

# 2022 FIFA World Cup

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CRISIS RESPONSE

Anna K, Aria S, Emily A, Emily F

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# INTRODUCTION

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- **ORGANIZATION: FIFA**

- *Promote the game of Association Football [...], to foster friendly relations among National Association, Confederations, and their officials and players, by promoting the organization of football matches at all levels, and to control every type of association football by taking steps as shall be deemed necessary or advisable”*

- **EVENT: 2022 FIFA WORLD CUP**

- Occurs once every four years, host selected by FIFA years in advance,

- **CRISIS #1: BACK LASH OVER QATAR HOSTING**

- **CRISIS #2: CORRUPTION**



# Background

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## BACKGROUND - QATAR & FIFA

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- Qatar hosted the 2022 FIFA World Cup
- Controversial pick due to- corruption/ bribery, workers' rights, cultural beliefs
- Corruption/ bribery
- Workers' rights
- Cultural beliefs



# Problem Identification

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# LOGISTICS - INFRASTRUCTURE, CLIMATE, REGULATIONS

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- **World Cup Typically Hosted in Summer** » moved to Winter b/c of Qatar's climate
- Smallest country to ever host
- **Lack of Infrastructure** » underwent massive construction projects in preparation
- **Strict Alcohol Regulations** » Drinking and being drunk in public is punishable by jail time and fines, two days before kick-off the Qatari royal family announced that alcohol would be banned from stadiums despite originally saying they would allow it



# HUMAN RIGHTS - LGBT+, WORKERS, EXPRESSION

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- **Discrimination** » Sex between men is punishable by up to seven years in prison, men who "instigate" or "entice" another man to commit "an act of sodomy or immorality" could face imprisonment (Sullivan, 2022).
- **Oppressive Labor System (Kafala)** » states give employers sponsorship permits to bring in foreign workers, which bind workers to their employers and allow for exploitation” (Cholewinski, 2023).
  - more than 6,500 foreign workers lost their lives – Guardian Report
- **Expression** » citizens & media are not allowed to criticize Qatar government or politically rally against it (Saafein, 2022).
  - Fans wearing rainbow clothing were prevented from entering the stadium



## CORRUPTION - SPORTS WASHING, BRIBERY

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- **Organizational Misconduct** » Sepp Blatter (president of FIFA) suspended by FIFA's ethics committee, received a guilty verdict with charges of ethics violation
  - accusations of bribing board members w/ \$50,000+ each if they voted for him (Saafein, 2022).
  - allegations of accepting monetary bribes in exchange for awarding the 2018 and 2022 World Cup Finals to Russia and Qatar, respectively
- **Sportswashing** » Use of a sporting event by a government to improve their reputation
  - Popularity & the passion that fans have for the sport (soccer) is harnessed by a state (Qatar) as a tool to improve both international & domestic relations (boost tourism, revenue, & Qatar's reputation.)





# ANALYSIS / KEY CONCEPTS

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## ANALYSIS & KEY CONCEPTS

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- Crisis communication
  - Corruption/ bribery
  - Migrant workers
- Lack of DEI
  - Homophobia towards the LGBTQ community
- Issue management
  - Welfare standards for migrant workers



# STRATEGIES, TACTICS AND THE OUTCOMES

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### 3 C'S OF CRISIS MANAGEMENT: CONCERN, CONTROL, AND COMMITMENT

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**CONCERN:** FIFA ADDRESSED CONCERNS SURROUNDING LGBTQ+ RIGHTS

- FIFA WORKED WITH QATAR TO LET INDIVIDUALS ATTENDING THE GAME IN AND OUT OF THE STADIUM
- ALLOWED DISPLAYS OF LGBTQ+ RIGHTS IN THE STADIUM



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### 3 C'S OF CRISIS MANAGEMENT: CONCERN, CONTROL, AND COMMITMENT

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## CONTROL: FIFA WAS ABLE TO CONTROL THE MEDIA NARRATIVE

- FOCUSED MEDIA ATTENTION ON SOMETHING SMALLER
  - BUDWEISER IS THE OFFICIAL BEER OF THE WORLD CUP IN A COUNTRY THAT DOESN'T ALLOW ALCOHOL- RESULTING IN ZERO PERCENT ALCOHOL BEER
- TAKING THE ATTENTION AWAY FROM THE HUMAN RIGHTS VIOLATION CONTROVERSIES



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### 3 C'S OF CRISIS MANAGEMENT: CONCERN, CONTROL, AND COMMITMENT

COMMITMENT: FIFA LAUNCHES A SUSTAINABILITY MANAGEMENT SYSTEM (SMS)

- CREATING NEW STADIUMS WITH ENERGY AND WATER-EFFICIENT IRRIGATION SYSTEMS WHILE MINIMIZING FIFA'S CARBON FOOTPRINT

OUTCOME: PLAYERS SIGNED A LETTER TO FIFA, STATING THAT FIFA'S CARBON CALCULATIONS WERE FLAWED AND THAT FIFA WAS SHIFTING THE RESPONSIBILITY TO FANS



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# ETHICAL CONSIDERATIONS

## Carbon Neutral Claim

- Construction of the stadium didn't reach carbon neutral target
- Calculations underestimated amount produced
- Didn't purchase enough carbon offsets
- Gives the impression of dishonesty, misleads the public that the event was sustainable

## Reparations

- Did not follow through on paying reparations to families of workers killed in construction
- Bare minimum to rectify the situation
- Gives the public the impression they're not apologetic

# CONCLUSION

## TAKEAWAYS

- PREVENTION IS KEY TO HANDLING CRISIS SITUATIONS, HAVING HIGH STANDARDS FOR PARTNERSHIPS
- PUBLIC CARES ABOUT GLOBAL ISSUES - IE WORKER'S RIGHTS AND SUSTAINABILITY
- SMALLER CAMPAIGNS (BUDWEISER ZERO) CAN SHIFT THE PERSPECTIVE ON CRISIS.

# QUESTIONS?