



WHAT KEEPS US AWAKE

AT NIGHT

WE ARE ON A MISSION

Help Qatar win the bid for **yet another major international football competition**

WE ARE ON A MISSION

Help Qatar win the bid for **the AFC Asian Cup 2027**

WE ARE ON A MISSION

Help Qatar **win**

EASY? NOT AT ALL.

We're up against 4 strong competitors

“FOOTBALL GROWS IN CRICKETLAND”

In a country where cricket reigns supreme, football is growing fast but still has a long way to go. India's bid for the AFC Asia Cup 2027 will be a crucial step in that direction.

- + The sheer size of the country makes it a very appealing market for FIFA & AFC
- + Some experience in successfully hosting international football competitions (2017 FIFA U-17 World Cup, 2021 FIFA U-17 Women's World Cup)

“IT'S NOT WHAT IT LOOKS LIKE”

Tehran has been trying to convince the world that Iran's much maligned government is all for tolerance and modernity. Hosting the AFC Asia Cup 2027 will be a crucial step in that direction.

- Some experience in hosting international football competitions.
- AFC has banned Iran from hosting international games on Iranian soil
- Very bad human rights record
- Recently implicated in scandals regarding the illegal broadcasting of Asian Champions' League games on the Iranian state TV

SAUDI ARABIA

“FORWARD FOR ASIA”

The Saudis claim they want to contribute –and accelerate– the positive momentum of Asian football.

- + Recent relative openness & increased tolerance has ensured the international community's positive outlook of KSA
- No experience in hosting major international football events
- KSA is still considered a country with polarizing views and a below par human rights record

INDIA

UZBEKISTAN

“CLAIMING A PLACE UNDER THE SUN”

- The Central Asian state wants to step out of its relative obscurity and emerge as a strong player in regional affairs.
- No experience in hosting major international football events
 - Abysmal human rights record. Constantly accused for human rights' violations by NGOs and activists.
 - The government was heavily implicated in recent scandals regarding torturing and killing dissidents

IRAN

THEIR WEAKNESS

Each of our competitors has their own strong points. Some are experienced in hosting international organizations, others are huge –and potentially very lucrative- markets for FIFA/AFC.

THEIR WEAKNESS

Still, they are all **missing** one important winning element for an international sports' bidding face-off.

A HIGHER PURPOSE



UNIVERSAL TRUTH

In an age where football is an important political instrument of mass mobilization and media influence, every major international competition must be seen as **a means to a greater good.**

UNIVERSAL TRUTH

Every major international competition must be driven by a vision and a mission aiming at *improving the world, beyond football.*



“Some people think football is a matter of life and death. I assure you, it's much more serious than that.”

■
Bill Shankly

Liverpool legend

OUR POV

Only Qatar has a vision that goes far beyond the confines of a football competition.
Only Qatar has the means, the status, the infrastructure and the experience to turn this vision into a success story.

QATAR: VISIONARY PRAGMATIST

OUR VISION

You've heard it time and again. Asia is the next big thing.

OUR VISION

Innovation, human capital and hunger for success. Booming economies.

OUR VISION

Some claim that Asia has everything in place to own the 21st century.
Everything?
No, it's still missing *one* important ingredient.

OUR VISION

Asia is still **too fragmented**.

From Central Asia to the Persian Gulf, from APAC to the Arab Middle East and from Japan to the Caucasus, the continent is an intricate web of largely disjointed countries – separated from each other because of history, culture and politics.

OUR VISION

All this in sharp contrast to Europe and North America.

Both unified –some would say transiently, at least in the case of Europe- and pooling resources toward common goals.

Both inferior –in terms of human and technological capabilities- to Asia.

Both reaping the benefits of unity while Asia is still trying to live up to its potential.

OUR VISION

It is high time for Asia to come together. **Unity breeds success.**

Qatar can be the catalyst, the glue, the inspirer, the enabler and the facilitator that will kick off this process of bringing Asian countries closer together.

OUR VISION

The AFC Asian Cup 2027 can be the ideal springboard for Qatar to prove to Asia and to the world at large, that it is only state that can assume such an important role.

UNITY BREEDS SUCCESS

THE PROOF
IS IN THE PUDDING

Why is Qatar the ideal candidate to host the AFC Asian Cup 2027 and start fostering Asian unity?

RTBs

CORE NATIONAL VALUE: UNITY

Being a cultural melting pot and a textbook success story of how multiple ethnicities can live and prosper together, Qatar wants to foster a strong message of unity, of togetherness, of openness of accessibility and unmitigated friendliness. The AFC Asia Cup 2027 will bring fans, players, even nations together into one community celebrating the great unifier that is football. The competition will not only be a spectacle to behold, hosted in the most high-tech stadiums ever built, it will also be the milestone international competition that marks the creation of one big pan-Asian family with bonds that stretch beyond football.

OTHER RELEVANT NATIONAL VALUES: HOSPITALITY, SUSTAINABILITY, INNOVATION, LEGACY, COMMITMENT TO EXCELLENCE

MATCHLESS HARDWARE

The 2022 FIFA World Cup will leave Qatar with an agglomeration of the most impressive football-related hardware in the world. Twelve impressive sustainable stadiums – 9 new, 3 renovated- all climate controlled, zero emissions, remarkable demonstrations of modernist design with Qatari influences. Alongside the stadiums an unparalleled hospitality infrastructure, bringing fans together in a safe setup that will encourage the building of transnational communities, foster unity and help football fans enjoy this major international event to the fullest, and at the same time get acquainted with the rich, unique culture of Qatar,

UNBEATABLE EXPERIENCE

The 2022 FIFA World Cup will leave Qatar with the peerless experience of organizing the biggest football event in the planet. No other bidder can claim a World Cup in their track record. By 2022, Qatar will boast the most distinctive feather in its cap: it will have successfully handled a number of high profile games, replete with football stars and millions of football-hungry visitors/fans from all parts of the world.

IMPROVING HUMAN RIGHTS RECORD

Contrary to other bidders, Qatar has gone to great lengths to improve its human rights record. Qatar has passed egalitarian/humanitarian laws and directives improving the working and living conditions of migrant workers. In recent years NGOs and NPOs have recognized that Qatar has improved drastically its human rights record and continues to do so.

■ SOFT (EMOTIONAL) RTBs
■ HARD (FUNCTIONAL) RTBs

An aerial photograph of a soccer field situated within a dense forest. The field is green with white markings for the center circle, penalty areas, and goal boxes. Two goalposts are visible at the top and bottom edges of the field. The surrounding forest consists of trees with varying shades of brown, tan, and green, suggesting a mix of deciduous and evergreen species. The text "THE MISSION" is overlaid in the center of the field in a bold, white, sans-serif font.

THE MISSION

STRATEGIC PLATFORM QATAR: THE GREAT UNIFIER

Qatar is the region's guiding light. The country's achievements attest to that. Qatar's history is one of fast-paced progress, of conquering new grounds, of becoming a haven of safety and prosperity for those who live and work within its borders, of being a melting pot for the numerous nationalities that live and thrive under the white & maroon flag.

Qatar's bidding for the AFC Asia Cup 2027 is much more than a bidding for a major international competition. It is a calling to the other Asian nations to adopt a higher purpose – that of getting closer together, of working as one toward common goals.

Qatar's history and national values are solid proof that there is no country more befitting to play the role of The Great Unifier, the one that will assume the historical role of putting the Asian continent on the path toward unprecedented success, of living up to the promise of owning the 21st century.

Qatar's experience and infrastructure from the 2022 FIFA World Cup attest to the fact that our vision is supported by evidence. We are the bidder with a vision combined with pragmatism. Ours is a plan to move the continent forward, to propel it to the heights of success that it deserves.

Unity breeds success.

The 21st century deserves to be the Asian century. Together we can make it happen.

DIGITAL ADVOCACY: THE RULES OF THE GAME

Our online campaign will spread the message of Qatar as The Great Unifier of Asia all over the world, convincing our target audiences that Qatar is synonymous with the life-affirming value of Unity and the concomitant values of Sustainability, Openness, Hospitality, Friendship, buttressed by the supporting value of Commitment to Excellence that speaks volumes for the country's constant striving for success.

Through engaging fans and stakeholders in each country, we will tell our story of how **unity breeds success** and start **online/offline conversations** centered around this theme.

Our online campaign will be an unambiguous reminder that unity is the salt and pepper of humanity and that it is what football is about.

Through this campaign, we position Qatar in the eyes of the world as a country that celebrates openness and togetherness, one that can function as a catalyst that can bring Asian states closer together against the backdrop of a major football competition.

STRATEGIC EXPRESSION

QATAR, THE GREAT UNIFIER



CAMPAIGN GOALS

- Engage people with our narrative
- Activate audiences with an emotional story about why Qatar is the best –the only!- ideal host for the AFC Asia Cup 2027
- Set expectations, raise anticipation
- Win those precious votes that will win the bidding for us

OUR POV

Qatar is the only bidder that combines a **pragmatic vision** for the future of the continent with **matchless infrastructure** and **rich experience** deriving from the 2022 World Cup. These factors make our candidacy a standout one. These components will shape the character of the AFC Asia Cup 2027, promising to turn it into a true milestone in the history of the competition.