



معهد جصور
JOSOOR INSTITUTE

Annual Report 2019





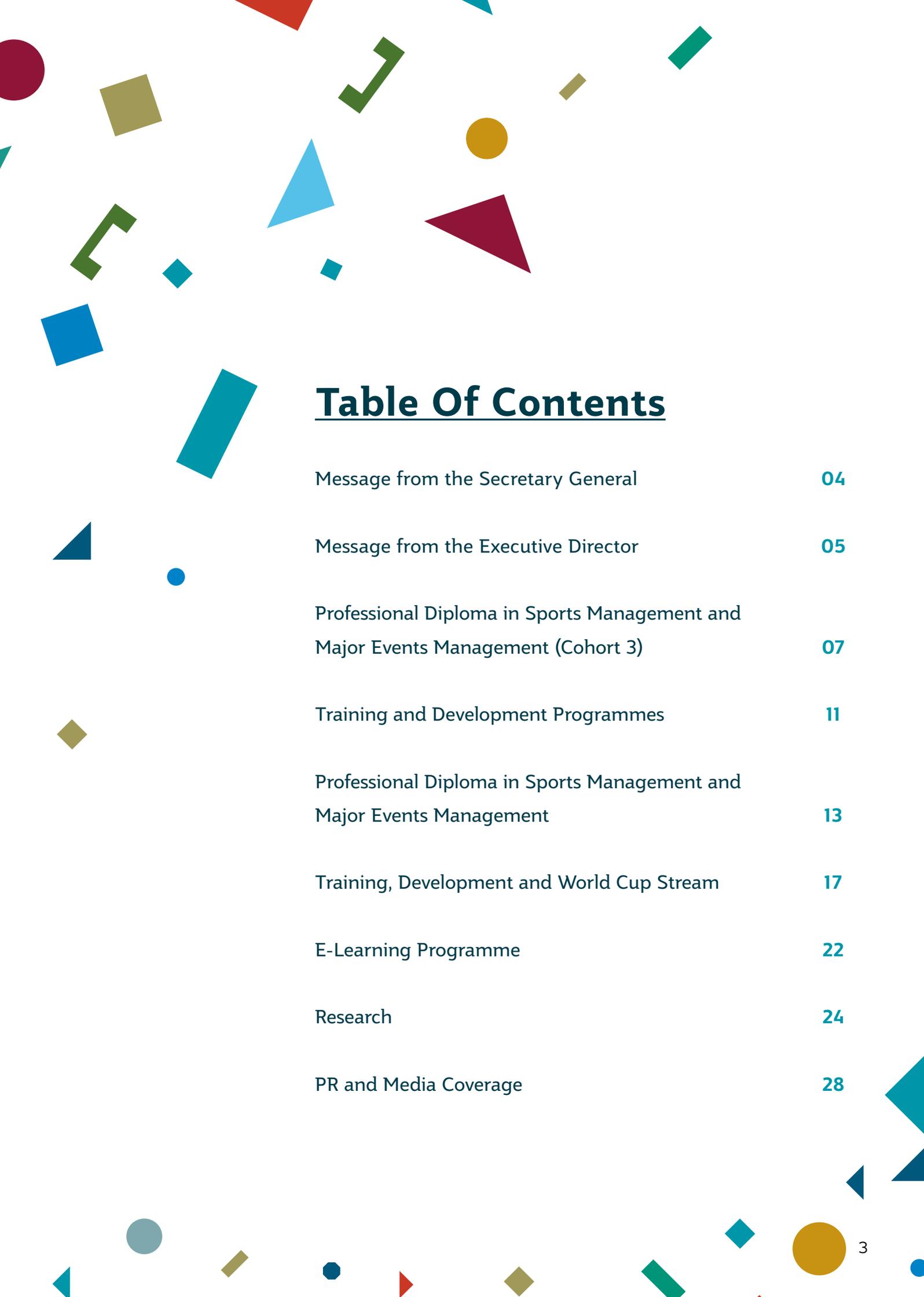


Table Of Contents

Message from the Secretary General	04
Message from the Executive Director	05
Professional Diploma in Sports Management and Major Events Management (Cohort 3)	07
Training and Development Programmes	11
Professional Diploma in Sports Management and Major Events Management	13
Training, Development and World Cup Stream	17
E-Learning Programme	22
Research	24
PR and Media Coverage	28

Message from the Secretary General



2019 was a critically important year in our preparation for the FIFA World Cup 2022™. Qatar hosted a series of major sporting events, including the IAAF World Athletics Championships in September. The year culminated in hosting the 24th Arabian Gulf Cup and the FIFA Club World Cup™ – vital test events on our journey towards delivering the first FIFA World Cup in the Middle East in 2022.

I am immensely proud of the work that was done to ensure the success of these events. The teams worked incredibly hard, demonstrating commitment and dedication to excellence, and showcasing the capabilities of our country within the region, and across

the world. In 2019, we set the bar high. Moving forward, our steadfast commitment is to continuously improve and set new benchmarks for excellence when it comes to hosting major events.

One of the more special memories during this hectic year was working alongside so many people who have benefitted from Josoor Institute's training and development programmes and were leading on projects and contributing to the overall success of these high-profile events.

Our vision for Josoor Institute was to serve as a centre of excellence for the sporting, events, and leisure and hospitality industries in our region. We firmly believed that 2022 could serve as a catalyst towards the rapid development of these industries in Qatar and across the Middle East and North Africa region. We wanted to create a platform that provided students, graduates and young professionals with the skills and knowledge they required to capitalise on the economic opportunities that 2022 would create.

We also sought to ensure that the platform would serve as an international network of expertise for our alumni. Seven years on from the inauguration of Josoor Institute, I think we're well on the way to establishing this. I look forward to graduates calling upon the expertise of their Josoor Institute colleagues to assist in hosting events, marketing campaigns, industry research and contributing towards building the thriving sporting economy that our region needs.

Our delivery partners are key to our success and 2019 saw the establishment of the partnership with SDA Bocconi School of Management, which is providing academic and organisational insight for Josoor Institute's flagship diploma programmes. We are fortunate to have long-standing relationships with global entities that are true leaders in their field, and share our vision of bridging academic rigour with practical, hands-on experience.

I would like to sincerely thank those partners, and the Josoor Institute team, for their efforts in delivering our vision, and look forward to further progress in 2020.

I will always be proud when I meet Josoor Institute alumni working at major events across the world that I have the privilege to attend. This is the purpose behind the vision. I sincerely hope that in the lead-up to 2022, during the FIFA World Cup in 2022, and beyond, that Josoor Institute will have played a significant role in developing the career paths of those responsible for delivering on the ground.

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

Message from the Executive Director



The year 2019 was productive for Josoor Institute as we got another year closer to the FIFA World Cup Qatar 2022™. At the institutional level, we crossed many significant milestones but it was also a great year for the sports and events industries in Qatar.

Qatar's renowned hospitality, infrastructure and modern facilities secured our nation the hosting rights for several major international events; from the FIFA Club World Cup to the 24th Arabian Gulf Cup, as well as music concerts and international festivals. Every event is a strategic opportunity to show our state of readiness to deliver the FIFA World Cup Qatar 2022™ in two years and enhance the areas that can be improved.

With such a marked rise in the number of sports and other major events being held in Qatar, Josoor Institute is making sure it continues to build the capabilities and skillset of our delegates. Through our workshops and programmes - delivered locally, regionally and internationally - as well as research, we worked hard to make an impact and share knowledge that will build the expertise of our sports and events industries in Qatar and the region.

Among our key programmes this year were the Professional Diploma in Sports Management and Major Events Management. We have an exceptional faculty presenting the programmes and our delegates were fortunate to hear from many renowned personalities and experts in sports and events industries. The conclusion of this third cohort of the Professional Diploma Programme in Sports Management and Major Events Management in December brought the total number of graduates to 252.

Our multi-continent Executive Development Programme, which we developed for high level management leading the sports and events industries in Qatar, was once again successfully delivered in three countries. We were privileged to support the professional growth of an amazing group of delegates and several well-known figures from many renowned personalities and experts in sports and events industries this year.

The demand for our professional development workshops grow each year. The workshops are designed to a very high standard and supported with exceptional speakers, who broaden our participants' skills by sharing their extensive international experience and expertise. This year, practitioners joined us from AS Roma, Real Madrid Club de Futbol, Arsenal, the Union of European Football Associations (UEFA) among others, giving our delegates a headstart in building their international professional networks.

Extending our regional reach to build the capacity of sports and events industries remains important and prompted our Professional Development Workshop in Oman towards the end of the year, which targeted top Omani sports and events professionals, and was well received. Bringing with them extensive international experience and expertise, our speakers include professional body representatives and academics.

Josoor Institute's research is generating greater understanding and insights that we can integrate into our programme design to improve our content. We have completed wide-ranging volunteer research and the findings will be shared exclusively with organisations in the sports and events field. On top of that, we are looking ahead to publishing 25 case studies in 2020. In turn, the knowledge we generate helps us to influence debate and the future direction on critical issues facing the sports and events industries and especially the professionals who are the vital foundation.

In conclusion, I would like to thank our partners who have strongly supported Josoor Institute's work over this past year and are helping us to take our mission forward. In 2020, I am optimistic that we will heighten our efforts to strengthen the unique network we are building, which will see us make exciting leaps forward in building the capacity of our sports and events industries.

Afraa Al-Noaimi
Executive Director
Josoor Institute



Professional Diploma in Sports Management and Major Events Management (Cohort 3)



Professional Diploma - Key Facts

- 38% Qatari
- 43% Women
- 22 different nationalities represented
- 54% of delegates are employed by either the Supreme Committee for Delivery & Legacy, Aspire Zone Foundation or Qatar Football Family affiliates
- 23% are current Sports Management students at Qatar University

Professional Diploma - Delegate Statistics

	Sports Management	Major Events Management	Total
Diploma	43	43	86
Male	27	22	49
Female	16	21	37
Qatari	11	22	33
Non-Qatari	32	21	53



Professional Diploma - Delegate Employers

Employer / Affiliation	Delegates
Supreme Committee for Delivery & Legacy	19
Aspire Zone Foundation	18
Qatar Football Association (QFA) and Qatar Stars League (QSL)	10
Qatar University	20
Other	19
Total	86



Professional Diploma - Delegate Nationality

Countries Represented	Delegates
Qatar	33
Jordan	7
Egypt	6
India	6
Lebanon	6
Other Countries	28



الجامعة العربية
المجلس الأعلى
للدراسات والبحوث
الإسلامية

www.aui.edu.jo

Training and Development Programmes

Training and Development Programmes - Key Facts

Panel Sessions

- 49% Female
- 43% Qatari
- 83% from Supreme Committee for Delivery & Legacy
- Delegates attending from the Qatar Football Family, Aspire Zone Foundation, Ministry of Interior, Ministry of Foreign Affairs, Qatar Olympic Committee, Al Kass, beIN Media Group

Professional Development Workshop

- 25% Female
- 36% Qatari
- 25% from Supreme Committee for Delivery & Legacy
- Delegates attending from from public and private sectors

Executive Development Programme

- 80 % Males
- 86% Qatari
- 40% from Supreme Committee for Delivery & Legacy
- Delegates attending from the Football Family, Aspire Zone Foundation, Katara Hospitality, Qatar Olympic Committee, Al Kass, beIN Media Group

In 2019, we had delegates attending our training and development programmes from over 80 organisations

Open House - Delegate Statistics

Open House Location	Delegates
Aspire Zone Foundation	40
Al Bidda Tower	50

Training and Development Programmes - General Statistics

Programme	Delegates
Executive Development Programme	13
Professional Development Workshop	275
Panel Session	88
Total	376



Training and Development Programmes - Delegate Statistics

Programme	Delegates	Male	Female
Executive Development Programme	13	10	3
Green Building and Sustainability Workshop	111	71	40
Professional Development Workshop: Harnessing the Power of Football	40	32	8
Professional Development Workshop: Major Event Planning	40	25	15
Professional Development Workshop: Guest Management and Hospitality	41	28	13
Professional Development Workshop: Harnessing the Business of Sport (Oman)	43	39	4
Total	288	205	83



Professional Diploma in Sports Management and Major Events Management

In March 2019, Josoor Institute launched the third cohort of the flagship Professional Diploma programmes in Sports Management and Major Events Management. A total of 86 delegates completed the programme in December 2019. This number represents the largest group of delegates to complete the programmes in a single year. Since the inception of the diploma programmes in 2015, 230 individuals have graduated.

This year, Josoor Institute welcomed a new 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



Professional Diploma - Programme Content

Sports Management Professional Diploma Content

- Week 1 - Foundations of Sports Management
- Week 2 - Sport Marketing and Sponsorship
- Week 3 - Sport Marketing, Communication and Digital Media
- Week 4 - Sports Finance
- Week 5 - Sport Venue and Event Management
- Week 6 - Sports Mega Trends

Major Events Management Professional Diploma Content

- Week 1 - Introduction to Events Management
- Week 2 - Event Project Ideation and Planning
- Week 3 - Event Project Management - Operations Management
- Week 4 - Event Project Management - People Management in the Events Industry
- Week 5 - Marketing Communication for Events Management
- Week 6 - Applied Professional Practice in the Events Industry



Professional Diploma - Guest Speakers

Both international and regional guest speakers play a significant role in enhancing the learning experience of delegates in the Professional Diploma. Each block featured guest speakers with expertise related to the theme of the week. The following list provides information related to the various speakers that supported the programmes in 2019.

1. Javier Zanetti, FC Internazionale and FIFA Board Member
2. Cinzia Catalfamo, FIFA
3. Andrea Bassani, Euroleague Ventures
4. Marco Rota, Infront
5. Jane Fraser, Executive Producer
6. Adam Crothers, Formula 1
7. Mr. Michael Gandler, CEO, FC Como
8. Mr. Marco Ruzza, Creative Director and Project Manager, Joravision
9. Mr. Andrea Bassani, Euroleague Ventures
10. Ms. Francesca Urpis, Group Account Director at Next Group
11. Mr. Javier Sobrino, Chief Strategy and Innovation Officer at FC Barcelona
12. Claudia Cattai, Head of Business Development at Balich Worldwide Shows



Training, Development and World Cup Stream

A diverse and engaging array of offerings was delivered in 2019, 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.

Training and Development Programme

Professional Development Workshop

These are two-day professional development workshop 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
Harnessing the Power of Football Doha, Qatar	12-13 March 2019	40	As football clubs increasingly become global reaching media-powerhouses, there is more and more to consider when reaching fans and delivering an unmatched experience. This Professional Development Workshop explored ways in which executives working both within football and in wider sport can strengthen their content strategy and further commercialise their fanbase.
Major Event Planning Doha, Qatar	30 April-1 May 2019	40	With the biggest events in global sport descending on Doha over the next number of years, proper planning in the lead-up will be key to their overall success. This Professional Development Workshop offered delegates the opportunity to hear from senior executives who had participated in the development and delivery of mega-events around the world, providing insight into specific elements of the delivery and the skills that were essential at these times.
Guest Management and Hospitality Doha, Qatar	24-25 September 2019	41	World class events attract some of the most important figures in the world of sport and beyond, and the level of experience and service expected by them is understandably high. This Professional Development Workshop examined the strategies employed by previous major events to deliver an exception standard of guest protocol and unmissable experiences for VIPs and VVIPs.
Harnessing the Power of Sport Muscat, Oman	3-4 December 2019	43	With the global sport industry expected to be worth \$600 billion by 2022, there is never been as much opportunity in sport. But with opportunity comes competition, and with competition comes the need to gain and maintain a competitive advantage. The two-day event was designed to give delegate access to some of the brightest minds in sport, and also help them transfer lessons learned to their own working environment through regular, interactive exercises.

Bespoke Masterclass

Bespoke Masterclasses are 1-2 day programmes designed based on the request of external organisations. The sessions include international and regional speakers to develop bespoke content and workshops as requested by private and public entities in Qatar.

Title	Date	Delegates	Overview
<p>The Future of Sustainable Buildings</p> <p>Doha, Qatar</p>	<p>9-10 January, 2019</p>	<p>111</p>	<p>The workshop focused on best practices in water conservation and treatment, mechanical and passive solutions for comfort and more. Three international green building experts brought a lively presentation to discuss the current leading trends in the field and describe a future trajectory for architecture and sustainable development.</p>
<p>Building a Winning Culture</p> <p>Doha, Qatar</p>	<p>30 January 2019</p>	<p>25</p>	<p>Designed to build a winning culture in sporting and administrative teams, to achieve the wider aims of the Qatar Football Association (QFA) Vision. This masterclass ensured that managers and administrators had a better understanding of key stakeholder relationships and the different elements of stakeholder engagement. The masterclass highlighted the importance of culture, exploring its developments and challenges featuring good and bad examples from the football and business world.</p>
<p>Change Management, Influencing and Negotiation</p> <p>Doha, Qatar</p>	<p>20-21 March 2019</p>	<p>41</p>	<p>Designed to breakdown barriers and encourage team members from all parts of the business to communicate and work better together to achieve win-win outcomes. The masterclass considered the imperative for organisations to change to keep pace with changes in the environment in which they operate. It also focused effective communication, influencing and negotiation skills.</p>
<p>Protocol and Diplomatic Etiquette Bespoke</p> <p>Doha, Qatar</p>	<p>15-17 April 2019</p>	<p>35</p>	<p>Designed to learn about the State Protocol Model in a local and international context, and explore the ceremonial aspect of protocol procedures. The masterclass focused on the behavior of diplomatic etiquette and create a better understanding of Qatari local protocol rules within the practice of a state organisation.</p>

Executive Development Programme

The programme aimed at mid-senior level leaders within Qatar's Football Family, and was designed to provide delegates with practical, first-hand experience with some of the most high-performing organisations in sports and events. Taking place in non-consecutive weeks across 2019, the schedule began with a full week in Doha, before delegates traveled to the United States for Week 2 and the United Kingdom for Week 3. As part of the agenda, delegates took part in executive coaching sessions and academic classroom workshops with one of the world's leading universities. Additionally, delegates gained VIP access to the full Leaders Week London 2019 programme, inclusive of private, closed-door sessions.

Title	Date	Delegates	Overview
Executive Development Week 1 Doha, Qatar	24-28 February 2019	13	Week 1 focused on the core skills and mindset required to successfully coach and build on existing skills and knowledge, to understand when to use a coaching approach and when other approaches will be more powerful and potential at work.
Executive Development Week 2 Atlanta, USA	24-28 June 2019	10	The second week saw delegates travel to Atlanta, home to MLS Champions Atlanta United, Super Bowl 2019 hosts Atlanta Falcons, and numerous other major US sport franchises. Those who traveled to Atlanta heard from senior executives from Atlanta's major sports clubs. They also took part in the Leaders Performance Summit on day two of the programme, and also explored a series of case studies with professors from world renowned academic institution, Georgetown University.
Executive Development Week 3 London, UK	07-11- October 2019	13	Designed to break down barriers and encourage team members from all parts of the business to communicate and work better together to achieve win-win outcomes. The third week considered the imperative for organizations to change to keep pace with changes in the environment in which they operate. It focused on effective communication, influencing and negotiation skills.

World Cup Stream

A series of programmes tailored to the requirements and needs of entities responsible for the delivery of FIFA World Cup Qatar 2022™ covering sectors such as hospitality, protocol, guest management, and marketing.

The World Cup Stream offers a focus programme on the delivery of the FIFA World Cup Qatar 2022™ and on the job training by shadowing opportunities, observation programme, work placement, internship and volunteer opportunities.

The quality of these programmes is designed by using the best practices recommend from multiple trusted resources and networks of Josoor Institute, delivered by world class speakers, and C-level industry leaders with extended experience in the market internationally.

Title	Date	Delegates
Volunteer Lead Training Workshop	18-19 October 2019	40
Strategic Planning for Football Organisations – An Overview	16 December 2019	28
Observation Programme Uzbekistan Football Federation	14-18 December 2019	4
Observation Programme China Football Federation	18-22 December 2019	10

Panel Session

These sessions are hosted to Supreme Committee for Delivery & Legacy staff and Josoor Institute guests to provide insight and information and transfer knowledge from industry leaders, key stakeholders and senior executives. The objective of these sessions is to transfer knowledge, spark conversations as well as provide a unique take and perspective on a range of topics focused around the 2022 FIFA World Cup in Qatar™.

Title	Date	Delegates
Sustainability	7 February 2019	15
Sports Diplomacy	28 March 2019	20
Health Safety and Security	18 April 2019	20
Guest Management	17 October 2019	33

Guest Speakers

- Henk Markerink, Chief Executive Officer, Amsterdam ArenA, AFC Ajax
- Tom McCann, Premium and Venue Experience Director, Arsenal FC
- Paul Rogers, Head of Digital and Social Media, AS Roma
- Scott Jenkins, General Manager, Mercedes-Benz Stadium, Atlanta Falcons
- Stephen Cannon, Chief Executive Officer, AMB Group, Atlanta Falcons
- Darren Eales, President, Atlanta United FC
- Duncan Walkinshaw, Director of Programmes, beIN Media Group
- Jonty Whitehead, Head of Sports – MENA, beIN Media Group
- Steve Gera, Chief Executive Officer, Gains Group
- Michael McDermott, Professor of the Practice in Management, Georgetown University
- Sundar Raman, Chief Executive Officer, IMG Reliance
- Steve Elworthy, Managing Director, Cricket World Cup
- Alexandra Moiseyeva, Consultant, IQ Protocol
- Maite Ventura, Managing Director, Middle East and North Africa, LaLiga
- James Worrall, Founder and Chief Executive Officer, Leaders
- Mark Warburton, Manager, Queen's Park Rangers
- Ian Ritchie, Chairman, Premiership Rugby
- David Hopkinson, Head of Global Partnerships, Real Madrid CF
- Will Fraser, Director of the Saracens Way and Former Professional Rugby Player, Saracens RFC
- Peter Daire, Director, Sport Collective
- Charlene Nyantekyi, General Manager, Club Wembley, The Football Association
- Colin Rhodes, Senior Event Manager, The Football Association
- David Bradley, Club Wembley CRM and Digital Marketing Manager, The Football Association
- Neil Sharman, Security Operations Manager, The Football Association
- Neil Doncaster, Chief Executive of the Scottish Professional Football League
- Jason F. McLennan, Founder + CEO, McLennan Design
- Kevin Hydes, PE, CEO and President, Integral Group
- Pete Muñoz, Senior Engineer and Practice Leader, Biohabitats
- Nicola McCullough, Consultant and Subject Lead in International Event Management, Josoor Institute
- Rebecca Padgett, York St John University, UK
- Nikolaos Barbas, Events Services Expert, Supreme Committee for Delivery & Legacy
- Desmond Parker, Protocol Advisor, Supreme Committee for Delivery & Legacy
- Omar Ghanim, Protocol Expert and Trainer
- Dr. Gerard Akindes, Research and Insight Senior Manager, Josoor Institute, and Supreme Committee for Delivery & Legacy
- Dr. Wadi Ishaq, Assistant Professor, Qatar University
- Dr. Mahfoud Ammara, Associate Professor, Qatar University
- Dr. Eddy Tukamushaba, Associate Professor, Stenden University
- Richard Griffith, Advisor, Supreme Committee for Delivery & Legacy
- Nick Thurston, Venue Readiness Manager, Supreme Committee for Delivery & Legacy
- Gordon Penny, Corporate HSSE Senior Manager, Supreme Committee for Delivery & Legacy
- Rasha Al Qarni, Human Resources Director, Supreme Committee for Delivery & Legacy
- Houtan Homayounpour, Head of ILO Project Office in Doha
- Mr. Jaber Al Merri, Senior OSH Specialist, Labour Inspection Department – MADLSA
- Alan Crawford, Safety Expert, Supreme Committee for Delivery & Legacy



E-Learning Programme

Josoor Institute delivered its first Massive Online Open Course (MOOC), “Sustainability and Major Sport Events” professional certificate, a globally accessible programme offered by Hamad Bin Khalifa University (HBKU) in collaboration with edX, Josoor Institute, and the Supreme Committee for Delivery & Legacy. The programme 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 center of delivering 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 a considerations when planning a sustainable major sport event.
- Sustainable major sport event strategies and action plans.
- Long-term impact and legacy of sustainable major sport events.

The programme supports individuals, industry and governments to:

- Articulate the concept of sustainability in a major sport 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 sport event
- Develop effective communications campaign for a sustainable major sport event
- Measure long-term impact of the event

E-Learning Programme - Key Facts

- More than 500 learners registered for the first iteration of the certificate
- The Qatar National Tourism Council, Supreme Committee for Delivery & Legacy and the FIFA Sustainability and Diversity, endorsed the programme
- The percentage of verified to total enrollment for course 1 (>8%) exceeds the edX average (2-4%) for courses in the sustainability/environment/engineering domain
- First Sustainability and Sports Professional Certificate knowledge legacy of the FIFA World Cup Qatar 2022™
- Global reach of the programme (more than 65 nations)
- Tangible knowledge and education legacy outcome of the planning of FIFA World Cup Qatar 2022™

E-Learning Programme: Key Achievements

- A collaborative and multiple Subject Matter Experts delivery
- Multiple departments within the Supreme Committee for Delivery & Legacy
 - HSSE
 - TDO - Sustainability
 - Community Engagement
 - Workers Welfare
 - Advisory Unit and Special Projects
- FIFA World Cup Qatar 2022 LLC
- HBKU Colleges
 - College of Law
 - College of Sciences and Engineering
- FIFA Sustainability and Diversity

E-Learning Programme: Enrollment

	Course 1 Total	Course 2 Total	Course 1 Verified*	Course 2 Verified*	Total
Sustainability and Major Sport Events: Run 1	598	323	49	22	921

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

E-Learning Programme: Delegate Testimonials

"I found the course extremely informative and useful."

"The course has made me more aware of all aspects of sustainability and how substantial the topic is. There is the saying 'knowledge is power' for a reason."

"The Sustainability and Major Sport Events Programme gives me the knowledge about implementing sustainability best practices to create and host a successful major sports event."



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.

Available to a wide audience, the published outcomes of our research equally intend to enrich local and regional sports and events industries management knowledge.

Our research goals are:

- Deliver world class practical courses based upon international best practice to upskill existing talent and attract and develop new talent
- Continually engage and promote interaction between individuals and organisations within the sports and events industries to fuel growth and development
- 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

Key Achievements

Three main projects completed in 2019:

- Sports and Events Management Training, Development and Education Needs
- Volunteer Human Capital Development Programme
- ▶ ● 25 Case Studies pertaining to thematic topics in sports and events

Sports and Events Management Training, Development and Education Needs

The main objectives of the study were to investigate the following:

- To understand more clearly the training, development and education needs among government and private organisations in Qatar which will be included in the delivery of the FIFA World Cup Qatar 2022™
- To determine gaps in programme provision, and clarify Josoor Institute training requirements until 2022 and beyond
- To assess the recruitment potential for online courses and trainings, and to identify an accepted price point for different product offerings that Josoor Institute could deliver online
- To challenge Josoor Institute's existing delivery mechanisms and product offerings to enable a refinement process including online delivery

Key Findings

Current satisfaction levels are high among delegates

Josoor Institute is perceived as a unique provider, superior to other training providers. Its main strength is represented by the lecturers, speakers and academic partners, followed by the content delivered. Continued investment is required to remain as a market leader and maintain momentum.

Programme development strategy

Josoor Institute requires a proactive approach to finding out training needs, segmenting delegates, developing a training roadmap with course progression to 2022, coordinating academic institutions as a central facilitator to designing content (i.e. not just administrative coordinator) and providing training schedules in advance to aid delegates planning. The relevant content should be sophisticated, specific, detailed, modular and tailored to the audience.

Online can become a key delivery mechanism

Some current resistance to online delivery has been noted but major advantages are acknowledged for certain content and when used in combination with classroom delivery. Delegates need to be educated on modes of delivery and advantages, to change current mindsets and misconceptions.

Defining a clearer marketing message and objectives

Define and formalise the relationship between Josoor Institute and Supreme Committee for Delivery & Legacy that will help with communication and knowledge sharing between the two.

Volunteer Human Capital Development Programme

Main objectives of the study were to provide a comprehensive understanding of the volunteer landscape, including:

- Profile of volunteers
- Key motivations for volunteering
- Cultural significance and considerations
- Estimates of scale of volunteers in the regions and market trends
- Understanding current recruitment, training and managing programmes
- Learnings and best practice from previous volunteer programmes
- Determining macro factors for consideration in the volunteering context
- To support the future development of volunteer frameworks and strategy including for the SC volunteer human capital development programme, training and education programmes and recruitment campaigns

Key findings

Volunteering experience

More than half of the volunteers in Qatar and UAE, and two-fifths in KSA claim to have volunteered at sports or entertainment events. The average number of events volunteered at is lower in Qatar (3 times) vs. KSA and UAE (4 times). Similar future intention to volunteer at events 80% - 90% of the residents declared they would be likely to volunteer in the future at sports or non-sports events.

Interest in 2022

Highest interest of attending FIFA World Cup Qatar 2022™ is registered in Qatar where 4 out of 5 residents are at least quite interested in attending. Similar findings when it comes to volunteering at FIFA World Cup Qatar 2022™, with Qatar showing the highest interest, followed by UAE residents and least interest registered in KSA where 1 out of 3 residents are not interested in becoming a volunteer



Case Studies

To address the contextualization gap of Josoor Institute's various education and training programmes, the first set of 25 case studies were delivered in 2019. A list of themes such as sponsorship, marketing, event planning, branding, human resources management, event strategic planning were studied and developed to support education and training delivery

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

WISE

Josoor Institute was proud to have sponsored and participated in the study titled "Case Studies of Worldwide Sport Development Systems" in partnership with WISE (World Innovation Summit for Education).

This research explored elite sport development systems and aspects of educational attainment and opportunities for elite athletes in a variety of national sport development systems. The countries analyzed for this project are the United States, United Kingdom, Russia, Senegal, and Qatar. These were selected by the researchers because of the heterogeneous socio-political contexts, the diverse histories in relation to sport and education, and the expectation of a variety of approaches toward elite athlete development and education attainment. The objective of this research was to compare, contrast, and examine systems to ascertain best practices and approaches for elite athletes to gain a viable education experience and career development for life after formal competitive sport.

The findings offer meaningful insights into how best to support our dedicated athletes to achieve their educational and sporting successes, which ultimately contribute to the sustainable development of Qatar, in keeping with the Qatar National Vision 2030.

Research Dissemination

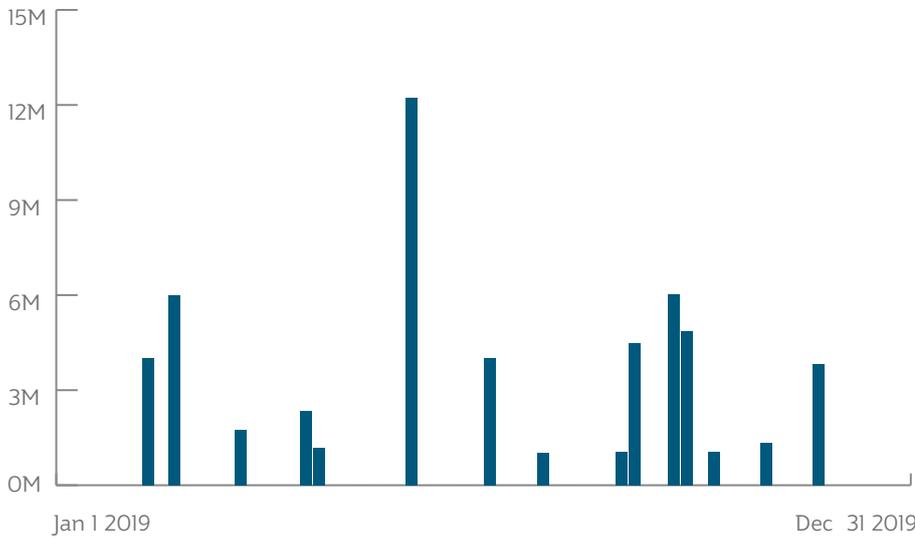
The final reports and case studies are disseminated along specific channels:

- Local and international stakeholders from the 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

All Josoor Institute's reports and case studies are available to the global audience for download and will be integrated to the Knowledge Hub. Selected reports and case studies will also be integral part of the the Supreme Committee for Delivery & Legacy's Integrated Knowledge Library.

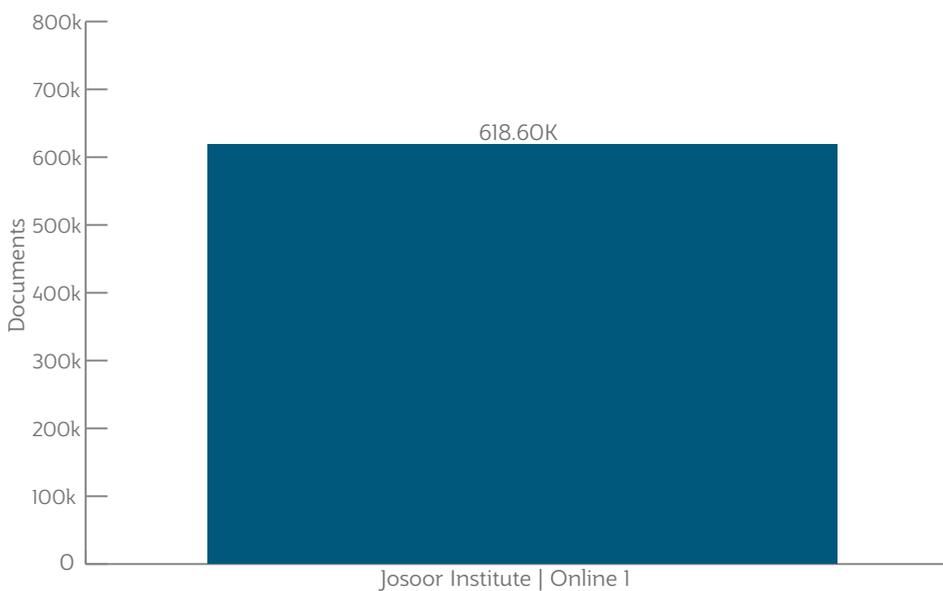
PR and Media Coverage

Potential Reach



The graph represents the total potential PR reach for the year 2019. Potential reach peaked during mid-April 2019 with a total of 12.2m

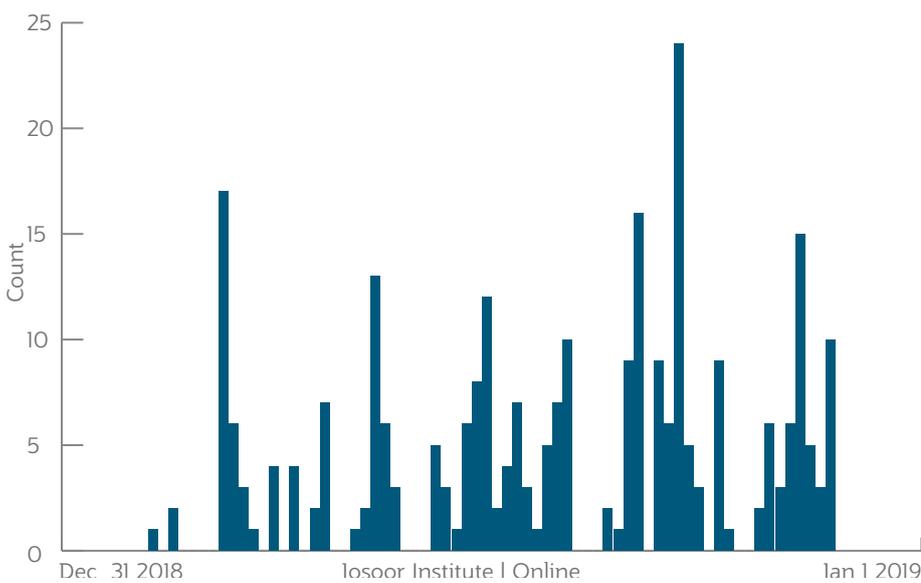
Potential Value



The total PR AVE for the year 2019 is 618.60K



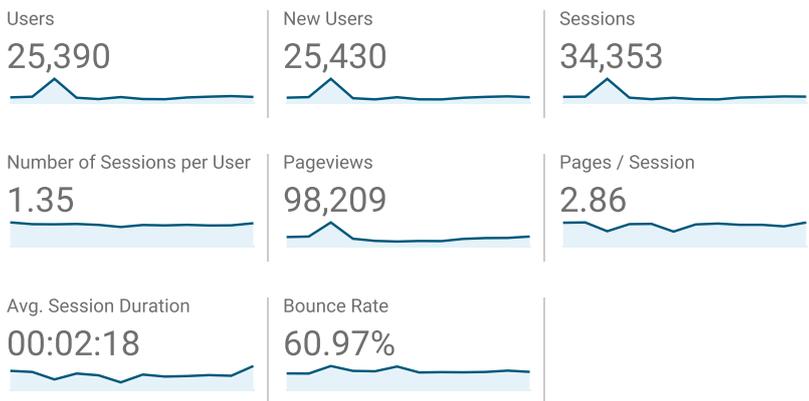
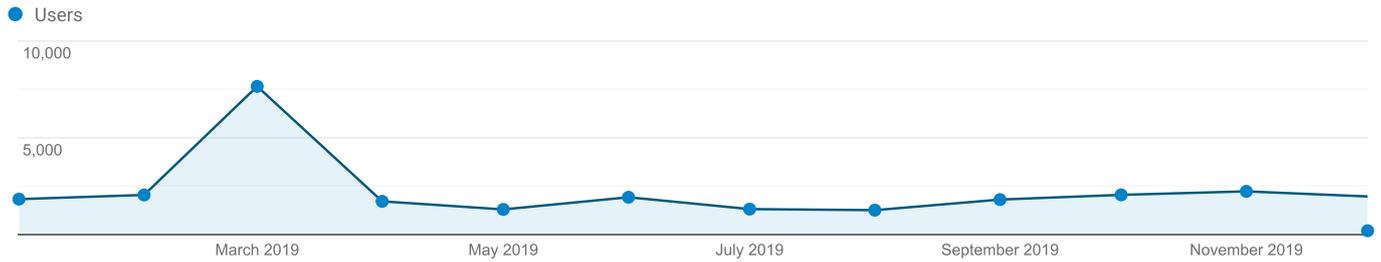
Media Exposure



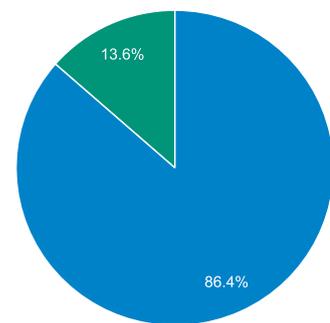
The graph represents total media exposure for the year 2019. There was a peak on 1 October 2019 where media exposure reached 24 clips

Website Coverage Report

Website Audience

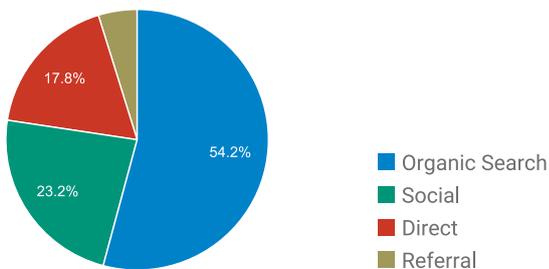


■ New Visitor ■ Returning Visitor

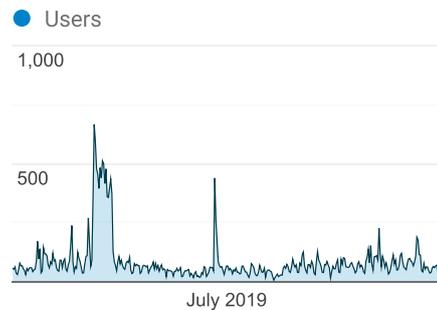


Website Reach

Top Channels



Users

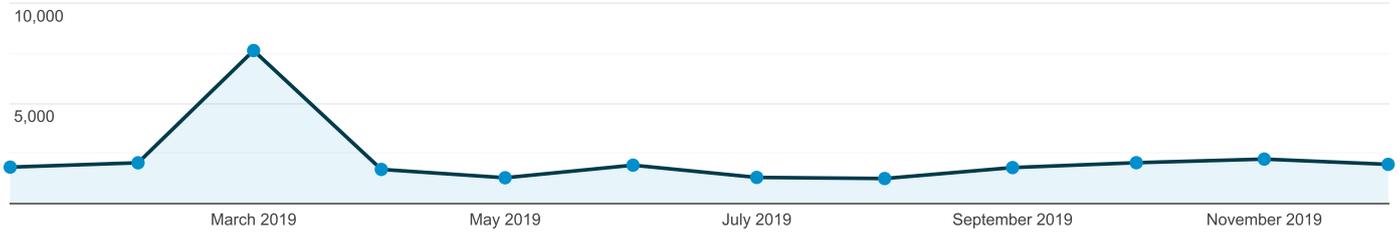


	Acquisition			Behavior		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
	25,390	25,430	34,353	60.97%	2.86	00:02:18
1 Organic Search	14,032			55.87%		
2 Social	6,019			82.98%		
3 Direct	4,619			56.95%		
4 Referral	1,237			42.82%		

Website Source

Summary

● Users



Device Category	Acquisition			Behavior		
	Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
	25,390 % of Total: 100.00% (25,390)	25,451 % of Total: 100.08% (25,430)	34,353 % of Total: 100.00% (34,353)	60.97% Avg for View: 60.97% (0.00%)	2.86 Avg for View: 2.86 (0.00%)	00:02:18 Avg for View: 00:02:18 (0.00%)
1. mobile	15,317 (60.25%)	15,474 (60.80%)	19,309 (56.21%)	69.11%	2.12	00:01:19
2. desktop	9,604 (37.78%)	9,479 (37.24%)	14,377 (41.85%)	50.25%	3.83	00:03:36
3. tablet	500 (1.97%)	498 (1.96%)	667 (1.94%)	56.37%	3.29	00:02:22



Social Media Coverage

facebook

Page Likes

January 1

7,736

December 31

7,758

Josoor Institute
Published by Mariam Eltaweel [?] · February 10, 2019 · 🌐

تعتبر كلية بيوكوني من أعلى الجامعات تقييماً في تخصص الإدارة، هي الآن الشريك الأكاديمي لمعهد جوسور

تعتبر كلية بيوكوني للإدارة إحدى أبرز كليات إدارة الأعمال في العالم، حيث ستوفر التعليم والتدريب على مستوى عالمي إلى جانب معهد جوسور، لإنتاج أشخاص مهنيين ورياضيين يتمتعون بمهارة عالية.

المعهد جوسور

Top-ranked business school, @SDA_Bocconi School of Management, now an academic partner of Josoor Institute! Recognised as one of the most prestigious business schools in the world, SDA Bo... See More

Performance for Your Post

1,005 People Reached

30 Reactions, Comments & Shares

23 Like	13 On Post	10 On Shares
2 Love	2 On Post	0 On Shares
0 Comments	0 On Post	0 On Shares
5 Shares	5 On Post	0 On Shares

113 Post Clicks

51 Photo Views	0 Link Clicks	62 Other Clicks
-----------------------	----------------------	------------------------

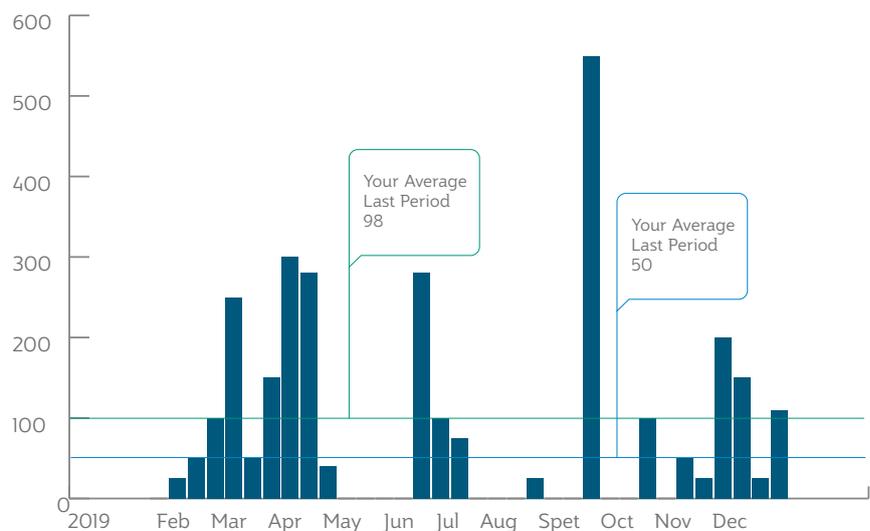
NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Facebook Reach

Average reach for the year has fluctuated between 55 and 98 reaches per day





Followers

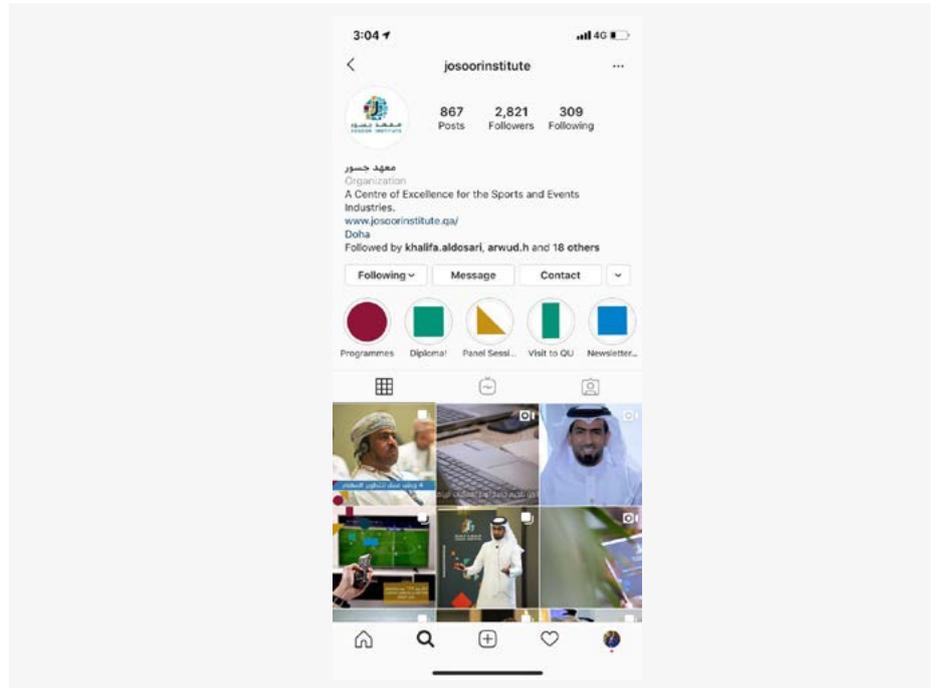
November 2019

2,110

November 2019

2,821

711 New Followers



Most Liked

The best performing post was the video by Eman Al Khamiri.

The post reached 1,875 people and generated 122 likes, and was shared in DM by 74 users while saved by 26 users.

The post has also generated 1,875 profile visits for users that do not follow the page, and 11 website clicks.





Followers

January 1

3,996

December 31

4,216

220 New Followers

Total annual impressions for Twitter

341.5K Impressions

Top Post

معهد جسور @JosoorInstitute

في إطار توسيع تأثيرنا على المستوى الإقليمي، استضافنا ورشة عمل لمدة يومين بعنوان "تسخير قوة الرياضة" في مسقط، سلطنة عمان. تعلم المشاركون في ورشة العمل على أيدي خبراء - يخفيايا عالم الرياضة مثل محمد سعدون الكواري @Ms3don حول عالم الرياضة، وكيف يمكنهم تطوير حياتهم المهنية.

Translate Tweet

0:45 9.5K views

4:17 PM · Dec 5, 2019 · Twitter for iPhone

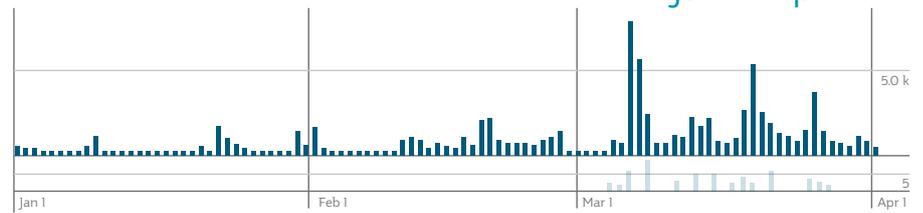
View Tweet activity

4 Retweets 15 Likes

Impressions	46,803
Media views	9,536
Total engagements	585
Media engagements	424
Detail expands	70
Profile Clicks	70
Likes	15
Retweets	4
Replies	2

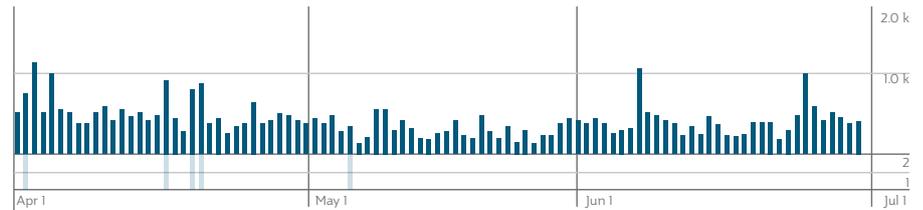
Your Tweets earned 94.7k impressions over this 91 day period

Jan - April



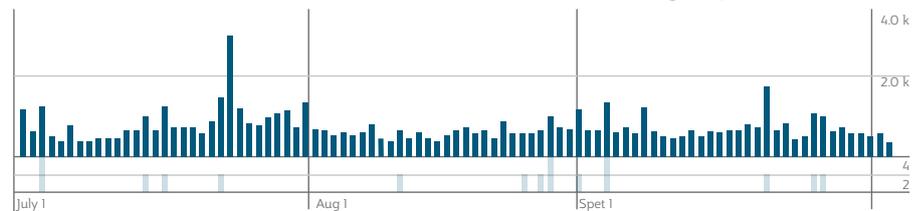
Your Tweets earned 42.9k impressions over this 91 day period

Apr - July



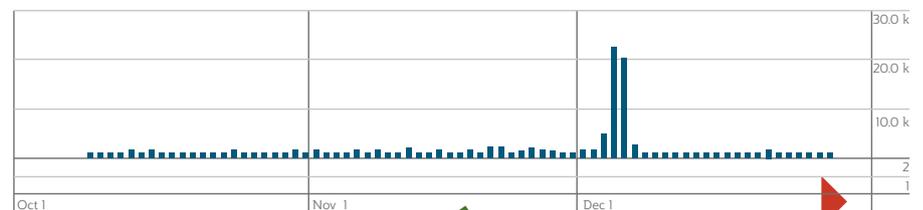
Your Tweets earned 42.9k impressions over this 91 day period

July - Oct



Your Tweets earned 42.9k impressions over this 91 day period

Oct - Dec





Followers

January 1

1,510

December 31

1,656

146 New Followers

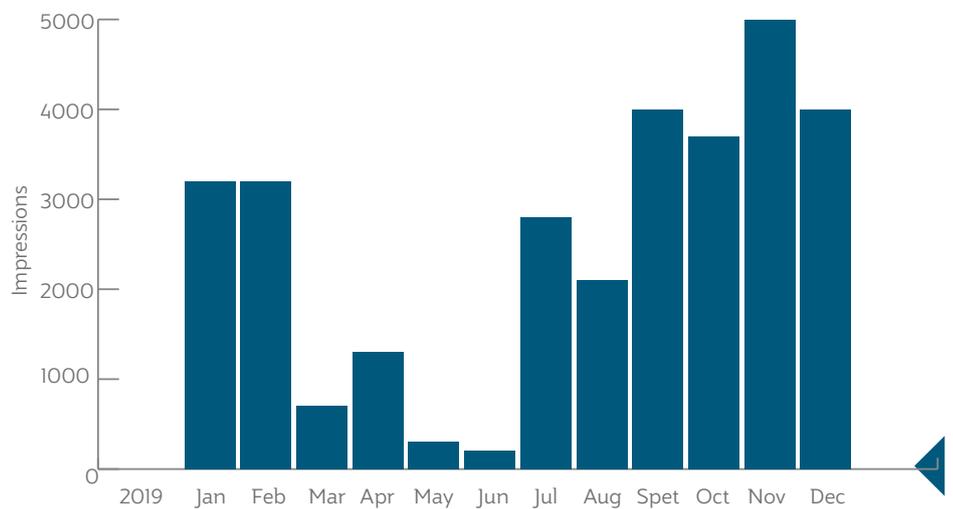
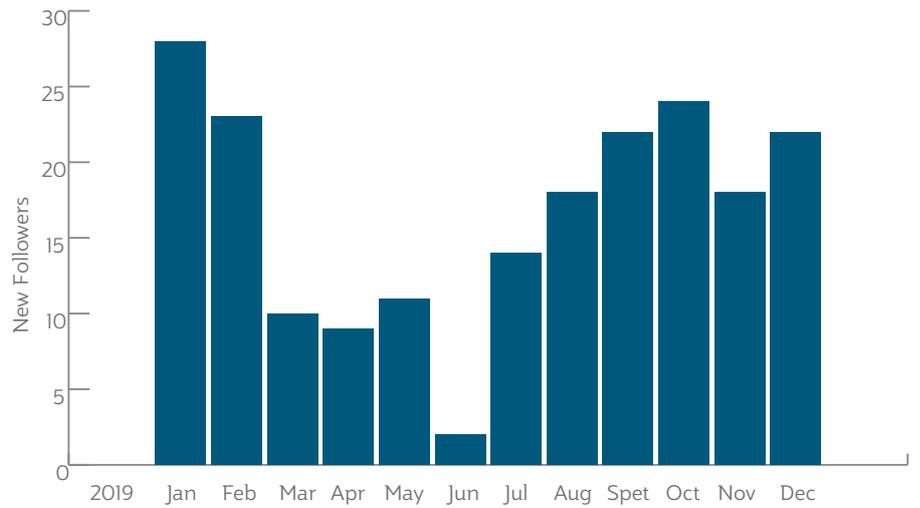
Top Post



Post on Javier Zanetti uploaded on 2 December.

1,147 Impressions

28 Reactions





معهد جصور
JOSOOR INSTITUTE

Josoor Institute 2020 Calendar

Education, Training and Development

1

JANUARY							WEEKEND
S	M	T	W	T	F	S	
29	30	31	1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	31	1	

Panel Session: Crowd Management

2

FEBRUARY							WEEKEND
S	M	T	W	T	F	S	
26	27	28	29	30	31	1	
2	3	4	5	6	7	8	
9	10	11	12	13	14	15	
16	17	18	19	20	21	22	
23	24	25	26	27	28	29	

Diploma Programme - Block 1
PDW 1 - Venue & Stadium Management
Sports Day
Cohort 3 - Diploma Graduation
Panel Session: Venue and Stadium Management

3

MARCH							WEEKEND
S	M	T	W	T	F	S	
1	2	3	4	5	6	7	
8	9	10	11	12	13	14	
15	16	17	18	19	20	21	
22	23	24	25	26	27	28	
29	30	31	1	2	3	4	

Diploma Programme - Block 2
Executive Development WEEK 1 - Qatar
Emerging Leaders - Week 1
WCS 1: Learnings from FIFA Club World Cup & Gulf Cup (TBC)
Panel Session: Breaking barriers through Sports (a different fo

4

APRIL							WEEKEND
S	M	T	W	T	F	S	
29	30	31	1	2	3	4	
5	6	7	8	9	10	11	
12	13	14	15	16	17	18	
19	20	21	22	23	24	25	
26	27	28	29	30	1	2	

Diploma Programme - Block 2
PDW 2 - Protocol & Hospitality
Emerging Leaders - Week 2
Bespoke Masterclass- Volunteer Leaders (TBC)
Month of Ramadan
Bespoke Masterclass - Sports Diplomacy (TBC)
Panel Session: Workers Welfare

5

MAY							WEEKEND
S	M	T	W	T	F	S	
26	27	28	29	30	1	2	
3	4	5	6	7	8	9	
10	11	12	13	14	15	16	
17	18	19	20	21	22	23	
24	25	26	27	28	29	30	
31							

Month of Ramadan
Eid Al Fitr Holiday

6

JUNE							WEEKEND
S	M	T	W	T	F	S	
31	1	2	3	4	5	6	
7	8	9	10	11	12	13	
14	15	16	17	18	19	20	
21	22	23	24	25	26	27	
28	29	30	1	2	3	4	

Diploma Programme - Block 3
PDW 3 - Sports Entrepreneurship
WCS 2: State Protocol and Etiquette
Panel Session: CSR and Community Engagement

- Diploma Programme
- Professional Development Workshop (PDW)
- World Cup Stream (WCS)
- Guest Management Training (GMT, Amiri Diwan)
- Bespoke Masterclass
- Executive Development (5 days)
- JI Sport and Legacy Forum
- Panel Session

7

WEEKEND						
JULY						
S	M	T	W	T	F	S
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1

8

AUGUST						
S	M	T	W	T	F	S
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

9

SEPTEMBER						
S	M	T	W	T	F	S
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	1	2	3

10

OCTOBER						
S	M	T	W	T	F	S
27	28	29	30	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

11

NOVEMBER						
S	M	T	W	T	F	S
25	26	27	28	29	30	31
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5

12

DECEMBER						
S	M	T	W	T	F	S
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

Executive Development WEEK 2 - USA
 Eid Al Adha Holiday
 Panel Session: Fan engagement
 GMT 4: Security/Media & Communication (TBC)

Eid Al Adha Holiday
 WCS 3: The essentials of an Unforgettable Guest Experience

Diploma Programme - Block 4
 PDW 4 - Sports Diplomacy
 Bespoke Masterclass- Volunteer Leaders (TBC)
 GMT 5: Protocol/Cultural Programmes (TBC)
 Panel Session : Grassroots initiatives & development through foot

Diploma Programme - Block 5
 Executive Development WEEK 3 - UK
 Bespoke Masterclass- Volunteer Leaders (TBC)
 Panel Session: Qatar Athlete Education
 Sport and Legacy Forum 2020 (TBC)

Diploma Programme - Block 6
 PDW 5 - Digital Transformation Within Sport
 Bespoke Masterclass- Volunteer Leaders (TBC)
 Panel Session: Media & Communication (TBC)
 Sport and Legacy Forum 2020 (TBC)

National Day
 PDW 6 - Oman (Topic TBC)
 GMT 6 (UK): Leadership/Problem Solving and Team Management





 Josoor Institute @JosoorInstitute Josoor Institute josoorinstitute

www.josoorinstitute.qa