Dubai in terms of the emirate's population and underlying economic conditions. This has included mass participation events, school sports, and the facilities on offer to the wider Dubai public aside from those elite/professional venues already discussed in the *Facilities* section.

When the economic contribution of the events and facilities already accounted for have been removed (to avoid double-counting), sport participation and other economic elements not previously captured are estimated to have contributed over \$172m to Dubai's economy, with c.\$8m of additionality from overseas visitors participating in sport on publicly available/grass root facilities (participation at elite facilities has already been accounted for in the *Facilities* section).

There remains a significant opportunity to increase this direct economic impact via the use of Dubai's public facilities, such as the cycle track at Al Qudra for overseas warm weather training camps/ mass participation events in the winter.

# EMIRATI TALENT

**Local athletes and teams who achieve elite success on an international scale help to drive economic impact. Success raises the profile of a sport, inspires national pride and the feel-good factor generated can lead to an upsurge in interest and participation.**

A selection of elite level sporting case studies are provided below, highlighting success stories for Emirati talent.

## FOOTBALL

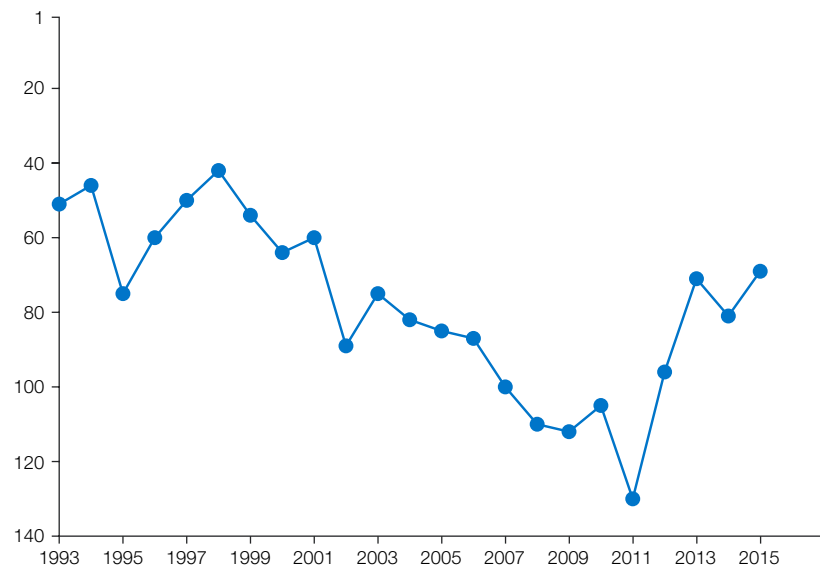
### Domestic

Football is the leading professional sport in Dubai. It has five professional clubs – Al Ahli, Al Nasr, Al Shabab, Al Wasl and Dubai CSC – four of whom were participants in the 2014/15 Arabian Gulf League, the UAE’s professional football league (Dubai CSC were relegated to the second tier in 2013/14). Al Ahli has won the league twice since it was established in 2008/09 and (at the time of writing) has reached the final of the 2015 AFC Champions League.

Considerable funding for clubs comes from DSC in the form of annual grants. These amounts are accounted for within the *Facilities* section in terms of economic impact.

Average attendances at Dubai’s clubs are typically between 3,000 and 5,000 which, with at least 13 home games played by each club per season, will contribute towards sport’s gross expenditure. The limited interest from non-Emirati residents will, however, result in minimal additionality. Football-

Figure 19: UAE’s FIFA World Ranking history



Source: FIFA.

related club revenues for the league as a whole range from around \$10m to \$40m per club.

In order to further boost football’s economic footprint, clubs need to increase their commercial acumen and expertise, for example by engaging marketing agencies or other consultants to assist in this area. In addition, as the majority of attendees at domestic league football matches are Emiratis, it will be important to attract a wider demographic of society in order for professional football to grow. Factors such as improved facilities and the attraction of quality international players will help in this regard.

### National

The UAE men’s national football team has enjoyed a period of success over recent years. Since FIFA introduced its World Ranking in December 1992, the UAE has had an average ranking of 80. However, having fallen to as low as 130th in 2011, it is ranked 70th as at September 2015. It is the fifth highest ranked member of the Asian Football Confederation (“AFC”), and has competed in one FIFA World Cup (1990) in its history.

The UAE has qualified for the AFC’s quadrennial flagship tournament, the Asian Cup, in nine out of the last ten editions. At the 2015 Asian Cup, the UAE achieved the second best result in its history; a third place finish falling just short of the runner-up position achieved in 1996. Having come second to Iran in



The UAE men's football team at the 2015 AFC Asian Cup

the group stage, the team beat defending champions Japan in the quarter-finals, before losing to eventual winners Australia in the semi-finals. The UAE finished the tournament on a high with victory over Iraq in the third place match.

The team's strong performance generated a wave of excitement within Dubai, including the expatriate community, and it will be important to capitalise on this in order to develop football and inspire the next generation of Emirati footballers.

Having participated in every set of qualifiers for the Men's Olympic Football Tournament since 1980, the U-23 team finally succeeded in achieving qualification for the London 2012 Games, and finished with one point from its three matches.

#### Tournament hosts

In March 2015, the AFC awarded the UAE the rights to host the Asian Cup in 2019, with three host cities of Abu Dhabi, Dubai and Al Ain. This will be the second time that the UAE has hosted the tournament, having previously done so in 1996. The tournament is likely to attract large numbers of overseas visitors to Dubai, which will provide significant economic impact.

By way of comparison, the 2015 Asian Cup provided the following benefits:

- An estimated c.\$18m added to Australia's gross domestic product;
- Australia showcased to a potential television audience of 2.5 billion viewers;

- Around 45,000 fans from overseas, of a total 650,000 fans who attended the matches; and
- 15% increase in tourist numbers anticipated in the months immediately following the tournament.

In addition, 24 teams will be featured at the 2019 tournament (up from 16), and a new stadium will reportedly be built in Dubai, which will provide another boost to football in the city.

Other international football tournaments hosted by the UAE include the 2003 FIFA World Youth Championship, the 2009 and 2010 FIFA Club World Cups and the 2013 FIFA U17 World Cup. The UAE will also host the FIFA Club World Cup again in 2017 and 2018.

### OLYMPIC AND PARALYMPIC GAMES

Based in Dubai, the UAE National Olympic Committee (“UAE NOC”) was founded in 1979 and is funded by the General Authority of Youth & Sports Welfare, the supreme governmental body responsible for the welfare of youth and sport in the UAE. The UAE NOC has been a member of the International Olympic Committee since 1980, and the UAE has competed in eight consecutive Olympic Games since 1984.

His Highness Sheikh Ahmed bin Mohammed bin Hasher Al Maktoum, a member of Dubai’s ruling family, is the UAE’s most high profile and successful Olympic athlete. He made Olympic history in 2004, claiming the UAE’s first ever Olympic medal by winning gold in the double trap shooting which remains the UAE’s only medal at the Olympic Games. As well as competing in two other Olympic Games, Sheikh Ahmed is now a successful coach, having coached the British athlete, Peter Wilson, to the double trap shooting gold at London 2012.

At London 2012, the UAE NOC sent the nation’s largest ever team to the Games, with 26 athletes (24 men, two women) competing in six sports: athletics, football, judo, shooting, swimming and weightlifting. Subject to qualification, these will also be the UAE-represented sports at the Rio 2016 Games. In addition, cyclist Yousif Mirza has qualified for Rio 2016 having performed well at the 2015 Asian Cycling Championships.

The UAE has also sent athletes to every Paralympic Games since 1992. 12 medals have been won in total, including two golds, the most recent of which came at London 2012 and was won by Abdulla Sultan Al Aryani in shooting.

As discussed above, such successes help to increase participation and economic impact.

The UAE NOC is also focused on developing talent capable of delivering international performances for the country in the future and has formed a committee of experts, chaired by His Highness Sheikh Ahmed bin Mohammed bin Hasher Al Maktoum, to assist in this area. In 2014 the ‘Elite Club’ was launched to implement a development pathway to excellence, offering athletes funding and performance management resources.

Another initiative has been to take young athletes to intensive training camps overseas, as seen in August 2014 when 82 athletes in the 13-14 age group travelled to Italy. This follows its success with the UAE School Olympics programme, which was delivered to nearly 20,000 Dubai children across 33 training centres, as discussed in the *People* section.

The UAE’s strong performance on the world equestrian circuit in recent years, highlighted by winning a gold medal at the 2014 FEI World Equestrian Games, suggests that there should be scope for the UAE to also target equestrian participation in future Olympic Games.

### MENA GOLF TOUR

The MENA (Middle East & North Africa) Golf Tour provides another platform for the showcase of Emirati talent on the world stage. The Tour is owned and operated by ‘Golf in Dubai’, whose aim is to promote Dubai as one of the world’s leading golfing destinations and to underline Dubai’s other international attractions to a worldwide audience.

The Tour is aimed at the best MENA National amateur and professional players, along with eligible players from around the world. It gives MENA National professionals and amateurs the opportunity to develop their golfing skills alongside international players.

The Tour has grown from four events in the inaugural 2011 season to ten events across five countries in 2015, carrying a total prize fund of \$525,000. Two events on the calendar are staged in Dubai: the Dubai Creek Open at the Dubai Creek Golf & Yacht Club and the Sheikh Maktoum Dubai Open at Al Badia Golf Club.

With golf returning to the Olympic Games programme at Rio 2016, the development of Emirati golfers through the MENA Golf Tour presents an opportunity for the UAE to participate in future Games.

### HERITAGE EVENTS

In addition to global sports, many of the UAE’s oldest and most enduring traditions also feature in Dubai’s sporting landscape. One of the largest events to focus solely on disciplines which celebrate cultural heritage is the Fazza Championship, which takes place between January and April each year at various locations across Dubai.

The Championship was launched under the patronage of H.H. Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum in 2002, and aims to help preserve the heritage of the UAE and enable future generations to appreciate their roots.

Disciplines that form part of the Championship include:

- **Al Youla**, the UAE’s traditional dance dating back over 200 years, which sees competitors judged on how gracefully they control the Al-Youla weapon while following a rhythm;
- **Falconry**, one of the most popular disciplines, which reportedly attracted over 7,000 participants from across the UAE and further afield in 2015;





Dhow racing

- **Free diving**, which celebrates the heritage of pearl diving which depended on the diver's breathing strength and the length of time under water;
- **Saluki**, hunting with dogs, which celebrates the hunting culture of the region; and
- **Shooting**, covering both heritage rifles (Saktoun) and clay pigeons.

The Fazza Championship for Special Needs was added to the calendar in 2009, which sees participants with physical challenges competing at different skill levels, and is held in conjunction with the Dubai Club for the Disabled.

**Camel racing** is a traditional sport in Dubai with a strong Emirati following. Meetings regularly take place at the Al Marmoum Camel track throughout Dubai's events season.

**Dhow racing** is another popular heritage event, amongst which the Al Gaffal race is the most prominent. The 2014 edition of the race saw the participation of over 100 sailboats and 2,000 sailors.

**Endurance horseracing** is also extremely popular amongst the Emirati population. Facilities such as the Dubai International Endurance City have helped Dubai become a leading venue for the sport, with eight endurance events being held each year between November and March. In August 2014 His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum won the endurance gold medal for the UAE at the Alltech FEI World Equestrian Games in France.

The gross expenditure for heritage sports such as dhow racing is likely to be significant due to the capital costs of the equipment used. However, the direct economic impact is likely to be low, although certain key events do attract participants from elsewhere in the UAE and wider GCC region.



Camel racing

# DUBAI'S BROADER SPORT INDUSTRY

**In this section we consider the stakeholders involved in Dubai's broader sport industry, namely Government bodies, sports federations and governing bodies, as well as organisations in the supply chain that provide goods and services to the core industry. We also assess the indirect and induced impacts of sport expenditure as it is recycled through the economy, as well as the level of outbound investment committed by Dubai-based companies in the global sport industry.**

## Government policy and funding

The Government plays a vital role in supporting and developing sport in Dubai, both through its policies and funding.

Its main items of expenditure on sport relate to grants to sports clubs, running events, and facilities. The economic impact of this expenditure has been considered in each of the *Events*, *Facilities* and *People* sections.

In summary, the key Government stakeholders include:

### General Authority of Youth & Sports Welfare

GAYSW is the federal body (at the UAE level) responsible for the welfare of youth and the sport sector. Established in its current form in 1999, it plays a leading role in developing a positive culture and environment for youth sport. Its strategy includes objectives related specifically to youth, women, community and the disabled. It is also the ultimate provider of funds to

the UAE NOC, therefore facilitating participation schemes including the School Olympics.

### Dubai Sports Council

Established in 2005, DSC's overriding objective is to provide a world-leading sports environment at all levels for Dubai, with a particular focus on grass roots sport for Emiratis. As discussed in the *People* section, it runs various events and initiatives to develop sport at this level, such as the Dubai Pulse and the Furjan Championships.

At an elite level, DSC helps run various events including cycling, swimming and table tennis. Cycling's Tour of Dubai is its biggest event, with a multi-million dollar activation budget.

### Department of Tourism and Commerce Marketing

Established in 1997, DTCM works to plan, supervise, develop, and market Dubai's tourism industry.

One of DTCM's aims is to bring major events to Dubai, which are viewed as a key driver of tourism. They facilitate and support events through promotion on their website, social media and other communications etc., as well as assisting with visas and trips for familiarisation.

DTCM's primary objective is to attract 20m visitors by 2020 (Tourism Vision 2020). Sport is expected to play a key role in helping to achieve this target, as well as in meeting Dubai's more holistic vision for 2021 (Dubai Plan 2021), which sets out various strategic developmental aims for Dubai.

Across these three bodies, we estimate that at least 100 staff work full-time on sport.

### Conclusion

It will be important for the Government to maintain a strong emphasis on sport, particularly the role sport plays in the development and advancement of the city, and continue to provide sufficient financial investment in order to support the development of the sport industry in Dubai.

### Sports federations and governing bodies

By administering, regulating and sanctioning their respective sports, sport federations and governing bodies play a key role in the provision of sport in Dubai. As well as the development of sport at an elite level, increasing participation typically forms a key part of their remit.

There are over 30 sport federations and governing bodies with a permanent base in Dubai, (see Figure 20).

We estimate that these organisations employ around 300 FTEs, in addition to volunteers. The ICC contributes a significant proportion of this.

By way of comparison, in 2013 there were 67 international sports organisations with operational activities in Switzerland (mainly Lausanne), employing a total of 1,770 FTEs, demonstrating the scale that can be achieved.

These organisations generate revenues through grants from the Government, supplemented by other income such

as membership fees, sponsorship and events. As sport in Dubai becomes more professional and commercial, their economic impact will grow.

In terms of economic impact, we estimate that these organisations contribute c.\$25m in gross expenditure to Dubai, of which c.\$7m represents additionality.

We assume that the majority of organisations operate on a break-even basis, with expenditure largely comprised of staff costs and other overheads to support the sport. Expenditure arising from events and tournaments that these organisations run is captured in the *Events* section.

As discussed in the case study *Dubai as a hub for international sport* (p.56), Dubai has a real opportunity to grow its role as a Middle Eastern hub for international federations.

### Supply chain

As outlined in the *Introduction*, in this report we have made a distinction between the core sport industry, which contains those organisations that work only in sport, ancillary industries which, whilst working in the sport industry, are not 100% reliant on it, and supplier industries, which contain organisations in the supply chain that provide goods and services to the sport industry.

Although the *raison d'être* of organisations within supplier industries is not about sport, it is still important to consider them in an impact assessment of sport in Dubai, as they form part of the overall sport ecosystem.

**Figure 20: Sport federations and governing bodies based in Dubai**

International	
<ul style="list-style-type: none"> <li>• International Cricket Council</li> <li>• European Tour (Golf)</li> </ul>	<ul style="list-style-type: none"> <li>• World Professional Powerboat Association</li> </ul>
The UAE	
<ul style="list-style-type: none"> <li>• Arab Golf Federation</li> <li>• Emirates Bodybuilding Federation</li> <li>• Emirates Bowling Federation</li> <li>• Emirates Golf Federation</li> <li>• Emirates Motor Sports Federation</li> <li>• Emirates Weightlifting Federation</li> <li>• UAE Athletics Federation</li> <li>• UAE Basketball Association</li> <li>• UAE Billiards &amp; Snooker Association</li> <li>• UAE Chess Federation</li> <li>• UAE Disabled Sports Federation</li> <li>• UAE Fencing Federation</li> <li>• UAE Football Association</li> <li>• UAE Handball Federation</li> <li>• UAE Hockey Committee</li> </ul>	<ul style="list-style-type: none"> <li>• UAE InterSchool Sports Association</li> <li>• UAE Marine Sports Federation</li> <li>• UAE National Anti-Doping Committee</li> <li>• UAE National Olympic Committee</li> <li>• UAE Rugby Federation</li> <li>• UAE Padel Federation</li> <li>• UAE Sailing &amp; Rowing Federation</li> <li>• UAE Shooting Association</li> <li>• UAE Squash Association</li> <li>• UAE Swimming Association</li> <li>• UAE Table Tennis Association</li> <li>• UAE Taekwondo &amp; Karate Federation</li> <li>• UAE Tennis Emirates</li> <li>• UAE Volleyball Federation</li> <li>• UAE Women's Sport Committee</li> </ul>

Examples of supply chain organisations assisting with the production and provision of sport-related goods and services include:

- Construction and management companies to design and build facilities;
- Maintenance companies;
- Food and beverage suppliers (e.g. to golf clubs, sports clubs, events etc.);
- Legal and professional services firms (including marketing, accounting etc.) who provide consultancy advice to sport (amongst other) organisations; and

- Medicine and sports science institutions (not solely provided to sports organisations).

These organisations play a key role in supporting the development of sport in Dubai and its economic contribution to the emirate.

From our consultations with event organisers, a high proportion of suppliers used to run events (e.g. infrastructure development, event delivery) are based in Dubai, and therefore will contribute economic impact in Dubai rather than leakage overseas.

We estimate the economic impact of sport's supply chain below.

## SECTION 4: DUBAI'S BROADER SPORT INDUSTRY



XCAT World Series Powerboating

### Indirect and induced impacts

In addition to the direct economic impact we also consider the indirect and induced impacts to develop a total “gross output” figure. The methodology used for estimating indirect and induced impacts is set out in the *Limitations* section, and estimates two components of indirect impact:

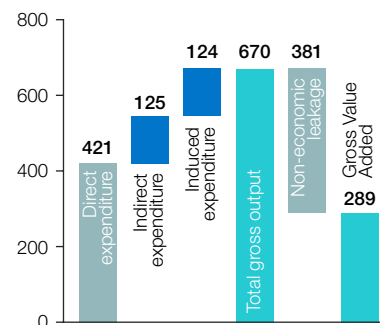
- **Indirect (business-to-business impact)** – which estimates the total additional expenditure caused by businesses sourcing from further down the supply chain (i.e. by businesses reinvesting the money they received on supplies); and
- **Induced (consumer) impact** – which measures the associated consumer spending impacts (i.e. by individuals recirculating revenue into the economy).

The collective impact of these two factors is variable and depends on the structure of Dubai’s economy, its level of interdependence with external

sources (and hence the level of leakage), and the profile of expenditure associated with sport in Dubai.

Our model estimates that the direct economic impact (direct expenditure) of sport in Dubai is \$421m. We estimate that indirect and induced expenditure amount to \$125m and \$124m respectively resulting in total gross output in Dubai of \$670m.

**Figure 21: Estimated impact of sport on Dubai – Additionality (\$m)**

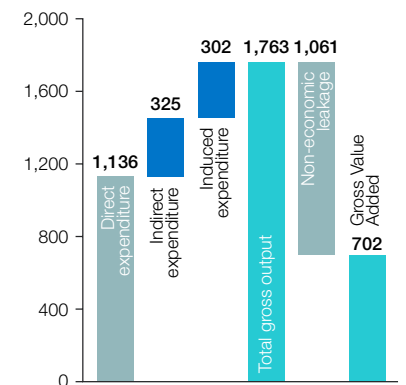


Source: Deloitte analysis.

We have also calculated a Gross Value Added (“GVA”) figure, which is more comparable to Gross Domestic Product (“GDP”), and takes into account non-economic leakage relating to production and other costs. This is estimated to be \$289m for sport in Dubai.

In gross expenditure terms, direct expenditure of \$1.1 billion leads to indirect and induced expenditure of \$325m and \$302m respectively, resulting in total gross output of over \$1.7 billion (see Figure 22).

**Figure 22: Estimated impact of sport on Dubai – Gross (\$m)**



Source: Deloitte analysis.

Our estimated GVA of c.\$0.7 billion equates to c.0.8% of Dubai’s GDP (\$88.7 billion in 2013). By way of comparison, according to a 2014 study by the European Commission, the sports sector accounts for c.1.2% of EU’s global GDP (on a broadly like for like basis).

The broad conclusion therefore is that Dubai’s sport sector is approaching that of other economically developed countries in terms of its economic scale and contribution, albeit lags behind somewhat at present.

### Outbound Investment

In addition to supporting the domestic sport industry, Dubai-based companies are very significant players in the global sports sponsorship industry, with Dubai a city synonymous with sport as a result.

**Emirates Airline** is Dubai's most active outbound investor in sport, having well-established partnerships with numerous high-profile sports properties around the world (as seen in Figure 23). Its global sport budget runs into hundreds of millions of dollars across its sponsorship portfolio outside Dubai in 2015. Emirates is therefore amongst the very top global brands in terms of sports sponsorship.

The **Dubai** brand also has a major presence in the UK horseracing industry, sponsoring (through Falcon and Associates) all of the broadcaster Channel 4's horseracing coverage including iconic events such as the

Cheltenham Festival, the Grand National, the Investec Derby Festival, Royal Ascot, Glorious Goodwood and the entire QIPCO British Champions Series. Dubai also sponsors the specialist channel Racing UK.

Dubai is also the official sponsor of the Chinese Table Tennis Association, which sees Dubai's name highlighted on the national team's official clothing and other signage. Being one of China's most popular sports, this generates substantial exposure for Dubai, and the estimated 2014 media value in the Chinese market amounted to c.\$9m.

**Dubai Duty Free** is another significant investor in global sport outside its domestic Tennis Championships and Darts Masters competition, particularly in golf and horseracing. In horseracing, it sponsors events such as the Dubai Duty Free Stakes (Newbury) and the Dubai Duty Free Shergar Cup (Ascot), as well as the Dubai Duty Free Irish



Emirates Airline sponsors AC Milan

Derby Festival at The Curragh. It has recently become the title sponsor of golf's Irish Open.

Other Dubai-based sponsors of international golf properties include **DP World**, official partner of the BMW PGA Championships and the Hong Kong Open, and **Jumeirah Golf Estates**, a top-tier global partner of the European Tour.

As discussed in the *Horseracing* case study, His Highness Sheikh Mohammed Bin Rashid Al Maktoum is one of the leading international investors in British horseracing, primarily through the **Darley** breeding and **Godolphin** horseracing operations headquartered in Newmarket, UK. These operations support significant levels of employment and contribute substantial amounts to the local economy through capital and other expenditure. His Highness Sheikh Mohammed also runs breeding operations in other countries including Ireland, France, Australia, the USA and Japan, and also has horses in training in these territories.

Such outbound investment in sport provides a powerful platform to promote Dubai as a leading sporting, leisure and business destination, and acts as a facilitator to inbound investment.

Figure 23: Global sporting events/teams sponsored by Emirates Airline

<b>Australian Rules Football:</b> Collingwood Football Club.	<b>Horseracing:</b> Godolphin, the international horseracing stable; Carnivals: Dubai World Cup and Melbourne Cup. Major races: Dubai World Cup, Emirates Melbourne Cup, Emirates Singapore Derby.
<b>Cricket:</b> Durham County Cricket Club; Emirates Old Trafford; ICC; ICC's Elite Panel of ICC Umpires and Match Referees; Lancashire County Cricket Club.	<b>Motorsports:</b> Formula 1.
<b>Football:</b> AC Milan; Arsenal FC; Asian Football Confederation; Benfica; The Emirates Cup; The Emirates FA Cup; Hamburger SV; New York Cosmos; Olympiacos FC; Paris Saint-Germain; Real Madrid CF.	<b>Rugby:</b> Glasgow Sevens; Lions (South Africa); Rugby World Cup 2015 and 2019; USA Rugby; World Rugby Referees and Match Officials.
<b>Golf:</b> Australian PGA Championship; Boeing Classic (USA); Emirates Australian Open; European Tour (19 events).	<b>Sailing:</b> Emirates Team New Zealand.
	<b>Tennis:</b> ATP World Tour Finals; Barcelona Open; BNP Paribas Open; Emirates Airline ATP Rankings; Emirates Airline Australian Open Series; Emirates Airline US Open Series; Internazionali BNL d'Italia; Rogers Cup; Roland Garros.

# CITY BENCHMARKS

## INTRODUCTION

This section compares Dubai with other leading event-hosting cities across the world, in particular to highlight the critical success factors and lessons from such cities.

It compares and contrasts Dubai with a selection of international cities by examining the quality and quantity of events hosted and facilities.

The following cities have been selected as benchmarks: Auckland; Baku; Doha; Dubai; Istanbul; London; Los Angeles; Singapore.

The majority of the benchmark cities regularly feature in the *SportBusiness Ultimate Sport Cities Awards*, a ranking of the world's top sports hosts. Its most recent comprehensive ranking (2012) included six of the benchmark cities in the top 25 event-hosting cities in the world, as shown at Figure 24.

These overall rankings take account of a number of criteria including the number and importance of events held from 2008 to 2016, the quality of facilities and infrastructure, and the support of local government and event strategy amongst others.

## Los Angeles

**Population**  
13m

**Key events**  
1984 Olympic Games, 1994 FIFA World Cup, Candidate city for 2024 Olympic and Paralympic Games

**Key venues**  
Staples Center, Dodger Stadium, StubHub Center

## London

**Population**  
8.6m

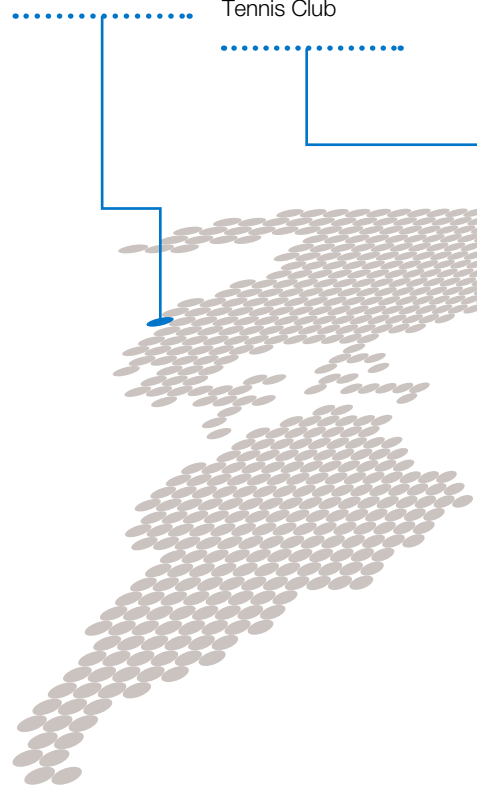
**Key events**  
2012 Olympic and Paralympic Games, Rugby World Cup 2015, World Championships in Athletics 2017

**Key venues**  
Olympic Park, Wembley Stadium, All England Lawn Tennis Club

Figure 24: SportBusiness Ultimate Sport Cities ranking (2012)

City	Rank (2012)	Rank (2010)	Region
London	1st	3rd	Europe
Melbourne	2nd	1st	Oceania
Singapore	6th	2nd	Asia
Istanbul	13th	25th	Europe
<b>Dubai</b>	<b>14th</b>	<b>8th</b>	<b>Africa/Middle East</b>
Doha	17th	12th	Africa/Middle East

Source: SportBusiness Ultimate Sports Cities.



**Istanbul****Population**  
14.2m**Key events**

World Indoor Athletic Championships 2012

**Key venues**

Istanbul Park, Atatürk Olympic Stadium, Türk Telekom Arena

**Baku****Population**  
2.1m**Key events**

European Games 2015, Formula 1 Grand Prix from 2016, 2017 Islamic Solidarity Games, UEFA Euro 2020 host location

**Key venues**

National Stadium

**Doha****Population**  
0.8m**Key events**

2015 Handball World Championship, Cycling Road World Championships 2016, 2019 World Championships in Athletics, FIFA World Cup 2022

**Key venues**

Aspire Academy, Khalifa International Stadium

**Dubai****Population**  
2.2m**Key events**

World Rugby Sevens Series, ATP and WTA Tour tennis, Dubai World Cup, AFC Asian Cup 2019, Expo 2020 Dubai

**Key venues**

The Sevens Stadium, Dubai International Stadium, Hamdan Sports Complex

**Singapore****Population**  
5.4m**Key events**

Formula 1 Grand Prix, WTA Championships

**Key venues**

National Stadium and Indoor Stadium (both at Singapore Sports Hub)

**Melbourne****Population**  
4.2m**Key events**

Cricket World Cup 2015, Australian Open Tennis

**Key venues**

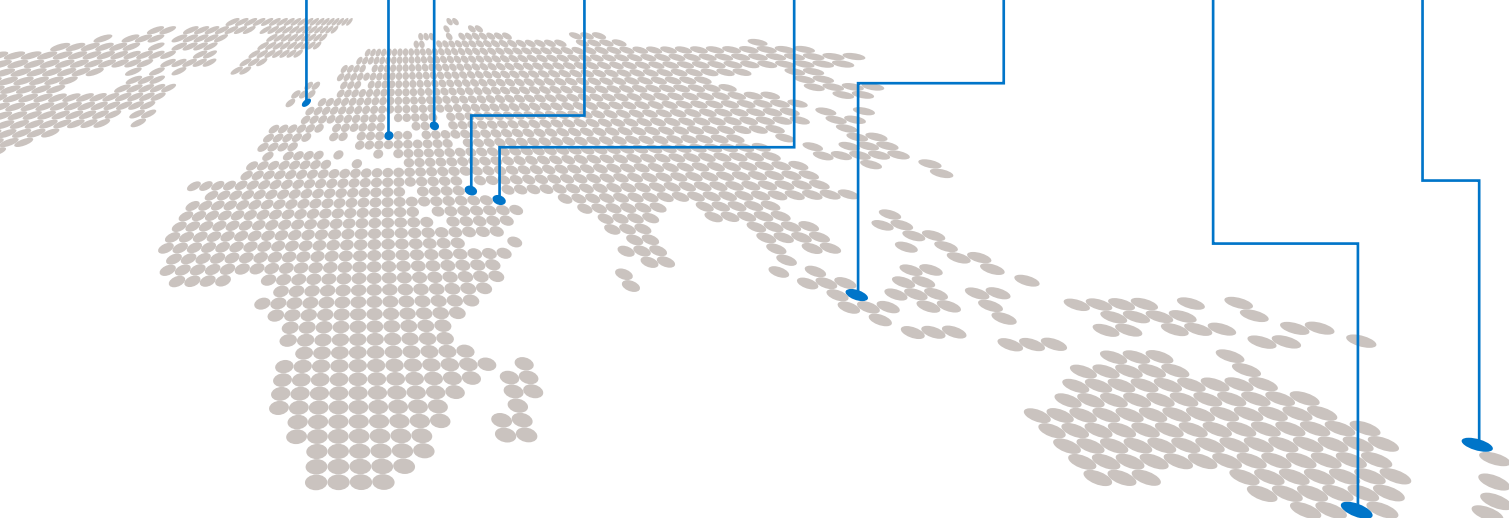
Melbourne Cricket Ground, AAMI Park, Etihad Stadium

**Auckland****Population**  
1.5m**Key events**

Cricket World Cup and FIFA U20 World Cup (2015)

**Key venues**

Eden Park, QBE Stadium, Vector Arena



Source: UN (population); Deloitte analysis.



Dubai's skyline

Figure 25: Summary benchmark findings – Events

City	Regular annual events	One-off events	Sports teams	Total
Auckland				
Baku				
Doha				
<b>Dubai</b>				
Istanbul				
London				
Los Angeles				
Melbourne				
Singapore				

Key: Strong Weak Source: SportBusiness Ultimate Sports Cities; Deloitte analysis.

**Overview**

London and Melbourne are the two leading benchmark cities in terms of hosting sports events. Both have a strong mix of regular annual events and one-off events, as well as being home to a host of leading professional sports teams. Along with Singapore, Dubai performs well in terms of regular annual events, thanks largely to its global series of events in golf, rugby and tennis. Doha is one of the leading benchmark cities in terms of one-off events, having focused more on hosting world championships in a range of sports, whilst Los Angeles has a particularly strong domestic sports team contingent.

In order to be successful at hosting major sports events, a city requires world-class facilities and infrastructure. Again, London and Melbourne are the two stand-out cities, with both possessing an abundance of purpose-built, accessible and atmospheric





sporting venues. Dubai has a relatively small number of venues compared with the other benchmark cities, although their close proximity to one another and the ease of access from all areas of the city is a significant advantage.

In drawing these comparisons, it must be remembered that Dubai is a young city, the UAE only being founded in 1971, yet in the short time period since has made significant progress in developing its sporting infrastructure. In comparison with the benchmark cities, which in some cases have developed over a longer period, this demonstrates the enormous potential that exists in Dubai.

Figure 26: Summary benchmark findings – Facilities

City	Number and quality of stadia	Capacity	Location	Total
Auckland				
Baku				
Doha				
<b>Dubai</b>				
Istanbul				
London				
Los Angeles				
Melbourne				
Singapore				

Key: Strong Weak Source: SportBusiness Ultimate Sports Cities; Deloitte analysis.

**Auckland**

Having lost some high-profile events to other cities in the early 2000s, Auckland has experienced a resurgence in major event activity in recent years thanks in part to a more aggressive bid strategy.

Auckland Tourism Events and Economic Development is a council-controlled organisation which plays a significant role in attracting, planning and bidding for major sporting events. Its event strategy is driven by economic development, tourism, quality of life and international exposure, and follows a 'portfolio' approach which focuses on outcomes delivered over multiple events, rather than per event. A strong emphasis is placed on the feasibility stage, assessing benefits and costs plus the likelihood of success – it reportedly has close to an 80% success rate on submitted bids.

Auckland has targeted a broad variety of sports, with recent events staged including the IRB Rugby World Cup (2011), Volvo Ocean Race (2012), ITU World Triathlon Championships (2012), World BMX Championships (2013), World Softball Championships (2013), ICC Cricket World Cup (2015) and FIFA U20 World Cup (2015).

Auckland's Eden Park is New Zealand's national sports stadium and hosts sports such as cricket, rugby and football. Over 0.5m people attend matches and functions at Eden Park each year.



**Baku**

Baku is one of Europe's rapidly emerging cities on the global sports event stage. In recent years it has hosted the World Amateur Boxing Championships (2011) and FIFA U17 Women's World Cup (2012), and more significantly it hosted the inaugural European Games in 2015.

Baku 2015 provides a legacy of infrastructure improvements and world-class venues, with 11 permanent new and renovated venues including the showpiece 68,000 capacity National Stadium. It is also hoped that the Games will encourage sports potential at a grass roots level.

In 2016, Baku will host the Formula 1 European Grand Prix, and it is one of the thirteen host cities for UEFA EURO 2020, having been awarded three group games and one quarter-final. It will also host the Islamic Solidarity Games in 2017.



**Doha**

Doha has built up a strong event-hosting pedigree over recent years, its strategy being to target one-off events rather than focus on global series events.

This strategy has resulted in Doha hosting world championships in a wide range of sports, particularly those that feature in the Olympic Games. Since 2008, it has staged world championships in volleyball, swimming and handball, and in 2016 will host cycling's Road World Championships, with the 2019 World Championships in Athletics and the 2022 FIFA World Cup further on the horizon.

Doha has a number of high class venues. The Doha Asian Games in 2006 was the catalyst for much of the improvement in sporting infrastructure, with a reported capital expenditure of \$2.8 billion for 30 new-build venues. These included the Khalifa International Stadium and the Aspire Academy for Sports Excellence, which is the world's largest indoor sports facility.

Qatar's hosting of the 2022 FIFA World Cup will provide more world-class stadia for the city, although these will present major challenges for Doha in terms of legacy and future utilisation.

**Istanbul**

Istanbul has shown a strong appetite for bidding for, and hosting, major sports events. Sport is a key part of the Turkish Government's 2023 Master Plan, and despite Istanbul missing out on the 2020 Olympic Games (its fifth Olympic bid in less than 20 years), there is a strong alignment of stakeholders and a growing pool of event-hosting experience.

Major events hosted by Istanbul over recent years include the 2010 Basketball World Championship, the 2012 World Short Course Swimming Championships and the 2012 World Indoor Athletics Championships. It also hosted a Formula 1 Grand Prix from 2005 to 2011, and the season-ending WTA Championships from 2011 to 2013.

Its key facilities include Istanbul Park, Atatürk Olympic Stadium and the Türk Telekom Arena.



**London**

London is one of the world's pre-eminent cities for hosting sports events. Its flagship annual events include Wimbledon, the Emirates FA Cup Final and the London Marathon, and in recent years it has hosted world championships in sports such as badminton, canoeing, gymnastics and modern pentathlon.

London is also a leading destination for overseas sports properties looking to expand into other territories, as evidenced by its staging of regular season games in two of America's leading leagues, the NFL and NBA, as well as the Tour de France.

London has a well-established approach to bidding and delivering major events, with key stakeholders aligned and working in unison. Such stakeholders include London & Partners, which hosts the city's major events team, Transport for London, local boroughs and venue owners.

London has a well-developed sports infrastructure, boosted by the legacy of successfully staging the Olympic and Paralympic Games in 2012 which provided a number of new world-class sport venues. These have led to other additions to its sporting calendar such as the 2015 EuroHockey Championships, the 2015 Canoe Slalom World Championships and the 2017 World Championships in Athletics.

As well as the remaining Olympic venues, London's other leading venues include Wembley Stadium, Twickenham Stadium and the All England Lawn Tennis Club. Sports teams based in the city also provide quality venues such as Lord's Cricket Ground and the Emirates Stadium.

## Los Angeles

Los Angeles is one of the leading sporting cities in the United States. The US Olympic Committee has chosen Los Angeles as its candidate for the 2024 Olympic Games which, if successful, will be a catalyst for significant improvements in the city's sporting infrastructure in the coming years.

Los Angeles is one of four cities to have hosted the Olympic Games twice, most recently in 1984, and has made more bids for Olympic Games than any other city. In 1994 it hosted eight matches including the Final in the FIFA World Cup at the Rose Bowl Stadium, and also hosted matches in the 1999 and 2003 Women's World Cups. Other events held include seven Super Bowls and the 2015 Special Olympics.

Los Angeles is also home to a number of professional sporting teams in sports such as baseball, basketball, football and ice hockey. Leading venues include the Staples Center, home of the city's two NBA basketball teams and one NHL ice hockey team, the Dodger Stadium (baseball) and the StubHub Center (football).



Jumeirah Emirates Towers

## Melbourne

Melbourne has built an outstanding sporting calendar that balances major one-off events such as the 2006 Commonwealth Games, the 2011 President's Cup Golf and the 2015 ICC Cricket World Cup, with annual events such as the Formula 1 Grand Prix, the Spring Racing Carnival and Australian Open Tennis Championships.

This provides year-round content and ensures that sports federations, athletes and visitors return year-on-year. Its major events calendar is estimated to attract over 230,000 international visitors to the state of Victoria every year – representing 23% of all international visitors – and delivers an estimated annual economic benefit of \$1.1 billion.

One of the key factors in Melbourne's success is the support of the State Government of Victoria, who view sporting events as an opportunity to showcase Victoria to the world stage and create a legacy for the Victorian

public. In 1991, it established a specialist, not-for-profit organisation to target and attract major sporting and cultural events, the Victorian Major Events Company ("VMEC"). VMEC plays a key role in Melbourne's event landscape, acting as the link between all stakeholders, and is now regarded as one of the world's leading events acquisition groups.

Victoria's major events programme is currently being independently reviewed for the first time in 20 years, with the possibility of an Olympic Games bid for 2032 also being discussed. This demonstrates that even the most established cities are striving to maintain their position and refresh their strategies.

Melbourne's most iconic sporting venue is the Melbourne Cricket Ground, and almost 4m spectators attend over 80 events at the venue each year.

**Singapore**

Singapore is one of Asia’s leading sports cities. Its hallmark events include the Formula 1 Grand Prix, which provided the first night race on the Formula 1 calendar, and the WTA Championships, which Singapore will host until at least 2018. Singapore also hosted the inaugural Youth Olympic Games in 2010.

In June 2014, a state-of-the-art, fully integrated sports, entertainment and lifestyle hub – the Singapore Sports Hub – was opened. At its centrepiece is a new 55,000-capacity National Stadium which is planned to host sports such as rugby, cricket, football, and athletics, and it also contains facilities such as an Indoor Stadium, Aquatics Centre and an outdoor Water Sports Centre.

The venue was built at a cost of \$1.3 billion and is one of the largest sporting infrastructure Public-Private Partnership projects in the world. One of the key features of the project plan was to have a comprehensive, year-round sporting calendar, with the private sector consortium’s strategy guaranteeing at least 90 event days at the National Stadium and 46 at the Indoor Stadium.

**CONCLUSION**

We have selected the following critical success factors of relevance to Dubai which are features of some, or all, of the above case studies.

**Strategy**

- A cohesive strategy which provides a blueprint to guide major events selection and for all stakeholders to work towards to help achieve a city’s vision
- Maintaining a calendar of regular events supplemented by one-off major events on a more occasional basis



- A designated body within a national, federal or local government which targets ‘best fit’ events and assesses what benefit/impact they can have for the city
- Emphasis on ‘winnability’ of a bidding contest during feasibility stage
- Long-term and ongoing relationships with event stakeholders and sporting bodies

**Political and social**

- Sport is viewed as an important tool to raise living standards of the local population
- Political will and commitment to establish a global reputation in sport
- Strong financial support from national and local government
- A passionate and enthusiastic public in relation to attending and supporting sport events

**Facilities and infrastructure**

- World-class venues and facilities
- Importance of wider infrastructure such as transport links and accommodation
- Consideration of legacy usage/ utilisation of venues – temporary seating and structures can be used as an alternative to ‘white elephants’
- Expo 2020 Dubai and its legacy provides a big opportunity for sport facilities

**Event delivery**

- Event production expertise
- A coordinated and collaborative approach in planning for and delivering major events, with co-operation between the municipality, event owners, local boards, transport agencies, venues etc.



1,000,000+

AGGREGATE ATTENDANCE AT SPORTS  
EVENTS IN DUBAI EACH YEAR

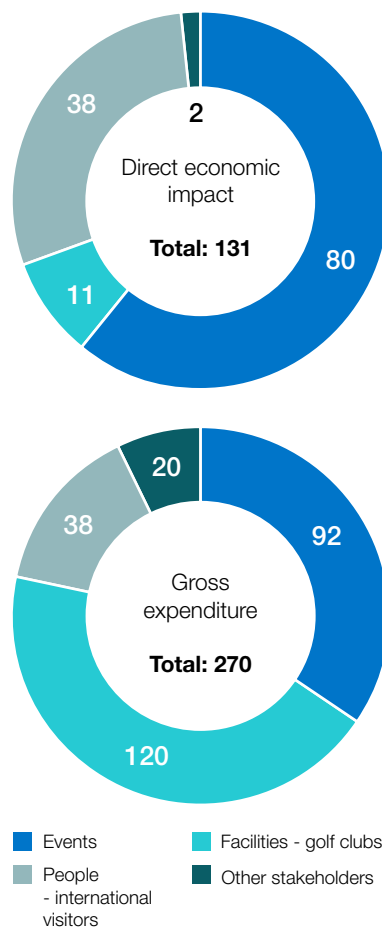
# GOLF

This case study measures the economic activity stimulated directly by expenditure associated with golf in Dubai (golf clubs, associations, events) and golf consumers (spectators, international visitors), which then flows through the economy to create activity in other related industries.

### Overview of golf in Dubai

- Golf was first played in Dubai in the mid-1970s. Since then the industry has grown to become an important part of the economy, with Dubai now a leading destination for international events and golf tourism.
- Dubai features a number of world-class facilities and courses, hosts several international golf events, including the prestigious climax to the European Tour, the DP World Tour Championship and the Omega Dubai Desert Classic, and attracts visitors from around the world to play or watch the sport.
- The golfing 'ecosystem' in Dubai essentially comprises:
  - Core industries** such as golf clubs/courses, associations and events; and
  - Ancillary industries** and **suppliers**.

Figure 27: Estimated economic impact of Dubai's golf industry (\$m)



Source: Repucorn; Deloitte analysis.

### Economic impact of golf

- The gross expenditure of golf in Dubai amounts to c.\$270m p.a. This amounts to c.25% of the total expenditure on sport in Dubai (excluding indirect and induced impacts which have not been attributed to specific sports).

- Golf's direct economic impact, i.e. the amount of additional spending from overseas it creates, is \$131m, c.30% of the total economic impact (excluding indirect and induced impacts again).

### Core industries

- Clubs are at the heart of the golf industry, providing the hub for major events to be staged and for leisure participants – both local and international – to play. These are typically operated by management companies, with revenues generated through membership, green fees and food and beverage sales.
- Major events are another key part of the core industry, both in terms of economic contribution and in helping to raise the profile of Dubai internationally.
- Suppliers whose sole clientele are golf-related (e.g. manufacturers or distributors of golf equipment) are also classed within the core industry.

### Ancillary industries and suppliers

- Investors provide the capital for the construction of new courses and the expansion of existing courses, usually in conjunction with real estate developments. The value of properties located adjacent to golf courses are often enhanced.
- Golf attracts international visitors (tourists) to Dubai, either as a primary motivation or as a secondary activity whilst in Dubai.

- Suppliers which supply other industries in addition to golf (e.g. retailers, food and beverage suppliers) support the golf industry.

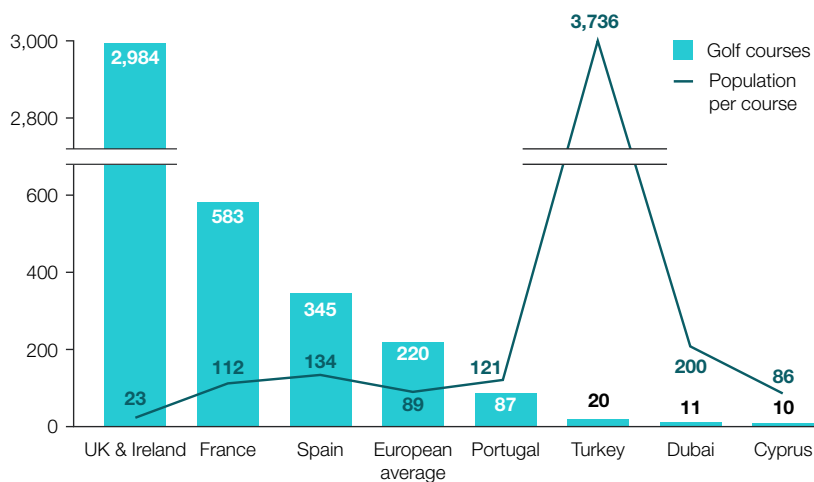
## BENCHMARKING

This section provides some contextual analysis of Dubai's golf industry in relation to some European countries.

### Population per course

- With a population of 2.2m, Dubai's 11 courses (at nine locations) equate to a population per course of around 200,000. When the four courses currently under construction are completed, this will fall to around 147,000.
- To put this into context, popular golf countries such as France and Spain have 112,000 and 134,000 people per course respectively, although Turkey has a significantly lower concentration, with 3.7m people per course (see Figure 28).
- The UK & Ireland (combined) has by far the lowest population per course of the benchmark group, with 23,000. Its c.3,000 courses is over five times greater than the next highest country, France.
- Other worldwide leading golf destinations, the USA (c.16,000 courses) and Japan (c.2,500 courses), have populations per course of around 20,000 and 50,000 respectively.

**Figure 28: Number of courses and population per course for Dubai and a selection of European countries 2013 ('000s)**



Note: The European average is based on 31 countries across Europe. Data for Turkey relates to 2012.

Source: KPMG; Deloitte analysis.

- It should be noted that Dubai is a city which has a much smaller geographical area than the majority of European countries in the benchmark group, and therefore a relatively low number of courses is expected.
- Dubai's courses are relatively expensive, and therefore target those residents with higher disposable income. As a result, there may be a gap in the market for cheaper, more affordable courses.

### Participation rates

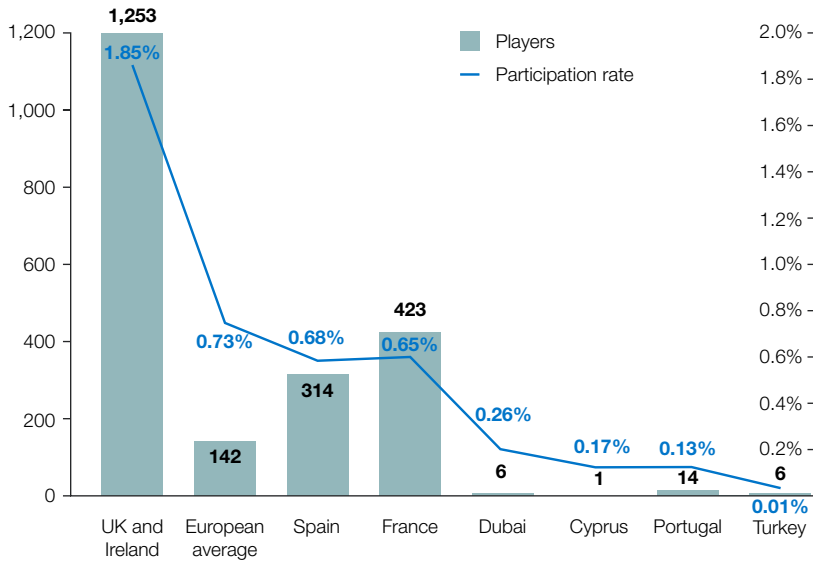
- Dubai's 6,000 golfers equate to a participation rate of 0.26%. As shown at Figure 29, this falls in the middle of the benchmark group, with participation rates exceeded in the UK & Ireland (1.85%), Spain (0.68%) and France (0.65%), but lower in Cyprus (0.17%), Portugal (0.13%) and Turkey (0.01%), the latter being markets which mainly cater for golf tourism.

## EVENTS

### Overview

- Dubai has become a major player in the international golf landscape thanks to the hosting of leading events at its world-class facilities. The European Tour promotes its entire schedule around the 'The Race to Dubai', a season-long competition spanning 47 tournaments in 26 countries worldwide (2015 season), the culmination of which is the DP World Tour Championship.
- Other significant golf events staged include the Omega Dubai Desert Classic, which has taken place since 1989, and the Omega Dubai Ladies Masters, the first full Ladies European Tour event ever to be played in the Middle East.

**Figure 29: Number of players ('000s) and participation rates for Dubai and a selection of European countries 2013**



Note: The European average is based on 31 countries across Europe. Data for Turkey relates to 2012. Source: KPMG; Deloitte analysis.

**Direct economic impact**

- Golf events generate an estimated \$80m of direct economic impact for Dubai per annum. The biggest components of this are the DP World Tour Championship and the Omega Dubai Desert Classic.
- The majority of the impact is derived from spectators visiting the events, with contractors the next most significant group. Other contributors include hospitality guests, event management, players and their entourages, media and volunteers.

**Gross expenditure**

- In gross expenditure terms, which measures all expenditure relating to the event regardless of source, the events generate an estimated \$92m.

**FACILITIES**

**Golf clubs**

- The Emirates Golf Club, host of the Omega Dubai Desert Classic and Omega Dubai Ladies Masters, was the first all-grass championship golf course in the Middle East when it opened in 1988. This was soon followed by the opening of the Dubai Creek Golf and Yacht Club in 1992.
- There are now nine golf clubs – 11 courses – in Dubai, with a further four clubs planned to open by the end of 2017. The golf clubs have a range of owners and management models (see Figure 30).
- There are a range of other amenities at the clubs such as shops, bars and restaurants. Some clubs, such as the Emirates Golf Club, operate as a wider leisure facility, offering pool and gym facilities, tennis and padel courts and a spa.

**Gross expenditure**

- Revenues are generated primarily through membership, green fees, and food and beverage. The total annual revenue of Dubai's nine golf clubs is \$120m, classified as gross expenditure since the majority is spending by local residents. The overseas aspect of the spending – which contributes to direct economic impact – amounts to \$11m.

**Academies and training camps**

- Dubai's golf clubs are also home to a number of academies and training schools, such as the Dubai Golf Academy at the Emirates Golf Club and the Butch Harmon School of Golf at the Els Club. These provide amateur golfers with world-class teaching facilities and high quality coaching.

- Dubai also provides a base for elite golfers from around the world to train and take advantage of the favourable winter weather conditions. For example, to prepare for the start of the 2015 season, players such as Martin Kaymer, Justin Rose and Henrik Stenson based themselves at the European Tour Performance Institute at Jumeirah Golf Estates, and Rory Mcllroy is resident in the emirate.



DP World Tour Championship at Jumeirah Golf Estates



**Figure 30: Golf Clubs in Dubai**

Golf clubs	Owner (Operator)
Al Badia Golf Club	Al Futtaim Group (Intercontinental)
Arabian Ranches Golf Club	Emaar Properties (Troon Golf)
Dubai Creek Golf and Yacht Club	Dubai Golf (Wasl Asset Management Group)
Emirates Golf Club	Dubai Golf (Wasl Asset Management Group)
Jebel Ali Golf Resort and Spa	JA Resorts & Hotels
Jumeirah Golf Estates	Government of Dubai (Self-managed)
The Address Montgomerie	Emaar Properties (Emaar / Troon Golf)
The Els Club	Dubai Sports City (Troon Golf)
The Track Meydan	Meydan Group (Troon Golf)
Dubai Trump International <sup>1</sup>	DAMAC Properties / Trump Organisation
Dubai Golf City <sup>1</sup>	Madeed Properties
Trump World Golf Club Dubai <sup>1</sup>	DAMAC Properties / Trump Organisation
Dubai Hills <sup>1</sup>	Emaar Properties

Notes: 1. Golf clubs which are under construction. Source: Deloitte analysis.

**PEOPLE**

**Employment**

- Dubai’s core golf industry employs c.1,800 people in many different services and organisations. Golf clubs account for the majority of this employment.
- It should be noted that event staff are not included within the above figures, but these will also add to the employment numbers (largely on a temporary basis).
- Golf also supports employment in several ancillary industries in the supply chain, from airline and hotel staff through to grass seed suppliers.

**Participation**

- Around 440,000 rounds of golf are played in Dubai each year, c.40,000 of which are played by c.16,000 international visitors.
- The remaining rounds – c.400,000 – are booked by the 6,000 golfers resident in Dubai, and played by them and their visitors. The gross expenditure of these local participants is captured within the *Facilities* sub-section (golf clubs).

**Golf tourism**

- Dubai is one of the leading destinations for golf tourists, thanks to its facilities, weather conditions and raised profile due to the successful hosting of international events.
- Another attraction is the close proximity of the golf clubs in Dubai, thanks to its relatively small geographical area, providing ease of access within a short time.
- In a recent study<sup>1</sup>, Dubai was ranked the joint sixth (along with Abu Dhabi) most popular travel location for golfers, with only Spain, Portugal, Scotland, Turkey and Ireland ahead of it.
- Golf tourists provide a boost to Dubai’s economy through spending on goods and services such as

**Figure 32: Estimated economic impact of golf tourism to Dubai**



**Figure 31: Estimated economic impact of golf club facilities in Dubai (\$m)**

Gross expenditure	120
Direct economic impact	11

Note 1: Golf travel highlights 2013, KPMG.

airlines (Emirates), hotels, restaurants and retailers, in addition to the spending in the golf clubs.

**Direct economic impact**

- Dubai’s 16,000 international golf visitors per year play an average of 2.5 rounds each. The associated ‘on-course’ expenditure (e.g. green fees, food and beverage) has been excluded from the calculation below, as this has been captured within the *Facilities* sub-section.
- Of Dubai’s international golf visitors, each spends an average of five nights in Dubai, and typically spends c.\$190 per day on accommodation with additional spend of c.\$220.
- The average cost of flights is c.\$1,350, of which it is estimated that 27% are with Dubai-based airline Emirates. All other flight costs do not have a direct impact on the Dubai economy.
- Based on these assumptions, international golf visitors generate an overall direct economic impact of \$38m.

**OTHER STAKEHOLDERS**

- Other stakeholders in Dubai’s golf industry include associations, manufacturers and distributors and freelance professionals.
- We estimate that these organisations contribute gross expenditure of c.\$20m and direct economic impact of \$2m to Dubai’s economy.

# HORSE RACING



Horseracing at Meydan

**Dubai is synonymous with the sport of horseracing, being regarded as one of the world's leading racing destinations. Due to the passion and commitment to the sport shown by His Highness Sheikh Mohammed the emirate hosts one of the leading international racing events, the Dubai World Cup Carnival, and through the Godolphin racing and Darley breeding operations Dubai has a truly global reach. As mentioned in the Outbound Investment sub-section on page 35, horseracing therefore represents one of Dubai's most significant investments in global sport.**

## Godolphin

Founded by His Highness Sheikh Mohammed in 1992, Godolphin quickly made its mark on global racing. Following the establishment of training yards in Newmarket, UK, it developed innovative training methods which saw horses based in the UK for the summer months before moving to Dubai in the winter to benefit from the emirate's climate. Although no longer involving the wholesale movement of all Newmarket based horses, the practice continues to this day.

Although Godolphin employs trainers in a variety of locations around the world, two of its three main trainers, Saeed bin Suroor and Charlie Appleby, have bases in both Dubai and Newmarket, whilst John O'Shea is based in Sydney, Australia. The Al Quoz Stables in Dubai are the operation's international headquarters where bin Suroor is based, with Appleby occupying the Marmoom Stables. Both offer world-class training facilities, with Al Quoz in particular mirroring Dubai's development having grown from a small office surrounded by desert to a state-of-the-art facility located close to Downtown Dubai.

The Godolphin facilities in Dubai involve a significant level of capital investment and employ large numbers of staff both to care for the hundreds of thoroughbred racehorses in training and maintain the facilities to world-class standards. Perhaps most importantly Godolphin plays an ambassadorial role for Dubai globally, being synonymous with international competition and representing the emirate to the world.

**Figure 33: Dubai World Cup Carnival – partners**

Event owner and organiser
Dubai Racing Club
Partners
Al Basti Equiworld; Al Tayer Motors; DP World; Emirates Airline; Emirates Global Aluminium; Gulf News; IPIC; Longines; Meydan Sobha; The Saeed and Mohammed Al Naboodah Group

Source: Deloitte analysis.

## Darley

Darley is His Highness Sheikh Mohammed's global thoroughbred breeding operation which currently houses stallions in six countries around the world. Darley's headquarters are at Dalham Hall Stud, Newmarket, which was initially purchased by His Highness Sheikh Mohammed in 1981 since when it has developed from a facility with one stallion and c.10 staff to a seven stallion/210 mare operation. When Godolphin's employees are also included, these two Dubai racing entities employ over 700 individuals in Newmarket alone.

## The Dubai World Cup

The horseracing world focuses on Dubai at the end of March, when Meydan racecourse hosts the Dubai World Cup, the most valuable race in the world.

The Dubai World Cup Carnival, which runs from January to March with fixtures held at Meydan each week, attracts



Dubai World Cup at Meydan

leading horses, trainers, owners and jockeys from around the world but it is the Dubai World Cup meeting that is the culmination of the preceding fixtures and one of the highest grossing sporting events from an economic perspective held in Dubai.

The Dubai World Cup has been run each year since 1996, moving to Meydan, the world's largest integrated racing facility, in 2010. The nine race card on World Cup night culminates in the feature race itself, which with a total prize fund of \$10m is the most valuable race in the world.

The Dubai World Cup is one of the most important events hosted from an economic impact perspective, with a sizeable economic footprint (gross expenditure) and additionality (direct impact), on a par with the world's other leading racing events due to the high proportion of international visitors and participants.

30 countries have been represented by runners at the Dubai World Cup Carnival from 2004 to 2015, with 14 being represented at the 2015 Dubai World Cup fixture. As a comparison, the leading British and European meeting, Royal Ascot, has hosted c.640 international runners since 2006, so the

equivalent Dubai World Cup Carnival figure of c.1,700 demonstrates the truly international nature of the event.

A comparison with other leading global horseracing events is included at Figure 34.

Figure 34: Comparison with other leading global horseracing events

Event	Attendance	Races	Prize money
Dubai World Cup	80,000	<sup>A</sup> 9	\$30m
Breeders Cup (various locations, USA)	59,000	<sup>B</sup> 13	\$26m
Prix de l'Arc de Triomphe (Longchamp, France)	50,000	<sup>C</sup> 17	\$10m
British Champions Day (Ascot, UK)	29,000	<sup>D</sup> 6	\$6m
Melbourne Cup (Melbourne, Australia)	101,000	<sup>E</sup> 10	\$6m

Key:  
 A Includes five Group 1 races.  
 B All Grade 1 races over two days.  
 C Eight Group 1 races over two days.  
 D Four Group 1 races.  
 E One Group 1 race on Melbourne Cup day of a total of eight at the Melbourne Cup Carnival.

Note: Information represents most recent renewal of each fixture for which data available. If a multi-day event, attendance at feature race day is given.

Source: Deloitte analysis.

# RACKET SPORTS



Dubai Duty Free Tennis Championships

**Dubai is well known as the location of one of the leading tennis tournaments in the world, the Dubai Duty Free Tennis Championships, but in recent years has also developed as a leading destination for other racket sports, notably badminton, squash, table tennis, and more recently padel tennis.**

## Tennis

The Dubai Duty Free Tennis Championships have taken place each year in February since 1993, when it was titled the Dubai Men's Open. The Women's tournament commenced in 2001, and 2009 saw the Men's Championships granted 'ATP 500' status with the Women's tournament gaining WTA 'Premier 5' accreditation due to its success and popularity on the professional circuit. This reputation is reinforced by the Men's Championships being voted ATP World Tour 500 tournament of the year by the players 11 times in the past 12 years. In 2015 world number one Novak Djokovic

advocated that due to the calibre of the tournament, it should be upgraded to ATP Masters 1,000 level. It is one of the few worldwide to offer equal prize money to men and women.

The Dubai Duty Free Tennis Championships is one of Dubai's premier international sporting events, drawing sizeable attendances each year with significant numbers of overseas visitors. As such the tournament has a notable economic impact, both direct and gross.

A development that could increase the economic contribution of



the tournament would be further partnerships with non-Dubai entities, building on the major new sponsorship with US-based sponsor J.P. Morgan in 2015.

2014 marked the establishment of the International Premier Tennis League (“IPTL”), with Dubai hosting the final leg of the series in December as the home venue of one of the four franchises, the UAE Royals. The franchise licenses are for a 10 year period, with budgets capped at \$10m p.a. for each. The event drew a total attendance of 14,000 to the Hamdan Sports Complex.

**Figure 35: Dubai Duty Free Tennis Championships**

<b>Attendance</b>	120,000
<b>International visitors (est.)</b>	c.20,000
<b>Prize money (total)</b>	\$5m
<b>Event owner and organiser</b>	Dubai Duty Free
<b>Partners</b>	J.P. Morgan; Rolex; Al Nabooda Automobiles; Lacoste; ENOC/Dugas; Emirates; Gulf News

Source: Deloitte analysis.

## Badminton

The Badminton World Federation (“BWF”) Dubai World Superseries Finals, staged at the Hamdan Sports Complex in December, are the culmination of 12 qualifying tournaments held worldwide over the course of the year, with the top eight ranked players in each category (men’s and women’s singles and doubles, and mixed doubles) invited to compete for a \$1m prize fund.

Held for the first time in Dubai in 2014 when it attracted 5,000 spectators over five days, the event will take place for the next three years up to the 2017 edition. Whilst the main rationale for the first few years of the event is to promote Dubai and highlight its sporting capabilities and attributes, the event budget and expenditure of spectators are estimated to have resulted in gross expenditure in excess of over \$2m.

Whilst not a measure of economic impact per se, total sponsorship value of the inaugural event was estimated as \$33m, the components of this are shown in Figure 36.

Dubai also sponsors the BWF Destination Dubai Rankings, demonstrating the emirate’s commitment to the promotion of the sport throughout the year. The top eight ranked players come to the Finals to compete in men’s and women’s singles, doubles and mixed doubles.



BWF Dubai World Superseries Finals 2014 at the Hamdan Sports Complex

**Figure 36: BWF Dubai World Superseries Finals 2014 – total sponsorship value estimate (\$m)**

Value type	Description	\$m
Tangible value	Television	24.6
	Online	0.8
	Collateral and other rights	0.3
	Additional components	0.9
Intangible value added	Additional value brought to naming rights partner brand through association with the event	6.4
<b>TOTAL</b>		<b>33.0</b>

Source: Repucom 2015 BWF Destination Dubai World Superseries Finals Evaluation February 2015.

Whilst this is showcasing badminton at the elite level in Dubai, to increase participation at grass roots the ‘Shuttle Time Dubai’ initiative was held in schools and clubs during the year and at Dubai Sports World. Leading professionals officially launched the programme which aims to promote badminton as a sociable and fun way to keep fit and active regardless of age, gender and fitness.

There are c.1,500 badminton players affiliated to clubs in addition to a number of unaffiliated participants in Dubai.

### Table Tennis

The International Table Tennis Federation (“ITTF”) World Tour Grand Finals were staged in Dubai in January 2014, with a \$1m prize fund for the season-ending tournament, and the next in the series of leading events, the ITTF World Team Cup, was also held in January 2015. The UAE will also host the Asian Table Tennis Union’s Asian Cup in April 2016.

These events are one way in which Dubai is playing an increasingly influential role in international table tennis, the sponsorship of the Chinese national team and the hosting of the Star Awards, the ITTF’s annual awards show, being other examples. The Chinese national team sponsorship was estimated as having a media value in China of \$8.3m for Dubai in 2014, covering 17 ITTF tournaments worldwide. This will have increased further in 2015 following the World Championships held in China.

To increase participation amongst the general public the ‘Ping Pong Dubai’ initiative was also launched to attempt to integrate table tennis into Dubai’s sporting fabric across all sections of society. Free to play tables were installed and tournaments established in a variety of locations across the city, with monthly Ping Pong Dubai nights also being staged.

### Squash

Squash is another popular racket sport in the emirate, with a sizeable playing population.

Leading professional squash events have also been staged, for example in November 2014 the Professional Squash Association (“PSA”) Dubai Squash Cup was held at the Nad Al Sheba complex. From 2016 to 2018 the emirate will also host the PSA Dubai World Series Finals for the top eight men and women, and will sponsor the PSA Road to Dubai Standings.



Ping Pong Dubai



Padel tennis

### Padel tennis

Padel tennis, a sport similar to tennis but played on an enclosed court of approximately half the size of a regular tennis court, is played extensively in Latin America and Spain but in recent years its popularity has extended to a number of other locations including Dubai.

With courts established at a variety of locations in the emirate, including at Kite Beach, Emirates Golf Club and the Nad Al Sheba complex, the sport is becoming increasingly popular and

has led to the formation of a National Federation for the sport, the UAE Padel Association. Padel tennis now plays an important part in the annual Ramadan tournament at the Nad Al Sheba complex, which in 2014 involved 16 overseas players with an additional tournament for Dubai residents.

In October 2015, the Nad Al Sheba Complex will host the Dubai Padel Masters, one of five stops on the World Padel Tour.

### Conclusion

Outside of the Dubai Duty Free Tennis Championships which is one of Dubai's leading sporting events, including through its economic contribution, at present most racket sports have limited direct economic benefit or additionality. This is understandable due to their very recent arrival as events in the emirate, hence they have not yet had time to fully embed themselves into the sporting calendar and generate interest from overseas in terms of investment and spectators.

If allowed to develop and attract increased investment, media exposure and attendances, the badminton and table tennis events have a good opportunity to integrate fully into Dubai's sporting landscape, particularly due to the emirate's increasingly strong links with China and Asia where these sports are already highly popular. Strong participation figures for racket sports at Dubai Sports World in the summer of 2015 demonstrate a growing popularity among both men and women.

# CRICKET

**Cricket is one of the most popular sports in Dubai, thanks to the significant proportion of residents and workers from South Asia, as well as the city having played host to a number of elite international matches over recent years.**

## International cricket

As discussed in the *Facilities* section, Dubai Sports City contains one of the leading cricket training facilities in the world – the ICC Academy. It also houses the Dubai International Stadium, which has hosted Pakistan international matches since 2009, including 32 Twenty20 Internationals (more than any other venue globally), 17 One Day Internationals and nine Test Matches. One Day Internationals and Twenty20 contests are better attended than Test Matches, generating higher levels of gross expenditure.

The Dubai International Stadium also hosted seven matches of the Indian Premier League (“IPL”) in 2014, which attracted unprecedented levels of attendance. Each game was reported to be a sell-out, amounting to 125,000 spectators across the five match days. Hosting fees paid by the IPL represent additionality to Dubai as the IPL also bore the matchday costs inside the stadium.

The Board of Control for Cricket in India (“BCCI”) commissioned a study that estimated the total economic output for the 20 IPL matches in the UAE to be \$75m. IPL’s broadcast reach to a worldwide audience over television, internet and mobile, provided further benefits to Dubai.

The success achieved by Dubai (and the other UAE host cities, Abu Dhabi and Sharjah), particularly the passion shown by fans, will make Dubai an attractive destination if the BCCI wishes to stage matches outside India in the future.

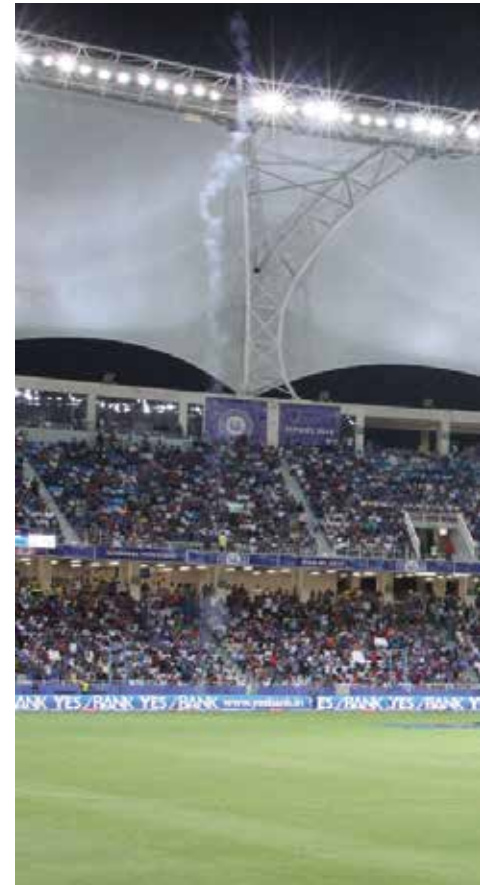
In 2016 the inaugural Masters Champions League T20 tournament will take place across the UAE’s three stadia, with teams comprised of some of cricket’s greatest former international players. Dubai’s strategic position as an international hub is a key factor in attracting tournaments such as this.

Such exposure to elite international cricket has raised the profile of the sport in Dubai. Continuing to stage Pakistan and other international matches, coupled with the existence of state-of-the-art facilities, provides a great opportunity to increase participation levels in the coming years.

## Domestic cricket

Whilst domestic cricket is popular and one of the most played sports, growth in the domestic game is restricted by the limited number of grass pitches – there are only around 15 in the UAE. A focus on increasing this level of supply would be required to support growth.

The Emirates Cricket Board and affiliates run tournaments at these venues. Participating teams include corporates (e.g. financial, healthcare companies) and SMEs, who see cricket as a vehicle for good corporate social responsibility – there are c.200 registered corporate teams with approximately 4,000 cricketers. Cricketers from countries such as



Afghanistan, Pakistan and India are employed and hence cricket has a professional element. There is considerable press coverage too, with certain games being televised.

Cricketers can develop their skills at c.15 private cricket academies in Dubai. The total footfall at Dubai Sports City’s cricket academies was c.240k in 2014, and is projected to rise to c.270k in 2015. Cricket is also played in c.100 schools, with 5,000 children actively playing the game.





Dubai International Stadium at Dubai Sports City

There is limited Emirati involvement in cricket at present, with most participants originating from South Asia. However, a focus of the ICC is to help countries increase their pool of indigenous cricketers, which could assist in this area in the longer term. Dubai is included in an Emirati Development Programme which commenced in September 2015.

#### **The UAE national team**

The UAE national cricket team has been an Associate Member of the ICC since 1990. Having participated in its first Cricket World Cup in 1996, it had to wait almost two decades before achieving qualification for its next World Cup in 2015.

Despite failing to win a match at the 2015 tournament, the team produced some encouraging performances, narrowly losing to Zimbabwe and Ireland, and has also attained One Day International status until 2018.

The UAE pioneered the take-up of women's cricket in the Gulf through fielding a team in the 2007 Asian Cricket Council Women's Tournament, and has subsequently continued to promote women's participation in the game.

# DUBAI AS A HUB FOR INTERNATIONAL SPORT

**A number of international sporting organisations have chosen to base themselves in Dubai, either on a permanent or temporary basis. Dubai's connectivity with the rest of the world and strategic position linking East and West is a key factor in this decision, with over two thirds of the world's population living within an eight-hour flight, and a third living within four hours.**

Other key factors include the favourable winter climate, advantageous tax regime, world-class facilities, quality hotels and leisure opportunities, and the strong relationships that Dubai has developed with key stakeholders across the world of sport.

## Governing bodies

The International Cricket Council ("ICC"), the governing body of international cricket, has been based at Dubai Sports City since 2009. Together, the ICC and Dubai Sports City run a training academy, the ICC Academy, whose vision is to become and remain the world's leading cricket development, performance and education institution. As well as providing a hub for international activity, the ICC Academy has helped to raise the standard of cricket in the UAE.

The governing body of cricket in India, the BCCI, chose Dubai to host the first phase of its 2014 Indian Premier League ("IPL") season, having taken the decision to move the tournament away from India due to the country's general elections.

European golf's governing body, the European Tour, and Spain's top football division, La Liga, have offices in Dubai, whilst the World Professional Powerboating Association is also based there.

The International Tennis Federation ("ITF") chose to hold its most prominent annual event, the ITF General Assembly, in Dubai in 2014 and in November 2016 the International Hockey Federation ("FIH") Congress will take place in the emirate. Many international federations hold Board and other ad-hoc meetings in Dubai.

Parasport governance is also represented, with the Asian Paralympic Committee ("APC") having recently moved its headquarters from Malaysia to the UAE, with offices in both Abu Dhabi and Dubai.

A recent study into the economic impact of international sports organisations in Switzerland reveals that their presence generates over 32,000 overnight business visits per year through meetings and other non-sporting events (e.g. commissions, seminars, workshops etc.) that they organise. This again highlights the scale of opportunity that can be achieved in Dubai.

## Teams and athletes

Professional teams and athletes from a number of sports also choose Dubai as a base for winter or off-season training camps. As mentioned in the *Golf* case study, golfers such as Martin Kaymer, Justin Rose and Henrik Stenson based themselves at the European Tour Performance Institute to prepare for

the start of the 2015 season, and Rory McIlroy is resident in the emirate. Stars of other sports, including Fernando Alonso and Roger Federer, have also chosen Dubai as their home for parts of the year. Similarly, professional cycling teams such as Astana trained in Dubai ahead of the Dubai Tour.

Dubai has proved to be a popular destination for international football teams over recent years. Several English Premier League clubs travelled to Dubai for training camps during the 2014/15 season, and a number of other clubs, notably from Russia and Eastern Europe, travel during breaks in their regular season.

Key facilities include Jebel Ali, which targets 10 to 12 clubs per European winter, Nad al Sheba, which hosted Manchester United during 2013/14, and the recently opened Dubai Sports City Football Academy, which has been visited by Newcastle United and West Ham United.

Events such as the Dubai Football Challenge (Real Madrid vs AC Milan in 2014) and pre-season tours and tournaments (e.g. Emirates Airline T20 Cup) also attract international teams to the emirate. Teams such as FC Barcelona, Real Madrid, Arsenal and Liverpool also run academies in Dubai.

Despite competition from the likes of Abu Dhabi and Qatar in this area, Dubai is well placed to establish itself as the preferred winter-break destination for teams and athletes, especially in football.



Dubai Tour

### Conferences and exhibitions

A number of global sport conferences and exhibitions are staged in Dubai, including:

- Host Cities, which hosts leaders and officials of sports organisations from around the world and discusses cities' ability to hold and organise key international events;
- Middle East Sports Event Summit, which focuses on the challenges and opportunities in sports event management;
- Mohammed Bin Rashid Al Maktoum Creative Sports Award, an award ceremony which honours sports individuals, teams and establishments that demonstrate creativity and offers a total prize fund of c.\$2m; and
- Dubai International Sports Conference, which was launched in 2006 and aims to support football and other sports in the UAE.

Dubai also hosted the prestigious SportAccord International Convention in 2010. If Dubai boosted its marketing activities in this area this could lead to further economic impact, particularly for those conferences which attract participants from around the world.

# FUTURE OUTLOOK AND OPPORTUNITIES FOR DUBAI

**This section looks at the future prospects for the sport industry in Dubai. In particular it offers a viewpoint on key strategic considerations and opportunities which could be addressed by policy makers and stakeholders across sport in Dubai to build on the emirate's successes in the sport industry and strengthen its position and economic scale over the coming years.**

## Macroeconomic outlook

- The Economist Intelligence Unit predicts real GDP growth for the UAE of 3.6% per annum in 2015-19, with authorities further prioritising economic diversification. In the longer term, growth is expected to average 3% per year from 2019-30 and Dubai can be expected to mirror this.
- Despite predicting population growth will slow from 2020, the diversification programme will continue to support demand for expatriate labour, and the middle-income bracket is also expected to grow proportionately as the economy becomes more sophisticated.
- Such growth highlights the continued and long-term opportunity for sport, with a strong economy and a growing sport industry enjoying a symbiotic relationship.
- There are specific opportunities for improvement in a number of key areas as follows:

## Strategic considerations

- Sport in Dubai has developed organically over decades, both in terms of the events staged and facilities that have been developed.
- The emirate has developed a powerful events brand, but there is more that can and should be done to tell its story.
- The use of the Dubai brand should be considered to encourage closer co-ordination between stakeholders across the industry.

## Sports Events

- For event promoters, Dubai is an attractive destination and arguably the best territory for revenue generation in the region. However, findings show a number of leading stakeholders believe the current calendar of events is overcrowded, with significant events clashing on a regular basis, including at a federal (UAE) level.
- Consideration of possible events for the spring and summer months may help relieve pressure on the busy events season.

## Expo 2020 Dubai

- Expo 2020 Dubai is a key opportunity to pull the emirate's sports stakeholders together.
- With an estimated 25m+ visits expected over the six month period there is significant scope to use sport to draw these visitors back to Dubai in future via the staging of events

and demonstration of the emirate's unique sporting infrastructure.

- An anticipated 50 additional three star hotels are to be constructed by 2020, offering more affordable accommodation to visitors.
- Improved transport links and other investment for Expo 2020 Dubai including enhanced event expertise, will undoubtedly help promote Dubai's sporting offering in a favourable light.

## Inbound visitors and sports tourism

- Approximately 60% of Dubai International Airport passengers are transit only. There is an opportunity to increase the number of transit passengers who break their journey and stay in Dubai. Sport and event tourism can play an important facilitation role in this regard.
- The emergence of Abu Dhabi as a popular tourism and sporting destination can provide an opportunity for Dubai. Findings suggest that significant numbers of people visiting Abu Dhabi will also spend time in Dubai. The opportunity for Dubai is to find mechanisms to attract day visitors and explore further co-working with Abu Dhabi in relation to sports tourism visits to the UAE.

## Facilities

- A number of Dubai's sport facilities have been driven by real estate development – which has provided very significant enabling investment in golfing facilities for example. Shocks

from the global economic downturn in 2009 had a negative impact upon Dubai's real estate development and have left certain landmark facilities surrounded by undeveloped land or part-developed real estate and without public transport links. Now that real estate development is recovering in the emirate, over coming years the prospects for these sports facilities are more positive as they become further integrated into the city and the original vision for their development is realised.



Swimming at the Hamdan Sports Complex

- Public facilities, where members of the public can participate on an ad hoc basis are limited, cycle paths being the exception to this. Dubai's main residential areas typically do not have significant public or community facilities except for private gyms and squash courts so it is more difficult for residents to participate in a sport on an ad hoc/recreational basis.
- Currently, there is no purpose built outdoor stadium for 30,000 or more spectators. This is not in keeping with what Dubai stands for, nor in keeping with peer sporting cities on the world stage, especially regarding aspirations for hosting major events. Further feedback was that a considerable amount of planning should go into its design, infrastructure and transport links to ensure its location and facilities enable it to maximise its utilisation (for sports and non-sports events).
- The UAE's hosting of football's 2019 AFC Asian Cup provides a significant opportunity for construction of a purpose built outdoor stadium. Such a stadium can contribute to Dubai

maintaining its position as a leading host city for international sporting events – especially if its design is tailored to maximise its functionality and utilisation.

- There is also a perceived need for a multi-purpose indoor arena. Whilst the Hamdan Sports Complex has been used for indoor sports its primary purpose is aquatics.
- As previously mentioned, Expo 2020 Dubai, and particularly its legacy, provides a significant opportunity for additional sports facilities in the emirate to be established.

#### Dubai as a sporting hub

- There is a significant opportunity to market Dubai as a sporting hub. Based on the experience of the ICC it is an attractive location for International Federations, and building on the establishment of offices of other leading international sport stakeholders (European Tour, La Liga) scope exists to develop this area further.

- The use of Dubai as a location for warm weather training in the winter months is proving increasingly popular for football teams. If marketed correctly Dubai could in time become the 'go-to' venue for a significant number of clubs, with resulting opportunities for training/exhibition matches. Mass participation events also have considerable potential in attracting additional sports tourists.
- The proximity of the Qatar 2022 FIFA World Cup is a further opportunity for Dubai, and the emirate could be both a popular location for visiting teams and also an attractive location where spectators and officials may stay.
- In addition the facilities are in place for winter training for a number of other sports, in particular cycling and triathlon, building on the reputation Dubai has already established for golf. Tailored packages (flights, accommodation, facilities) should be considered to provide an alternative venue to traditional training locations such as the Canary Islands or



Hamdan Sports Complex

Majorca. These will need to be competitively priced unless intended to appeal to the high-end only market.

- Cycling stakeholders believe that in 20 years cycling tourism could be on the same scale as golf, both for participation and attending events such as the Dubai Tour. Opportunities exist in this regard, particularly in marketing any packages available.
- International training camps for young people and further development of extreme and air sports, a sector in which Dubai is already a leading international player, are other areas of significant opportunity.

### Golf

- Golf is an established sport in the emirate with a strong, proven track record. Both the European Tour events staged (the Dubai Desert Classic and DP World Tour Championship) attract significant international media coverage, enhancing Dubai's reputation as a global sporting destination, although the competitive advantage over other locations has narrowed.
- Golf is a key driver of inbound tourism, hence generating economic impact for the travel, hotel, retail, food and beverage sectors, and so forth.
- Further opportunities exist to enhance Dubai's golf offering through the development of a central booking system and promotion of integrated golf packages (flight/accommodation/golf). Cross-promotion of golf with other events (e.g. conferences and exhibitions) and utilising the mid-week capacity at the majority of courses are other opportunities.

### Broader sport industry

- Dubai has demonstrated its ability to host leading sports conferences and meetings in recent years, yet this is an area of considerable potential growth, especially for International Federations, due to the emirate's excellent international transport links, accommodation and conference facilities, and infrastructure.
- Although Dubai has a relatively strong and well-developed set of supplier industries, event management expertise could be developed further, to ensure it remains competitive on a global level in terms of event delivery, customer experience and sponsor servicing. Expo 2020 Dubai provides a significant opportunity for this.



