



FIFA WORLD CUP
Qatar 2022

OFFICIAL LOGISTICS PROVIDER

GWC Forum 2022

READY FOR **THE GAME**

1st November 2022

gwclogistics.com

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Ready for the Game Empowering Qatar's MSMEs

The GWC Forum 2022, titled 'Ready for the Game', was held just 19 days before the biggest sporting event ever to be held in the Middle East and Arab world.

Organised by GWC, the Official Logistics Provider for the FIFA World Cup Qatar 2022™, the forum highlighted Qatar's micro, small, and medium enterprises (MSMEs) – specifically, how they will power the country's economy for decades to come.

Moderated by Al Jazeera Senior Anchor Emily Angwin, the forum attracted high-level attendance from Qatar's business community and international participation. The special guest speaker was FIFA Secretary General Fatma Samoura, while Forum partners included Qatar National Bank, Hamad Bin Khalifa University, beIN SPORTS and Floward.

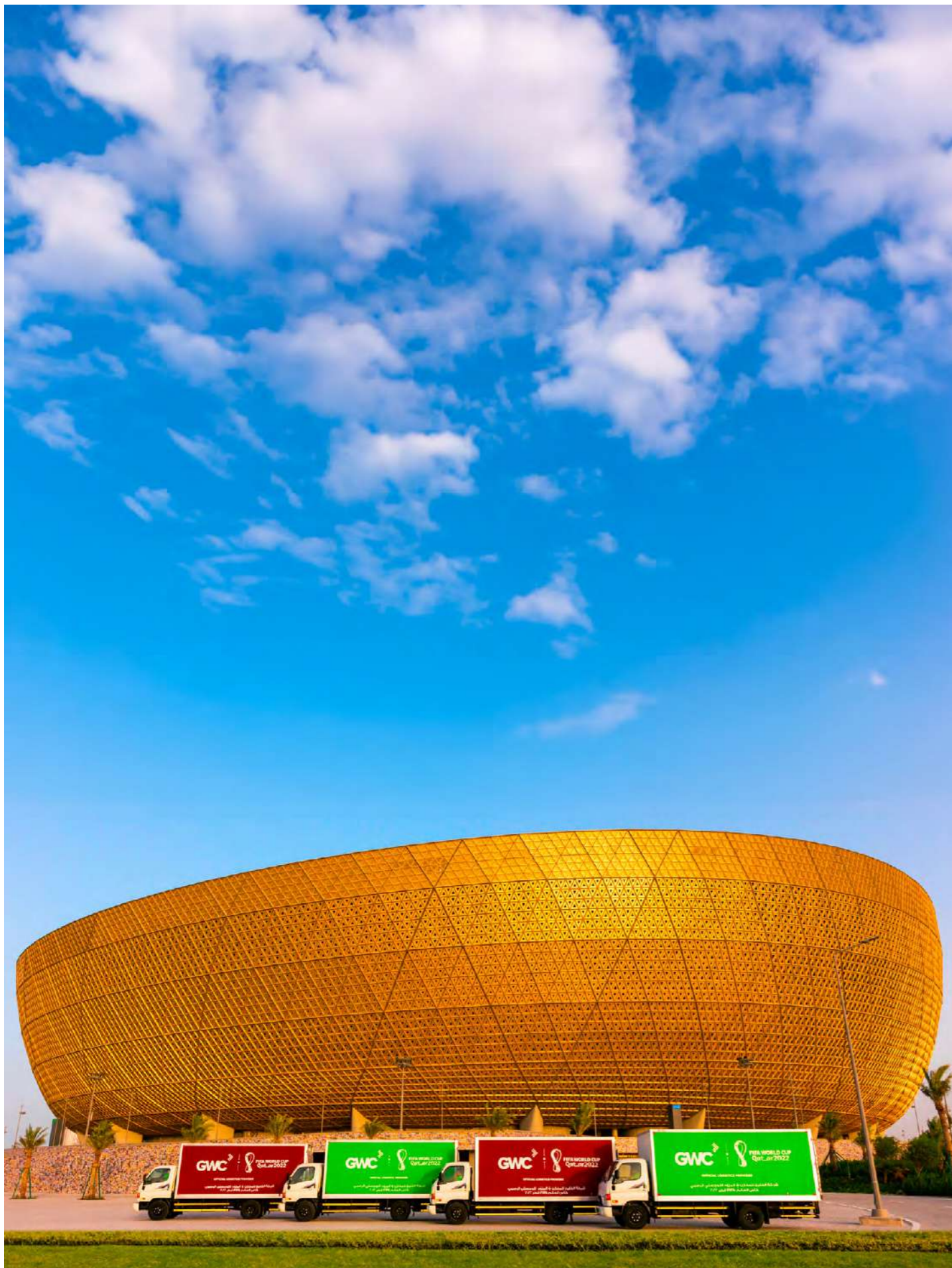


FORWARD

This year's forum helped lay a platform for delivering the economic legacy of Qatar 2022. Supporting MSMEs is paramount to our success – and vital for the country as it strives to deliver the goals of Qatar National Vision 2030. By bringing together executives from key industries, including the public sector, food and beverage, innovation, technology, education and others, we are building firm foundations for the next generation of start-ups and entrepreneurs. We can all learn from one another as we seek to leverage the hosting of the biggest sporting event ever to be held in Qatar and further develop the robust ecosystem which is already helping MSMEs achieve their business objectives.

Ranjeev Menon

Group CEO
GWC



BUILDING QATAR'S LEAGACY

THE PIVOTAL ROLE OF MSMEs IN POWERING QATAR'S ECONOMY

Micro, small, and medium enterprises (MSMEs) are benefiting significantly from Qatar's position as a global sports hub. The country hosts a high number of international sporting events every year and for the first time in the region will stage the FIFA World Cup™ in just a few weeks' time.

Qatar's MSMEs represent 97% of the private sector companies and contribute 16% to the country's non-energy GDP in order to promote MSMEs, Qatar has introduced several incubation and accelerator programmes to build knowledge and expertise. Qatar encourages banks to provide funding to entrepreneurs to start or scale their businesses and, since 2017, more than QAR 20 billion (USD 5.5 billion) has been invested.

The Case for Local Businesses

Hosting a major sporting event provides a range of benefits, including sport development, urban regeneration, increased profile, human development and economic opportunities. Qatar 2022 has boosted the country in all these ways and more. It has significantly strengthened the structure and performance of non-energy sectors and is helping to transition the economy away from oil and gas – in line with the goals of the Qatar National Vision 2030.

Hosting the World Cup has created numerous opportunities for domestic and regional enterprises in a range of sectors, including construction, events, tourism, hospitality and sports-related industries. It has also helped Qatar form strategic alliances and connect to global value chains.

Staging the World Cup has also presented the region with opportunities for innovation in areas such as cooling technology, energy efficiency, waste management, health and safety, public transportation and information technology.

The Economic Impact

A tournament's economic sustainability can be measured by the impact on MSMEs and the long-term use of infrastructure.

The post-legacy use of infrastructure built for the tournament, including stadiums and training sites, must consider the impact both economically and socially. It is vital that the facilities are utilised long after the tournament and benefit local communities. In Qatar, there are clear legacy benefits due to long-term planning and community engagement.

Some stadiums will become the home of local professional teams. They will also host community facilities, including hotels, offices, real estate, retail centres, multi-sporting facilities and health clinics. The precincts around two stadiums – Al Bayt and Al Janoub – are already focal point in their local communities; hosting public parks, food and beverage outlets, wedding halls, exercise facilities and much more.

The 2022 edition of the FIFA World Cup™ is set to deliver a legacy unmatched by any sporting mega-event in history.



"Empowering Qatar's burgeoning MSMEs sector is one of our core goals and we look forward to sharing a range of insights from high-level local, regional and international participants during this year's forum," said GWC's Group CEO, Ranjeev Menon.

"We believe MSMEs will supercharge Qatar's economy in the coming decades as the country leverages hosting the biggest sporting event on the planet," continued Menon. "The World Cup is bringing new opportunities to Qatar and enabling businesses across a range of sectors to grow. As Qatar's number one logistics and supply chain solutions company, we understand the significant role we can play in capitalising on World Cup opportunities – and this is something we will illustrate during the forum."

Ranjeev Menon
Group CEO
GWC



“Qatar 2022 was the best ever FIFA World Cup. There will be a transformational legacy. Many people from around the world have come to Qatar and discovered the Arab world, which they didn’t know, or they knew only for what was portrayed to them. The World Cup has been an incredible success on all fronts. The main one being the fans, the behaviour, the joyful atmosphere, and bringing people together. The fans meeting the Arab world - it has been very important for the future of all of us.”

Gianni Infantino
FIFA President



The power of the World Cup as a force for transformative legacy has always been our guiding light. This tournament has always represented far more than a month of football. We are committed to ensuring the World Cup leaves a truly transformational social, human, economic and environmental legacy, and is remembered as a landmark moment in the history of our region. Across different sectors, the country is working tirelessly to develop a knowledge-based economy - reducing the reliance on hydrocarbons and supporting Qatar’s social, economic and environmental journey - and the World Cup is a vital catalysts for accelerating that vision.

H .E. Hassan Al Thawadi
Secretary General
Supreme Committee for Delivery & Legacy



Qatar’s micro, small, and medium enterprises (MSMEs) experienced significant growth over the last decade and were one of the major drivers for the economy. As the FIFA World Cup Qatar 2022™ approached, the country was prepared for the mega sporting event and had a lot of business opportunities for MSMEs and international companies beyond the World Cup.

Fatma Samoura
Secretary General
FIFA



Legacy planning has been a key factor, and many of the training sites were renovated and built will benefit local clubs and communities long after the tournament has finished. The new hotels will also support Qatar’s growing tourism industry post-2022. Over the last decade, Qatar has hosted over 600 regional and international sporting events, including the FIFA Club World Cup on two occasions, and our major last event, the FIFA Arab Cup. These tournaments in particular have helped us to prepare for the greatest show on Earth and prepare to welcome the world to our home.

Nasser Al Khater
CEO FIFA World Cup Qatar 2022



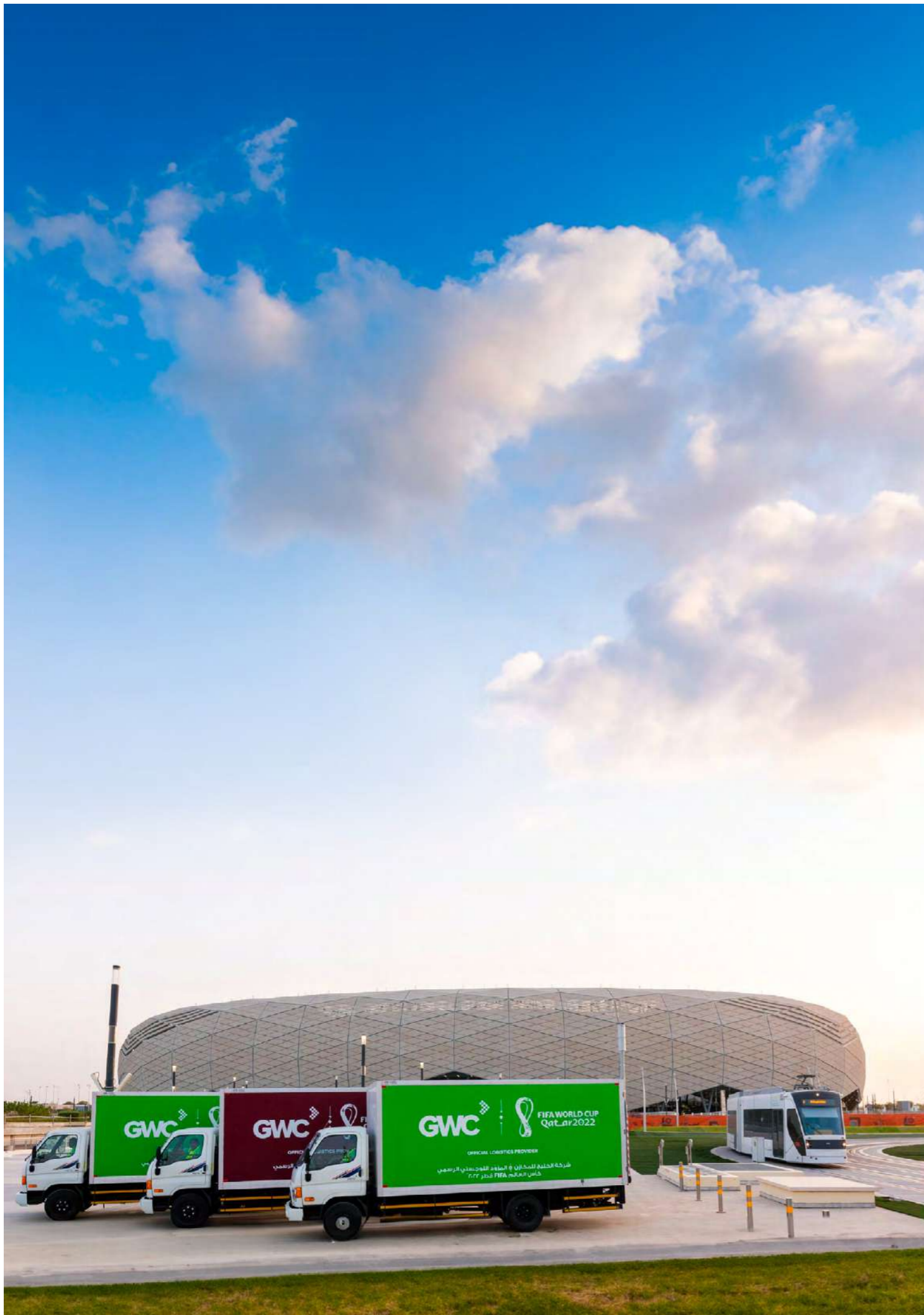
The small and medium-sized enterprise (MSME) sector is a key driver of the state’s economic diversification, and a tool to promote the country’s industrial and productive potential in line with Qatar National Vision 2030, said acting

HE Saleh bin Majid al-Khulaifi
Undersecretary for Trade Affairs at the Ministry of Commerce and Industry



QNB is pleased to provide support for this partnership by providing training to our large MSME customer base in the use of this new software, QNB is always committed to supporting the development of the Qatari MSME sector due to the importance it holds for the development of our national economy and the future development of our country. We will continue to be at the forefront of any partnerships or initiatives that serve this important sector, to support our country’s future growth and prosperity, and to help in the achievement of Qatar’s National Vision 2030.

Yousef M. Al Neama
General Manager of Group Corporate and Institutional Banking
QNB



This year's forum was the perfect opportunity to collaborate, share knowledge and start delivering the economic legacy of Qatar 2022. Working together, government, the private sector and businesses large and small, can make a huge difference to people in Qatar, across the region and globally. MSMEs are a vital cog in the economic ecosystem and our mission is to harness their potential through a variety of means, including working closely with education, the public sector and specific industries – as outlined in detail at this year's forum.

Jawaher Al-Khuzaei
Chief Marketing Officer
GWC



KEYNOTE SPEAKER

MSMEs represent the backbone of a successful and diverse economy. They create jobs and foster innovation. Qatar has been a hive of innovation in recent years – developing cooling technologies for stadiums and state-of-the-art public transport infrastructure, including the Doha Metro and light rail tram systems.

GWC, its partners and stakeholders are utilising the assets and experience of hosting the FIFA World Cup 2022™ to deliver an economic legacy that is aligned with Qatar National Vision 2030. One of Qatar's great strengths is its determination to leverage the power of hosting the FIFA World Cup like no other country in history. And it is heartening to see that legacy being delivered even before the big kick-off.

Fatma Samoura
Secretary General
FIFA

GWC Forum 2022

READY FOR THE GAME

1st November 2022

STRATEGIC PARTNER



FIFA WORLD CUP
Qatar 2022

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PANEL DISCUSSION 1



DIRECT AND INDIRECT IMPACT OF QATAR 2022 ON MSMEs

The first panel session was titled 'Direct and Indirect Impact of Qatar 2022 on MSMEs and included contributions from Jose Dhooma, Head of Event Logistics, FIFA, Fatma Al Nuaimi, Communications & Media Executive Director, Supreme Committee for Delivery & Legacy (SC), Nazli Berberoglu, General Manager, Coca-Cola, and Syed Maaz, Chief Business Development Officer, GWC.



Jose Dhooma
Head of Event Logistics & Transport



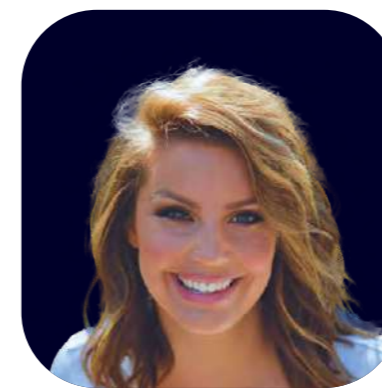
Nazli Berberoglu
General Manager



Fatma Al Nuaimi
Communications & Media Executive Director



Syed Maaz
Chief Business Development Officer



Emily Angwin
Event Moderator

“There is a better understanding of international requirements as a result of the World Cup. Many businesses now have FIFA on their CV. This helps them to grow. When they work with FIFA, they’re working to an international standard. It is great for whatever Qatar does in the future whether it is sporting events, conferences or anything else. You should also consider the people involved in the organising committee they will be thinking about how they can create companies and take their services around the world. Working on a World Cup gives people confidence.”

Jose Dhooma
Head of Events Logistics & Transport
FIFA



“We support a large number of businesses and help them take advantage of opportunities. We always try to take a long-term approach and build a sustainable ecosystem. One example came during COVID-19 when we helped small businesses create home delivery strategies and worked with them to digitise their businesses so they could better serve their customers.”

Nazli Berberoglu
General Manager
Coca-Cola



“At the SC, we have been engaging MSMEs from the start, whether it is building stadiums or training sites. A number of businesses will be involved in the entertainment and fan experience activations during the World Cup, including event companies and food and beverage businesses. Whenever we have opportunities, we make sure to involve MSMEs – many businesses have been developed here since Qatar won the rights to host the World Cup.”

Fatma Al Nuaimi
Communications & Media Executive Director Supreme
Committee for Delivery and Legacy



“The MSME sector has grown a lot in the last 10 years and is now a major driver for the economy. GWC has created an infrastructure to make it easy for MSMEs to set up business. We are now managing a huge amount of warehousing in the country, including Al Wukhair Logistics Park, which was launched specifically to support MSMEs.”

Syed Maaz
Chief Business Development Officer
GWC







Charles Nahas
Regional General Manager



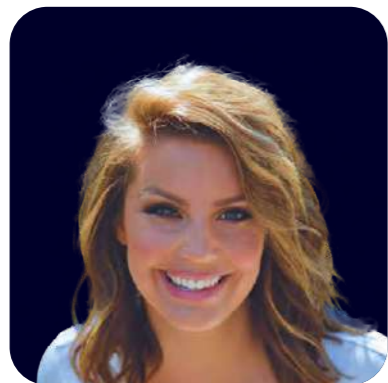
Dr. Manal Al Zaidan
Director of Pharmacy



Dr. Christos Anagnostopoulos
Assistant Professor



Dr. Kamilla Swart
Associate Professor



Emily Angwin
Event Moderator

PANEL DISCUSSION 2



THE WAY FORWARD

The second panel session, titled ‘The Way Forward’, looked into the trends and challenges faced by MSMEs. Participants included Charles Nahas, Regional General Manager, Microsoft, Dr. Manal Al Zaidan, Director of Pharmacy, Primary Health Care Corporation, Dr. Christos Anagnostopoulos, Assistant Professor, HBKU, and Dr. Kamilla Swart, Associate Professor, HBKU. The panellists discussed the impact of the FIFA World Cup on their various sectors and outlined the trends they expected to see after the tournament.



“We’re very excited to be in Qatar. “We began as an MSME and supporting this is one of the segments is essential for us” we need to support a lot, This commitment aligns with the Qatar National Vision 2030. Crucial in crucial in the helping the country with diversification. It is also essential in terms of innovation – a lot of innovation in the world is coming from MSMEs. It’s important to create a sustainable economy. We put a lot of effort into supporting different types of MSMEs.”

Charles Nahas

Regional General Manager
Microsoft Middle East Cluster



“We are looking to discuss how we can move forward. An Interesting dimension is to look at how companies use sport for delivering, for implementing their own CSR agendas because I am sure we all agree that sport has the power to motivate, engage, to inspire people, especially the young generations, so the question is how do firms outside sport utilise sport to deliver their own CSR agendas. At HBKU we find out how companies in Qatar and the region are planning to use these events as a catalyst to do more work through sport to deliver CSR in a meaningful fashion.”

Dr. Christos Anagnostopoulos

Assistant Professor
Hamad Bin Khalifa University (HBKU)

“There was a change in behavior and policy after the pandemic. Impact has been positive to a high extent because we have delivered care remotely and virtually. One of the major services is medication at home delivery service. Delivered 500-700 per day to provide care during the pandemic as we needed social distancing. Virtual services via phone and video. Most patients were receiving care from healthcare providers.”

Dr. Manal Al Zaidan

Director of Pharmacy
Primary Health Care Corporation (PHCC)



“There is a lot more focus on trying to define legacy. It begins when the bid is awarded, how the vision is integrated into the plans of the country into achieving legacy. We are talking about the structural changes that will be left after the World Cup – whether people, or the environment. It is important to look at specific aspects, whether it be changes in policy and governance that makes us achieve more in terms of economic diversification and collaborations, whether it be changes to intellectual property and also in terms of changes in attitudes and behaviours. It’s wide-ranging aspects that this World Cup is giving us a platform to leverage going forward, specifically how we can collaborate together and maximise opportunities for MSMEs.”

Dr. Kamilla Swart

Associate Professor
Hamad Bin Khalifa University (HBKU)



ROUNDTABLE

SET FOR SUCCESS - 1000 OPPORTUNITIES



“We interact a lot with international companies, and we saw there was a gap between the supply and demand, especially for international companies. The 2019 law allows non-Qatari companies to establish 100% entities, most of which are non-local. They come to market, they do their own projects, and we need to go a step further where the ministry sits with those companies and ask them what their needs and local supply can be. 1,000 came as a consequence of these meetings. We need you to work hand in hand with local companies, either fully owned by Qatari or semi-owned with Qatari with partners. Want to localise their procurement. All the companies have requirements in order to be an authorised supplier.”

Hamad Al Abdan

Director of Business Development & Investment Promotion
Ministry of Commerce of Industry

WORKSHOP 1

FASHION AND DESIGN BUSINESS INCUBATOR



“The fashion business incubator we have. We are giving a platform and community for fashion entrepreneurs and artists to sustain their talent and transform into up and running businesses. We saw there is a lack between sustaining these talents and sustaining these businesses. Fashion, product design, fashion tech.

We run programs, activities that could empower and create a community for young designers. Pre-incubation, incubation and acceleration, give business essentials these start ups needs, from training, access to market, bus dev, etc. We have hackathon programs and activities, so designers can come up with business ideas and models to solve an issue in their operations. Opportunities to explore activities outside Qatar and speaker series to offer best practices for incubates to follow.”

Aysha Khalifa Al Romaihi

Manager Of Special Programmes - Incubation
Qatar Development Bank

WORKSHOP 2

MSMES IN THE AGE OF SHARING ECONOMY



“We signed a MoU with GWC last year, and the objective of collaboration is to join hands and work on research and development on different topics especially related to technology and enablers for logistics and supply chain management and of course we focus on research that is impactful in line with QNV2030. It’s a golden opportunity for us and GWC as a win-win collaboration because what we want is to work on topics together and what we need from GWC is their expertise on the ground and we already had some speakers from GWC for our programmes, on logistics and supply chain. Our students come from different areas, most of them working for different companies.”

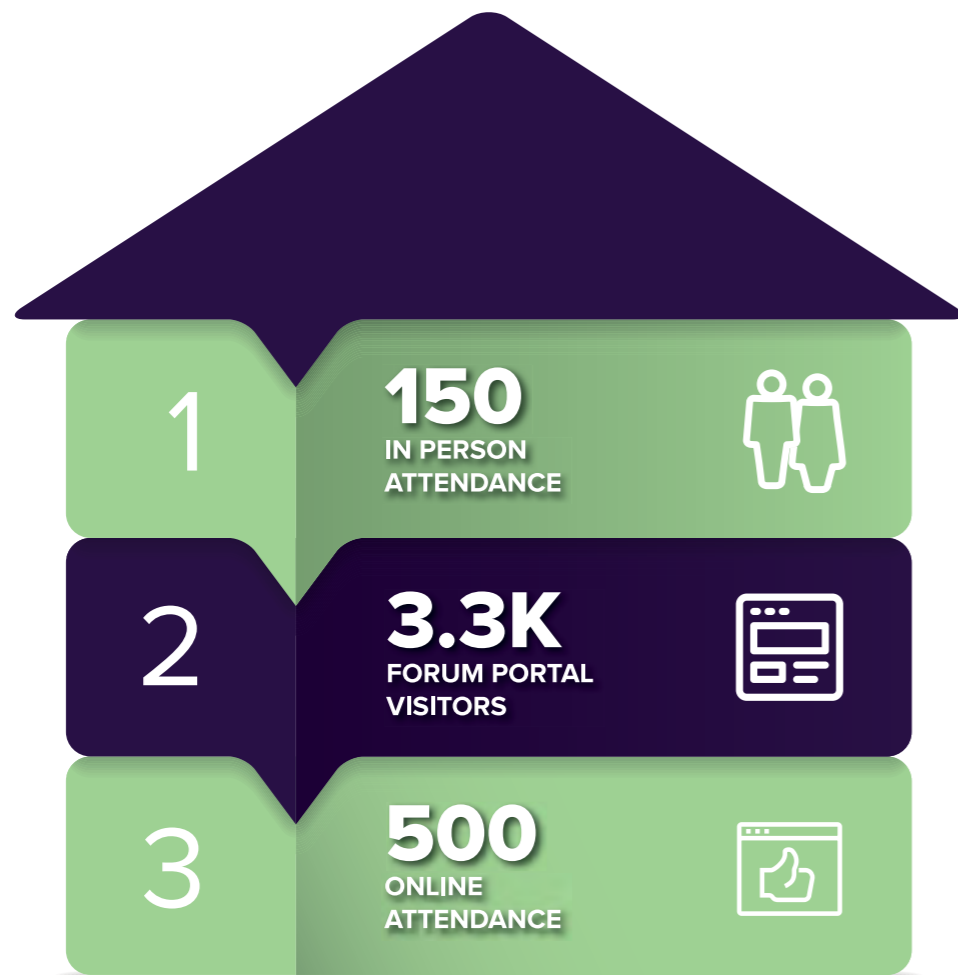
Dr. Laoucine Kerbache
Professor
HBKU



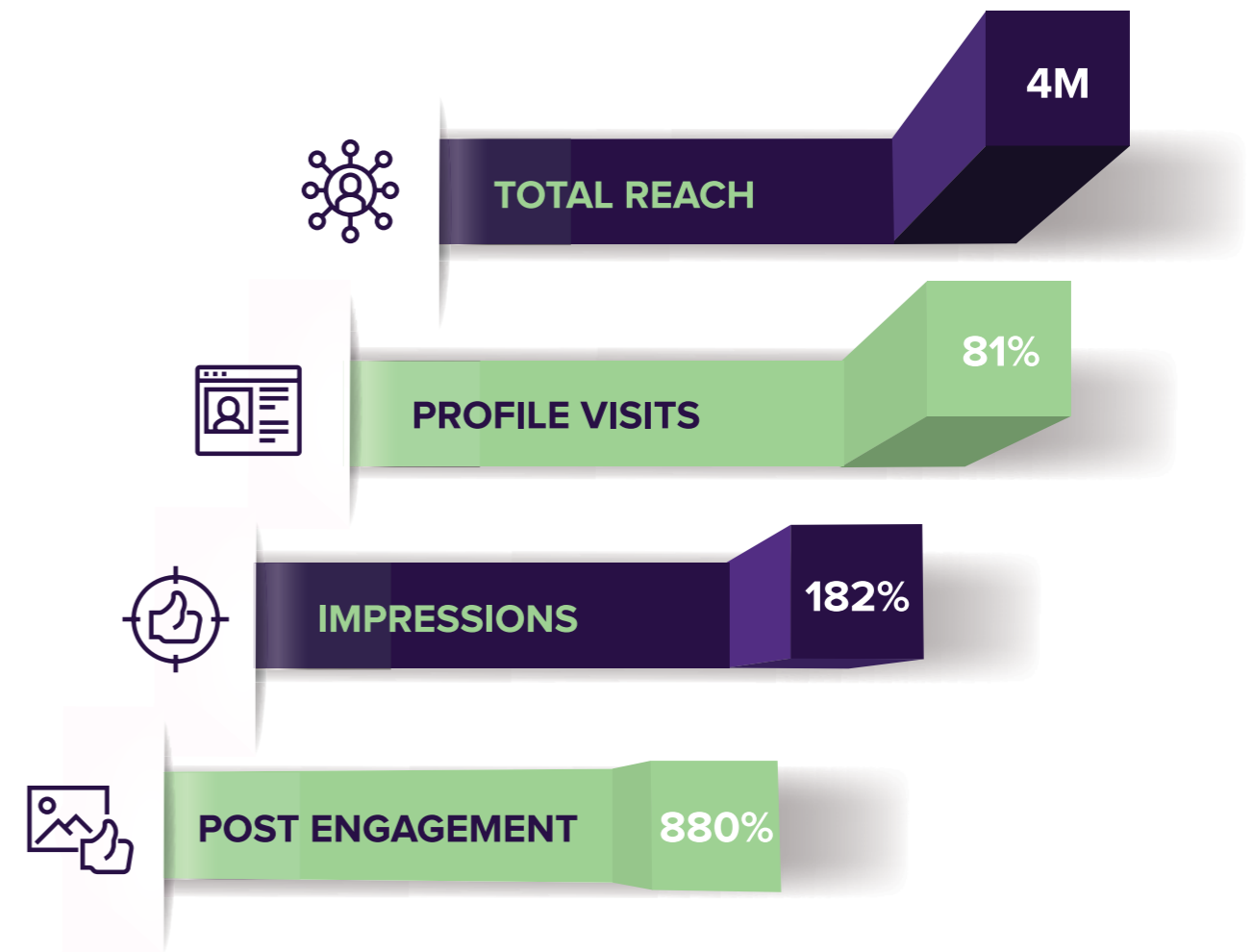
“The main ground for MSMEs and startups is innovation and HBKU is giving big attention to the questions of innovation to provide students, faculty, and researchers with more access to facilities to bring their ideas from basic research into a company. When it comes to curriculum we have an 3innovation centre supporting students, as well as research funding to support any kind of ideas. At HBKU is also working tightly with companies and trying to get as close as possible to their industry to bridge the gap between industry and academia and this is a main driver for innovation and supporting business landscape in general.”

Dr. Adel Elomri
Asisstant Professor
HBKU

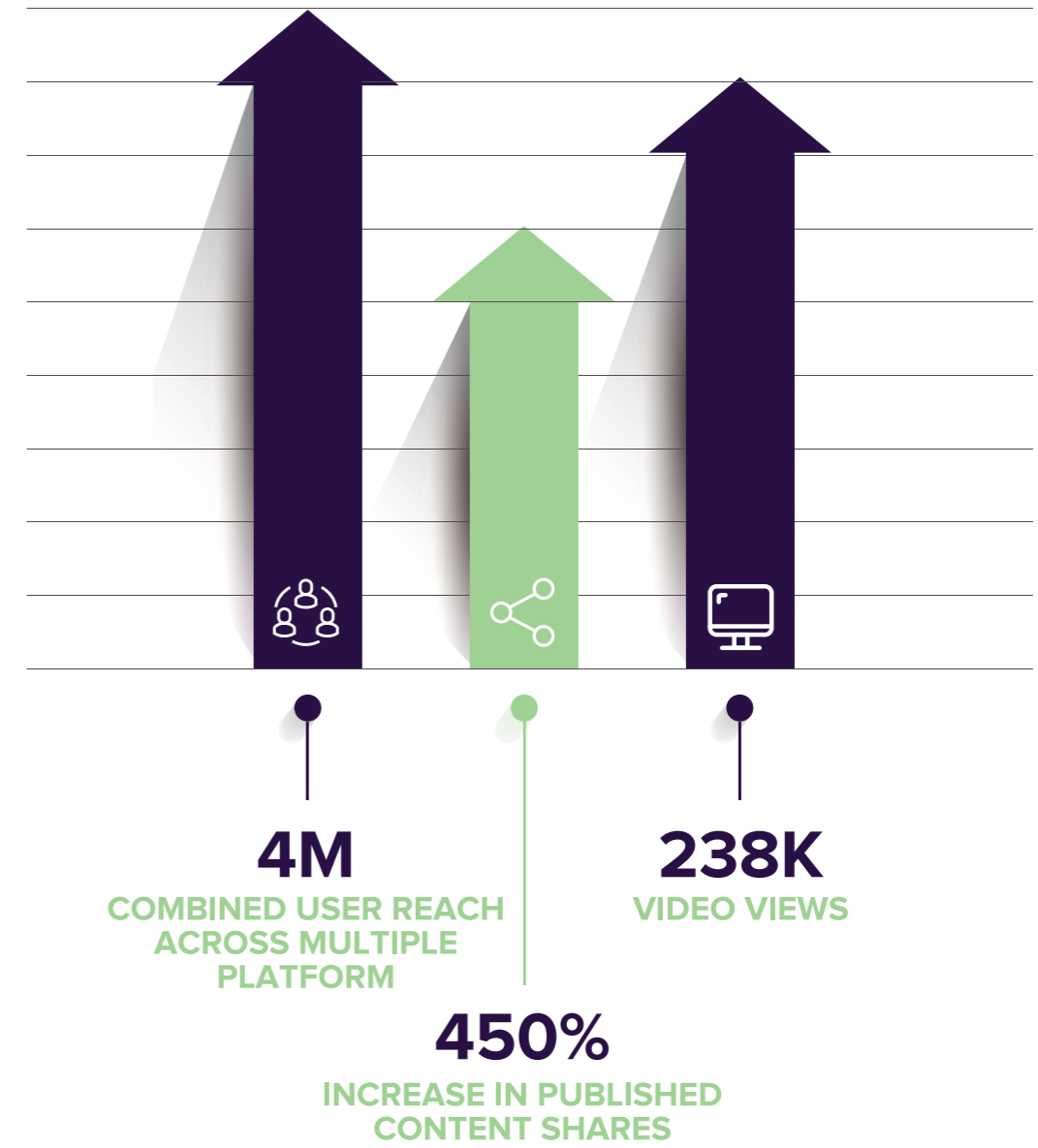
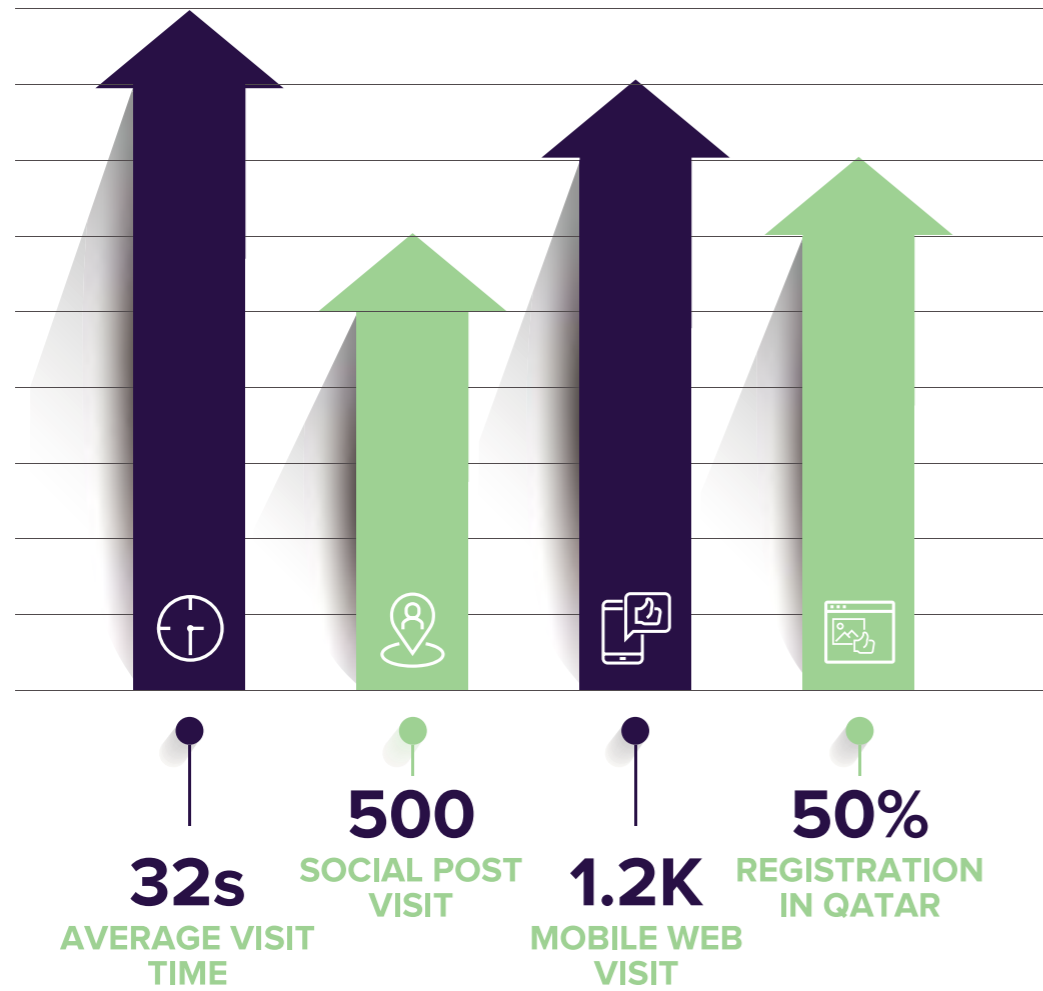
Audience



Digital Media Highlights



Digital Media Highlights



Media Coverage

QNB announced as strategic partner for GWC Forum 2022

Upcoming event will focus on helping MSMEs in benefiting from FIFA World Cup 2022

TRIBUNE NEWS NETWORK DOHA

QNB, the largest financial institution in the Middle East and Africa, has announced its strategic partnership for this year's GWC Forum, which will focus on how businesses can benefit from the FIFA World Cup Qatar 2022.

"QNB's support for the GWC Forum illustrates their commitment and leadership of the aspiring MSMEs segment, while providing the support to help them leverage the opportunities arising from hosting the biggest sporting event on the world," commented GWC's CEO Ranjeev Menon.

"We are happy to have QNB as a strategic partner in this forum", he added.

Commenting on this partnership, Khalid Ahmed Al Sada, General Manager - QNB Group Corporate and Institutional Banking said: "We are delighted to be taking part in this year's GWC Forum as a Strategic Partner, QNB is committed to supporting the development of the local economy and working closely with MSMEs to support this event."



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GWC Forum 2022 a resounding Success

By Kevin Vaz - November 3, 2022 - 14 Report

Forum highlights the pivotal role of MSMEs in powering Qatar's economy

With just little over a fortnight to go for the greatest show on earth, the GWC Forum 2022 set the spirit of the soon-to-be-staged FIFA World Cup Qatar 2022™ Games into motion. The second annual Forum, titled 'Ready for the Game', highlighted how Qatar's economy will continue to flourish after the World Cup.

The event kicked off with opening remarks from the special guest speaker FIFA Secretary General, Fatma Samoura, who addressed the forum with a video message. During her video address, Samoura said: "MSMEs represent the backbone of a successful and diverse economy. They create jobs and foster innovation. Qatar has been a hive of innovation in recent years - developing cooling technologies for stadiums and state-of-the-art public transport infrastructure, including the Doha Metro and light rail tram systems."

"GWC, its partners and stakeholders are utilizing the assets and experience of hosting the 2022 World Cup to deliver an economic legacy that is aligned with Qatar National Vision 2030. One of Qatar's great strengths is its determination to leverage the power of hosting the FIFA World Cup like no other country in history. And it is heartening to see that legacy being delivered even before the big kick-off," she added.

The first panel discussion titled 'Direct and Indirect Impact of Qatar 2022 on MSMEs' included contributions from Jose Dhoorna, Head of Event Logistics and Transport, FIFA, Fatma Al Nusairi, Communications & Media Executive Director, Supreme Committee for Delivery & Legacy (SC), Nazli Berberoglu, General Manager, Coca-Cola, and Syed Maaz, Chief Business Development Officer, GWC.

QNB announced as strategic partner for GWC Forum 2022

THE PENINSULA - DOHA

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QNB's support for the GWC Forum illustrates their commitment and leadership of the aspiring MSMEs segment, while providing support to help them leverage the opportunities arising from hosting the biggest sporting event on the world.

MSMEs in Qatar 'greatly benefited' from hosting of World Cup: GWC official

By Peter Almqvist Business Reporter

The micro-small and medium-sized enterprises (MSME) sector in Qatar, which has been one of the country's major economic drivers in the last 10 years, has "greatly benefited" from the hosting of the 2022 FIFA World Cup, an official of GWC has said.

Syed Maaz, chief business development officer, made the statement at a panel discussion during the GWC Forum 2022 titled 'Ready for the Game' held in Doha yesterday. The panel session examined the direct and indirect impact of hosting the 2022 FIFA World Cup on MSMEs in various sectors of the Qatar economy. Maaz was joined by Jose Dhoorna, FIFA head of Logistics; Nazli Berberoglu,



Industry experts during a panel discussion at the GWC Forum 2022 titled 'Ready for the Game' held in Doha yesterday. PICTURE: Thaluheen



FOSTERING LEGACY IN LOGISTICS AND SUPPLY CHAIN THROUGH SPORT MEGA EVENTS

BY DR CHRISTOS ANAGNOSTOPOULOS AND DR KAMILLA SWART

A ticking countdown timer on TV screens and social media platforms remind Qatar’s citizens that the first sporting mega-event to be held in the Middle East and the Arab world is just days away. The word ‘mega’ refers to extraordinary high levels of tourism, global media coverage, prestige and economic impact for the host country, including significant construction of facilities and infrastructure specifically for that event.

No doubt, Qatar’s FIFA World Cup™ demonstrates all these characteristics. Consider these numbers: the expected viewing audience is 3.6 billion people and 1.2 million spectators; according to Bloomberg (June 22, 2022), Qatar expects November’s event to add as much as \$17 billion to its economy; moreover, the Qatari Planning and Statistics Authority reports that, to date, the state-sponsored construction boom has driven Qatar’s non-energy economy, with the sector comprising around 12% of GDP. In the meantime, the International Monetary Fund (IMF) projects Qatar’s economy to grow by 3.4% this year, thanks to a boost from World Cup-linked activities (Reuters). This means this, one should not neglect the intangible social effects such as: community cohesion, civic pride, uniting people or improving self-esteem. It is often stipulated that these intangible effects could be at least comparable in scale to the tangible effects.

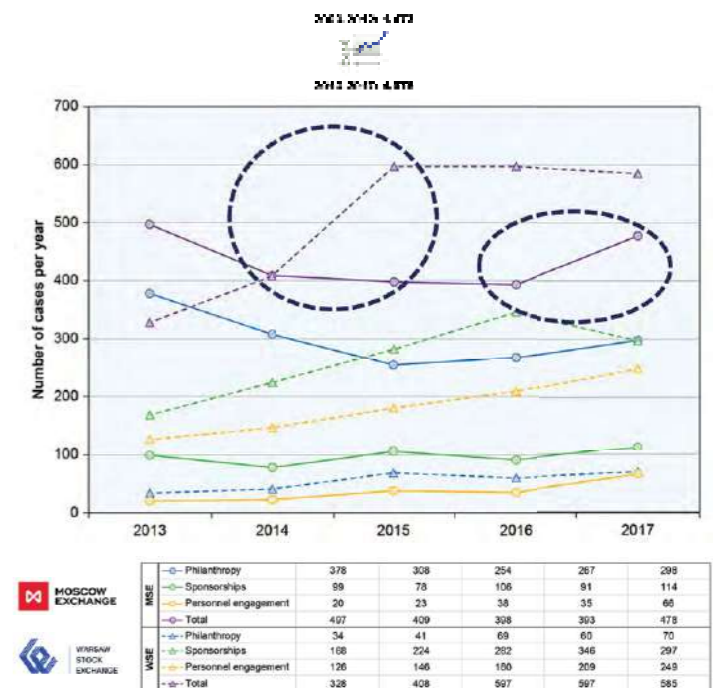
However, the tangible and intangible benefits a mega sports event brings to the host country (i.e., Qatar) are the result of breaking down in small parts a very complex exercise. In essence, logistics and supply chain management are the terms that best describe how one deals with the complexity behind a sport mega event, which demands the most precise planning and seamless logistics operations. Indeed, sporting events are today regarded to be the greatest, non-military related, world-wide logistics operations. So, when it comes to ‘dismantling’ the complexity behind the 2022 FIFA World Cup™, the timely question – in football parlance – becomes: what’s the score?

As part of a research collaboration agreement between the College of Science and Engineering (CSE) at Hamad Bin Khalifa University (HBKU) and the Gulf Warehousing Company Q.P.S.C. (GWC), faculty members in CSE’s Division of Engineering Management and Decision Sciences (EMDS) met with representatives from GWCThe latter is the 2022 FIFA World Cup™ official host nation logistics provider, which is playing a crucial role in delivering this milestone sport event. Our meeting was not necessarily aimed towards getting a concrete answer to the above question, but rather to better understand first-hand the logistical challenges as well as the immense opportunities associated with an event of this scale and magnitude.



Our meeting was not necessarily aimed towards getting a concrete answer to the above question, but rather to better understand first-hand the logistical challenges as well as the immense opportunities associated with an event of this scale and magnitude. Our discussion was centered around four distinct but interrelated sport logistics pillars (as recently published in the International Journal of Logistics Management*); managing the sports venues; the newly developed infrastructure and transportation systems for fans and spectators; the management of the athletes’ logistics, and, of course, the core logistics-related task of GWC that concerns the transportation process of the required equipment for all three above pillars: venues, fans and athletes.

The crux of this meeting, however, was the realisation and consensus that these sport mega events involve strong collaborations over extended time periods between



various business sectors, governmental agencies, and, ideally, academic and research institutions. These empirical insights from GWC reminded us of the triple helix model (THM), which was developed with the objective of describing how academia, industry and government interact, concentrating on the circumstances under which this interaction spurs social development and economic growth. For Qatar, these circumstances obviously concern the 2022 FIFA World Cup™ and the potential this sport mega event presents so that legacy in the field of logistics and supply chain is fostered.

The application of the THM in this instance is an interesting one. GWC's collaboration with the country's Ministry of Commerce and Industry has been intense for over a decade, thereby contributing in a concrete fashion to Qatar National Vision 2030. At the same time, GWC – through its various initiatives and projects – has become the enabling mechanism for supporting micro, small and medium enterprises (MSMEs) operating in the field of logistics inside Qatar. GWC recognises that these MSMEs actually demonstrate high levels of agility and responsiveness to a very dynamic environment, thus rendering them pivotal players for facilitating innovation and economic growth. Though some important questions come to the fore: for example, how does one capture the knowledge that is being created through these complex to logistically manage events? Or even when one manages to do so, how such a knowledge is being transferred both horizontally and vertically, so the event delivers legacy from a logistics and supply chain perspective too? We believe that this is where the third helix comes to play its part. Academic extroversion, a very significant element of an institution like HBKU, is the one that can capture a large amount of data and help towards optimisation, efficiency and innovative scientific decision-making. HBKU will work with GWC to identify new research project opportunities so lessons learnt over the last

decade (as well as during and soon after the event finishes) are captured through rigorous and applied research endeavours.

After all, the 2030 Asian Games may present more complex challenges, whereas the prospect of hosting the Olympic Games even more. The country's logistics and supply chain ecosystem is expected to excel in all dimensions and cases, so keeping in mind what the three helixes when working harmoniously together can offer is, perhaps, the way forward.

Faculty members from the CSE's Division of EMDS will have the opportunity to further discuss the importance of knowledge capturing and sharing at the GWC Forum 2022 in a few days. This year, the forum will examine the contribution the 2022 FIFA World Cup™ added to MSMEs in Qatar and further afield through major industries such as sport and event logistics. With 96% of private sector business classified as MSMEs, and with the Supreme Committee for Delivery & Legacy committed to supporting local procurement for tournament preparations, the 2022 FIFA World Cup™ has undoubtedly laid a strong foundation for further economic diversification and growth. The GWC Forum 2022, together with its partners, provide an ideal opportunity to facilitate global exposure and networking, and serve as a platform to engage in learnings that foster economic sustainability and legacy.

EMPOWERING SMES IN THE AGE OF SHARING ECONOMY AND DIGITAL PLATFORMS : A LOGISTIC AND SUPPLY CHAIN PERSPECTIVE

BY AHMED ABDUL HADI HAQQANI , DR ADEL ELOMRI , DR. LAOUCINE KERBACHE - DIVISION OF ENGINEERING MANAGEMENT AND DECISION SCIENCES, COLLEGE OF SCIENCE AND ENGINEERING, HAMAD BIN KHALIFA UNIVERSITY

Introduction

The effects of the global pandemic and the rapid growth of e-commerce have led to the acceleration of the digitalization of supply chains across the world. In 2020, the e-commerce market amounted to \$4.28 trillion with projections to reach \$5.4 trillion by the end of 2022. This growth has led to huge investments in digital supply chain management around the world. This growth is enabled by the development in areas such as the Internet of Things (IoT), sensor networks, sharing economy, and artificial intelligence (AI), among many other smart solutions.

The impact of the pandemic has been profound on SMEs and startups due to the disruption caused to their respective supply chains. According to the report by the United Nations, in 2020, 1/5th of all SMEs were permanently closed in the US, 47% in India, 60% in the Philippines and 10,000 formal closures in Mexico. The impact on exports and other trade activity resulted in a drop in goods exported globally from \$19 trillion (2019) to \$17.5 billion (2020). The disruption was caused by the abrupt change in consumption, consumer behaviour and the problems faced to acquire raw materials and other critical resources during the pandemic. A key challenge faced by SMEs and startups around the world is market access, which became an even greater problem during the pandemic.

Developments of Sharing Economy to Empower SMEs

The advent of digital platforms provides SMEs and startups with an opportunity to thrive by participating in the sharing economy ecosystem. The concept of sharing economy also referred to as collaborative consumption or the peer economy is based on the central idea that access is more important than ownership. This phenomenon is disrupting traditional modes of business and reinventing how goods and services are exchanged at both peer-to-peer (p2p) and business-to-business (B2B) levels. There are mainly three market forces driving the collaborative economy. This includes, first, the digital technologies drivers such as mobile devices, mediation platforms, social networking, etc. Second, there are several economic drivers such as monetizing excess resources or idle inventory, promoting access over ownership, and finally, societal drivers where there is a general drive for sustainability, and generational altruism, among others. As exposed in (Figure 1), sharing economy has the objective of increasing access while reducing investments in resources and infrastructure to maximise profitability, which in turn could lead to a more sustainable tem.

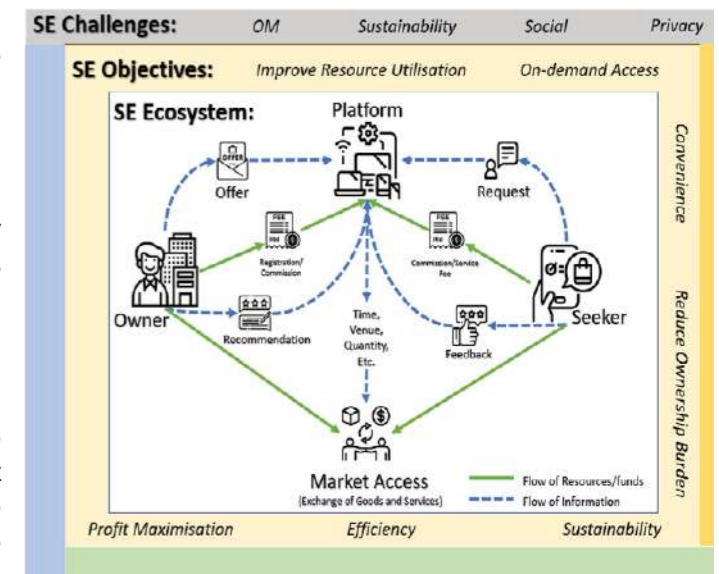
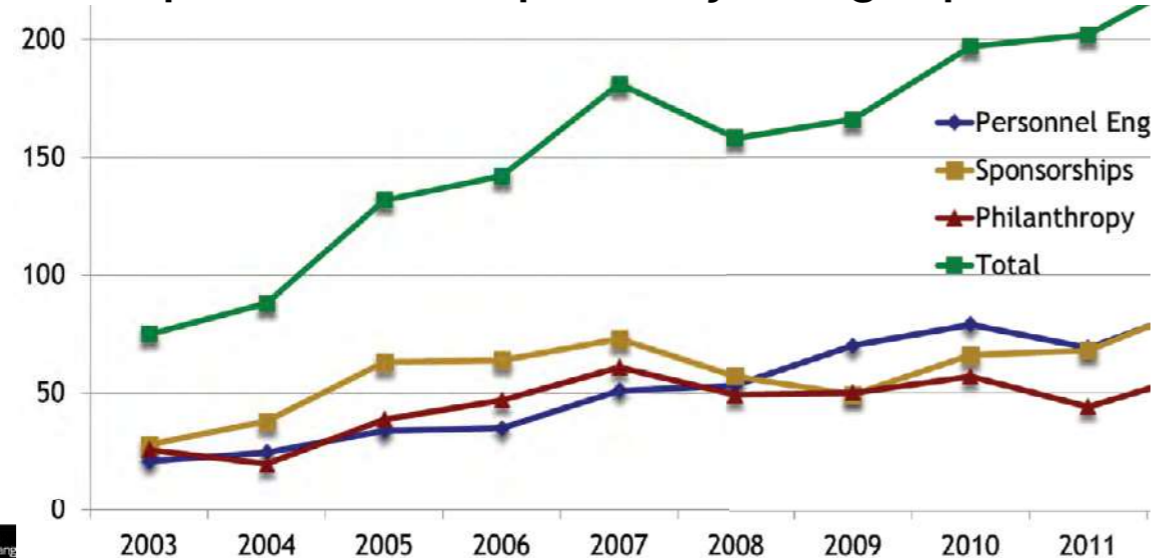


Figure 1 Showing Economic Overview

According to a report by PWC, sharing economy in the rental market sector is projected to grow from \$15 billion in 2013 to \$335 billion by 2025 (Figure 2), which shows the immense potential of sharing economy. E-commerce platforms like Amazon and eBay have been thriving in the age of digital transformation by linking many small businesses to all types of consumers. From a supply chain management perspective, this provides SMEs and startups with the opportunity to connect through these platforms to achieve economies of scale in their operations or sharing of resources in a mutually beneficial manner. However, unlike large businesses and organisations, SMEs and startups lack the resources to implement a digital supply chain. The process to digitalize is often complex and time-consuming, which detracts many businesses to invest in them. The features of sharing economy like on-demand access to services and goods, peer-to-peer or business-to-business sharing of goods and collaborative consumption allow SMEs and startups to remain competitive in a dynamic market where accessing technology and resources is more efficient than outright ownership, which is costly and risky.

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