

**Hospitality Sales Agent
Invitation to Tender**



**FIFA World Cup
Qatar 2022™**

CONTENTS

1. OVERVIEW
2. ABOUT EXPAT SPORT
3. SALES STRATEGY
4. MARKETING AND COMMUNICATIONS STRATEGY
5. SALES TARGET
6. EXPERTISE AND EXPERIENCE
7. SALES MANAGEMENT AND COMMUNICATION
8. CORPORATE MANAGEMENT STRUCTURE
9. FINANCIAL STABILTY
10. SALES AND STAFFING STRUCTURE
11. LOCATIONS

1. OVERVIEW

This tender document sets out Expat Sport's application to become an exclusive MATCH Hospitality Sales Agent for the GCC region, for FIFA World Cup Qatar 2022™.

We have sought to answer each question posed with a detailed response, providing clarity on how we will successfully deliver the Hospitality Program for the GCC region for FIFA World Cup Qatar 2022™.

We have a robust strategy ready to maximise the full potential of the GCC market, and a team with invaluable experience to implement this strategy.

Our team look forward to working with MATCH Hospitality to make FIFA World Cup Qatar 2022™ a huge success for everyone involved.



2. ABOUT EXPAT SPORT

Expat Sport is a vastly experienced sports tourism agency with significant relationships across numerous corporates, dignitaries, organisations and sporting influencers.

In particular Expat Sport has exceptionally strong relationships with the corporate community in the Middle East and has excellent relationships with a number of global and regional sports bodies.

Expat Sport was established in the UAE in 2009. In 2019 Expat Sport established an office in Riyadh, Saudi Arabia, through the direct support of Prince Saud Al Saud from the Saudi Investment Authority. The Saudi investment authority were seeking support from Expat Sport to assist in driving the countries sport tourism agenda.

The move into Saudi Arabia coincided with a number of international football events taking place in the region. Expat Sport was appointed official sales agent for the FIFA Club World Cup in 2017 & 2018 and became official hospitality agents of the AFC Asian Cup in 2019.

Company presentation



3. SALES STRATEGY

SUMMARY

To maximise Hospitality sales in the GCC region, extensive and well trusted relationships will be required. Expat Sport has built up an enviable reputation both in its personal relationships with major corporates and influential networks, but also with a number of expert sub agents and referral agents, with implicit knowledge of their own markets.



SALES CHANNELS

Expat Sport Sales Team

Expat Sport has an exceptional experienced sales team operating in the GCC market. The team has worked on a number of major international tournaments and sporting events. Each member has developed their own client base over many years, including an extensive database of football fans who attended the FIFA Club World Cup and AFC Asian Cup. Our sales team will be in touch with all previous customers, including our extensive corporate network.

The importance of relationships

Good relationships are essential in the GCC, particularly when dealing with the local community. Our team has nurtured relationships in the GCC for over 12 years with our HNI customers, corporate clients, sports clubs, and local families, and government entities.

Our team will reach out to this very important target market in person as well as managing our network of sub-agents, referral agents and business groups. They will also manage sales driven by our marketing activities.

Influencers: Relationships with influential local families, nurtured over several years, will lead to introductions to other prominent local families.

FURTHER SALES CHANNELS AND OPPORTUNITIES

Banking network

The banking sector is one of the most important and strongest sectors across the GCC. We have exceptional relationships with the marketing teams of most financial institutions whom we meet with on a regular basis, due to the sporting assets we represent.

Subject to approvals from MATCH, we will work with our banking partners to promote our MATCH Hospitality packages, to their significant networks:

ADIB Bank

ADIB Bank is one of the largest local banks in the UAE with almost 1 million customers and have offices throughout the UAE. As an Islamic bank ADIB has a large Emirati customer base and are sponsors of the AGL professional football league. ADIB customers are passionate about football.

ADIB is one of our strongest partners. We manage all of their ticket requirements for sporting events and brokered and manage the ADIB sponsorship of the ICC Academy. We also run their cricket tournaments at ICC Academy.

Emirates NBD

Emirates NBD is a long-term partner of Expat Sport. For a number of years Expat Sport has provided Emirates NBD with access to local and international sporting events. Emirates NBD is a local sponsor of Manchester United and have over 26k Manchester United cardholders.

We will enter into a partnership as with Emirates NBD, to market with their football audience and continue to support their Manchester United activations.

Other GCC Banks

Our sales team will continue meeting with our current network of 68 banks across the GCC, whilst approaching other targeted banking prospects.

Other key corporates and organisations

Visa

Visa is an official partner of FIFA and a client of Expat Sport. We are currently speaking to Visa about a few projects and are in regular communication with their Dubai regional office.

We will partner with Visa on the FIFA World Cup Qatar 2022™ and offer their card holders added value when booking MATCH Hospitality tickets. This includes access to dinners, meet and greet with football personalities, signed memorabilia, free room upgrades etc.

American Express Concierge

Based in Bahrain and with VIP clients throughout the GCC, American Express is a long-term partner of ours. We provide American Express cardholders with access to several sporting events and as part of our agreement they will send out communications to their database promoting our MATCH Hospitality packages.

Quintessentially Concierge

Quintessentially Concierge is another strong concierge partner of Expat Sport's with a large HNI database across the GCC. Quintessentially will be an excellent referral agent.

Business Councils

There are business groups and forums from various nations in each GCC country and members of our team have relationships with these groups. We will use the forums as an access point to many individuals and companies.

British Business Group (BBG)

BBG members attend Expat Sport dinners and get to meet sporting Icons. We will run competitions with their membership consistently, offering the opportunity to meet football legends, whilst at the same time promoting MATCH hospitality packages

Capital Club

Named by CNN as one of the top 10 business clubs in the world, the Capital Club has an exclusive membership who are generally Chairmen, Founders, CEOs, Managing Directors, Directors and Partners in their organisations.

Capital Club members will be provided with an exclusive package to the FIFA World Cup Qatar 2022™.

Spanish Soccer Schools

As the exclusive commercial partner of the Spanish Soccer Schools, Expat Sport has access to parents of passionate young football players. We will send out emails to the Spanish Soccer Schools database and promote MATCH Hospitality tickets at our desk on open day each year. Former Spanish International Michel Salgado runs the Spanish Soccer Schools and he will work with Michel to invite big name players to attend our dinners and launch day.

Dubai Sports City

As the exclusive commercial partner of Dubai Sports City, Expat Sport is able to send out communications to over 75k residents. We have the right to promote MATCH hospitality packages throughout the whole of sports city, including the rugby park, gym and football areas. We can also send out four mailshots each year to the entire Dubai Sports City database.

African & Eastern (A&E)

The largest importer and distributor of the world's most popular alcohol brands in the Middle East and Arabian Gulf. They have 21 stores in the UAE and four in Oman. Expat Sport works in partnership with African & Eastern on promotions to their extensive database and hundreds of distribution outlets.



Other opportunities



Sports Dinners

We have organised several sports dinners with sporting icons such as Ron Atkinson, Sir Geoff Hurst, Gabriel Batistuta and Sir Ian McGeechan. These have always proven to be a great way to promote upcoming sporting events and to network and build relationships with our VIP corporate clients.

Expat Sport will run a series of football dinners throughout the GCC in conjunction with ITP Events, part of the ITP Publishing Group. This will include a huge 'launch event' to kick start our activations and announce our appointment to the media.

TICKET PACKAGES & COMMITMENTS STRATEGY

1. Ticket purchase

Our strategy is to advance purchase a large number of tickets. This will enable us to accelerate the sales process, sell packages online and provide our sub agents with an allocation of ticket and hotel packages, with guaranteed availability. A streamlined process will help increase both online and offline sales.

2. Package creation

Accommodation options will be secured in advance, allowing us to create packages best suited to our ticket allocations and target market.

3. 'Follow your Team'

Based on feedback from trusted clients and key corporates we will purchase **Follow Your Team** packages for early round matches and tickets to both semi-finals and the final. Many people in this region will be attending the FIFA World Cup Qatar 2022™ for the experience and to follow their idols such as Messi, Ronaldo and Salah.

The teams we will focus on are Portugal, Spain, Argentina, Brazil and England. Should any of the GCC teams qualify then we will purchase tickets to follow those teams at that point.

4. Ticket Categories:

Our approach will involve the immediate purchase of hospitality tickets as part of our commitment.

As and when Expat Sport is appointed, our management team will hold a series of exclusive and intimate events with our VVIP clients, in the expectation of securing sales for private suites and the Pearl Lounge.

Additionally, our Managing Director will visit his VVIP client network across the GCC, to give them the opportunity to secure private suites and the 5- star hotels from our commitment.

5. Flights from Saudi, Bahrain and UAE:

At present it is not possible to fly to Doha from these three GCC countries, other than via Muscat or Kuwait. We intend to partner with Oman Air to provide flights that touch down and take off immediately for Doha, shortening flying times to Qatar. We will also investigate the possibility of chartering our own aircraft. Should Qatar airways be allowed to fly to these currently blocked countries, we will work very closely with the national carrier to bring people to Doha.

TARGET MARKET

As outlined in our marketing plan, our media connections combined with local activations, will enable us to create a wave of excitement across the GCC and engage with individual football fans and our extensive corporate database.

Our target market:

Existing GCC corporate database: financial institutions will be our initial focus via our strong relationships with most banks across the GCC. Several of our banking clients have a large football fan base through football team sponsorships and purchase many event tickets to invite their VIP clients.

New corporate prospects: we intend to engage with as many corporate clients as possible. Our team is using this quiet period to connect with key decision makers and marketing teams at companies around the region, identified by the team as hot prospects.

Existing individual customer database: all our customers are sports fans and will be targeted accordingly, including HNIs who have purchased VIP hospitality through us over the years.

New sports fans: we will target sport and football fans through our on-the-ground activations, such as sports dinners and through a targeted digital marketing plan. We will also reach football fans through our targeted marketing plan.

Local families: we will send personalised video invites to prominent local family members in each country, to attend our invite-only private events with former football players in attendance. Influential members of our Advisory Board will also make introductions and host meetings with their connections.

Professional and amateur football clubs: we will work with our partners at the Arabian Gulf League (AGL) and Saudi Football Federation (SAFF), to target all football players within UAE and Saudi.

Direct outreach to Saudi football fans: we have a large database of Saudi Arabian clients who have attended football matches, and our colleague Abdulmalk will target his network of supporter groups, developed whilst working at Saudi Football Federation. Through our relationship with Al Nassr and Al Hilal Clubs, we will target their huge and passionate supporter network.

Royal Family engagement: we have been privileged to develop personal relationships with royal family members and will invite them to join our advisory board. They will be involved in planning meetings to help gauge the local landscape and political situation in each country and help us gain approval to market an event in Qatar. Our royal family influencers will act as patrons for our VIP dinners and ensure prominent local families attend. Their attendance will also ensure publicity for Expat Sport and of course help drive ticket sales, in particularly for private suites and Pearl Lounge.





4. MARKETING STRATEGY

SUMMARY

Expat Sport has the relationships, experience, media channels and expertise to maximise awareness and engagement around this huge sporting event.

We are confident that the right content, channels and activity will overcome geopolitical and economic challenges to achieve the sales penetration required.

MARKETING STRATEGY

Our marketing strategy is focused on our partnerships and engaging with our existing clients. We also intend to reach every football fan in the GCC through mass marketing on TV, radio and digitally.

Relationships

Relationships are key in this region and we will leverage all partnerships the company and our sales team have nurtured over the last 12 years, across the GCC.

We will leverage relationships with our key networks and partners, to reach their targeted database of football fans and corporate clients. Our team will support this network to create a wave of excitement in the build-up to FIFA World Cup Qatar 2022™.

Proposed Promotional Activities

Expat Sport will host gala dinners and small VVIP dinners across the region with football personalities in attendance. We will work with former players that represent key teams.

The dinners will enable us to provide content and PR stories to share across all marketing platforms. They will also give our team the opportunity to network with key corporate clients and engage with prominent local families and HNIs, who are passionate about football.

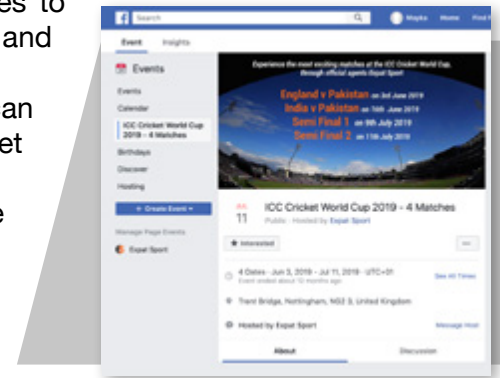
We propose to run several events/dinners in all five territories, either directly or in partnership with ITP Events, including a huge launch event. Sub-agents will be welcome to become involved and will be given an allocation of tickets/meet & greets to use in their marketing activations in each territory. We will also share and adapt marketing collaterals for sub-agent use.

Maximising events: a summary

- Use of personal relationships to get local and royal family members to attend and invite their contacts.
- Invite top management from key corporate clients who are likely to purchase large numbers of MATCH Hospitality tickets.
- Give free places and meet & greets to key clients such as ADIB for competitions with their large databases to promote our association with MATCH hospitality and our World Cup packages.
- Media Exposure: Local and regional media will be invited to cover the events.
- Influencer marketing: Football personalities will promote the events and share content/PR stories with their large fanbases, plus link to our website
- We will sell tickets to the events through our partners 800tickets and Platinum List, thus gaining further publicity.
- Our event presenter Tom Urquhart is also head of sport at ARN radio and he will interview the sporting icons to give pre-event coverage, linked with Expat Sport as an exclusive agent of MATCH hospitality



- Partnerships: We will support our sub-agents by giving them places to events we run in their territory, to use to network with their VIP clients and in their promotional activities.
- Event sponsors: We will work with African & Eastern as usual. African and Eastern will offer meet and greets to their HNI network and market MATCH Hospitality at their venues and to their database.
- All communications will mention that Expat Sport is an exclusive partner of MATCH Hospitality.
- A video promoting the FIFA World Cup Qatar 2022™ and Expat Sport's association will be shown at the dinners and our brochure will be included in goody bags. Subtle information will also be left on each table.
- A media wall will encourage sharing on social media
- We will host a VIP reception for VVIP guests, key corporate clients, media and competition winners.



[Click here to view a sample of our Facebook event campaign](#)

Media channels

beIN Sport:

We will engage with beIN Sport to discuss potential partnership, as we have done with OSN TV on previous sporting events.

As official broadcast partners beIN should be able to offer official packages to FIFA World Cup Qatar 2022™ as incentives and promotions. Expat Sport would seek to partner with beIN Sport and provide flights and accommodation, plus on the ground support as part of an official fully escorted package.

Another area where we would seek to partner with beIN is in access to football personalities. Players we bring over to the region are potential guests for beIN Sport's live football shows.

Example of previous TV promotion with OSN

ITP Publishing: Esquire, GQ Magazine, Time Out and Arabian Business

ITP Publishing, the group company of 800tickets and the region's largest local publishing company, has agreed to partner with Expat Sport to promote our events, share content and give free editorial space to promote MATCH Hospitality tickets.

ITP will interview football personalities we work with, run photo shoots and create video content for us to share. [Here is an example of an Esquire Middle East online interview with Gabriel Batistuta.](#) This interview was arranged by Expat Sport as credited at the bottom of the article.

ITP Publishing run some of the best events in the region, such as Esquire Man at his best, GQ Man of the Year, Arabian Business Awards and the Abu Dhabi Dream Ball. The 'who's who' of the UAE elite clamor to get on the guest list. Recent attendees include Mo Salah, who was also featured on the front page of GQ.

Our partnership with ITP Publishing will ensure we can share access to football personalities, as well as media content. We will also receive branding at ITP Events to promote MATCH Hospitality packages.

Expat Sport sponsored the Abu Dhabi Dream ball in 2020, under the patronage of His Excellency Sheikh Nahyan Mubarak Al Nahyan, Cabinet Member and UAE Minister of Tolerance. We also backed the 2019 event attended by the UAE elite, including Manchester City Chairman Khaldoon Al Mubarak and FIFA President Gianni Infantino.

We intend to partner with the Abu Dhabi Dream ball again in 2021 and 2022 and showcase MATCH Hospitality Private suites in a short video.

ARN Radio:

Our event presenter Tom Urquhart is also a radio and TV presenter in the UAE. Tom will interview football personalities to promote our events and to also give exposure to our appointment as official sales agent of MATCH Hospitality. Some of the players we bring over will be guests on Tom's live Saturday football show and also be interviewed on the radio in the build-up to our events.

[An example of an interview with former British & Irish Lions player John Bentley and coach Sir Ian McGeechan can be viewed here](#)

Sport 360

Sport 360 has become the second most visited website in the GCC with nearly 1.5m unique visitors every month. Its social media numbers are also huge, with 5.6m Facebook fans, 500K Twitter and 1.6m Instagram followers.



Sport 360 supports Expat Sport providing exposure to our events and coverage across their digital channels. In return we give them access to sporting icons for interviews and share the resulting content and PR stories. [An example is this interview with former England cricket captain, Kevin Pietersen](#)

By partnering with Sport 360 on all future football dinners and events and running competitions across their digital channels, we will engage with their large football database and promote MATCH Hospitality packages.

Expat Sport will also receive branding and exposure at the Sport 360-organised Sports Industry Awards (SPIA), attended by the region's leading sports companies.

Print Media

Press releases announcing our appointment will be sent out to all news outlets. We will issue regular content and PR stories, arrange interviews with big name football players and run competitions in each region, offering player meet and greets to media with the largest reach. Competitions and data collection polls will be run both offline and online.

La Liga LED Boards

Through our partnership with ISG Media, we will promote our association with MATCH Hospitality throughout the Mena region, during live football matches for Real Madrid, Atletico Madrid and Barcelona. As you can see from the example below for our client Mohamed Bin Rashid Al Maktoum City, the LED boards are large enough to show a clear message and direct football fans to our website to purchase official MATCH Hospitality tickets for FIFA World Cup Qatar 2022™.

[Mohamed Bin Rashid City Al Maktoum City example](#)



Digital Strategy

All marketing communications, website content, blogs, PR and collateral will be shared in English and Arabic.

We are in the process of developing a new website in English and Arabic, to reflect our regional growth and core sports assets. Whilst we still intend to drive enquires offline to our sales team for complex itineraries, we will have the ability to accept 'live' bookings for basic MATCH Hospitality tickets, should we be able to purchase an allocation upfront.

Our web address will also change to www.menasport.com, to enable us to connect with all nationalities in this region and inbound team tours will be taken offline. Our online presence will showcase our primary sporting events and key partnerships only.

Website

A FIFA World Cup Qatar 2022™ micro site will be developed, and a targeted SEO plan put in place to obtain first page status on google for relevant keywords. Content, newsfeeds and video will be created with this specific goal in mind. We are working with a renowned sports journalist, who has a digital marketing background, to write regular articles using our targeted keywords.

All of the football content and PR stories we will create through our dinners and events, will be linked back to our website to help obtain first page status.

Google campaign: we will run a Google PPC campaign focused on the same keywords as the SEO campaign. The PPC campaign will start first, driving more traffic to our website, which - in addition to driving enquiries - will also support our SEO campaign.

Ad placements: we will place paid ads with strategic partners such as Koora.com and Goal.com and other football media companies.

We will provide free factual content relating to the World Cup – draw announcements, interviews with players, information on the venues, transport options to get to the venues etc.

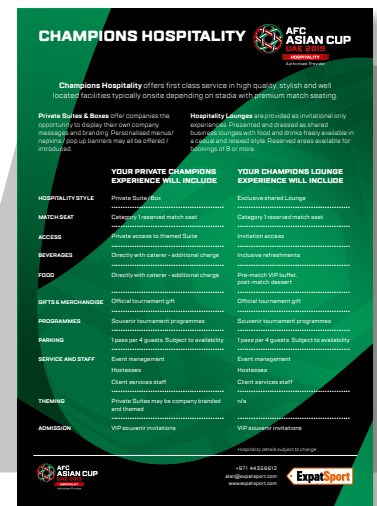
Relevant website content will be shared across social media channels. Online articles and player interviews, written by our media partners, will link back to our website.

Social media content shown below, such as competitions, surveys player Q&A's etc. will link back to our website.

[Click here to view a sample of our marketing collateral](#)

Social Media

All social media content will share the same cohesive tone and style across all social networks. Content and videos will be shared across different digital channels and on the Expat Sport website. We will also share content with our media partners and corporate partners, supporting our events.



Further plans include:

- All digital content reused as appropriate across different platforms to maximise exposure across each digital medium
- Tailored content specific to Twitter, Facebook, Instagram etc.
- Maximise editorial resources for greatest possible reach
- Encourage cross-platform interaction
- Shareable content to reach a larger audience
- Content will work across phones, tablets and traditional PCs
- Content in both English and Arabic
- Social media to link back to website wherever possible
- Polls will engage with fans and create two-way communication.
- Short video content such as player interviews. Invite social media audience to put questions to players and share video of their answers.



Facebook:

Video and PR stories mentioned above will be shared on our Facebook page and promoted using sponsored posts, to drive enquiries and traffic to our website. Interactions with football personalities will help to build up a groundswell of interest in FIFA World Cup Qatar 2022™.

We will create a FIFA World Cup Qatar 2022™ fan page to update followers on factual information relating to the world cup and to enable football fans to engage with our team, ask questions and request contact etc.

Facebook will be used to notify followers of our local events and dinners. Each event will have a separate page to share details such as dates and times, profile of football personalities in attendance, agendas etc. Users will also be able to request tickets and enter competitions to win tickets to our events.

YouTube:

Expat Sport will share footage of interviews with the football personalities who will in turn share this content with their huge following. Video and media content will be shared with our media partners such as ITP live and relevant corporate clients who attend our events.

We will create GCC specific content and video, including the events and activations we will be hosting and behind the scenes video of player photoshoots with esquire and other media.

Masterclass videos featuring visiting football personalities will be created, showing how to shoot, take free kicks etc. We will video a whole series whilst players are in Dubai and post over a sustained period of time. Fun videos such as 'cross bar challenge' and 'keep ups' using a rugby ball will provide engaging, shareable content.

Instagram:

Our Instagram activity will centre on images from all our events around the GCC. We will share the content with invited corporate clients for them to post, particularly images of their guests having a good time and those featuring football celebrities.

We will encourage football players to share our content and tag us in their own posts and each event will have a unique hashtag to enable guests to share our content.

Twitter:

All social content above will be shared on the Expat Sport Twitter page.

Our colleague Abdulmalk has a huge following across Saudi on his personal twitter account and will engage with his followers regularly, offering opportunities to meet football personalities and to win signed football memorabilia.

Football personalities will share our posts to expose the Expat Sport brand to a huge football audience.

Close corporate clients who are promoting our events will share content from the events and their customer tweets live.

LinkedIn:

Articles written by our contracted sports journalist will be posted on LinkedIn, to project Expat Sport as a company passionate and knowledgeable about football. Posts will be placed on football networks and we will start conversations with relevant football groups. Our sales team will use LinkedIn to source prospects that show an interest in football and engage with key contacts and groups.

Interesting PR stories and factual information relating to FIFA World Cup Qatar 2022™ will be shared and key contacts engaged in conversations relating to the tournament.

Marketing collateral

The following collateral will be developed as part of our strategy:

- Micro website focused purely on FIFA World Cup Qatar 2022™
- Video clips for events and online media
- Artwork for LED board
- Approved 3rd party tweets and social media posts off our football personalities
- Flyers
- Roll Up banners/Media Wall
- Digital banners
- Facebook event pages
- Approved press releases, social media posts and blogs
- Personalised video messages for VVIP invites
- MATCH Hospitality/Expat sport joint branded brochure



[Click here to view a sample of our branded brochure](#)

POTENTIAL SUB-AGENTS & REFERRAL AGENTS

Expat Sport has strong relationships with several leading tour operators and ticketing agencies across the GCC. Our intention is to manage a network of key partners, covering both Arabic and English-speaking football fans and businesses.

A member of the Expat Sport team will be dedicated to support and manage the sub-agent and referral agent network.

Sub-agents: we intend to appoint sub-agents that plan to use their marketing rights to promote FIFA World Cup Qatar 2022™ help drive interest and support our activations. We will encourage our sub-agents to create a buzz around FIFA World Cup Qatar 2022™ and support them to achieve this.

We would like to appoint a trusted online sub-agent who can cover the whole of the GCC and promote MATCH Hospitality to a mass market without encroaching outside of our territory. Platinum List is our preferred online sub-agent, as listed below. They have the top-rated booking platform in the region with a pipeline of more than 5 million customers. Plus, they also have direct channels to corporate customers.

Platinum List specialise in just the GCC market (other than a presence in the Philippines), so in addition to giving us a reach across the GCC, it will be easy for us to keep bookings within our territory.

Referral agents: we will target referral agents that are strong in corporate travel and can communicate directly to their database without the need to market. Expat Sport has an extensive network to choose from and we will select our most productive and trusted partners.

1. UAE

Sub-agent Prospects:

Platinum List: Our best performing sub-agent for the AFC Asian Cup, whom we have a long and trusted relationship with.

Platinum List will adapt their booking process to incorporate the MATCH sales order form and provide us with the necessary reports. They will also ensure credit card payments are only taken for residence of the GCC.

We hope to be able to secure a number of tickets in advance in order to provide Platinum list with an allocation of tickets. This will enable them to take immediate bookings online, as we did with them for the AFC Asian Cup.

[Click here to view the Platinum List website screenshot for AFC Asian Cup](#)

Dnata: Our preferred offline sub-agent. We have worked with dnata on several events in Dubai such as the Asia Cup (cricket) and Dubai Rugby Sevens and have a very good relationship with Rajeev and his team.

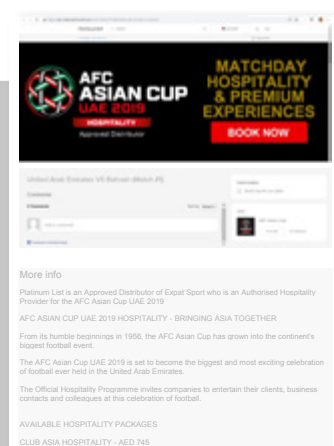
Referral agents:

ZK Sport: Whilst ZK Sport were an official hospitality partner of the AFC Asian Cup, they are a small agency with personal relationships that are suited to becoming a referral agent.

TBO Holidays: Our referral agent for Asia Cup in Dubai and Cricket World Cup in England.

Quintessentially Concierge: A strong partner of Expat Sport for many years, with very high net worth clients. Quintessentially will simply refer their customers to Expat Sport to purchase MATCH Hospitality tickets as a benefit of membership, as they have done across several local sporting events. We would like to appoint Quintessentially as a referral agent across the GCC.

American Express Concierge: Also, an Expat Sport partner for many years, regularly purchasing VIP hospitality tickets. American Express Concierge work in a similar way to Quintessentially and direct their cardholders directly to us to purchase using their American Express Cards. We would like to appoint American Express as a referral agent across the GCC and they are particularly strong in Saudi Arabia.



2. SAUDI ARABIA

Sub agents:

Platinum List: (Online sub-agent). The Platinum List platform is available in English and Arabic which is important in Saudi, Kuwait and Oman. This in addition to the points above, make Platinum List the perfect online sub-agent for Expat Sport

Al Tayer: (Offline sub-agent). Sub agent for FIFA World Cup 2018 who worked alongside our colleague Robin Roy.

Referral Agents

Sela: we worked with Sela on the Spanish Super Cup earlier this year and will approach them to become a referral agent.

Green Goal: a commercial partner of Al Hilal and Al Nassr for LED boundary Boards and agent of Expat Sport for La Liga Virtual LED boards. The owner has some very good contacts including Prince Abdullah Bin Moassaad Bin Abdulaziz Al Saud, the owner of Sheffield United. He connected Sheffield United to Expat Sport and we recently hosted them in Dubai for winter training.

S Team: Clothing supplier for Al Hilal Football Club, with access to a large supporter network. Also, an agent for Expat Sport La Liga LED boards

MESMM. (Middle East Sports Marketing Management) Referral agent in 2018

American Express concierge: Some of their key clients are in Saudi and we expect them to buy the most expensive hospitality.

3. KUWAIT

Sub-agents:

Platinum List: (online sub-agent)

ITL World: (offline sub-agent) Part of Eram Group with offices also in Bahrain and Oman. We would like to appoint them in all three GCC countries. ITL World were interested in being a sub-agent for the AFC Asian Cup, but discussions were held too late.

Referral Agents:

American Express Concierge

Quintessentially Concierge

Cozmo Travel: Have been in discussions with Robin Roy to become a sub-agent for FIFA World Cup 2018 but are more suited to be a referral agent.

Caesar's Travels: One of the biggest agencies in Kuwait who were referral partners for FIFA World Cup 2018. Second choice for sub-agency, but also a potential referral agent.

4. BAHRAIN

Sub Agents:

Platinum List: (Online sub-agent). Details explained above.

ITL World (Offline sub-agent). Details explained above.

Akbar Travels (Offline sub-agent). We held discussions with Akbar Travels to become a sub-agent of the ICC Cricket World Cup. They were only interested in football and are therefore a potential sub-agent, or referral agent, with offices in Bahrain and Oman.

Referral Agents:

American Express Concierge

Quintessentially Concierge

MESMM (Middle East Sports Marketing Management): Referral agent in 2018

5. OMAN

Sub agent:

Platinum List (Online sub-agent). Details above

ITL World: (offline sub-agent). As mentioned above potential sub-agent for Bahrain, Oman and Kuwait)

Akbar Travels: (Offline sub-agent). Potential sub-agent for Bahrain and Oman

Dnata: (offline sub-agent). In addition to UAE.

Travel Point (Offline sub-agent) A Sub-agent during FIFA World Cup 2018

Referral agents:

Quintessentially Concierge

Bahwan Agency: Bought tickets as referral agents for FIFA World Cup 2018

Sabco: Sports marketing agency



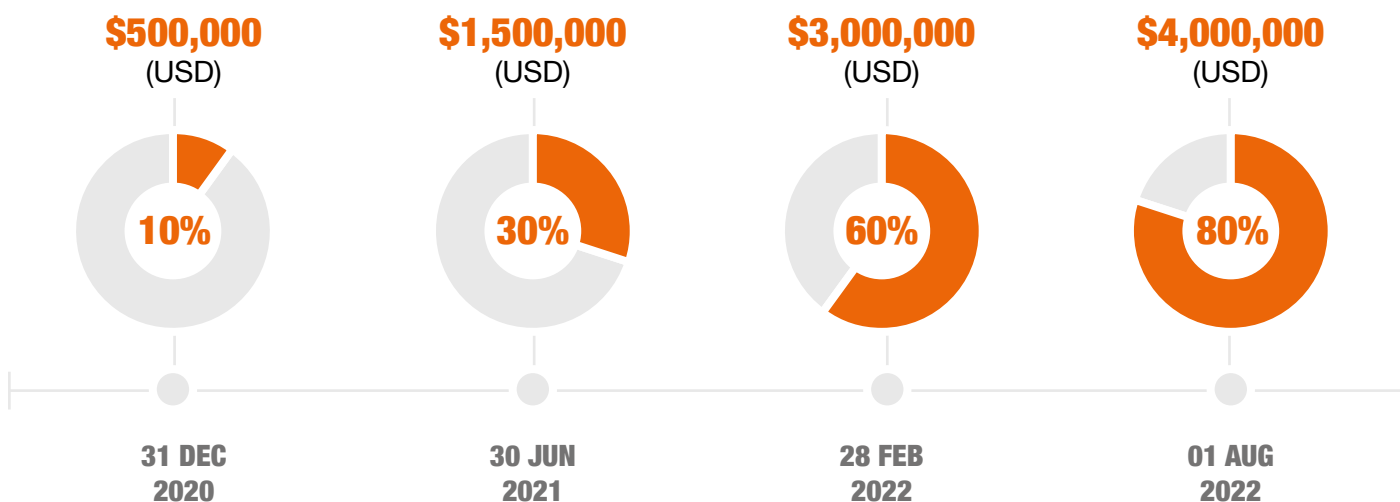
5. SALES TARGETS

SALES TARGET

The sales target breakdown is shown in the product pricing tool document and based on current economic conditions. We intend to purchase 480 ticket packages, which is the equivalent of 3420 tickets.

Sales Target: \$5,000,000

Territory: GCC – UAE, Saudi, Oman, Kuwait Bahrain



We propose to purchase Team Specific Series TSS5 and final round series tickets as shown in the ITT sales tool below

Ticket Type	Regular	MXP	Matches	Ticket Category	Quantity	Total Matches	Price (\$)	Total Price (\$)
Team Specific Series (TSS) + MATCH Experience (MXP) - Team Specific Series 5 - (only 1 QF)	5	9	14	MATCH Club	180	2520	12,750	2,295,000
Final Round Series - 3			3	MATCH Club	300	900	9,100	2,730,000
TOTAL						3420		5,025,000



6. EXPERTISE AND EXPERIENCE

SUMMARY:

Expat Sport is expanding at a rapid rate, backed by an ambitious and supportive management team. We have developed a set of football assets, which include; GCC sponsorship sales agent for Real Madrid and a top EPL team, we are currently under and NDA with, plus Mena region partners of ISG, for La Liga. These relationships will be leveraged to benefit MATCH Hospitality ticket sales.

Discussions are currently taking place with Saudi Arabian football teams Al Hilal and Al Nassr in regard to forming a commercial partnership, that includes taking supporters to matches around the GCC and internationally.

These football assets, in addition to the experience working on the FIFA Club World Cup, AFC Asian Cup and our exclusive partnership of the Spanish Soccer Schools, has enabled Expat Sport to become the region's leading sports tourism agency. All of the above will support our marketing and activation plans in driving sales of MATCH Hospitality tickets.

OUR TRACK RECORD

With a strong combination of consumer and business clients, Expat Sport has enjoyed OTA status for many prestigious sporting events offering both outbound and inbound travel services, having established partnerships with many airlines, major hotel groups and tour operators across the world.

Examples of our activity in recent years include:

Football

AFC Asian Cup 2019

Expat Sport was appointed an official hospitality agent for the AFC Asian Cup, which was held across the UAE in 2019. We were also appointed as general ticket agent by the local organising committee, selling hundreds of general tickets to the football community.

Our hospitality clients included the tournament sponsors UAE Exchange, ADIB bank, Emirates NBD and VIP guests of the Saudi Football Federation. Our team on the ground managed all logistics, including accommodation, transport, chauffeur drivers, car parking and branding. We even took photos and videos that we shared with our clients.



As part of our hospitality appointment we were given approval to work with two sub-agents and appointed Platinum List and 800tickets, both sub-agents sold individual places to the shared hospitality lounge. Expat Sport liaised closely with the sub-agents to manage ticket allocations and bookings. Expat Sport also managed the marketing approvals on behalf of both sub-agents and ensured all official marketing collateral, images, logos and trademark names were used in the correct manner.

FIFA Club World Cup, Abu Dhabi 2017 & 2018

Expat Sport was appointed official agent for the FIFA Club World Cup in both 2017 & 2018, putting together ticket and hotel packages sold to our GCC database and corporate network. Managing on the ground logistics and support for all clients. Please see attached letter from the LOC in regard to the service provided by our team. [Click here to view the letter from the LOC in regard to the service provided by our team.](#)

Premiership 2012/13

Expat Sport was appointed an official overseas agent of Thomas Cook Sport in September 2012. We partnered with Sport 360 (at that time the regions only daily sports newspaper) to promote to the Expat and Arabic markets in the GCC region. A radio campaign ran alongside the newspaper, website and Sport 360 social media campaigns.

FIFA World Cup 2014 & 2018

Expat Sport was an official referral agent of MATCH hospitality for the FIFA World Cup in Brazil 2014 and Russia 2018. Our clients included Diamond Bank and DHL.

We managed a fully escorted trip for local alcohol distributor African & Eastern and their supplier Budweiser, a FIFA sponsor. Our team arranged all flights, accommodation, transport, logistics and private security throughout Russia, across many cities and venues. African & Eastern intend to take a large group to the FIFA World Cup Qatar 2022™.

Rugby

Dubai Sevens 2009 – 2020

Expat Sport has arranged accommodation, transport and logistics for rugby teams, groups and individuals attending the Dubai Sevens since 2009. We have a private section in the reserved seating area for up to 500 HNI rugby fans. We promote the Dubai Sevens to supporters and tour operators around the world. Packaging our unique area with accommodation and transport to/from the stadium.

Team Hosting: In 2014 Expat Sport was appointed the official agent for Invitation teams taking part in the Dubai Sevens. Our team in Dubai host over 50 rugby teams on behalf of the organisers. This includes organising accommodation, transport, logistics, training pitches and arranging specific dietary meals.



[Click here to view our Dubai Rugby 7s TVC Campaign](#)

Hong Kong Sevens 2014 - 2020

Expat Sport was appointed an official agent of the Cathay Pacific/HSBC Hong Kong Sevens in 2014. We take a group of between 100-150 rugby fans from across the region each year. Former British & Irish Lion John Bentley hosts our clients in Hong Kong, making the experience more memorable for them.

British & Irish Lions v Barbarians: Hong Kong 2013

As the official reseller for Lions Rugby Travel, Expat Sport took Lions fans to Hong Kong for the curtain raiser to their tour of Australia. The trip was fully escorted by our team.

To promote the tour, we ran a series of dinners across Dubai, Abu Dhabi, Muscat and Doha, with former Lions coach Sir Ian McGeechan and player John 'Bentos' Bentley. Our rugby ambassador John Bentley also escorted and promoted our trip to Hong Kong.

British & Irish Lions tour of Australia 2013. New Zealand 2017 and South Africa 2021

Expat Sport became a sub-agent for the Lions tour of Australia, creating hotel and ticket packages, organising flights to Australia as well as internal flights between the three test cities. We also offered excursions and internal trips within Australia.

We are in the process of becoming appointed an official global sales agent (excluding Europe) of the British & Irish Lions tour to South Africa 2021, including VIP hospitality rights.

Rugby World Cup in New Zealand 2011

We were appointed an official sub agent of England Rugby Travel for the Rugby World Cup in New Zealand 2011, taking groups from around the GCC and a large group from Doha Rugby Club.

Rugby World Cup 2015

Expat Sport was again appointed official sub-agent of England Rugby Travel and took rugby fans from the Middle East to the tournament in England. We had a team based in the UK throughout the tournament and escorted our large corporate groups for companies such as DHL, Old Mutual, Guinness and Al Trad (sponsor of French national team).

Cricket

ICC Cricket World Cup, England 2019

As an official global agent, we sold more than 2500 packages to the ICC Cricket World Cup in England. Managing travel and logistics for VIP guests, tournament sponsors and major brands such as Pepsi, Standard Chartered, KFC, Soft Bank, ADIB bank and UAE Exchange. Our team also arranged visas, excursions, golf days and player meet and greets. As ICC commercial partners we also managed access to the World Cup trophy for our sponsors and VIP corporate clients.



As part of managing one of our ICC Cricket World Cup sponsors, our management team took the ICC World Cup trophy on a media tour of Pakistan, in the company of Pakistan cricket captain Sarfaraz Ahmed. We also arranged a press conference and TV coverage in Dubai, Islamabad and the UK.

[Pakistan tour video](#)



Asia Cup in UAE 2018 & 2020

This cricket tournament between Asian cricket teams was held in Dubai and Abu Dhabi. Expat Sport was appointed VIP hospitality agents as well as sponsorship sales agent for this event.

Expat Sport has also been appointed official hospitality agents and inbound tours partner for Asia Cup 2020. The tournament was due to take place in September 2020, but currently postponed due to Covid-19.

Pakistan v England 2012 & 2016

As the exclusive hospitality partner, we took care of more than 1500 corporate clients throughout the six-week tournament. We had our own operation team at the venue who worked closely with the venue staff. We also operated our own reception desk to manage our clients guest lists. During the tournament we arranged a testimonial dinner for England batsman Jimmy Anderson.



Other Sports

Abu Dhabi Grand Prix 2011 – 2020

Expat Sport has been an official agent of the Abu Dhabi Grand Prix since 2011. We contract hotels in Dubai and Abu Dhabi and arrange transport to and from the circuit each day, along with ticket collection and distribution. Our clients travel from around the world and include individuals, corporate clients and tour operators. We purchase paddock club tickets through MATCH Hospitality.



Dubai World Cup 2012 - 2021

Expat Sport has been an official agent of the Dubai World Cup since 2012 and is consistently one of the top five sales agents globally. The event sponsor Mohamed Bin Rashid City Al Maktoum City is one of our most valuable clients.

Golf Dubai Desert Classic & Abu Dhabi Invitational

Many of our corporate clients are passionate golfers and we arrange golf days for companies such as DHL and Old Mutual International, often arranging for them to get to play with sporting icons such as Darren Gough and Gabriel Batistuta. We have a personal relationship with Gabriel Batistuta and he will attend our events and golf days.





7. SALES MANAGEMENT AND ADMINISTRATION

SALES MANAGEMENT AND ADMINISTRATION

CRM System

Expat Sport has a tailored in-house CRM system built by Zoho, one of the leading CRM systems in the world, used by over 150,000 businesses, including Amazon, Netflix and locally by ITP Publishing.

The CRM system is dynamic with different modules that can be added and tailored per project. Each member of our team has access to the system 24/7, including via their mobile phones.

Each salesperson manages their own leads and prospects. They also manage their own database of customers, from contacts they have developed over the years, plus designated contacts given by the management team. This prevents sales team contacting the same prospects.

Our management team receives reports on a weekly basis, showing lead generation and sales pipelines and can also see all phone and email communications that are logged.

[Click here for report examples.](#)

Online enquiries come directly into our CRM system and are automatically filtered to the relevant salesperson and system administrator. Leads are automated to be sent to the relevant salesperson i.e. an enquiry from Kuwait will automatically be sent to the salesperson assigned to that territory.

The end user receives an automated response after sending an enquiry, explaining a member of our team will respond within 24 hours. After contacting the client, our team can automate a follow up process if need be.

All enquires are logged and sent to management on a weekly basis, or they can access daily on the CRM system, including responses sent by each staff member.

Agent management

Our CRM will be used to manage bookings from sub agents and referral agents. Approved agents will be set up with their own account managed by an account manager, who will log enquires, bookings and conversion rates. Monthly reports will be provided to each agent showing a breakdown of all bookings made and commission due to them. This report will also be included in the Expat Sport report to MATCH.

Once customers or agents are ready to confirm their reservation, we will send out a pro-forma invoice along with the MATCH booking form, to be completed and returned to us. This in turn will be sent to MATCH along with payment.

Payment terms

All of our corporate clients have set payment terms and will send an LPO along with the MATCH order form. As we did for 2018 World Cup, we would like to pay MATCH directly for corporate bookings to secure the tickets, as our clients will pay us 30 or 60 days later. Corporate clients can send the order form directly to MATCH if need be.

We will provide MATCH with separate and combined monthly reports of bookings, categorised as follows:

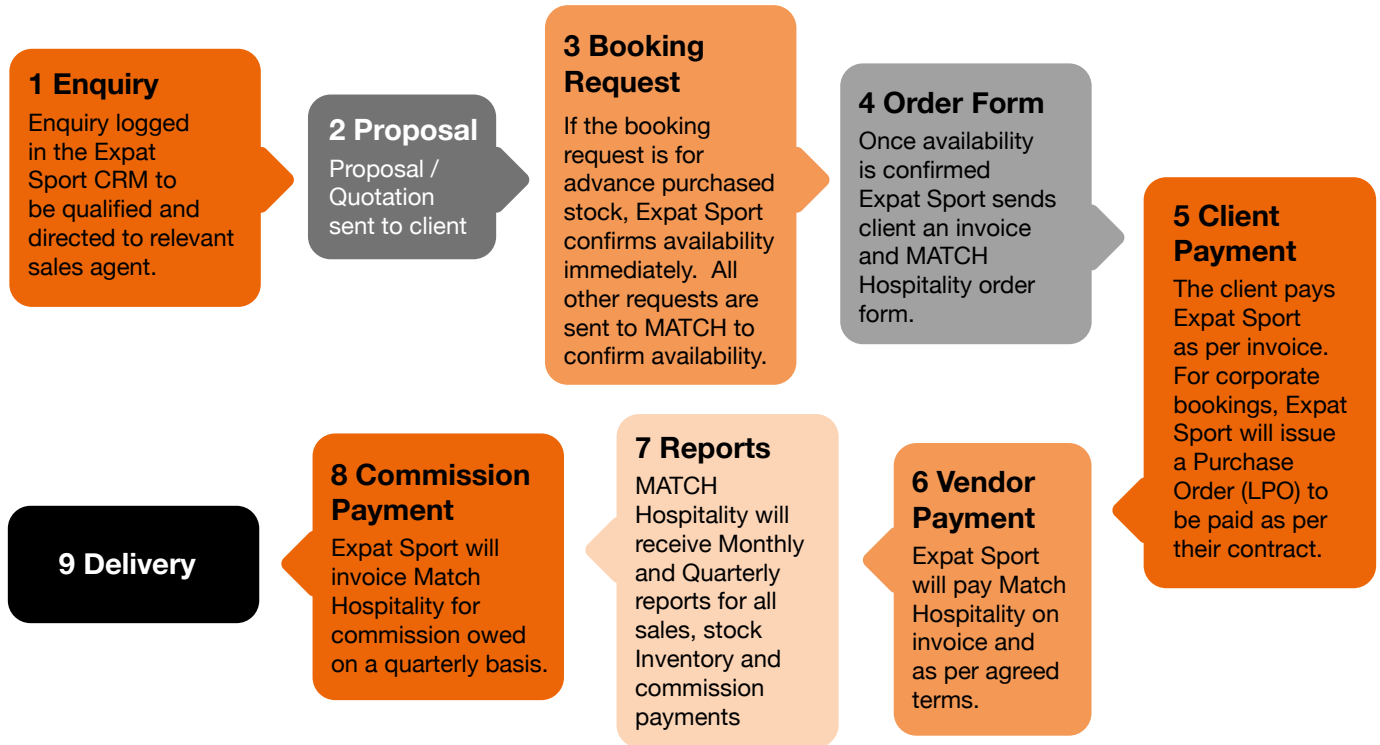
- Corporate Client
- Individual Client
- Sub-Agent
- Referral Agent

Any other adhoc reports required can be provided at any time with notice. Should MATCH require specific reports, we can tailor the CRM system accordingly.

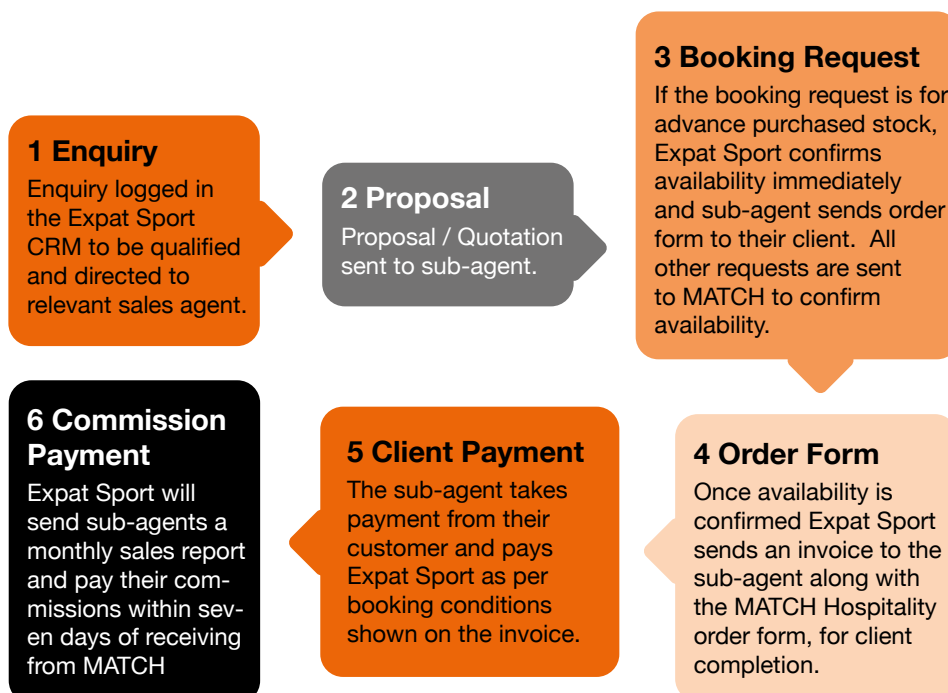
WORKFLOW

SALES PROCEDURES

Direct Clients and Corporate Bookings:



Sub Agents:



Referral Agents:

1 Enquiry

Referral agent receives the enquiry and forwards to Expat Sport along with client details. Enquiries are logged on the Expat Sport CRM and directed to the relevant salesperson who contacts the client directly.

2 Booking processes

All further booking processes as per direct client procedures.

3 Reporting

Each referral agent receives a copy of the client invoice showing commission breakdown. Monthly reports will be sent to the referral agent and commission paid in the same way as sub-agents.

Online Sub-agents

1 Advance Purchased Ticket Order

Online sub-agents will focus on our advance purchased stock, that can be booked online immediately. All other ticket options will be on a request basis.

2 Confirmed Bookings

Client completes the MATCH Hospitality order form online and makes full payment by credit card. Confirmation of the order is received by both the sub-agent and Expat Sport and the client receives an automated confirmation and receipt. At this point Expat Sport manages the client.

3 On Request Enquiries

Client completes an enquiry request form online, based on the MATCH Hospitality order form and receives an automated response advising their request is being actioned. The enquiry is received by both Expat Sport and the sub-agent. Expat Sport request availability with MATCH Hospitality.

7 Commission Payment

As per offline sub-agent.

6 Reporting (On Request Bookings)

On request bookings confirmed by Expat Sport will be entered onto the Expat Sport CRM system. The online sub-agent will have access to their private area to monitor bookings and will also receive a monthly report.

5 Reporting (Confirmed Bookings)

Bookings confirmed online are logged in the sub-agents back office system which Expat Sport will have access to. Our dedicated account manager manually enters the bookings onto the Expat Sport CRM system. If Platinum List become our online sub-agent this process will be automated.

4 Order Form

Once availability for on request bookings is confirmed, Expat Sport sends an invoice and completed order form to the client for signature and payment. A copy is also sent to the sub-agent, showing their commission.

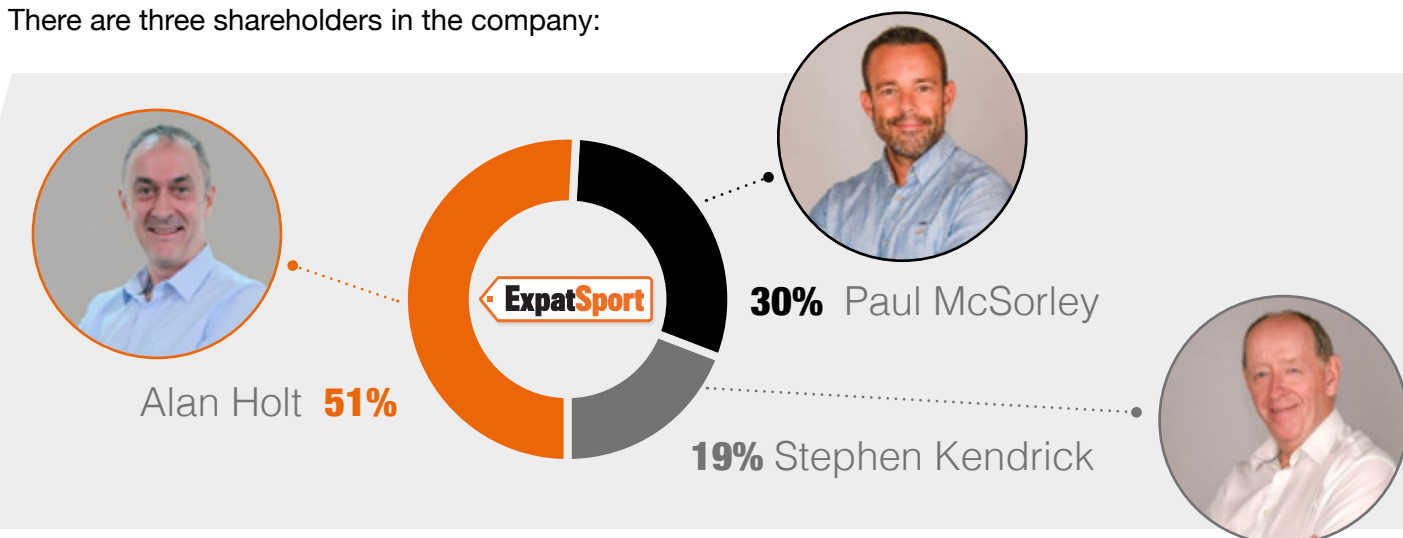


8. CORPORATE MANAGEMENT STRUCTURE

CORPORATE MANAGEMENT STRUCTURE

Ownership of Company:

There are three shareholders in the company:



All three shareholders take an active role within the company and are all part of the management team. The shareholders also own the office building in Dubai, giving the business added security and control.

Company structure

Expat Sport has two main offices in the Middle East, one in Dubai and the other in Saudi Arabia. Our Bahrain clients are managed from the Saudi Arabia office and Kuwait and Oman from our Dubai office.

Dubai

The main Expat Sport office is located in Dubai and managed by Alan Holt, who divides his time between the Dubai and Saudi Arabia office. From September, Alan will be based from our Saudi office and Paul McSorley will take over some of Alan's management responsibilities in Dubai.

The Dubai office has seven full time members of staff and twelve part time staff.

Saudi Arabia

Set up in December 2019 in the Saudi capital Riyadh. The office is managed by former Saudi Football Federation executive Abdulmalk, who reports directly to Alan Holt.

Abdulmalk and Alan Holt are currently recruiting staff for the Saudi office and Scott Walker will be joining the Saudi team in September 2020.

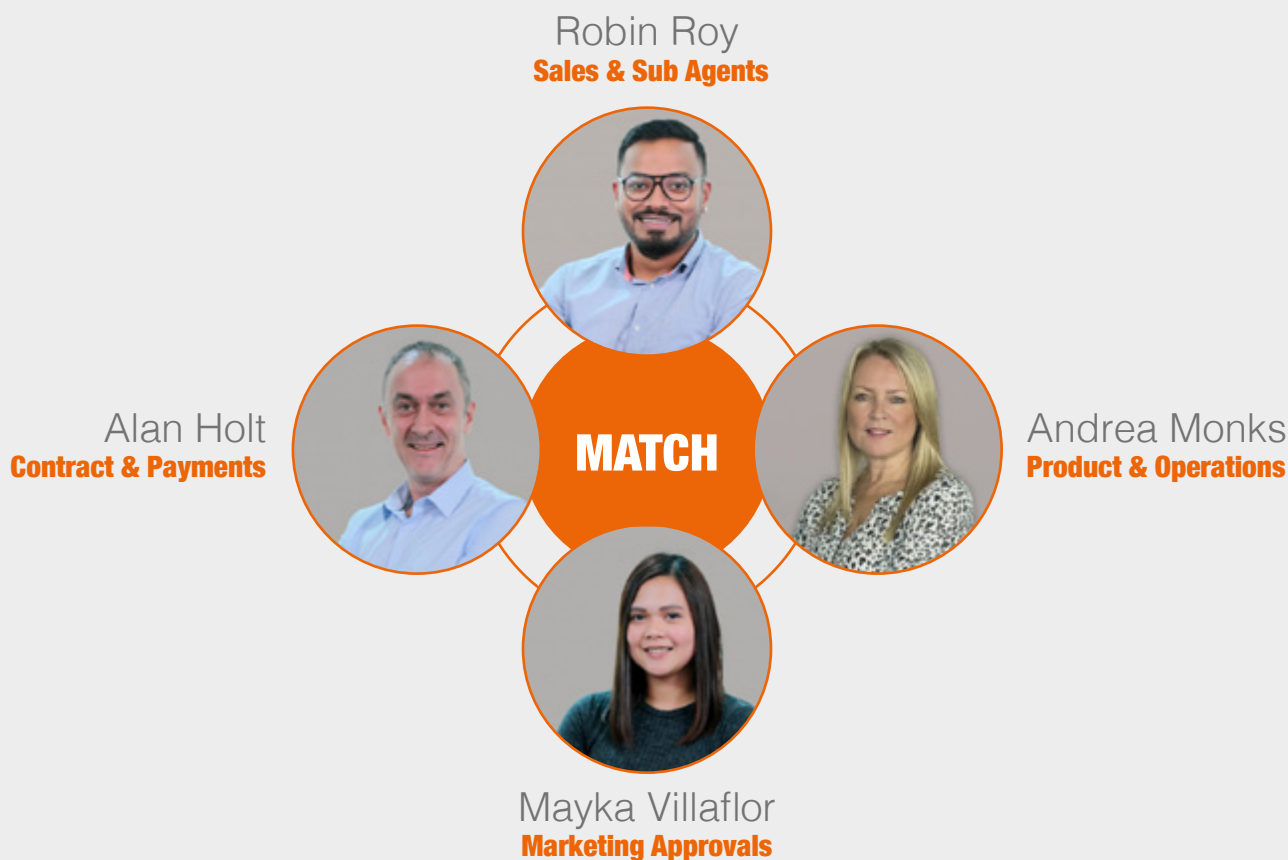
Management team

We are fortunate to have such a committed and active management team, with a wealth of experience, as shown in the Management Team profiles below.

The management team oversee the long-term strategy of the business and ensure the business implements the strategy.

Team Reporting to MATCH

Managing Director Alan Holt will be responsible for the overall management of the relationship with MATCH and the following team members will report to MATCH in relation to their areas of the business:



Advisory Board

We intend to set up an Advisory Board of influential contacts from around the GCC, who have a wealth of local experience, connections and influence. Our management team will set up Advisory Board meetings on a quarterly basis in different GCC countries.

The role of the Advisory Board will be to provide guidance to the management team and to develop relationships with key entities. The Advisory Board will also make introductions to VVIP prospects and support our local events. Some will become patrons of our events, adding credibility and exposure to them.

Advisory Board Members (subject to confirmation)

We have personal connections with a number of local VIPs and will invite the following people to join our Advisory Board:

UAE

H.E. Sheikh Mohamed Bin Saif Bin Mohamed Al Nahyan: Board Member of FAB Bank - a sponsor of the Arabian Gulf Football League.

Mohamed Alabbar: Chairman of Emaar group and government minister.

Aylan Al Fahim: Prominent Abu Dhabi family member and major investor in sport and hotels. The Al Fahim family run several major businesses in the UAE and further afield.

Saudi

H.E. Prince Saud Al Saud: Director of Saudi Investment Authority.

H.E. Prince Saud Mishal Al Saud: Chairman of Saudi Cricket Federation

Ibrahim AlKassim: Secretary General of Saudi Football Federation.

Kuwait

H.E. Sheikh Mubarak Al Abdullah Al Mubarak Al Sabah: A pioneer amongst the Gulf's hospitality sector and Patron of our partner ITP Events.

Dr. Labiba Temmim: Executive Director of Hayatt Ruqayah Abdulwahab Alqatami Foundation. - Close to many influential people in Kuwait - will send out personal invites for prominent family members to attend our events and private VVIP gatherings.

Oman

H.H Sayyida Basma Al Said

Hisham Al Adwani: Director of Oman professional league

Bahrain

H.E. Shaikha Noora bint Khalifa Al Khalifa

Fawaz Albinmohamed: Sports investment advisor

We will speak to other potential Advisory Board members upon appointment.

MANAGEMENT TEAM

ALAN HOLT

Founder and Managing Director with a 35-year career in travel and sport. Heads operations across Dubai, the UK and Saudi, shaping business strategies and forging new partnerships. Has led Expat Sport to become a key source of sporting brand opportunities to MENA corporates.

Alan has an extensive network across MENA. Top clients include business leaders, sports bodies, government entities and prominent Emirati families.

Alan was invited by Prince Saud Mishel Al Saud to join the Saudi Cricket Federation Advisory Board on moving to Saudi Arabia this September.

Major partnerships and contracts won:

- *Exclusive Commercial and Travel & Tours Partner of ICC (governing body of cricket) in MENA and Pakistan*
- *Real Madrid Sponsorship Sales Agent contract for MENA*
- *Sales agent for Premiership Team (currently under an NDA) for Mena region and Pakistan*
- *Sale agent for Real Madrid, Barcelona and Atletico Madrid virtual LED boards, for Mena and ISG*
- *AFC Asian Cup 2019 Official Hospitality Agent*
- *FIFA Club World Cup Sponsorship Sales Agent*
- *Dubai Sports City Exclusive Commercial Partner across football, cricket and rugby.*
- *England Rugby Travel Agent for Rugby World Cup*
- *British and Irish Lions Agent*
- *Al Hilal SFC Sponsorship Agent – a major professional football club in Saudi.*



PAUL MCSORLEY

Paul is Chief Financial Officer at Expat Sport and is heavily involved in the company's long term strategy across sponsorships and sporting events.

- Played an integral part in scoping the Saudi market, liaising with Saudi government and Sports Authority to obtain the required operating licenses.
- Responsible for restructuring the Saudi and Dubai offices and implementing a new CRM system across the company
- Secured the long-term security of the business by arranging the purchase of our Dubai office
- Negotiated the agency agreements with Real Madrid and a premier football club we are currently discussing a five-year sponsorship deal with. Paul is liaising with our lawyers, the sponsor and the club to shape the contract.
- Previously served as the Board Director and Vice chairman of Lindum Group, a UK construction company with a £100m turnover.
- Played a fundamental role in establishing Lindum as the top-rated construction employer in the UK (Sunday Times Top 100).
- Involved in several Public Private Sector Partnerships, playing a key role in delivering commercial schemes with a social and community emphasis.
- Once a county under-19s footballer, Paul still plays today aged 50. Having qualified at Loughborough University, he spent two years coaching football in the USA.



STEVE KENDRICK

Steve is Deputy Chairman of Expat Sport, using his vast travel knowledge to steer the company in the right direction.

- Experience spanning more than 15 years in founding and running Bena Travel, specialising in golfing holidays.
- Key role in expanding the Bena Travel brand and arranged many golf tournaments across Europe including the Jimmy Tarbuck and Frank Carson classics.
- Core team member that negotiated the sale of the Bena Travel brand to Owners Abroad.
- Post Bena Travel, Steve was appointed the Managing Director of Owners Abroad - one of the leading travel companies in the UK.
- Became Football League's youngest director in 1983, when appointed onto the board of Peterborough United.
- Went on to become Peterborough United Chairman in 1986, at the time the youngest Chairman of an English football club.



JOHN MCEWAN

John is the Chairman of Expat Sport, offering valuable inputs on the organisation's expansion into different markets.



- John plays a key role in establishing the company's culture and staff development and training. He also ensures all the relevant bonds, licenses and insurances are in place.
- John manages the company's media and PR strategy and is our media spokesperson.
- A lifetime career dedicated to the travel industry. John McEwan is known and respected by everyone in the British travel industry and beyond.
- Starting as a trainee with Thomas Cook, he became Managing Director, UK aged 36. He then went on to become MD of the international business, covering 54 countries, and introduced the famous strapline "Don't just book it, Thomas Cook it".
- Moved to become the MD of Lunn Poly in 2000 and subsequently Retail Director of TUI UK.
- Elected chairman of ABTA, the governing body of the UK travel industry comprising 4,300 travel members.
- Presented with a lifetime achievement award for his contribution to the Travel industry and inducted into the Travel & Hospitality Industry Hall of Fame.
- Played football till the semi-professional level in the North West Counties League.

[Click here to watch John McEwan interview upon becoming Expat Sport Chairman](#)

CAMPBELL JAMIESON

Strategic Consultant

Campbell Jamieson is the former Commercial Director at International Cricket Council. Alan and Nasir worked closely with Campbell whilst managing their sponsors of the Cricket World Cup in England 2019. During this time Campbell was very pleased with the way we managed our sponsors and helped them to activate their rights. This included Expat Sport taking the World Cup trophy on a tour of Pakistan.

Campbell became a big supporter of Expat Sport and after leaving his role with the ICC, agreed to consult for Expat Sport through to 2022. He has helped shape our sponsorship management strategy for the next three years across cricket and football. Through Campbell's personal introductions, we are now in touch with some of the major brands in the region and his appointment has further increased our credibility and our clients' trust in the Expat Sport brand.



Campbell is a senior leader with extensive international executive and non-executive experience in sport across governing bodies, rights holders, government, brands, media and digital organisations.

He is focused on delivering results in complex stakeholder environments with demanding P&L / budgetary requirements.

- Held key positions in ICC and Cricket Australia in career spanning 31 years.
 - Established the ICC's commercial division in London in 1996, then in 2001 established the ICC's commercial entity in Monaco and has been based in Dubai since 2005 overseeing the exploitation of the ICC's commercial rights.
 - Responsible for the overall strategy and delivery of the ICC Commercial and Events business. Established the first commercial structure for the governing body of world cricket which generated little or no commercial revenue in 1996 to accumulate in excess of \$5.0bn by the end of the current rights cycle.
 - Stakeholder Management - lead and manage the Commercial Rights Working Group (made up of CEOs and Commercial Directors) creating the eight-year commercial strategy for world cricket.
 - Represented the ICC in the negotiation of all major broadcast, sponsorship and licensing rights since 1996 and was part of the senior management team. With this, he participated in all organising committees for ICC major events between 1998 and 2020.
 - Full responsibility for establishing the structure, format and cycle of the ICC Events that delivers over 20 major events over an eight-year cycle and another 100 qualifying events each year.
 - Full responsibility for the strategy, hosting and bidding process, and the delivery of each event, either through a Local Organising Committee or in house.
 - Represented ICC on the Board and Organising Committees of all major cricket events, including the Cricket World Cup, Twenty 20 World Cup, Women's World Cup & Youth Cricket World Cup.
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9. FINANCIAL STABILITY

FINANCIAL STABILITY

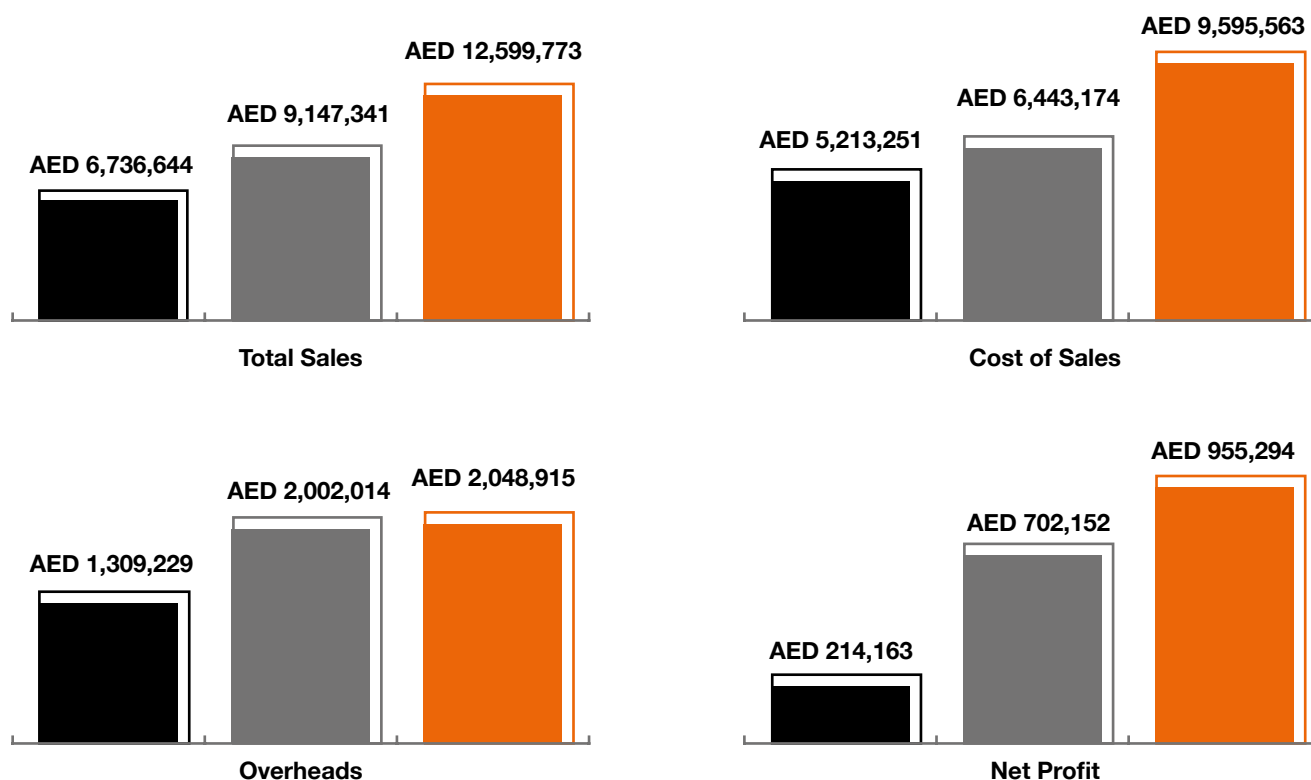
Expat Sport was initially formed as Expat Tourism LLC in 2009, in partnership with a local Emirati sponsor.

In July 2018, we closed Expat Tourism LLC and set up a new entity Expat Sport Tourism DMCC, a DMCC Freezone entity, giving our shareholders 100% control, with no local partner involved.

With the new company formed in July 2018, the first year's company audited accounts for the period 01 July 2018 to 31 Dec 2019 are attached. Expat Sport Tourism DMCC VAT registration number is 100477813800003 and valid across the GCC.

Also attached are our financial statements and balance sheets for 2017 and 2018. Please note that as an LLC company with a local sponsor, our accounts under Expat Tourism LLC were not required to be audited.

■ 2016 - 17 ■ 2017 - 18 ■ 2018 - 19



The company continues to grow, and this is facilitated by a cautious dividend strategy with most profits being retained in cash. Our senior management team remains committed to investing in this growth and the FIFA World Cup Qatar 2022™.

Audited financial statements

[Year 2019](#)

[Year 2018](#)

[Year 2017](#)



10. SALES AND STAFFING STRUCTURE

SALES AND STAFFING STRUCTURE

Dedicated commitment

We will have six full time salespersons dedicated to promoting and selling packages to the FIFA World Cup Qatar 2022™ across the GCC, this includes the Managing Director Alan Holt who will be handling VVIP local families, key corporate clients and government entities. Our sales team will grow as we develop our office in Saudi and continue to grow throughout the Mena region.

In addition, a number of other members of staff will be involved in a sales capacity if required, even if as support to the sales team. This includes our management and advisory team, as our whole team will be ambassadors for the company in some form.



Accountabilities:

Alan Holt: VVIP local families, VIP corporate clients and government bodies

Robin Roy: will manage of all sub-agents across the GCC and referral agents in the UAE. He will be responsible for reporting all sub-agent and referral agent sales to MATCH and liaising with Mayka Verdan to manage sub-agents marketing activities. Robin will also manage Arabic sub-agent sales reported to him by our Saudi office. In addition, he will manage and grow his existing corporate database.

James Walters: will manage existing key corporate clients and large group enquires. James manages our relationships with Business Councils and Wealth Management companies across the region. He will market and handle sales from these and other key business network groups, such as Emirates golf club, CEO club etc. James has an extensive corporate portfolio and he will continue to manage and grow his corporate network, whilst assisting with individual enquires driven by our marketing activities.

Nasir Ahmed: will manage and grow existing and new GCC corporate clients. His key corporate market will be Kuwait and Oman. Nasir will also appoint and manage referral agents in these GCC countries from our existing database and handle individual enquires from these markets.

Abdulmalk: will manage Arabic sub agents, referral agents and influencers in Saudi and Bahrain. He will also manage key relationships such as the Saudi Football Federation, professional and amateur football clubs, Saudi key corporate clients and Arabic speaking individual clients.

Scott Walker: will support Alan and Abdulmalk in Saudi Arabia as well as travelling to meet key clients and referral agents in Bahrain. Scott will handle all individual enquires from the English-speaking community in Saudi and Bahrain.

Andrea Monks: will handle all accommodation bookings and liaise with MATCH to manage our accommodation and ticket requirements. She will also handle flights, transport and logistics. Andrea will update the sales teams on ticket/hotel availability and purchase additional tickets and accommodation as required.

She will also organise and manage outsourced events team to operate our dinners and events.

During the tournament, Andrea will manage our team on the ground, including our part time operations team.

Mayka Villaflor: will manage all administration and CRM reports for MATCH and will work with our outsourced design team to create marketing collaterals and seek approvals from MATCH. Mayka will also liaise with Robin Roy to ensure all sub-agents receive marketing approvals and adhere to the guidelines and will be responsible for the creating and approvals of all marketing collaterals.

Mayka will also manage social media posts and event pages, update the website and manage the digital marketing campaign, including relationships with media agencies. She will assist Andrea to manage the outsourced events team and/or ITP Events.

Joy Rimando: will support Mayka and Robin to produce financial reports for MATCH. She will create proforma invoices and manage all payments into and out of the company in relation to MATCH Hospitality.

Joy will continue to provide our management team with cashflow projections and ticket sale updates. She will manage credit terms and LPO issuance with our corporate clients, invoice sub-agents and create financial reports.

Operations in Qatar:

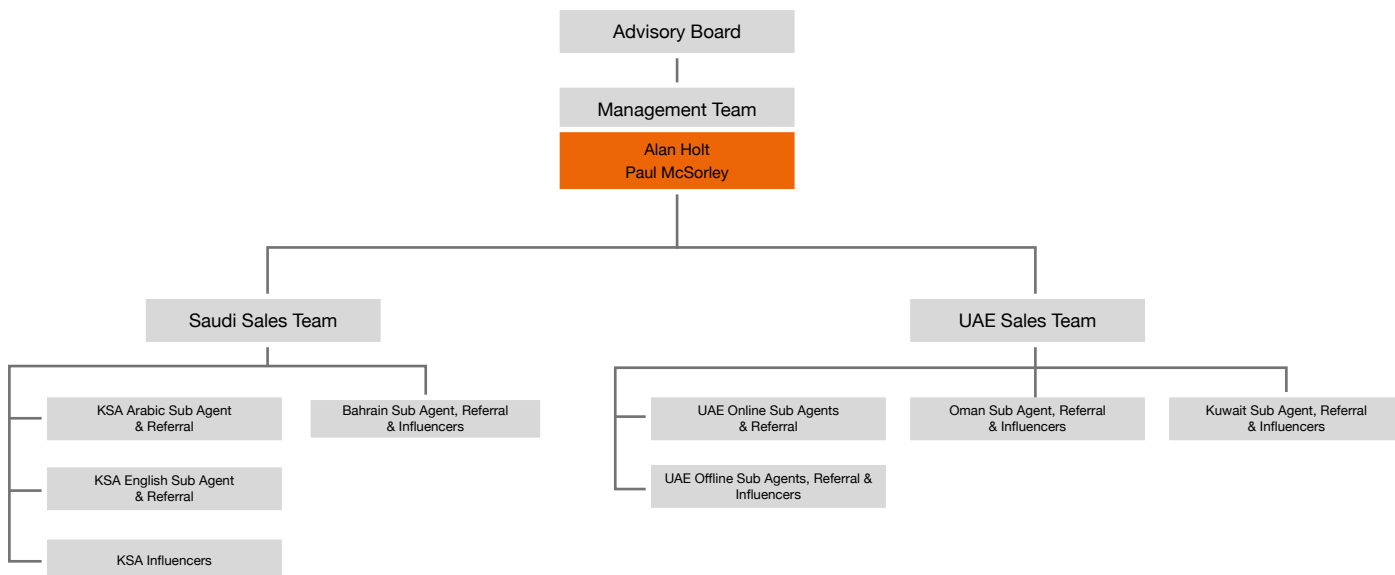
The majority of our team will be based in Qatar for the duration of the World Cup, to manage VIP clients and to assist Andrea and her team if needed. We will set up an office in one of the hotels. We will also have a presence at Doha Golf Club and Doha Rugby Club, who have been long term partners of Expat Sport.

We also use our freelance operations team based in Dubai. This is a network of experienced tour guides and hostesses Andrea has developed over the years. Andrea calls upon her network to assist with our dinners, private hospitality at the cricket stadium and our private corporate area at the Dubai Rugby Sevens.

Our freelance team has experience taking care of logistics and transport, as they help manage our school groups, Dubai Sevens teams and international football and cricket teams that we host in the UAE. During the Dubai Sevens we have over 50 rugby teams to manage and our freelance team are amazing, as attested by the tournament director in our [Sevens video](#).



Organisational chart and relevant experience of key individuals shown below:



TEAM PROFILES

SALES TEAM

ROBIN ROY



FIFA World Cup Russia 2018:

- Integral part of the bidding team that prepared all documents to have our bid accepted.
- Once contract was awarded, was a key part of formulating the sales and marketing plan to cover both the GCC and individual countries that we had exclusive access to.
- Regional negotiations and meetings with sub agents in Bahrain, Saudi Arabia, Kuwait and Iraq and onboarded the same to cover my company's exposure to the huge commitment put upfront with Match Hospitality.
- Conceptualised and executed the official launch of the programme in UAE including a press conference with all leading newspapers in the UAE (Both Arabic and English). Replicated the event in Bahrain, Kuwait and Oman in coordination's with the Sub Agents in respective regions. Review and forward on for approval all marketing material submitted by Sub agents.
- Headed training efforts for company staff in three offices in Saudi Arabia, two offices in Bahrain and one office in UAE.
- Headed Sub Agent Product training for all regions. Key point of contact to ensure all partners were on the same page.
- Corporate and Business Councils - official programme education through meetings and assisted in activating plans.
- Sales channel management for referral agents which included Sports Marketing firms. Key Account Manager for 10-15 agents spread across the regions as well as the key point of contact between Sub agents and Match Hospitality
- Monitored regular sales through all channels and advise any corrections.
- Posted the Final Draw in Moscow, executed all delivery of tickets to clients who had booked as well as handled new bookings on our system.
- Negotiated with our logistical partners in Russia to ensure best experience for our clients. Maintained constant touch to ensure travelling clients only focused on enjoying the game.

Asian Cup 2019 UAE:

- Formulated sales and marketing strategy to ensure maximum reach as Official Sub Agent in the UAE.
 - Headed product training efforts for partners in UAE and Bahrain.
 - Established sales channels through agents previously in contact with for the FIFA World Cup. Ensured all training needs and product education was delivered in timely manner as per the changing product line.
 - Presented the sales programme to corporates in the region which included private suites with an option to brand within the suite.
 - Coordinated with all clients to ensure seamless delivery of tickets as well as ensuring all branding literature were within guidelines laid down by the Organising Committee. Responsibility also included ensuring that all branding at the premises were to client expectations.
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JAMES WALTERS

More than 24 years of expertise, both in the UK and Middle East Travel and Sport industry.



- Worked with the Official Hospitality Agent in GCC for the FIFA World Cup 2018 to help build corporate packages for VIP clients overlooking all aspects of their travel. Also, part of a two-member team on ground to ensure coordination between our travel partners and clients. .
 - Played a key role in winning ticketing contracts with the Saudi Arabian Football Association for the 2019 AFC Asian Cup held in the UAE. Led all hospitality and general ticket requirements and ensured all arrangements at the private suites in the stadium were to client's liking.
 - Part of the core team that initiated contact with ICC and their appointed global agent for bid preparation and contract negotiations for the Official Travel Agent status that covered two global events - 2019 ICC Cricket World Cup in England and 2020 ICC T20 World Cup in Australia.
 - Formulated sales and marketing plans to ensure maximum reach across the globe. This included researching and contacting Cricket enthusiast groups that showed interest in travelling to the World Cup.
 - Negotiated and onboarded official sub agents in India as part of our appointment as the Official Travel Agent for the 2019 ICC Cricket World Cup England. Headed all training efforts for my team and the Sub agents while overlooking all sales activities spread across a period of one year.
 - Key point of contact for ticket allocation needs for company and responsibility included working with fellow Official Agents for ticket bulk swaps.
 - Expat Sport had 2000 travelling clients for the 2019 ICC Cricket World Cup – James ensured all travel logistics were delivered on time fashion to enhance the match experience for our clients.
 - Principal role in winning a contract with one of the biggest beverage corporates in UAE to run a marketing campaign that involved winning tickets to select Premier League games across participating outlets. Managed all ticket and travel logistics for clients who won.
 - Led numerous incentive and corporate sporting trips globally. Managed tickets, logistics and accommodation requirements for several companies, including Kellogg's, UAE Exchange, Emirates NBD and ADIB.
 - Currently working on projects that includes selling to and hosting HNI, FIT and Corporate clients and their guests at the ICC T20 World Cup in Australia and the British & Irish Lions tour in 2021.
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NASIR AHMED

Over 20 years of commercial experience in sales, events, business development and client facing roles in the healthcare industry. Nasir's love for cricket and sport in general made him transfer that experience into the Sports Industry for the last four years.



Key Positions and Responsibilities in the Sports industry include:
International Cricket Council (ICC):

- Reporting into the General Manager – Operations, Events, Coaching and Commercial Activities
- Leading and facilitating cross-department meetings to ensure that the academy ran efficiently
- Working with Dubai Sports City and the ICC Marketing team to develop strategic plans focused on the recruitment and retention of customers through the generation of customer insights, detailed competitor analysis and an internal gap analysis which identified high customer drop-out rates were negatively impacting the business.
- Logistics for several international teams using the ICC Academy facilities for match preparation
- High profile international tournaments such as the Pakistan Premier League and the inaugural Desert T20.
- Conceptualising and executing the Emirates T20 tournament. Responsibilities included working with international players such as James Anderson and Shahid Afridi, 360° event planning and working with National press.
- Managed the UAE Cricket Team for the tour of Netherlands in 2017. Worked directly with the International Cricket Council, Team Manager and Operations team from the Netherlands Cricket Board and collaborated with external agencies to develop social media campaigns during the tour.
- Built a strong network of press contacts (the National, Sport360) and managed all press activities related to the UAE National Team such as setting up interviews with players and coach.

Expat Sport – Head of Cricket and Sponsorships

- Responsible for Sponsorship assets for ICC Global Events, La Liga, and Real Madrid. Worked closely with the key stakeholders from our corporate clients to enhance reach of our products.
 - Headed negotiations and follow-ups on behalf of Sheikh Mohamed Bin Rashid Al Maktoum City, in the UAE to secure media branding opportunities at the La Liga matches of Real Madrid, Atletico Madrid and Barcelona.
 - Work directly with the International Cricket Council, Asian Cricket Council, the Emirates Cricket Board, the La Liga and Real Madrid to generate profitable opportunities for our key commercial clients.
 - Responsible for hosting our corporate clients at International sporting events, including the recent ICC Cricket World Cup 2019. Key client groups included PepsiCo, Golootlo (Official Associate Sponsor of the ICC Cricket World Cup 2019) and UAE Exchange.
 - Assist Expat Sport operations team to run our corporate cricket tournaments and school cricket tours.
 - Responsible for maintaining existing relationship building with key Cricket Boards and international leagues including the Indian Premier League, Pakistan Cricket Board, and the England and Wales Cricket Board.
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ABDULMALK ALDAYAN

Holds a bachelor's degree in Business Administration – Sports Management with a special focus on the Sales, Marketing, Policy Management and International Relations. Abdulmalk worked as a coordinator with the Saudi Arabian Football Association and played a significant contributory part in two major events – the 2018 FIFA World Cup Russia and the 2019 AFC Asian Cup UAE.



- Key point of contact between the SAFF and Expat Sport, the Official Hospitality Agent in GCC for the entire sales cycle which included strategising key products that suited demands of our guests, liaising with government agencies with meetings and communicating key updates to all our guests.
 - Contacted local DMCs in Russia and negotiated best rates for packages that ranged from 5-15 days. These packages included hotel stays, chauffeuring services and sight-seeing tours within host cities. Played a key role in harmonising all elements of the varying packages with local partners so as to ensure a once in a lifetime experience for our guests in Russia.
 - Replicated this sales and marketing model for the AFC Asian Cup 2019 in UAE. Worked closely with Expat Sport – the Official Hospitality Ticket Partner – to oversee arrangements for close to 600 travelling fans from Saudi Arabia. Responsibilities included purchase of tickets ranging from General Grandstand tickets to private suites with full F&B options, scouting branding opportunities at the stadium and worked with the marketing team to maximise our utilisation of these opportunities at our private suites.
 - Ensured all branding guidelines were fully complied with while formulating strategies that enhanced SAFF presence in stadiums with scheduled matches.
 - Coordinated all logistical operations for guests travelling to the UAE with on-ground partners Expat Sport, while making sure all tickets were delivered to various hotels that guests were staying in.
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SCOTT WALKER

Sales and Sponsorship Professional with a demonstrated history of working in the print and digital publishing, government sector, theme park, events, exhibitions, marine and hospitality industries. Career spanning 19 years in the UK and UAE in sales / sponsorship roles.

Key career highlights below:

Publishing, Print and Digital Sales:

- Time Warner Inc, UK - Display advertising sales on leading European marine titles
- ITP Publishing, Dubai - Launched the Arabian Gulf Yachting Award
- Motivate Publishing, Dubai - Emirates Inflight Media Solutions and was the company appointed Qatar representative.
- 7DAYS Newspaper/Daily Mail Group, Dubai – Key role in newspaper solutions
- NPI Media, Dubai - Concierge contact for Abu Dhabi media.



Events + Exhibitions Sales and Sponsorship:

- One CMG, Abu Dhabi - Abu Dhabi Government B2B events and Special projects,
 - Linkviva Events, Abu Dhabi - Sponsorship Sales Manager for Mother of the Nation Festival on behalf of the Department of Tourism and Culture Abu Dhabi.
 - Miral Yas Island Theme Parks, Abu Dhabi - Sponsorship Sales Consultant for Abu Dhabi Dream Ball
 - Core industry contacts includes VIPs in the Health, Finance, Media Agency, Retail, Marine and Government sectors.
 - A wealth of experience and contacts in the GCC with keen interest in B2B sales.
 - Notable achievements include conceiving and executing, in my capacity as the Regional Sales Manager, a campaign for a special hard card newspaper wallet holder in the shape of a tram in coordination with the Road and Transport Authority Dubai. Each wallet consisted of the tram map and pictures that was used as an awareness tool to educate readers of the new Dubai tram opening in November 2014. 65,000 7DAYS newspapers were inserted in to 65,000 hard card tram wallets and were distributed to all Dubai outlets on the tram launch date.
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PRODUCT & OPERATIONS

ANDREA MONKS

Andrea has extensive operations experience across many major events, from accommodation and logistics management to on-the-ground event running.



Dubai Rugby 7s: Official agents for Teams: & Supporters

- Responsible for arranging accreditation delivery, accommodation, transport and logistics for rugby teams taking part in the tournament, every year since 2009.
- Manages the Expat Sport private section in the reserved seating area for 300 corporate clients and VIP guests.
- Head a team of hostesses based at the stadium, to take care of our corporate clients and to manage our fleet of coaches for teams and supporters.
- In charge of Rugby celebrities such as Wasaile Serevi, Sir Ian McGeechan, Colin Charvis and others who often frequent the Expat Sport area.
- Escort the teams throughout the tournament and ensure that each team is collected from their hotel at the designated time and arrive at the stadium with plenty of time to prepare for their match.
- Managing a team that escort the players throughout the tournament and man the Expat Sport information desks at various hotels across Dubai.
- Negotiate contracts with hotels and travel service providers

Rugby Tours

- As official agents for the Rugby World Cup (2015), British & Irish Lions (2009, 2013, 2017, 2021) and Hong Kong Sevens (every year since 2014), has managed and escorted several rugby tours over the last ten years. Responsibilities include:
- Escorting rugby fans to rugby tournaments around the world.
- Researching, negotiating and securing rates with airlines, car rental companies, and hotels for all tournaments.
- Ensuring all contracts for celebrity appearances comply with necessary specifications.
- Ensuring safe and efficient travel operations, in accordance with FCO guidelines.
- Organising international and domestic flights to several destinations such as England, Hong Kong and Australia.
- Ticket collection and distribution and arranged visas and excursion tours
- Managing all aspects of overseas event operations and logistics.
- Acting as the principal point of contact, ensuring a once-in-a-lifetime experience for our customers throughout the tournament.

AFC Asian Cup, UAE 2019

- Built a product portfolio that included Match tickets, hotels and stadium transfers.
 - Organised and executed all logistical support for key overseas clients such as Saudi Football Federation
 - Ensured a team of chauffeur drivers were at hand to take VIP guest to/from matches
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- Arranged branding for corporate clients inside their private hospitality areas in the stadiums. Key client contact for all branding guidelines and compliance.
 - Coordinated all ticket delivery and collection.

England Cricket Series in Dubai 2012 & 2016

- Expat Sport were the exclusive hospitality partner so onsite and offsite teams were on hand throughout the six weeks of the tournament. Responsibilities included:
- Managing the Expat Sport reception desk and private corporate hospitality area for over 1000 corporate clients
- Branding inside the private suites as per client requirements
- Production of the Expat Sport tournament programme and placement within all private suites
- Ensuring that various match day suppliers are ready for delivery e.g. all staff are in place, food and bar units are open and ready to serve guests, cleaning teams are in position.
- Creating briefing documents for staff, suppliers and stewards.
- Managing personal delivery of tickets, VIP parking passes, chauffeur drivers and tournament information.
- Acting as an on-call contact, along with the Event and Project Managers, for any problems that match day operational teams may have.
- Working with onsite maintenance team to ensure site is turned around ready for the next match and branding is replaced in each private suite.
- Arranging meet and greets with players and onsite photographer.

Cricket World Cup, England 2019

- Managing operations team in England to support over 2500 customers across several locations
- Supporting the MD in managing travel and logistics of our VIP guests and tournament sponsors
- Managing hostesses for private hospitality clients.
- Liaison with eight venues in regard to parking, entry points for guests, World Cup Trophy appearances for VIP guests and general operational needs.
- Contracting all hotels and liaised with UK office to arrange visas and excursions

Sports Dinners

- Organising dinner tours for Sir Ian McGeechan around the GCC including Dubai, Abu Dhabi, Oman and Qatar.
 - Organising the Kevin Pietersen brunch in Dubai, including venue set up and advertising materials for our sponsors
 - Liaison with local media to arrange interviews and pre and post event PR
 - Organised the testimonial dinner for English International Cricketer Jimmy Anderson. Looked after sponsors and media
 - Managing the VIP area for Euro 2012 football dinners with Sir Geoff Hurst and Ron Atkinson, for our sponsors DHL. Arranged meet and greets for their VIP guests and looked after the needs of our speakers.
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MAYKA VILLAFLOR

Has a Bachelor of Science in Commerce major in Marketing Management.

FIFA World Cup Russia 2018:

- Responsible with the application of FAN IDs/Visa for all clients.
- Client's point of contact regarding hotel booking, stadium transfers and ticket deliveries (new booking and amendments)
- Liaison with internal team and vendors in relation to ticket allocations, ensuring the timely delivery of match tickets.
- Parking area guidelines to enhance client's matchday experiences.
- Source of information for clients on any gameday activity.
- Support for Ticketing Manager in the management and implementation of the smooth operation of the matches.
- Receive and processes customer claims, refunds and credit/debit transaction chargeback requests.



Asian Cup 2019 UAE:

- Assisting with client's travel including transportation, meals, lodging, stadium seating location and schedules.
- Interacting directly with ticket holders and other ticket-buying customers on day-to-day sales inquiries, problems, and concerns.
- Acting as primary liaison between team and supplier
- Working closely with supplier on gameday responsibilities as well as Ticket Operations policies and procedures
- Coordinating with all clients to ensure seamless delivery of tickets.
- Handling cancellations and refunds.

Marketing:

- Liaising with local press to promote events such as OSN TV (Dubai Sevens and Lions), ARN (Darren Gough and Sir Ian McGeechan interviews) and Sport 360 (Kevin Pieterston) interviews.
 - Supporting the team with project organisation.
 - Performing administrative tasks to ensure the functionality of marketing activities.
 - Conducting market research and analysing marketing surveys.
 - Employing online marketing analytics to gather information from web and social media pages.
 - Updating databases, spreadsheets, and inventory lists.
 - Preparing promotional presentations and organising promotional events.
 - Composing and posting online content for the company's social media page and website.
 - Writing marketing literature for company brochures and press releases.
 - Building strong relationships with customers
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JOY RIMANDO

Bachelor of Science in Commerce Major in Management Accounting

Joy Rimando comes with 12 years of extensive experience in the UAE handling inventory management, financial records and administration for various corporates.

Key responsibility highlights:

- Support the marketing and sales team with financial reports and inventory statuses for specific sporting events to enhance sales process.
- Create proforma invoices and manage all payments into and out of the company in relation to all events.
- Create Management reports to track all cashflow and ticket updates for events throughout the year.
- Liaise directly with corporate/individual clients to manage credit terms, LPO issuance, invoices and financial reports.
- Lead ownership of CRM data and reports while assisting colleagues with reports to fast track sales process for different clients.
- Liaise with auditors to ensure appropriate monitoring of company finances is maintained and ensure compliance with accounting policies and regulatory requirements
- Update management team and provide reports on a regular basis



11. LOCATIONS



UAE

Expat Sport Tourism DMCC
1807, Indigo Icon Tower, Cluster F, Jumeirah Lakes Tower, Dubai, UAE
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SAUDI ARABIA

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