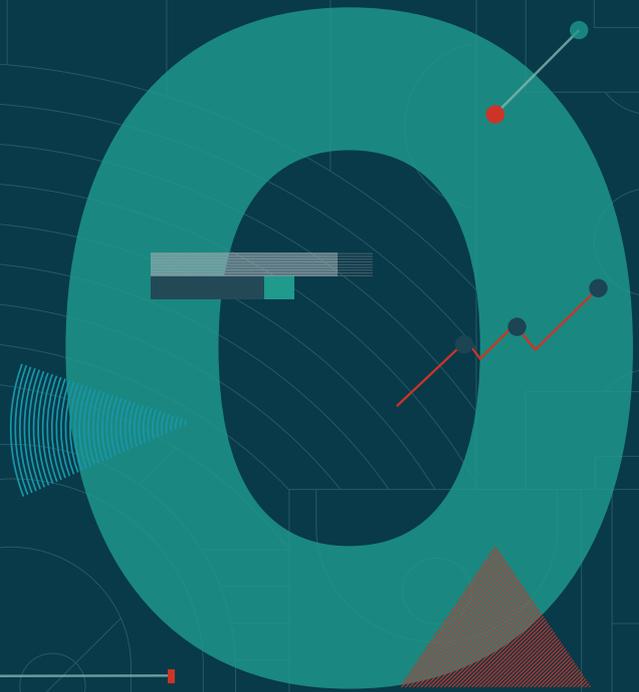


Annual Report



مركز جوسور
JOSOOR INSTITUTE

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Message from the Executive Director

As a challenging year came to a close, I would like to first look back to the early years of Josoor Institute, to where we came from, and remind ourselves of the achievements to date. Certainly, this would have been impossible without the dedication and sincere efforts of our partners and the Josoor Institute team, who with relentless determination have delivered on the vision, especially during challenging times.

I convey my sincere gratitude to the Secretary General, and the SC senior management for their unconditional support to the vision, mission and goals of Josoor Institute. I also thank and appreciate all of our partners and Josoor Institute team for their dedication and efforts.

Josoor Institute was created as the education and training arm of the Supreme Committee for Delivery & Legacy in 2013, inspired by the arrival of the FIFA World Cup Qatar 2022™ and driven by the mission of building human capital for the largest sporting event in the world, and for future ground-breaking events in Qatar and the greater region. From the early years to date, over 5,000 delegates from nearly 100 nationalities have benefitted from the array of Josoor Institute's education and training activities, in partnership with some of the top schools and hundreds of experts and practitioners in the sports and events industries. A powerful network of Josoor Institute alumni is gradually forming around the graduates of the flagship diploma programme and graduates from bespoke executive programmes. Many of these graduates are women and men directly involved in the preparation of the FIFA World Cup Qatar 2022™, while others are active in the sports and events industries. No matter each delegate's personal journey, we can be proud of having added value to the career of so

many colleagues, and by achieving that, made a statement in sports and events education in Qatar, the Middle East and North Africa (MENA) region, and internationally. For that, credit goes to all those who, since the beginning, endorsed the idea of Josoor Institute, and over the years, have made it a reality.

The past year was a year like no other. The COVID-19 pandemic disrupted our ability to deliver, while accelerating strategic developments that were already in the making. Online offerings and delivery methods were already in our strategic pipeline as a key driver towards revenue and geographical outreach beyond Qatar and the MENA region, but the pandemic stressed the importance of having those mechanisms in place much more quickly than perhaps we originally planned for. Amid the challenging situation, our delegates switched to learning from home, while we worked closely with our academic partner, SDA Bocconi School of Management. The 2020 edition of the diploma programme in sports and major events management was successfully delivered online, with positive feedback from all delegates. We are grateful to our delegates for their trust and to the team of SDA Bocconi School of Management for their commitment to Josoor Institute on an amazing work accomplished.

We also had a year full of bespoke activities designed specifically for our partners, including a workshop for executives from the Qatar football family, in collaboration with Leaders in Sport and other key organisations across the country. Some of the activities were delivered at Al Janoub Stadium before the pandemic; and online, through a two-day webinar on new revenue streams and COVID-19 contingency plans for the football industry for senior members of the ASEAN Football



Afraa Al-Noaimi

Executive Director

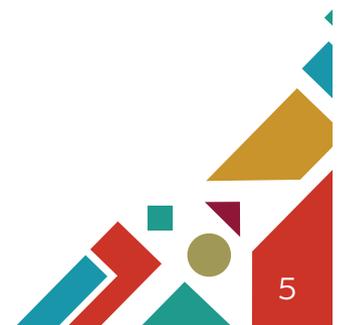
Josoor Institute

Federation, in collaboration with the Qatar Football Association. I am also delighted with the core role Josoor Institute played in training close to 800 volunteers in functional and role-specific areas in preparation for tournaments in the run up to 2022. Going forward, we will continue to play a strategic role in the workforce training domain, including volunteers and other target groups, which will include, for example, a tourism human capacity building programme.

Having produced a long series of online sessions for a large audience, including alumni and other specific groups of interest, is also a matter of satisfaction for my team. The year 2020 culminated with Hiwar, a series of sessions over two days that is now becoming a standard format of Josoor Institute going forward. In line with the mission of

Josoor Institute, increasing emphasis will be put on career advice for our delegates. Furthermore, the research work done by Josoor Institute has helped shed light on sustainability and other key subject matter areas of sports and events industries, with a focus on the region. This will, in turn, have an impact on policymakers' understanding of gaps and opportunities in the industries.

At the time this annual report is published, the crisis is still ongoing and the end of it remains unclear. With that in mind, Josoor Institute will continue to work steadily to offer its delegates and greater community, with the education, training and other activities in sports and events management that are of world class in quality. Thank you to our alumni, colleagues and friends that have been an integral part of our success narrative.



Professional Diploma in Sports Management and Major Events Management (Cohort 4)



Professional Diploma – Key Facts

40%

Qatari

52%

Women

48%

of delegates are employed by either the Supreme Committee for Delivery & Legacy, Aspire Zone Foundation or Qatar football family affiliates

16%

of delegates represented by Qatar University

14%

of delegates represented by individual, public and private sectors

Professional Diploma - Statistics

| | Sports Management | Major Events Management | Total |
|------------|-------------------|-------------------------|-------|
| Diploma | 30 | 46 | 76 |
| Female | 11 | 29 | 40 |
| Male | 19 | 17 | 36 |
| Qatari | 11 | 20 | 31 |
| Non-Qatari | 19 | 26 | 45 |

Professional Diploma - Employers

| Employer / Affiliation | Total |
|---|-------|
| Supreme Committee for Delivery & Legacy | 13 |
| Aspire Zone Foundation | 12 |
| Qatar Football Association (QFA) and Qatar Stars League (QSL) | 14 |
| Qatar University | 12 |
| Others | 25 |

Professional Diploma - Nationality

Countries Represented

Qatar



31

Yemen



5

India



5

Countries Represented

UK



3

Other Countries

3

Training and Development Programmes



Training and Development Programmes – Key Facts

Professional Development Workshop

Only one professional development workshop was delivered through traditional physical classroom-based environments before the onset of the COVID-19 pandemic; while another one was delivered live online

The professional development workshop titled 'Venue and Stadium Management' was delivered on 25-26 February, 2020 at Al Janoub Stadium and was attended by 40 delegates

As part of our Digital Learning Series, a live online professional development workshop was delivered on 19-20 October, 2020 via Zoom to 132 delegates from the ASEAN Football Federation and the Qatar Football Association, on the topic 'Bouncing Back from COVID-19 – Safely Returning to Play and Rebuilding Revenues'

Delegates that attended came from the Qatar football family, which comprised of Supreme Committee for Delivery & Legacy, Qatar Football Association, Qatar Stars League; as well as Aspire Zone Foundation, Ministry of Interior and Al Kass

Delegates that attended came from both public and private sectors, including national football associations

Panel Session

10 online panel sessions were delivered in 2020 via Zoom with attendance overall exceeding

1,100

attendees

Volunteer Training

Five volunteer training sessions were delivered in 2020 via Zoom with attendance overall exceeding

1,000

volunteers



Open House

In 2020, we delivered two Open House events virtually to promote Josoor Institute offerings, particularly the Cohort 5 of the Professional Diploma programme.

| | | | | | |
|-------------------------|---------------------------|------------------------|-------------------------|---------------------------|------------------------|
| Open House Session 1 | 14 October 2020 | Attendees 12 | Open House Session 2 | 21 October 2020 | Attendees 15 |
|-------------------------|---------------------------|------------------------|-------------------------|---------------------------|------------------------|

Training and Development - Statistics

| | | |
|-----------------------------------|---------------|--------------------|
| Professional Development Workshop | Panel Session | Volunteer Training |
| Delegates | Attendees | Volunteers |
| 167 | 1,117 | 1,070 |



Professional Diploma in Sports Management and Major Events Management (Cohort 4)

In February 2020, Josoor Institute launched the fourth cohort of the flagship Professional Diploma programmes in Sports Management and Major Events Management. A total of 76 delegates completed the programme in December 2020. Since the inception of the diploma programmes in 2015, 315 individuals have graduated.

The Professional Diploma programmes in Sports Management and Major Events Management are delivered in partnership with academic partner, SDA Bocconi School of Management from Bocconi University, Milan, Italy. The academic partner is responsible for creating programme content, engaging international guest speakers and the delivery of instruction within the programmes. Faculty and support staff who are normally resident in Milan, spend each week of delivery in Qatar, so that the delegates can benefit from a face-to-face learning experience. SDA Bocconi School of Management is represented by:

Dr. Dino Ruta

Academic Director and faculty member

Dr. Antonio Palmieri

Programme Director for Sports Management and faculty member

Dr. Debora Raccagni

Programme Director for Major Events Management and faculty member

Professor Joe Rizzello

SDA Bocconi School of Management

Dr. Swati Prasad

Academic Manager

Luca Lorenzon

Programme Coordinator

COVID-19 Business Continuity

The international impact of coronavirus (COVID-19) required Josoor Institute to take extraordinary actions in order to meet the objectives of delivering high quality, engaging learning experiences for Josoor Institute delegates.

After the third week of February 2020, it was apparent that the face-to-face delivery of Professional Diploma programme was in jeopardy, due to the restrictions on travel and gatherings of a large number of people. It is also relevant to note that our lead academic delivery partner - SDA Bocconi School of Management's main campus is in Milan, Italy. This geographic area was significantly impacted by COVID-19.

Josoor Institute's Professional Diploma programmes in Sports Management and Major Events Management were traditionally delivered via face-to-face instruction with faculty from our lead academic delivery partner, SDA Bocconi School of Management. Due to travel and work restrictions in place, as a result of the COVID-19 pandemic, the second block was delivered via video conference tool using Zoom technology as a platform. Given that this was Josoor Institute's first major experience delivering programme content online, it was determined that it would be beneficial to conduct an extraordinary delegate survey to determine the level of satisfaction with the alternate delivery. This also provided the opportunity to collect timely, relevant feedback related to attitudes of a local audience related to online learning and the new learning management software Moodle. The survey was sent to all registered delegates (N=93) in both programmes. After adjustments for discontinued delegates and withdrawals, the potential audience for survey completion was 88. There were 53 respondents to the survey, resulting in a 60% response rate.





Key Highlights

Data has shown that the online classes were very engaging, with **98%** of delegates feeling they were engaged during the programme delivery

94% of delegates agreed that Josoor Institute provided timely information related to the change in delivery method due to the COVID-19 restrictions

91% of delegates stated they are satisfied with the delivery

92% of delegates felt that help and support was available for any technical problems

Professional Diploma – Programme Content

Sports Management Professional Diploma Content

Week 1 Foundations of Sport Management

Week 2 Sports Marketing and Sponsorship

Week 3 Sports Marketing, Communication and Digital Media

Week 4 Sports Finance

Week 5 Sports Venues and Event Management

Week 6 Sports Mega Trends

Major Events Management Professional Diploma Content

Week 1 Introduction to Major Events Management

Week 2 Event Project Ideation and Planning

Week 3 Event Project Management 1: Operations

Week 4 Event Project Management 2: People Management in the Events Industry

Week 5 Marketing Communications for Events Management

Week 6 Applied Professional Practice in the Events Industry

Training and Development Programmes

A diverse and engaging array of offerings was delivered in 2020 through classroom-based and online means, reaching a vast audience in Qatar and the region. The Training and Development unit works both independently and in collaboration with key industry partners to deliver these outstanding learning opportunities.

Professional Development Workshop

These are two-day professional development workshops, featuring two international industry-leading speakers who share their knowledge and experience with executives in Doha. Sessions are designed to provide delegates tangible practical tools for improving their effectiveness in their current roles, while also delivering the opportunity to further develop their core set of soft skills.

| Title | Date | Delegates | Overview |
|--|---------------------|-----------|--|
| Venue & Stadium Management | 25-26 February 2020 | 35 | For every major sports event, effective management of the venue is crucial to success, especially given the growing complexity of world-class stadia and other venues. This Professional Development Workshop focused on the leadership skills required to deliver events successfully, using latest trends in stadium technology, and creating memorable fan experiences. |
| Bouncing Back from COVID-19 – Safely Returning to Play and Rebuilding Revenues | 19-20 October 2020 | 132 | This Professional Development Workshop was delivered as part of a Digital Learning Series to the ASEAN Football Federation and the Qatar Football Association. The workshop was designed to support senior leaders of the member federations, as they moved towards a return to play following the COVID-19 pandemic. |



Panel Session

With COVID-19 preventing in-person sessions, Josoor Institute shifted to online delivery of panel sessions via Zoom. This not only amplified the geographic reach, but also propelled in the curation of additional sessions. The objective of the sessions is to transfer knowledge from industry leaders, key stakeholders and senior executives; spark conversations as well as provide a unique take and perspective on a range of topics focused around the FIFA World Cup Qatar 2022™.

| Title | Date | Attendees | Overview |
|--|------------------|-----------|---|
| Future of Education | 22 April 2020 | 95 | This panel session gave an insight into the education sector during the COVID-19 pandemic, and finding out what is involved in turning a physical classroom into an online one. |
| The Age of Generation Amazing | 13 May 2020 | 93 | This panel session gave the opportunity to gain an insight into the creative and interesting grassroots development initiatives during the current time, and finding out what is specifically involved in continuing to make a positive difference for a large community online. |
| 5 Years of Research in Sports and Events Industry in the MENA region | 10 June 2020 | 160 | This panel session highlighted findings from the research in sports and events management, along with interesting open questions. It particularly served as an opportunity to learn more about Josoor Institute's research and insight projects together with the research lead and other senior experts. |
| Challenges for the Youth during COVID-19 | 25 June 2020 | 136 | This panel session provided insights into the transformative role of sports and other engines of learning and community building in the wake of the pandemic. |
| Sports, Society and Pandemics: Perspective of a Leader | 07 July 2020 | 55 | This panel session offered the audience the perspective of a panel of senior leaders in sports, education and research, on the impact of the pandemic on the economy, society and the sports community in the MENA region. Although the session was delivered in Arabic, simultaneous translation was provided in English. |
| Delivering Environmental Sustainability for the FIFA World Cup Qatar 2022™ | 09 July 2020 | 159 | Following the digital launch of Education City Stadium, this panel session provided an overview of the importance in environmental management for FIFA, the environmental pillar of the FIFA World Cup Qatar 2022™ Sustainability Strategy and gave an insight into the 'green' features of the venue, along with covering the interesting topics of 'greening' hotels in Qatar, as well as highlight challenges and opportunities ahead. |
| How can football and sport be used as a truly inclusive tool to bring together communities and societies and bridge cultural divides in challenging times? | 23 July 2020 | 47 | This panel session was delivered in partnership with Generation Amazing, Josoor Institute and University Campus of Football Business (UCFB) on how football and sport can be used as a truly inclusive tool to bring together communities and societies and bridge cultural divides in challenging times. |
| How can Sport and Education Drive Gender Equality? | 20 August 2020 | 26 | This panel session was delivered in partnership with Generation Amazing, Josoor Institute and University Campus of Football Business (UCFB) on how sport and education drives gender equality. |
| Sports Diplomacy | 14 October 2020 | 241 | This session was delivered in partnership with Generation Amazing, Josoor Institute and UNESCO on how sports enables the global community to achieve the Sustainable Development Goals (SDGs). |
| Delivering carbon neutrality at the FIFA World Cup Qatar 2022™ | 25 November 2020 | 105 | This session was delivered in collaboration with SC's Sustainability team to highlight recent developments and actions towards carbon neutrality. |

Volunteer Training

A range of volunteer training and workshops were delivered in 2020. Sessions were designed to provide volunteers with practical tools for improving their effectiveness as a volunteer along with their understanding of the importance of volunteers within the broader events industry. The sessions were also structured to identify and develop individual core skills around volunteering.

| Title | Date | Volunteers | Overview |
|---|-------------------|------------|--|
| Ruwad Tour Guide Training (F2F Format) | February 2020 | 50 | Volunteers explored the importance of their role as a community leader and how they can support upcoming SC events. Soft skill training was also delivered around presenting skills, confidence building and effective communication. |
| Team Leader Training (Online Format) | 27 July 2020 | 40 | Volunteers received communication training in support of their role in the volunteer recruitment process. Interview skills and techniques were also explored. |
| AFC Volunteer Training (Online Format) | 10 September 2020 | 90 | The training was for the general volunteers for the AFC Champions League events in Doha. Generic training was delivered on the role of a volunteer, setting and understanding expectations; and the importance of effective communication, teamwork and professionalism. Health, Safety, Security and Environmental (HSSE) and Accessibility themes were also covered. |
| AFC Volunteer Training (Online Format) | 14 November 2020 | 90 | The training was for the general volunteers for the AFC Champions League events in Doha. Generic training was delivered on the role of a volunteer, setting and understanding expectations; and the importance of effective communication, teamwork and professionalism. Health, Safety, Security and Environmental (HSSE) and Accessibility themes were also covered. |
| Amir Cup Volunteer Training (Online Format) | 08 December 2020 | 800 | The training was for general volunteers for the Amir Cup. The focus of the training was understanding the role of a volunteer and what motivates a volunteer. Volunteer behaviors were reflected upon, along with the core areas of communication and teamwork. Health, Safety, Security and Environmental (HSSE) Sustainability and Accessibility themes were also covered. |

E-Learning Programme



The Massive Online Open Course (MOOC), 'Sustainability and Major Sport Events' professional certificate, offered by Hamad Bin Khalifa University (HBKU) in collaboration with edX, Josoor Institute, and the Supreme Committee for Delivery & Legacy, addresses critical sustainability aspects of hosting large-scale sporting events in Qatar and around the world.

The programme instructors are internationally renowned faculty and experts from HBKU, Josoor Institute, the Supreme Committee for Delivery & Legacy, as well as industry experts at the centre of delivering the FIFA World Cup Qatar 2022™.

The program consists of two MOOCs:

Sustainability and Major Sport Events Principles

Sustainability and Major Sport Events Implementation

The programme illustrates Qatar's commitment to deliver a sustainable FIFA World Cup™. It is framed along the pillars of the FIFA Sustainability Strategy. The outline of the programme is described by following key points:

- The five pillars of sustainability - human, social, economic, governance, and environmental considerations when planning a sustainable major sports event
- Sustainable major sport event strategies and action plans
- Long-term impact and legacy of sustainable major sports events

The programme supports individuals, industry and governments to:

- Articulate the concept of sustainability in a major sports event context and define the pillars of sustainability
- Explore the principles of human, social, economic, governance, and environmental sustainability
- Develop a strategy and action plan for a sustainable major sports event
- Develop effective communications campaign for a sustainable major sports event
- Measure long-term impact of the event



E-Learning Programme – Key Facts

From 1 January 2020 to 30 December 2020 a total of **500** new learners enrolled in the programme. Out of 500 new learners, 66 of these were verified learners

Median age of the learners is **32**; while more than **50%** of learners are within the age group of **26-40**

More than **50%** of the learners have at least a college degree and or an advanced degree

The Qatar National Tourism Council, Supreme Committee for Delivery & Legacy and the FIFA Sustainability and Diversity department endorsed the programme

First Sustainability and Sports Professional Certificate knowledge legacy of the **FIFA World Cup Qatar 2022™**

Tangible knowledge and **education legacy** outcome of the planning of the FIFA World Cup Qatar 2022™

E-Learning Programme: Enrollment

| MOOC | Start Date | End Date | Total Enrollment | Verified Enrollment | Gender | Global Reach | |
|---|-------------------|------------------|------------------|---------------------|--|--|---|
| Sustainability and Major Sports Events (Principles) | 21 September 2020 | 30 November 2020 | 232 | 29 |  Male 56.1% |  Female 43.9% | 56 countries  Qatar: 18%  UK : 6%  US : 4% |
| | 01 December 2020 | 31 May 2021 | 249 | 31 |  Male 61.8% |  Female 38.2% | 59 countries  Qatar: 17%  Canada: 5%  France : 3% |
| Sustainability and Major Sports Events (Implementation) | 21 September 2020 | 18 January 2021 | 192 | 23 |  Male 62.8% |  Female 37.2% | 55 countries  Qatar: 16%  UK : 5%  France : 3% |

Enrolled learners who paid to receive the certificate are called verified enrollment

Research



Josoor Institute research is the knowledge pillar to its mission and vision. Research reports and case studies intend to provide the necessary regional context and content to education and training programmes.

While the extensive body of literature available in sports and events management in North America and Western Europe represents one of the most important knowledge transfer vectors in these professions, the social and economic specificities to pioneer nations in sports and events management such as the ones in the MENA region, do suffer from some transferability limitations. This was a key reason why the Josoor Institute promotes regular research activities and publications in the sports and events industries specifically related to the region. Available to a wide audience, the published outcomes of Josoor Institute's research equally intent to enrich local and regional sports and events industries management knowledge.

Specific topics for the research studies are selected after evaluating regional and national gaps informed by various sources, such as existing literature, delegate feedback, industry experts, and academics. This variety of informed sources is vital, along with the integration of theory and practice. Moreover, Josoor Institute's case studies, in an array of areas: marketing, sponsorship, risk management, volunteer management, and facility and venue management, are designed as teaching vignettes by authors from various disciplines and bespoke areas of expertise.

The main research goals are:

1 Deliver world-class practical courses based upon international best practices to upskill existing talent and attract and develop new talent

2 Continually engage and promote interaction between individuals and organisations within the sports and events industries to fuel growth and development

3 Create, package and make accessible knowledge for the benefit of the sports and events industries in the region and provide advice to partners and neighbours

Due to the increased visibility and success of previous research initiatives, more recently, in 2020, Josoor Institute undertook a series of ground-breaking research activities, include:

🏆 Research seminar in June 2020 on the subject of legacy and sports events in the MENA region

🏆 Delivered a commissioned research study along with 23 case studies on new topics and points of interest that are industry focused and relevant on a global platform

🏆 Delivered special topic survey on two key areas within Sustainability and Events – within Qatar and across the MENA region

🏆 Created a research-centric network of academics whose primary focus is on the sports and events industries in the MENA region

🏆 Acceptance of conference abstract to the EuroCHRIE 2021 conference in Denmark on the topic of volunteering



Research Seminar

A timely research seminar was organised by Josoor Institute, in collaboration with Johannes Gutenberg University, Germany, Qatar University and Hamad Bin Khalifa University, Qatar. The seminar was organised in June 2020, to develop a commentary and debate around the importance of legacy for Qatar and post-2022. The debate included perspectives on the Qatar National Vision 2030, including the importance of the great steps being taken in building the human capacity and capability within Qatar in the sports and events industries.



As in 2019, the case study project addresses the contextualization gap of Josoor Institute's various education and training programmes, with the second year of the project delivering 23 case studies. New topics this year included, understanding event risk and multi-agency working, women in sport, volunteer culture and community, sponsorship, event ticketing and event protocol.

The case studies were developed to achieve the following objectives:

- To provide local and regional cases to Josoor Institute education, training and development programmes
- Develop cases designed to encourage delegates in problem solving with regional and local examples
- Develop cases with analytical tools, quantitative and or qualitative to engage delegates in various Josoor Institute's education, training and development programmes
- Develop cases to stimulate decision making in complex situations in the local and regional context
- Case studies to help delegates cope with ambiguities and socio-cultural challenges
- Capture existing knowledge and experiences in the sports and events industries in the MENA region
- Continue building Josoor Institute's Knowledge Hub
- Develop in-depth understanding of selected organisations, events, associations
- The case studies will be utilised within teaching and training toolkits for various global audiences across different learning platforms to not only raise awareness of such pivotal topics, but also to enhance the connectivity of the Josoor Institute across such areas in both the sports and events industries

Sustainability

Two significant research studies were commissioned in 2020 with YouGov on the evolving agenda of event sustainability. Four key themes were explored throughout the studies, which included public surveys and interviews with the stakeholders already working and supporting the sustainability agendas across different sectors in different countries. The key themes were:

Sustainability and what it means to people

Sustainability in Sports, Events and Tourism

Sustainability and the FIFA World Cup™ in 2022

Sustainability and what it means across the MENA region

The studies were developed to not only raise awareness of the topic, but to also demonstrate the hard work currently being undertaken in Qatar to ensure that sustainability is at the heart of all event planning and legacy projects for the delivery of the FIFA World Cup Qatar 2022™.

Conference Abstract – EuroCHRIE 2021

Josoor Institute, and its partners in the Supreme Committee for Delivery & Legacy and FIFA World Cup Qatar 2022 LLC, developed an academic abstract in 2020, which was submitted to the conference panel team at the EuroCHRIE Conference in Denmark.

EuroCHRIE is a blended academic and practitioner-based conference, which considers trends and innovations within the global events, tourism and hospitality industries. The abstract was formally accepted with no major amendments, and with the title of the paper reading as:

‘Developing a National Strategy for Volunteering in Qatar – A Case Study of the Proposed Legacy for the FWC2022’.

This represents an outstanding achievement and demonstrates a clear recognition and the significance of the work that Josoor Institute and its partners are delivering. The conference will be a fantastic opportunity and a key platform to further showcase the innovative and ground-breaking work Josoor Institute and its partners are undertaking regarding the design and development of the FIFA World Cup Qatar 2022™ volunteer training and delivery.

Research Dissemination

The final reports and case studies are disseminated along specific channels:

Local and international stakeholders from sports and events, such as the Qatar football family

Qatar University and Hamad Bin Khalifa University

Josoor Institute’s delegates, academic and research faculty

Josoor Institute’s alumni

Other international institutions

Josoor Institute has made the research reports and case studies available to the global audience via the Josoor Institute Knowledge Hub



Business Development Initiatives

Knowledge Hub

At the core of Josoor Institute are people, content and platforms. People are the delegates and other participants in Josoor Institute's activities. Content is what is taught in education and training, what is discussed in regular sessions, what is analysed in-depth in case studies. Platforms are the classroom and online spaces where Josoor Institute's activities take place, publications in which content is created, and media where Josoor Institute is featured.

With that logic in mind, in November 2020, Josoor Institute launched a beta version of the Knowledge Hub, a space that aims to integrate all that is relevant about Josoor Institute in people, content, platforms. Knowledge Hub acts, first of all, as a reasoned repository of relevant content of Josoor Institute. Therefore, users can find interviews, sessions, case studies on sports and events industries that Josoor Institute regularly produces. Secondly, the presence of Josoor Institute in social media is automatically integrated into the Knowledge Hub. Thirdly, online sessions can be broadcasted from the Knowledge Hub. Most importantly, users from the greater Josoor Institute community will be able to have their profile, connect and collaborate with their peers. Over the coming years, the Knowledge Hub will evolve into the living space of Josoor Institute and its larger community.

Countries



| | Views |
|--|-------|
|  Qatar | 991 |
|  United States | 200 |
|  Egypt | 149 |
|  Switzerland | 79 |
|  India | 73 |
|  Turkey | 35 |
|  Germany | 34 |
|  United Kingdom | 34 |
|  United Arab Emirates | 32 |
|  Jordan | 31 |

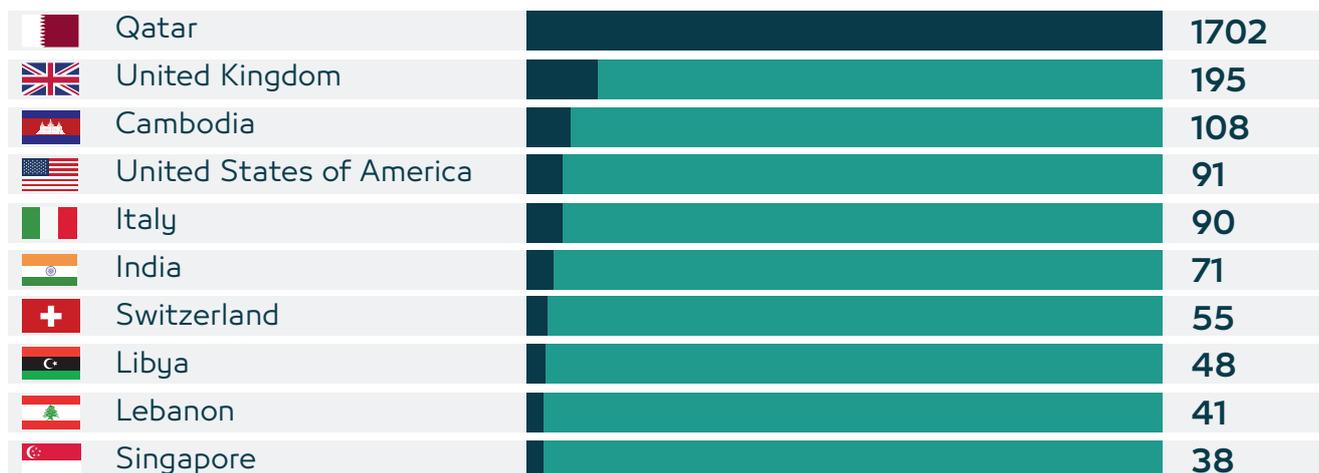
Top Pages Views

| Title | Views |
|-------------------------|-------|
| Josoor Hiwar 2020 | 798 |
| Knowledge Hub | 387 |
| Panel Sessions | 162 |
| News Feeds | 84 |
| Case Studies | 76 |
| Interviews | 60 |
| Interviews Landing Page | 54 |

Technical Development

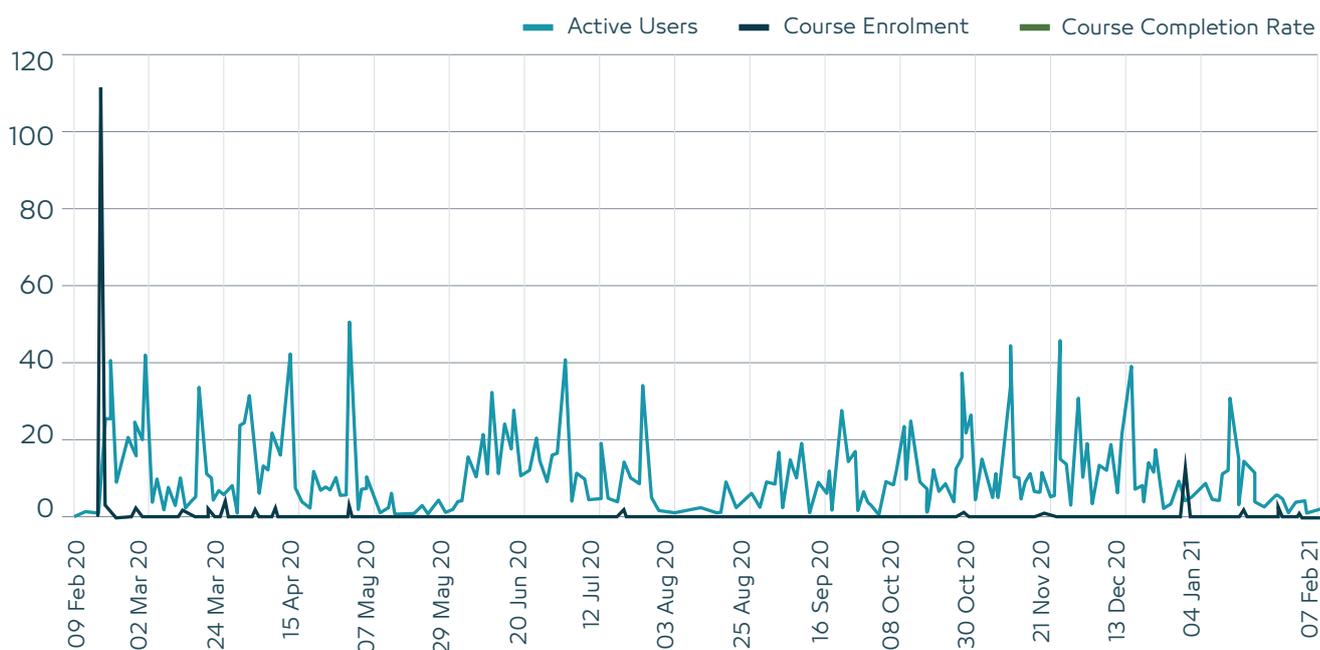
Zoom – Online Delivery

The international impact of coronavirus (COVID-19) required Josoor Institute to take extraordinary actions in order to meet the objectives of delivering high quality, engaging learning experiences for Josoor Institute delegates. In June 2020, Josoor Institute implemented video conference tool using Zoom technology as a platform, to deliver its flagship Professional Diploma programmes. More recently, webinars in thematic topics pertinent to the sports and events industries were delivered via Zoom. The technical implementation enhanced Josoor Institute’s geographic visibility and attracted audiences to attend programme deliveries globally.



Moodle – Learning Management

Josoor Institute implemented a robust, secure, intuitive and integrated Learning Management System (LMS) called Moodle in February 2020. The project planning and implementation was completed within six weeks. Below graph outlines active users and course enrollment data. Moodle serves as the primary LMS for Josoor Institute’s Professional Diploma programmes.



Ambassadors Outreach



An important role in the overall promotion of the FIFA World Cup Qatar 2022™ in Qatar, the MENA region and internationally is played by the Ambassadors. These ambassadors are successful former football players that act as testimonials of the tournament, and get regularly involved with the activities of the SC.

Ambassadors, who are both local and international, provide wisdom and first-hand knowledge of the sport and in particular football industry, that is very relevant to the delegates and other members of the Josoor Institute community. In turn, Ambassadors benefit from Josoor Institute's education and training, as they plan for their future career path.

With these opportunities in mind, in 2020, Josoor Institute continued to offer regular interviews with SC Ambassadors to its community; and started to engage the Ambassadors with the Professional Diploma programmes in sports and events management. The new cohort of delegates of the diploma programme starting in 2021, includes renowned football personalities like Tim Cahill, Ali Al Habsi and Wael Gomaa. Just as important, Ambassadors share their experiences with the SC and Josoor Institute to a larger fan base, which in turn, enhances Josoor Institute's visibility to far-reaching audiences that includes potential future delegates. Some of the interactions with Ambassadors are organised in Arabic, which helps engage a larger audience in Qatar and the MENA region.

Hiwar

Josoor Institute organised its inaugural Hiwar on 7-8 December 2020. The two-day Hiwar consisted of virtual panel sessions with renowned experts on thematic topics pertinent to the sports and events industries. Specific topics included sports and events industries outlook, COVID-19 repercussions on the industry, updates from Josoor Institute and the job market, including live Instagram sessions with renowned sports and events personalities.

More than 150 unique attendees virtually attended over the two days, and the feedback received from attendees on the Hiwar sessions were impressive on the overall value and quality of the sessions, relevance of the content, choice of speakers, session structure and delivery style.



HIWAR 2020

Date: 7 - 8 December, 2020

Location: Zoom

Time: 9:00 AM - 11:30 AM | 2:00 PM - 4.00 PM

Day 1 - Monday, 7th December

SPORTS DAY

9:00 AM - 9:15 AM Introduction



Dr. Wadih Ishac

Assistant Professor in Sport Management, Qatar University



Vazken Kurkjian

Capability Building Senior Manager, Josoor Institute

9:15 AM - 10:15 AM Sports Industry Outlook



Fabien Dilem

General Manager Regional Office - MEA & India, Paris Saint-Germain



John Barnes

Football Legend



Mark Nervegna

Head of Research and Analytics, SportBusiness



Raghavan Subramanian

Associate Vice President and Head of Infosys Tennis Platform, Infosys



Dr. Sue Bridgewater

Director of the Centre for Sports Business, University of Liverpool

10:15 AM - 11:15 AM Bouncing back from COVID-19



David Cushnan

Head of Content, Leaders in Sport



Matt Rogan

Co-Founder, Two Circles



Maite Ventura

Managing Director - Middle East and North Africa, LaLiga

2:00 PM - 2:30 PM Hiwar Instagram (Arabic)



Captain Wael Gomaa

Former Professional Football Player and SC Ambassador



Mohammed Saadon Al-Kuwari

Sports Journalist and Presenter, beIN Sports



2:45 PM - 3:45 PM Josoor Update



Afraa Al-Noaimi

Executive Director, Josoor Institute



Michele Petochi

Business Development Director, Josoor Institute



Nicola McCullough

Subject Matter Expert, Josoor Institute



Vazken Kurkjian

Capability Building Senior Manager, Josoor Institute

Day 2 - Tuesday, 8th December

EVENTS DAY

9:00 AM - 9:15 AM Introduction



Dr. Wadih Ishac

Assistant Professor in Sport Management, Qatar University



Vazken Kurkjian

Capability Building Senior Manager, Josoor Institute

9:15 AM - 10:15 AM Events Industry Outlook



Abi Ekoku

Director, Candelisa Resorts



Ahmed Alobaidli

CEO, Qatar Business Events Corporations



Julianne Jammers

Managing Director, SwissTech Convention Center



Simone Masserini

Executive Advisor, Tokyo 2020 and Paris 2024 Olympic Games



Nic Cartwright

Managing Director, SABCO Sports

10:15 AM - 11:15 AM Towards 2022 and Beyond



Ahmed Abbassi

Executive Director - Competition & Football Development
Qatar Stars League



Flavia Fontes

Volunteer Manager, FIFA World Cup Qatar 2022 LLC



Ghanim Al-Kuwari

Executive Director - Sports Facilities Management
Supreme Committee for Delivery & Legacy



Mark Scouler

Director, Protect and Prepare Limited



Nicola McCullough

Subject Matter Expert, Josoor Institute

2:00 PM - 2:30 PM Hiwar Instagram (Arabic)



Hassiba Boulmerka

Gold Medalist, Barcelona 1992 Olympic Games



Aisha Al-Kuwari

IT Senior Manager, Supreme Committee for Delivery & Legacy



2:45 PM - 3:45 PM Job Market Update



Duncan Walkinshaw

Director of Programs, beIN Media Group



Joao Frigerio

Managing Director, iWorkinSport



Michele Petochi

Business Development Director, Josoor Institute



Noora Al-Thani

Programme Officer, Silatech



Spencer Taylor

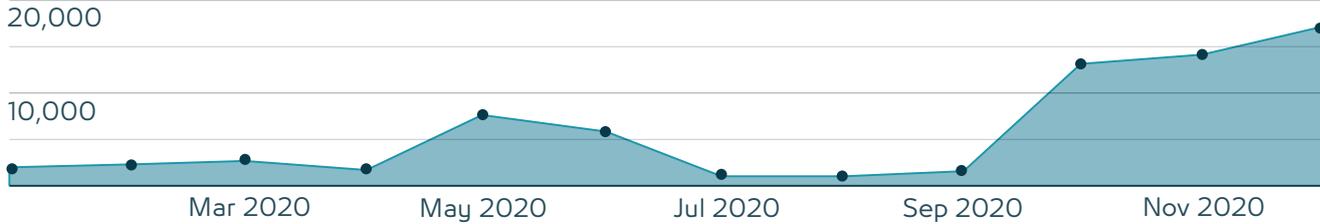
Director of Education, Leeds United Football Club

Webpage Performance

Josoor Institute launched a revamped website with a modern and simpler layout in June 2020. The uplift in the design also witnessed a considerable increase in website traffic through direct channels by more than 60% compared to 2019.

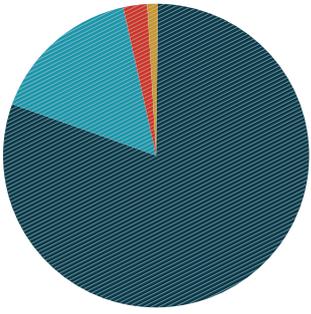
Website Audience

● Users



| | | | |
|---|-------------------------------------|------------------------------------|--|
| Users 66,703 | New Users 67,494 | Sessions 75,038 | |
| No. of Sessions Per User 1.12 | Page views 128,343 | Page/Session 1.71 | |
| Avg. Session Duration 00:01:06 | Bounce Rate 84.15% | | |

Website Reach



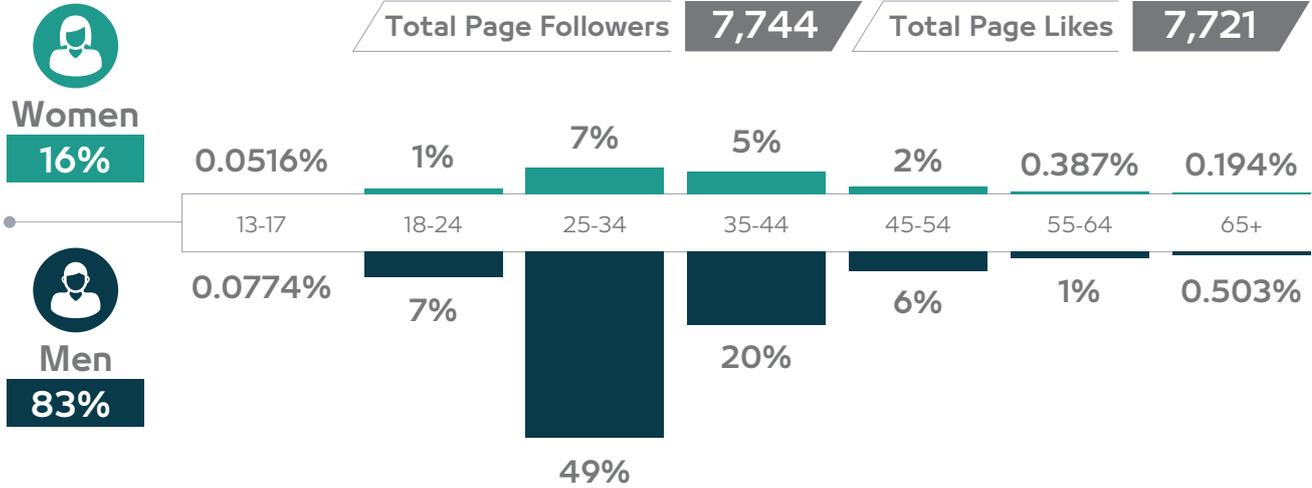
| | |
|-------------------------------|---------------------------------------|
| Direct 80.4% | Organic Search 16.2% |
| Social 2.4% | Referral 1.0% |

Website Source

| Device Category | Acquisition | | |
|-----------------|-----------------|-----------------|-----------------|
| | Users | New Users | Session |
| Desktop | 55,930 (83.12%) | 56,108 (83.10%) | 60,946 (81.22%) |
| Mobile | 11,047 (16.42%) | 11,110 (16.46%) | 13,683 (18.23%) |
| Tablet | 308 (0.46%) | 299 (0.44%) | 409 (0.55%) |



Social Media Performance



Top Performing Post

Josoor Institute
April 6, 2020 · 🌐

يتطلب الانتقال من تقديم برنامج تعليمي حضورياً إلى عبر الإنترنت الكثير من التخطيط والتواصل. خبراء التعليم، المدير التنفيذي لمعهد جسور تتحدث عن ذلك بمشاركة بروفيسر دينو روتا العميد الأكاديمي من كلية بوكوني للإدارة حول تفاصيل البرنامج.

To be able to move an offline programme fully online takes a lot of planning and communication. Afraa Al-Noaimi, the Executive Director of Josoor Institute in action with Prof. Dino Ruta, from SDA Bocconi School of Management speaking about the ins and outs of the programme

SDA Bocconi School of Management

See Translation

| | |
|--------------|-----------------------------|
| 1,362 | People Reached |
| 205 | 3-Second Video Views |
| 13 | Reaction, Comments & Shares |

| | | |
|-------------------|------------------|--------------------|
| 8 Like | 7 On Post | 1 On Shares |
| 4 Love | 1 On Post | 3 On Shares |
| 0 Comments | 0 On Post | 0 On Shares |
| 1 Shares | 1 On Post | 0 On Shares |

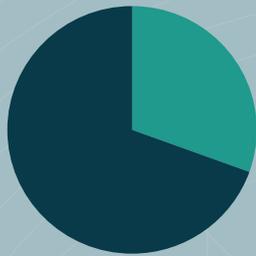
32 Post Click

| | | |
|--------------------------|----------------------|------------------------|
| 10 Clicks to play | 0 Link Clicks | 22 Other Clicks |
|--------------------------|----------------------|------------------------|





Total Page Followers **3,151**



Men
69.3%



Women
30.7%

Age Range All Men Women

| | | |
|-------|--|-------|
| 13-17 | | 3.2% |
| 18-24 | | 13.3% |
| 25-34 | | 46.0% |
| 35-44 | | 29.5% |
| 45-54 | | 6.4% |
| 55-64 | | 1.3% |
| 65+ | | 0.5% |

Top Performing Post



The top performing post was about Josoor Institute end of year reflection by Executive Director, Afraa Al-Noaimi, posted in December 2020. This post reached **1,956 people** and generated **89 likes** with **2,178 impressions**. The post has also generated 33 profile visits for users that do not follow the page

Top Performing IGTV



The top performing IGTV video was the Masterclass with SC Ambassador Cafu in June 2020. The IGTV video reached **506 people**, generated **192 views** and **18 likes**

Twitter

Total Page Followers

4,785

Impressions

1,602

Total engagements

24

Media engagements

14

Detail expands

6

Links

2

Profile clicks

2

Top Performing Tweet



معهد جصور @JosoorInstitute

Block 4 of our Professional Diploma Programmes are up and running! Delegates are once again reconnecting online with their peers and @sdabocconi faculty members.
pic.twitter.com/Qh2xXsYqR



Promote your Tweet

Your Tweet has 1,602 total impressions so far. Get more impressions on this Tweet!

Promote your Tweet

LinkedIn

Total Page Followers

2,154

The top performing LinkedIn post was the webinar invitation on 'Delivering Environmental Sustainability at FIFA World Cup Qatar 2022™', uploaded in June 2020. This post generated **2,018 impressions, 139 clicks, 62 reactions and 13 shares**. The overall engagement rate was **11.05%**

Top Performing Tweet

Josoor Institute and the Supreme Committee for Delivery & Legacy (SC) invites you to our webinar: Delivering Environmental Sustainability at FIFA World Cup Qatar 2022™. Join us on Thursday, July 9, at 12:30 PM (Doha Time). If you would like to attend, please click here to join the session a few minutes before it starts next Thursday: <https://bit.ly/2C2gp3v>

Our expert panelists are:

- Madleen Noreisch, Senior Sustainability Manager, FIFA
- Eng Bodour Al Meer, Environmental and Sustainability Senior Manager, SC
- Dr. Eiman El-Iskandarani, Director of GSAS Trust, GORD
- Ruba Hinnawi, Technical Specialist, QGBC
- Dr. Talar Sahsuvaroglu, Sustainability & Environment Expert, SC





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